UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG - SOUTH AFRICA.

"THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND EQUITY IN THE TELECOMMUNICATION INDUSTRY IN GHANA"

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The Impact of Corporate Social Responsibility onBrand Equity in the Telecommunication Industry in Ghana.

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ABSTRACT

Recently, there has been a rising interest for an anchor of Corporate Social Responsibility (CSR) into the business structure of most organizations in Ghana. This is due to the benefits associated with the concept of CSR which has generated a lot of attention and interest of many stakeholders including managers and researchers. However, most of the available research works in this area were carried out on developed countries and in the case of the telecommunication industry, the scope of studies appear narrow as individual telecommunication companies were used as case studies and reported findings are inconclusive. This study investigated the relationship between CSR and brand equity in the telecommunication industry in Ghana. The study adopted quantitative research design and collected primary data from 600 respondents across the 16 regions of Ghana using structured questionnaire. Convenience sampling procedure was employed. The field data was analyzed using inferential statistics (OLS regression and correlation analysis) and descriptive statistics. The study found that both ethical and philanthropic responsibilities of CSR positively relate to brand awareness and brand loyalty at statistically significant levels. The study recommends that telecommunication firms in Ghana should make their philanthropic initiatives and projects visibly known to the general public through intensive public relation activities, media engagements to showcase their donations, sponsorships, community socio-economic projects and voluntary education gestures. The study further recommends that management of telecommunication firms should continuously integrate and incorporate philanthropy in their marketing strategies, making it permanent and integral feature of the formulation and implementation of business differentiation policies.

Keywords: economic social, ethical, legal, philanthropy, legitimacy, stakeholder, signaling, perception, theory, brand.

DECLARATION

I, _____**Shaibu Salifu**______, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted as a full requirement for the award of Master of Management by Research (MMR) in the University of the Witwatersrand, Johannesburg. It has never been presented for any degree or examination in this or any other university.

Shaibu Salifu

Signed at JOHANNESBURG, SOUTH AFRICA

On the 02 day of MARCH 20 21

DEDICATION

This thesis is dedicated to the Late Mallam Salifu Musa and Agyaratu Salifu (my parents), for their continued love, taught of respect and discipline as well as continuous prayers. Thank you for imparting values of life onto me and making me counted among my equals.

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CHAPTER 1: INTRODUCTION

1.1 Background to the Study

Corporate Social Responsibility (CSR) has attracted a lot of attention from academics and CSR practitioners over the years. But there is no universally accepted definition of the term CSR. Bowen (1953) first introduced the concept of CSR; however, the concept of CSR as introduced by Bowen (1953) has gone through various changes over the years (McWilliams, Siegel & Wright, 2006; Weyzig, 2009). It is stated that CSR information has existed in management, marketing and accounting literature over a long time (Wood, 2010). Both societies and organizations have immensely intensified their attention in current years (Adams & Frost, 2006; Gulyás, 2009; Young & Thyil, 2009). Before then, organizations concentrated on plans and measures for business growth and profitability. Some of these strategies include differentiation, cost leadership, diversification, turnaround, concentration and globalization. That notwithstanding, current happenings in strategic management supports the need to add activities that seek to include the concerns and needs of the society.

Academics have recognized these as CSR endeavours (Carroll, 1979; Margolis & Walsh, 2001). Academics and other stakeholders of CSR have also affirmed these activities as cost-linked marketing, corporate social marketing, philanthropic donations, society improvement, assistance to victims of tragedy, defense, programmes for peace and decline in environmental degradation constitute corporate social obligations.

The motives behind companies' implementation of CSR include reputation (Fernando, 2007), business plan (Dentchev, 2004) as well as in response to pressure from stakeholders (McWilliams & Siegel, 2001).

CSR makes a lot of contributions in marketing. For instance, CSR minimizes displeasure of people over activities of firms; and to form vibrant, values-based organizational brands (Alexander, 2009;Du, S., Bhattacharya & Sen, 2010; Klein, Smith & John, 2004; Sen & Bhattacharya, 2001).

Atuguba and Dowuona-Hammond (2006) indicated that CSR means business organizations ought to be held responsible for any of their activities that impacts on the people and society at large; as well as the call for companies to sustain their values with shared beliefs. The study sought to examine the motivations underlying Ghanaian telecommunication companies' CSR behaviour and its impact for their customer-based brand equity.

1.2 Purpose of the Study

This study investigates the motivating factors for companies to implement CSR and whether or not it guarantees brand equity. This provides an opportunity for telecommunication companies in Ghana to plan towards their customers. Further, the application of consumer behavioural theory to CSR activities in the Ghanaian perspective, will provide addition to existing theories, which will increase the frontiers or regulate the theoretical underpinnings of consumer behaviour (Marshall & Rossman, 2011). The study makes a tremendous contribution to guidelines by determining activities that show if CSR doings by companies conform to CSR commitments and suggests to policy on how to control CSR doings.

1.3 Context of the Study

CSR is a global phenomenon and has been accepted and adopted by a lot of firms in Ghana. Consistent with Alagidede, Baah-Boateng and Nketia-Amponsah (2013), in spite of the various economic challenges in Ghana, the 2007 Ghana telecommunications Sector Performance Review (2007) states that the telecommunication industry has made a remarkable and speedy progress and for that matter growth (Frempong, 2008). It has earned itself a title of a high contributor to the Gross Domestic Product (GDP) of Ghana (Ameyaw, 2015).

The Global System for Mobile communication (GSM) has created a lot of opportunities in the areas of money payments, money transfers, money banking, insurance, electronic learning, governance and commerce. This has created a lot of job opportunities for the people of Ghana in the areas of distribution/retailing of GSM phone, recharge cards and GSM phone repairs. Theses numerous opportunities are not devoid of challenges. There is persistent fraud in the area of money payments, money transfers, money banking and cyber fraud in the form of impersonation. However, these crimes have been mitigated by the telecommunication firms and the NCA through public education (Osei-Owusu, 2015).

Extant literature reveals that all the telecommunications firms in Ghana have embraced CSR as part of their strategic plans. MTN Ghana set up MTN Ghana foundation in 2007 as a CSR management structure for the MTN Group's related initiatives across its 22 operations. The CSR focus of the foundation includes health, education and economic empowerment. The foundation is funded by a proportion of profit after tax of each operating unit of MTN Ghana. Also, Vodafone Ghana Foundation was launched in 2009 as a CSR arm of Vodafone Ghana. It makes charitable contributions to communities, community groups and Non-Governmental Organisations in Ghana. The foundation is funded by Vodafone Ghana and Vodafone Group Foundation. Further, AirtelTigo makes a lot of contributions on education, sports and support for charity homes. Finally, Glo Ghana makes a lot of contributions towards CSR in the forms of CNN African Voices, Wole Soyinka Prize for Literature, National Football Teams, National Team Supporters Club and International Half Marathon (Abukari & Abdul-Hamid, 2018).

But it is not certain as to whether the survival of these telecommunication firms is contingent on CSR. It is against this background that this study examined the relationships between CSR brand equity in the telecommunication industry in Ghana".

1.4 Statement of the Problem

1.4.1 Main Problem

To investigate the relationship between CSR (ethical and philanthropy) and brand equity (brand awareness and brand loyalty). This research problem emanates from the fact that most of the available research in this area were carried out on developed economies. For example, Jing Yang and Kelly Basile (2018) used data on brands in the United States of America. The authors suggested that further studies be carried out in developing countries and emerging economies (Jing Yang & Kelly Basile, 2018).

Again, the scope of studies on telecommunication industry was narrow; as individual telecom companies were used as case studies (Anlesinya, et al., 2014; Selam, 2017). It was therefore recommended that detailed studies be carried out to broaden the scope.

Further, there are inconclusive findings on CSR. For instance,Sen, Sankar and Bhattacharya(2001) posit that the importance of CSR include improved profitability, customer loyalty, trust, positive brand attitude, fighting bad publicity and ensures competitive advantage (Porter & Kramer, 2006). Nevertheless, Bhattacharya and Sen (2004) stated that there is no clear-cut impact of CSR on customer loyalty, and that a significant positive behaviour of customers to CSR is not a fact and that CSR creates uneven costs in the midst of competitors; inflicts costs which are transferred on to the stakeholders, as well as imposes obligations to business organizations as against profitability (Friedman, 1970; Jensen, 2001; Lantos, 2001).

Therefore, this study cures the aforementioned problems by achieving the objectives of the study.

1.4.2 Sub-Problems

The primary sub-problem is to investigate the relationships connecting ethical responsibility of CSR, brand awareness and brand loyalty. Secondly, to investigate the relationships connecting philanthropic responsibility of CSR, brand awareness and brand loyalty.

1.5 Objectives of the study

The study aimed at achieving the following specific objectives:

1. To examine the relationship between ethical responsibility of CSR and brand awareness.
2. To examine the relationship between ethical responsibility of CSR and brand loyalty.
3. To investigate the relationship between philanthropic responsibility of CSR and brand awareness.
4. To examine the relationship between philanthropic responsibility of CSR and brand loyalty.

1.6 Research Questions

The study was guided by the following questions:

1.6.1 Sub-Problem 1: Research Questions

1. What is the relationship between ethical responsibility of CSR and brand awareness?

2. What is the relationship between ethical responsibility of CSR and brand loyalty?

1.6.2 Sub-Problem 2: Research Questions

1. What is the relationship between philanthropic responsibility of CSR and brand awareness?
2. What is the relationship between philanthropic responsibility of CSR and brand loyalty?

1.7 Significance of the study

The telecommunication industry plays a pivotal role in the socio economic development of its employees and all other stakeholders within its operational set up. It provides huge employment opportunities as well as basic social amenities within the areas of education, health and the environment.

The tremendous benefits associated with the implementation of CSR to both companies and beneficiary communities cannot be over-emphasized as it forms an integral part of heightening sustainable development. It provides a unique platform for organizations to contribute their quota to the sustainable development of beneficiary communities (Moon, 2007).

The recognition of the telecommunication firms for the need to incorporate and carry out CSR as a core component of their operations makes it an appropriate case-study area to study:

Firstly, the proposed study will contribute to existing literature on CSR and Brand Equity in African context. The study will be carried out in Ghana, a developing country as recommended by Jing Yang and Kelly Basile (2018).

Secondly, the proposed study will broaden the scope of studies carried out in the telecommunication sector. Consistent with the recommendations of Selam (2017) and Anlesinya, et al. (2014), this study will be carried out on all the telecommunication firms in Ghana.

Further, various arguments have been made for and against the practices of CSR (Porter & Kramer, 2006; Bhattacharya & Sen, 2004; Jensen, 2001; Lantos, 2001; Sen et al., 2001; Friedman, 1970). This study will contribute to the clarity of the influence of CSR on firms.

Lastly, the proposed study will create an enabling environment for CSR practices in the telecommunication industry (Centre for Development Services, 2006). This is because the study will bring to light the awareness and promotion of CSR concepts, enabling of teamwork among stakeholders of CSR".

1.8 Delimitation of the study

Theoretical Scope: the study was restricted solely to the impact of CSR on customers' approval and for that matter brand equity. But approval of customers is also contingent on other factors like service quality, perceived customer expectation, value and performance.

Geographical Scope: the study was restricted to only telecommunication industry and in Ghana. Therefore, outcome and propositions may not be representative.

1.9 Limitation of the study

The study was tantamount to the following limitations:

Sample size: failure to conduct the study on all users of products and services of the telecommunication industry in Ghana.

Time and resources limitation: time and financial resource were woefully inadequate to effectively carryout the study.

The study was narrowed to only two dimensions of CSR (ethics and philanthropy) and two constructs of brand equity (brand awareness and brand loyalty).

It was therefore cumbersome to make generalized statements about the results, findings and propositions about the study.

1.10 Definition of Key Terms

Corporate Social Responsibility: majority of scholars mostly adopt this terminology to explain business engagement in social activities (Lohman&Steinholtz, 2003).

According to Carroll (1991), CSR is made up of economic responsibilities, legal responsibilities, ethical responsibilities and philanthropic responsibilities.

Generally, Brand Equity is defined according to the marketing outcomes exclusively ascribed to the brand. This means that BE has to do with the various effects emanating from the marketing of the products or services due to its brand element vis-à-vis the effects that would have been generated if that same product or service did not have that brand identification. Despite the fact that various opinions have been espoused about BE, they all boil down to the general principles of BE, in lieu of "added value" bestowed to a product or service due to the previous investments made in the marketing of the brand. It is acknowledged by academics that there are various avenues through which the value of a brand can be utitilised to the gains of a firm (Keller, 1993, 1998).

Therefore, according to Keller (1993, 1998), BE is the differential impact that brand acknowledges has on consumer response to the marketing of that brand. Similar, Aaker (1991, p.15) defined BE as "a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by the product or service to a firm or to that firm's customers".

Kim (2003) and Rao (2004) defined BE as the power and reputation that a firm possesses in the market place because of its persuasive tendencies over consumers' perceptions and behaviours. It is further estimated that this has the potentials to determine the financial fortunes of a business organizations.

Further, it is stated that superior brand equity creates higher levels of impact, superior consumer reactions and improved levels of brand knowledge (Keller 2003), and this normally results to improved performance of brand, for both organizations and customers.

Economic Obligation/Responsibility: this has to do with the profitability of a business organization (Gudjonsdottir & Jusubova, 2015 p.25).

Legal Obligation/Responsibility: this is essentially abiding by laws and regulation.

Ethical Obligation/Responsibility: this refers to a situation where the activities of business organizations are required to travel above the laws, do the right thing in a fair and just manner (Gudjonsdottir & Jusubova, 2015).

Philanthropic Obligation/Responsibility: this means charitable giving and service to the society (Gudjonsdottir & Jusubova).

Customer Satisfaction: Kotler and Keller (2006) state that satisfaction is one's feelings of delight or otherwise as a result of the evaluation of a product or service supposed performance in relation to prior anticipation.

1.11 Assumptions

It is assumed that the following variables of CSR are held same and constant among players of the telecommunication industry in Ghana:

1.11.1 Corporate Image

Neguyan and LeBlanc (1998) state that corporate image has to do with the physical and behavioural characteristics of an organization. Some of these physical and behavioural characteristics include name of business, business architecture, different products and services and the relationship with customers of an organization.

1.11.2 Service Quality

According to Zeithaml (1988), perceived service quality is defined as customers' evaluation of the total brilliance or distinction of a service.

1.11.3 Customer Satisfaction

In the view of Oliver (1981), satisfaction has to do with emotional response to product or service experience, which is necessitated by variance between expected and actual performances of the product or service and their previous experiences. Therefore, customer satisfaction can be defined as the understanding of the customer on the products or services of an organization that meets or exceeds the expectations of the customer.

1.11.4 Switching Cost

Heide and Weisss (1995) indicate that switching cost has to do with the cost associated with varying provider of products or services; in this case MTN, Vodafoen, AirtelTigoand Glo in Ghana. According to Porter (1998), switching cost refers to the cost associated with varying a service provider to another. In the telecommunication industry of Ghana, switching is made up of the monetary cost of buying new number, cost involved in learning, time and efforts of telling all contacts about the change. It is generally believed that changing a provider of a telecommunication service is more cumbersome when switching cost is higher.

1.11.5 Questionnaire Administration

Questionnaire is very important in this study as it is the only instrument for data collection. Therefore, it is assumed that respondent understood and filled the questionnaire appropriately.

1.12 Report Structure

This research report is made up of six (6) chapters, which are stated below:

Chapter 1 (Introduction) provides an overview of the complete research in terms of the dominant ideas as captured in the report. This includes the purpose of the study (1.1), context of the study (1.2), the problem statement (1.3), research questions (1.4) as well as research objectives (1.5); significance of the study (1.6), delimitations of the study (1.7), definitions of terms (1.8), assumptions of the study (1.9) and ends with the report structure (1.10).

Chapter 2 (Literature review) presents a scholarly evaluation of the theoretical ideas and research variables captured in the study. The conceptualization of the models of the study and hypothetic connections are also part of this chapter.

Chapter 3 (Methodology) sketches out the processand the course of action through which the study was carried out. This involves the paradigmatic direction and plan of the study (3.1); research design (3.2), population and sample (3.3), research instrument (3.4), data collection (3.5), data analysis and interpretation process (3.7), and checks to provide guarantee of the validity and reliability of the instruments to test the hypotheses (3.8).

Chapter 4 is made up of the presentation and description of the findings of the study as well as data analysis of the results.

Next, Chapter 5 involves the interpretation and discussion of the results, especially with respect to the literature review.

Lastly, Chapter 6 is made up of the conclusions made from the research findings. Also, recommendations (in the form of theoretical and practical implications), limitations of the study as well as suggestion on areas of future research, are presented in this chapter.

CHAPTER 2: REVIEW OF LITERATURE

2.1 Introduction

This chapter commences with arguments on the background as well as research gaps in the area of CSR. This study highlights the roles of CSR towards organizational branding and major connections in the growth of organizational branding approaches in Ghana. According to Chambers, Chapple, Moon and Sullivan (2003), CSR is much developed in the developed world like United States of America and United Kingdom as compared to less developed countries. These conditions have been talked about and examined by lots of scholars and researchers who have recognized the variance of CSR concerningdeveloped and developing economies (Chambers et al., 2003; Matten &Moon, 2004; Chappel &Moon, 2005; Visser, 2006a; Dartey-Baah &Amponsah-Tawiah, 2011). There are varied cultural models and traditional custom connotations of CSR that may not be appropriate for developing nations like Ghana (Edmondson and Carroll, 1999; Burton et al., 2000; and Khan, 2005). Lastly, an important variance discovered in research is insufficient research findings, ideas and performance of CSR in developing economies (Dobers&Halme, 2009).

2.2 From Philanthropy to Corporate Responsibility

According to Davis (1960), Philanthropic gestures have gone through a lot of phases from the days of business in the world until date. Companies exist to make profits but the way through which such profits are made are of major concern to the society. Prior to 1970, organizations shared their profit with the community through philanthropic activities.

Another debate that emerges out of this approach is if companies are just being good and donating lots of monies to social initiatives then they will be mismanaging shareholders' money. This is not sustainable in the long-run as shareholders will quickly lose interest. Thus, between 1970 and 1990, organizations had moved their attention from sharing profits with the community as a soft approach of philanthropy to the hard approach by using philanthropy for the purpose of profit-making. CSR is seen as a public relation tool in improving organizations' images and performances (McGuire, 1963; Network, 1975).

CSR is also carried out for solving bad impacts of organizations onto environment and society such as those in the oil and gas industry. As philanthropy does little to help companies make profits, CSR activities are linked to improving companies' bottom line.

Therefore, between 1990 and 2001, socially responsible principles and systems in corporate management became a corporate obligation. CSR is being consistently accepted into the corporate mission, strategy and actions of organizations.

2.3 Present Day CSR

According to the European Commission (2011), CSR is simply described asthe obligation of business organizations for their actions on society in which they operate. That is, recognition to relevant laws and for shared agreements connecting social partners. This means that business organizations ought to factor social, environmental, ethical, human rights and consumer interests as part of their main operations and strategies in partnership with their stakeholders with the intention of enhancing the creation of collective value for their shareholders and stakeholders; and also, recognizing, avoiding and alleviating the possible negative effects on society.

CSR can be internal or external. Internal CSR are socially responsible endeavours that have to do with employees related matters such as job training, health and safety, management of change and suitable environmental practices that concerns management of natural resources and its application in production processes. Conversely, external CSR are matters beyond the company but goes into the local community. This concerns a lot of stakeholders like business partners, suppliers, customers, public authorities and NGOs that stands for local communities and the environment.

According to Szekely and Knirsch (2005), a business organization should pay attention to economic, environmental and social issues when planning sustainable strategy for the organization. Haniffa and Cooke (2005) identified that sustainable CSR strategy can be based on three major approaches:

i. Economic theory: this takes into consideration the level of relationship between CSR and financial feat by taking into account the cost-related benefits, market benefits and improvement of reputation (Chamhuri& Wan Noramelia, 2004). In practice, CSR has to do with employment opportunities, discussion and involvement of workers, mutual opportunities and combination of people for restructuring and industrial transformation.

ii. Social issues: it involves the opportunities provided like training on safety, health, environment, philanthropic donations, educational plans and medical assistance (Chamhuri&Wan Noramelia, 2004).

iii. Environmental concerns highlight on protecting and preserving natural possessions like recycling actions, plans to minimize noise, water treatment programmes and legal compliance. CSR social activities may include charitable contributions to local and national organizations such as fundraising, donations and gifts in areas where it trades and others like regeneration of deprived communities, reclamation of derelict land and creation of new regeneration jobs.

Strategic CR has to do with when organization achieving sustainability when CSR has been integrated as inner and outer parts of the organization and its business activities.

2.4 Size of an Organisation

Haniffa and Cooke (2005) found that size of organization determines the level of corporate disclosure in the yearly report of a business organization. Bigger business organizations undertake a lot of activities that have better impact on society than smaller ones. Besides, bigger organisations are put under a lot of checks by various groups in society and that they are faced with intense demand to make known of their social activities in order to be legally and socially responsible (Cowen, Ferreri& Parker, 1987).

2.5 Corporate Social Responsibility (CSR)

CSR can be said to be acts of firms that seek to progress the social welfare of the people that goes above the legal requirements and has no immediate or instant benefits to the firm. This is consistent with propositions made by McWilliams and Siegel (2001). Research shows that people consistently have a lot of expectations that firms are required to fulfill.

In the 18th century, Adam Smith, an economist; indicated that the desires and wishes of mankind could be satisfied by the unreserved communications of peoples and firms in a market place. Stakeholders of the market place ought to conduct themselves with sincerity and fairness in their transactions with each other in the market, so as to achieve a free market. After a century, high levels of technology accounted for high levels of production of goods and services, development of huge and effective organizations and better standards of living.

The Industrial Revolution accounted for fundamental, manipulative and collective guiding principles of the survival of the fittest. Owners of huge and influential business organistaions individually undertook philanthropic acts and not on behalf of their organizations.

Around the 20th century, there were counter- offensive techniques against the huge and influential organizations. Thus, those organizations were criticized as being too powerful and undertook business practices that were not compatible with the people and were anti-competitive. Acts and rules were enacted to control those big organizations and to protect workers, customers and people in general. The labour movement also agitated for intense social responsiveness on the part of the organizations. These suggest that CSR has gone through a lot of changes and phases as time went by.

The theory of CSR started in the 20th century (Gray, 2000). Between 1960 and 1970, the concept of CSR was adopted in the civil rights movements, consumerism and environmentalism. The society started to expect the free-will participation of lasting antidotes to societal problems. It was anticipated that organizations go beyond their economic and legal duties and take actions responsible for societal development (Gray, 2000). According to Frynas (2005), the development of CSR dates back to the era of globalistion and expectations that business organizations would seal the gaps caused by the malfunction of global governance. By 1972 to 1973, the National Association of Accountant (NAA) in the USA had set up a committee on accounting responsible for corporate social performance.

2.5.1 Covid-19 and CSR

The COVID-19 is a global pandemic causing a lot of damage in aspects of life to the world. It has affected a lot corporate activities including CSR.

According to Schwab (2020), covid-19 has caused unprecedented public health and economic challenges in the current dispensation. The challenges posed by this virus are equated to challenges encountered from the Second World War.

He and Harris (2020) posit that covid-19 has completely changed the perception of the world and ways in which businesses are carried out. They state that apart from the lost of lives, broken families, and scarred communities, the economic and social changes caused by the covid-19 -driven lockdown will amount to a cultural legacy which will remain in the memories of the people as well as the future generations: the emotional, psychological, economic and cultural scars it has caused in the minds of the people remain in with people for a long time.

Organizations in the airlines, hotel and tourism industries have experienced a devastating effects of covid-19 they are compelled to shut-down their operations and lay-off their workers. Nevertheless, some business organizations such as Amazon and Microsoft have had an increase in wealth within this pandemic.

In the light of CSR, Schwab (2020) indicates that in spite of the havoc caused by the covid-19 pandemic on the operation of business organizations, the pandemic has caused the return “a stakeholder model of capitalism”. That is, business organizations have consistently engaged in corporate social responsibility practices.

According to Manuel and Herron (2020), in their research on ethical responses of US businesses to the covid-19 pandemic shows that business organizations were giving a helping hand to others through philanthropic and transformational gestures. These philanthropic gestures include donations that organizations gave to support ongoing medical research and supports to frontline medical workers.

According to He and Harris (2020), the “genuine and authentic” CSR activities carried out by organizations during the covid-19 pandemic has the tendency to send a favorable signal to its customers, employees, suppliers and other stakeholders. That is, the CSR investments in the form of philanthropy and other generous giving will motivate stakeholders to take pride in those organizations and set up a strong bond to their brand. Further, the CSR undertakings during this covid-19 pandemic, business organization would be able to build a sustainable connection between their brands and consumers.

Noa (2020) states that business organizations can survive the damages caused by the pandemic by undertaking strategies and initiatives that benefit society: supports to their employees, customers and the economy as a whole.

2.6 Various Schools of Taught on CSR

In the year 1953, Bowen authored an early literature on CSR titled "Social Responsibilities of the Businessman". Since then, there have been lots of changes in the terminology from social responsibility of solely business to CSR (Garriga & Mele, 2004). Arli and Lasmono (2009); Caroll (1979) propounded a commonly adopted CSR theory which hinges on a conceptual model of organizational performance. They indicated that social responsibilities need to confront the whole responsibilities that business organizations owe to the society. These have to do with economic, legal, ethical and philanthropic or discretionary groups of organizational performance. Therefore the views of CSR are categorized as follows:

2.6.1 Economic Views of CSR

Carroll (1991) indicates that the economic dimension of CSR is required by the organization. According to Friedman (1970), there is only one responsibility of business organizations and this responsibility is to increase profits for its owners. A lot of researchers disagree with the opinion Friedman's (1970). According to Grant (1991), Friedman's (1970) view is limited and called it fallacious. Andriof, et al. (2002) posits that the dominant business necessity in CSR was profitability. In his bid to answer the question of the relationship between CSR and profitability, Xueming and Bhattacharya (2006) carried out a research on the connection between CSR, customer satisfaction and market value. It emerged that CSR ensures customer satisfaction which partly facilitates financial returns to firms that undertake the CSR (ibid). And this is applicable to innovative business organizations with high levels of product quality.

According to Sabri and Sweis (2016), donations and contributions to society by banks in Palestine as part of CSR has a positive return on assets. Extant literature indicates that a lot of business clients are eager to pay in excess for socially responsible goods and services (Jensen, et al., 2002). This means that these business organizations have (in principles) have penalties for businesses that do not undertake CSR activities (Heinkel, Kraus & Zechner, 2001). In the opinion of Frank (1996), employees may lose portions of returns on their labour to advance a good course. This happens when employees are empowered to apply their own resources (salary and benefits) to pay CSR projects. Further, employees may be ready to take lesser return for labour (remuneration) when they are rewarded in different ways as a result of knowledge that their labour helps the society as a whole.

With reference to Baumol (1991), CSR calls for a loose of profit when competition is strong. This argument translates into whether CSR is possible in an economy where competition is intense. According to Beal (2014), one of the reasons for business undertakings concerning CSR is to add to the economic welfare of the society in which it operates.

2.6.2 Legal Views of CSR

According to Carroll (1991), legal dimension of CSR is required by the organization. The OECD has set out guidelines on accountable business behaviour issued by governments of observing countries. According to OECD (2014), the rules of the multilateral level have do to do with governments who are dedicated to encouraging corporate responsibility instrument over the world. Since CSR includes requirements for vibrant fit concerning business and society in which they undertake business activities (OECD, 2014) it will be cumbersome for the business community to growth and support the welfare of the people in a failing society (OECD, 2015). Therefore, these rules are set out to regulate an environment of equal trust as well as predictability that enables the behaviour of business and promotes socioeconomic as well as environmental welfare of the people (OECD, 2015).

Annan (2015) argues that there is a United Nations Global Compact that pursues responsible corporate citizenship in order to ensure that businesses can contribute to solving problems of globalization. This involves inspiring business organizations into accepting and applying sustainable and socially responsible business practices and account for the application of these practices (Annan, 1999). According to the United Nations Global Compact (2014), the incorporation of the Global Compact Principles into strategies has ensured that business organizations carry out their core duties to the people, planets and for profits.

However, Daugareilh (2007) indicates that the compact is non-enforceable as well as non-accountable as it is a charity and couched in a “very soft” language devoid of any threats of compulsion, threat and sanction. In order to control the activities of the business community, OECD (2014) states that there is the need for regulations, legal and institutional frameworks to regulate CSR. This ensures that business organisaions satisfy their duties towards the people. Conversely, the ILO (2009) argues that CSR is a charitable endeavour, therefore regulating it deprives the charitable nature. According to Zerk (2006), a lot of scholars have demonstrated that corporate entities are not in support of CSR legislation since it has the tendency to strangle innovation, destroys natural competitiveness as well as amounts to counter-productive. According to the European Union Commission (2001), CSR is a charitable donation to better the lives of the people and a clean environment; hence there is no need for compulsory laws forcing business organizations to undertake CSR. ISO 26000 (2010) argues that a business organization should be eager to incorporate CSR in their economic undertakings.

With reference to Zerk (2006), a lot of reports show that business organizations that are undertaking CSR on their own without compulsion are doing well, more attractive to investors, more efficient and profitable, business organizations should therefore be allowed to state their own business comportment. But McBarnet, et al. (2007) state that in majority of the fragile economies, business institutions that self-regulate CSR with their internal policies respond badly to their duties. Further, McBarnet, et al. (2007) argue that it is inconsistent to define CSR as voluntary because there are diverse laws that have sneaked into private realm of CSR making it less voluntary. According to the European Commission (2012), the Socialists and Green members of the European legislature admonished the European Commission to force mandatory instructions on CSR. Ruggie (2006) posits that governments be introduced into the system in order to ensure successful compliance.

According to Kabemba (2012), there is co-regulation which comprises a level of governmental control alongside some levels of self-regulatory systems. In the view of Atuguba (2006), CSR in the telecommunication industry in Ghana is regulated by the 1992 constitution of Ghana. The constitution has set up the National Media Commission (Act449 of 1993), National Communications Authority (Act 524 of 1996) and the National Communication Regulation (LI 719 of 2003). These pieces of regulations regulate CSR in the telecommunication industry in order to ensure consumer protection and satisfaction, regulation of dangerous emissions from telecommunication equipment, rates and measures as well as billing irregularities.

2.6.3 Ethical Views of CSR

According to Carroll (1991), the ethical dimension of CSR is expected of the organization. According to Berliant (2009), if we insist on ruining the planet, we have to stop claiming we are superior species. The non - accountability of the accidental consequences of business operations on human environment is on the rise. That is, the concept of CSR is not generally received. This is the reason why Milton Friedman (1970) stated that social responsibility of business organization is to commit resources into ventures that have the potential to increase profits while working according to the rules and norms of the society (Kok, Van Der Wiele, Mckeena& Brown, 2001).

Conversely, Freeman (1984) propounded the stakeholder theory which suggests that business organizations are obliged to different groups in the society with a justifiable concern in a business entity and its endeavours. According to Freeman, business organisations are supposed to account not only to shareholders but the bigger stakeholders (Aras &Crowther, 2009; Bebbington, Larrinaga &Moneva, 2008: 339-341). The change from shareholder dominance to (Kok, et al., 2001:287) to stakeholder responsiveness (Fassin, 2009: 133) needs firms to amend their standards supported by ethical decision making. Ethics in business has to do with concepts that illustrate and clarify accurate state of affairs like managerial incentives, business accountability arrangements, the connection between ethical behaviour and financial feat (De Cremer, Van Dick, Tenbrunsel, Pillutla&Murnighan, 2011) as well as guiding principles on what needs to be done (Donaldson & Dunfee, 1994).

The ethical consideration of CSR states in contrast to morally unresponsive business practices supporting the social gain of morally responsible stakeholder management practices and exorbitant public policy. Stakeholders anticipate corporate ethical behaviour to go afar the compulsory legal obedience with ethical managers focusing on objective moral indications that go above requirements of the law.

According to Windsor (2006; 99), corporate ethical responsibility takes place between compulsory obedience (economic and legal) as well as desirable philanthropy (prudent or voluntary). Ethical dimension of decision making enhances great corporate performance as well as ensures a lasting competitive edge against unethical decisions. According to Allen (2009), ethical behaviour may rise as time goes by in order to ensure a sustainable value, giving a higher “return on ethics”. That, corporate ethical methods affect the nature, effectiveness and outcome of every CSR and corporate governance involvements. Ethical CSR adopts the collective standard of moral reflection, broad self-restraint and altruism where altruism means charitable giving to society and stakeholders as well as supports to common welfare.

According to Cacioppe, et al. (2008), ethical behaviour of CSR concerns with awareness of sincerity, justice, forethought as well as putting up business associations founded on the standards of trust as well as trust. The connection the ethicality and profitability is weak. As ethical behaviour in business can improve profitability by way of improved sales due to enhances reputation and customer perceptions, it can reduce profitability due to increased of costs. This means that ethical view of CSR can deeply influence the market positioning of a firm as well as competitive edge over rivals. Similar, it can ease withdrawal from a market based on moral grounds. For instance, a lot of Multi National Companies (MNC) withdrew from South African market during the apartheid regime. This decision may have affected profitability, but might have improved the image of the firms and eventually led to increase in profitability (Stead, et al., 1990). Ethical responsibilities of CSR are behaviours and performances that are not allowed by the society but are not explicitly captured in the statute books. These comprise standards, norms or expectations which reveal the interest about what consumers, employees, shareholders and community regard as correct, fair and in fulfillment of the respect or protection of the moral rights of stakeholders.

Further, they are obligations that are expected to be satisfied by business organizations even if those responsibilities can reveal greater performance principles than ones delivered by law. According to Carroll (1991), ethical dimension of CSR is useful: to be consistent with the anticipations of members of the society, to declare and to respect the new ethical norms used by the society, to ensure that ethical norms are not neglected to achieve the organizational goals, that good corporate behaviour be defined as that behaviour which does what is ethical and finally, to declare that corporate honesty and ethical behaviour are even further than laws.

2.6.4 Philanthropic Views of CSR

According to Carroll (1991), philanthropic dimension of CSR is desired by society. This has since relegated the view of philanthropy to the edge. It has bowed from legally banned activity to voluntary support to society (Sharfman, 1994).

However, Moyo (2010, 2011) states that philanthropy is fundamentally rooted during birth, life as well as death of Africans as givers and receivers. Three types of philanthropy exist: non-formal/informal, formal and hybrid. Non-formal/informal philanthropy is also known as Traditional African Philanthropy (Moyo, 2009a): giver –to- receiver “givings” without in-between institutions. Formal/ Institutional philanthropy is about gifting (giving and receiving) carried out through in-between institutions. It is also called vertical philanthropy. Hybrid philanthropy is the amalgamation of informal and formal philanthropies (Mati, 2016).

With reference to the work carried out by Spence and Thompson (2008) on organizational disclosure on philanthropy, organizational philanthropy was termed as a “structurally incoherent discourse” (p. 372). Cambell and Slack (2007) made a comparable closure and Von Schnurbein, et al. (2015) argue on four basis of organinsational philanthropy including economic, moral, creative and motivational. In the early definition of philanthropy by Gautier and Pache (2015), organizational philanthropy is the transfer with tax deductions (Johnson, 1996). According to Stroup and Neubert (1987), the act of voluntariness develops into attention; however, it is still connected to the application of organizational resources. Currently, organisational philanthropy is classified as “a discretionary manifestation of CSR that varies in kind from the obligatory conformance with economic, legal or ethical dimensions of CSR” (Godfrey, 2005, p.778).

As far as Wood (1991, p. 698) is concerned, the dominant feature of philanthropy is “last in, first out”. Porter and Kramer (2006, p.67)are of the view that “the acid test of good organizational philanthropy is whether the desired social change is so beneficial to the company that the organization would pursue the change even if no one ever knew about it”. The association between CSR and organizational philanthropy may be determined by three varied outlines which include alignment, misalignment and non-alignment of CSR.

On alignment, organizational philanthropic acts are aiming at the sane objectives like CSR. Therefore, organizational philanthropy is thoroughly linked to the essential business undertakings (Porter & Kramer, 2002) as well as harmonized with additional CSR duties like cause-related marketing (Kotler & Lee, 2005).

On the other hand, organizational philanthropy is same as CSR and the sole society-oriented doings of an organization (Sharma and Mehta, 2012). On the part of misalignment, organizations and social objectives ought to be affiliated so as to develop a strong strategy for organizational philanthropy. Nevertheless, Aakhus and Bzdak (2012) are of the view that organizational objectives usually cancel social objectives.

Configuration of non-alignment occurs when there is untruth or contrary aims. Misalignment of CSR and organizational philanthropy happens when there is “green washing” or “blue washing”, organizations deceive stakeholders about their ecological as well as social performance (Heidbrink & Seele, 2007). Also, corporate hypocrisy may account for non-alignment of CSR and organizational philanthropy. This happens when the talks, activates and decisions are erratic to the germane issues (den Hond, et al, 2013). An organization's philanthropic activities may be driven by the personal welfare of a CEO at the expense of the essential business of CSR. Lin-Hi and Muller (2013) state that scandals or frauds in CSR may oppose the philanthropic activities.

Lastly, non-alignment describes CSR as well as organizational philanthropy as distinctive actions that chase varied aims. However, African Philanthropy has been used as a medium for exploitation and looting by politicians and senior state officials (Ekeh, 1975). They give back the loots to their ethnic groups: ***"when one African steals from the state, it is the entire tribe that eats."*****(**Pitcher, Moran& Johnston, 2009**).**

2.7 Carroll Pyramid of CSR

Carroll (1991) presented a pyramid to demonstrate the composition of CSR as seen below:

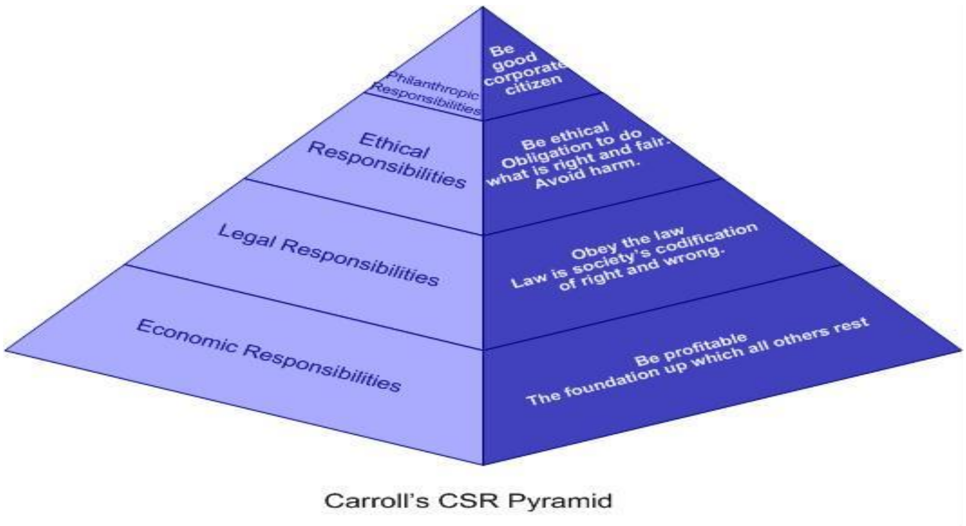

Figure 2.1: Pyramid of CSR. Source: Carroll (1991)

2.7.1 Economic Responsibility

Business organizations are required to be lucrative. McWilliams and Siegel (2001) described a hypothetical representation where two firms sell similar products. At the same time, the firms analyzed the demands for CSR, quantified the cost requirement of CSR and made a determination on the level of CSR to carry out. Research shows that articles published by Baron (2001); McWilliams and Siegel (2001) were the earliest to fashion out "profit –

maximizing CSR". Baron (2001) coined the expression "strategic CSR". In the light of this, he indicated that CSR is the "private provision of public good".

Further, Baron (2001) stipulates that firms competitively prospect for customers who have much concern over social developments and consciously relate to sale of their products to their social contribution. For example, Ben and Jerry made a strategic CSR of allocating 7.50% of their before tax profit into CSR. The theory of firm-based model adopts a position where managers do an evaluation of costs and benefit analysis to make a firm determination on the quantity of resources required to be committed into CSR. At the end of the day, the CSR activities ought to fit into the differentiation strategies of the organization. For example, hybrid Honda Accord emits minimal pollution than Standard Honda Accord. Therefore, majority of the customers will regard Hybrid Honda Accord as better option than the Standard Honda Accord, and so majority of them will pay higher prices in order to have the Hybrid Honda Accord because they pay significant attention to the implications the two brands have on the environment, which is pollution. Another form of CSR commitment has to do with CSR production processes. That is, the extent to which production processes of organizations are socially acceptable. It is against this background that majority of natural foods firms like HainCalestial Group Inc. portray the application of organic ingredients that are safer from all forms of pesticides.

2.7.2 Legal Responsibilities

This has to do with the responsibility of business organizations to to be lawfully and dutifully compliant of business and operational standards. According to Newson and Deegan (2002), legitimacy theory is contingent of the concept of social contract. That is, business organizations ought to demonstrate their legal obligations by carrying out duties according to the rights and wrongs; acceptable and non acceptable that pertain to the location of operation. Therefore, CSR is said to be an organisation's response to concerns within its operational environment. It takes into account the reliance of organization to its environment, the dynamic expectations of the environment and ways through which firms legitimize their business activities (Cornier & Gordon, 2001; Tilling & Tilt, 2010).

The basis for the legitimacy theory is that firms will disclose vital business information in their yearly reports (Cho & Patten, 2007). Therefore, business organizations adopt various plans to legitimize their activities (Cormier & Gordon, 2001; Newson & Deegan, 2002) to control pressure mounted over business organizations from the people (Thornton & Ocasio, 2008). This is due to the fact that firms continuously try to ensure that their business activities are perceived by the society as legitimate. According to Cormier and Gordon (2001), there are four important approaches of legitimacy used by companies when their legitimacy is endangered.

To begin with, providing education to the people in the society about the plans of the organization to intensify its performance or entire amendment to its operations. Second, alter the perceptions of the people in the society about the firm's activities and not changing those activities (Cormier & Gordon, 2001). Third, diversion of the minds of the people away from their pressing issues to other matters where the firm has a lot of strength. Finally, adjust society's anticipations vis-à-vis the firm's performances. Thus, it is expected that legitimacy theory is capable of strengthening the minds of the people in the society and stakeholders about the organization. But some studies suggest that stakeholder theory is not the same as legitimacy theory. That is, stakeholder theory has to do with a firm's management and ethics.

However, Gray, Javad, Power and Sinclair (2001) posit that legitimacy and stakeholder theories are not different or opposite but seen as coinciding perspectives that connect the political economy. This implies that, there is no clarity in the implication of "social" and "responsibility". According to Gray, et al. (2001), culture and national variations are responsible for the formation of CSR. For instance, in the USA, states with more liberal governance have their firms contributing to CSR as compared to firms in states devoid of liberal governance (Liston-Heyes & Ceton, 2007). This means that political governance has effect on the levels of CSR practices of firms.

2.7.3 Ethical Responsibility

According to Deegan (2006), who applies stakeholder theory in the explanation of the ethical perspective of CSR; indicates ethical perspectives have to do with accountability mode. This is consistent with the hypothesis that every stakeholder has the right to fair treatment and managers ought to ensure that the firm benefits every stakeholder. Further, Deegan and Unerman (2006) indicate that the responsibility of a firm to stakeholders is measured by the impact the firm make in the life of the stakeholders and not the levels of economic impact the stakeholder has over the firm. This means that the basic human right of the stakeholder should not be abused. This includes the stakeholders privilege to information on the impact of the firm on them (Deegan & Unerman, 2006).

As far as managerial aspect of stakeholder theory is concerned, managers' response to claims made by certain stakeholders that is the way through which the stakeholders ought to be administered if the firm is to survive. Philip (2003) postulates that the level of stakeholder power over firm's management depends on the level of resource provisions to the firm. As explained by Gray, et al. (2001), the behaviour of firms and public will obviously be connected to certain stakeholders' anticipations. That is, information is a vital tool that is capable to be used by firms to cope with stakeholders in order to ensure their backing and support, and turn away their likes and dislikes.

2.7.4 Philanthropic Responsibility

This requires firms to become corporate citizens as well as donating part of their profits to social endeavours. According to Wood and Jones (1995), firms' programmes for philanthropy are carefully planned to help firms to attract and retain customers, which has the tendency to increase market share of firms. Besides the economic gains, philanthropic giving also attracts economic benefits such as profit maximization, good caliber of employee recruitment and creativity/innovation. The discussion over the effectiveness and efficiency of philanthropic endeavours by organizations dates years back.

With reference to a study conducted by the Committee to Encourage Corporate Philanthropy (2008), it is evident that a lot of people still criticize and state that corporate philanthropy diminishes shareholders dividends and divert focus of managers. Existing literature indicates that philanthropy enhances financial performance of organizations. Therefore, corporate charity is also economically meaningful and allowed as other units of organizational expenditures like Research and Development (R&D), expenditures on capital, marketing endeavours and ought to be evaluated through traditional business decision tools (Capon, Farley & Hoenig, 1990; Roman, et al., 1999). But Mongolis and Walsh, 2001 and Orlitzky, et al. (2003) opine that if corporate giving is done on shareholders' dividends, then different measures and criteria must be used to evaluate the giving activities. Philanthropy promotes the image of a firm and enhances customer loyalty, and indirectly increases the demand of customers of an organization. This indicates that philanthropy is used by firms to attract and retain customers (Fombrum & Shanky, 1990). Greening and Turban (2000) are of the view that corporate philanthropy has the tendency to enhance the value of shareholders due to increase in sales, as a motivation to workers and eventually increases productivity.

Another school of taught maintains that if the actual motivation of a firm is to pursue a rise in revenue growth through corporate philanthropy, there might be less possibility of the firm actualising this dream in the long-term. The first reason is there may be customer dissonance on a firm’s philanthropic endeavours if it becomes evident that the firm is using the good gestures for other purposes than expected.

2.8 Challenges of Carroll's (1991) pyramid of CSR

Schwartz and Carroll (2003) identified some shortcomings associated with Carroll (1991) pyramid of CSR. In the first place, Carroll never meant to suggest that the domain at the top is significant as compared to the domain at the bottom as it is clearly seemed to be so. Second, there is an absence of complete overlapping character of the CSR domains. In view of this, a three domain model which is made up of economic, legal and ethical responsibilities is recommended.

Figure 2.2: Three Domain Model of CSR

Source: Doherty, et al. (2009).

The above model presents seven overlapping groups of CSR out of the three dominant domains. That notwithstanding, there is a non representation of a philanthropic domain in the model as proposed by Schwartz and Carroll (2003). Therefore, the philanthropic domain is assumed to be part of ethical and or economic domain(s). With reference to an empirical work carried out by Pinston and Carroll (1996), Edmondson and Carroll (1999) as well as Burton, Farh and Hegarty (2000), culture has a tendency to determine the CSR main concerns in developing countries. A review of the Carroll (1991) pyramid on CSR is therefore presented as follows:

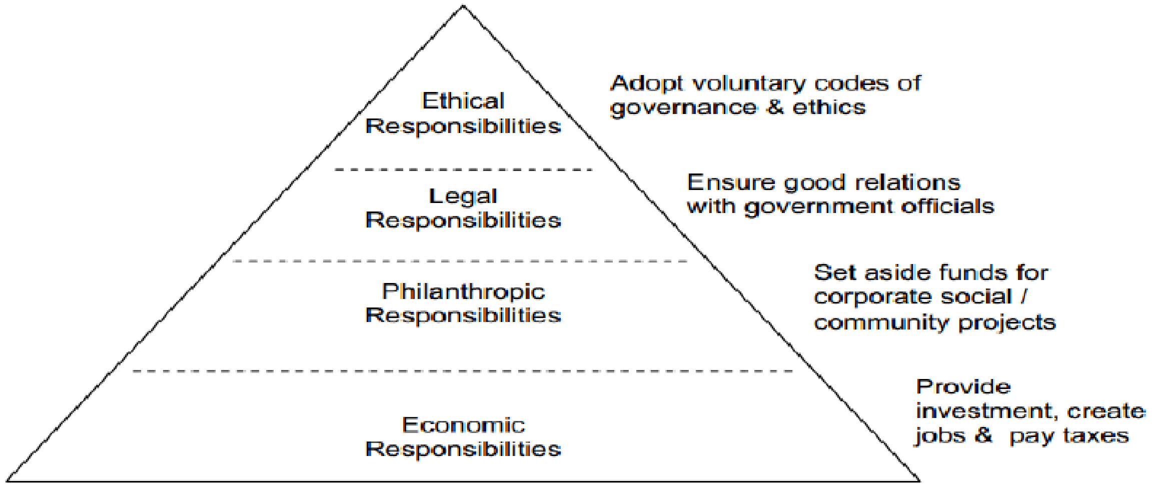

Figure 2.3: CSR Pyramid for Developing Countries

Source: Viser (2006)

According to Viser (2006), the arrangement of layers of CSR in developing countries varies from developed countries as opposed to Carroll's (1991) CSR pyramid. From the Visser (2006) pyramid of CSR, philanthropy is crucial to the living conditions of the people of developing countries. According to Ragodoo (2009), as opposed to the developed economies, compliance of legalities is not intense as in developing economies.

2.9 CSR Disclosures

Holder-Webb, Cohen, Nath and Wood (2009) contend that it is very important for business organizations to make various CSR activities undertaken known to stakeholders. It is also estimated that there is the need for the disclosure of nonfinancial information because financial statements do not capture some vital information about the organization (Adams, 2011&Adams, 2002). That is, financial statements make available only limited financial information leaving out important nonfinancial information about the firm.

According to Nielsen and Thomsen (2007), nonfinancial disclosure is an effective way to heighten transparency in the social and environmental issues of the organization. Also, it is to narrow information gap between managers and stakeholders, and affords investors the opportunity to effectively and efficiently evaluate performance and support requirements of the society as a whole (Huang & Watson, 2015). In as much as business organizations have interest in CSR, so do CSR information disclosure. This is due to the obvious benefits associated with information disclosure on CSR (Holder-Webb, et al., 2009). As CSR become more and more popular, it is important to provide meaningful analysis of the theoretical component of CSR disclosure. These theoretical components of CSR would be thoroughly analysed under theories of CSR.

2.10 Theories of CSR

These are various concepts and ideas of CSR emanating from different cultures and origins of the world.

2.10.1 Legitimacy Theory

Legitimacy theory is a situation by which organizational social disclosures are inspired by the corporate need to legitimize activities (Hogner, 1982). Thus, companies are expected to carry out activities that are acceptable by the community. Also, Legitimacy indicates that companies will make cautious efforts to ensure their activities and performances are in conformity with the community's expectations (Wilmshurst& Frost, 2000) and to please ethical investors (Haniffa& Cooke, 2005).

According to Deegan and Unerman (2011), there is a perceived contract that exist between business organizations and the community in which those organizations carryout business activities. So organizations attempt to ensure the legality of their modus operandi by adopting CSR reporting in order to ensure societal approval for their survival. This social contract stands for various expectations of the society on how organizations should carry out its business activities (Deegan, 2002). According to O'Donovan (2002), this theory is about the conduct of organizations: they ought to operate according to the dictates and norms of the society in order to be accepted as socially responsible. Maignan and Ralston (2002) indicate that organizations need to maintain an inverse association with its stakeholders because the organizations owe a lot of duties to its various stakeholders (Adams, Hill & Roberts, 1998).

Kytle, Hamilton and Ruggie(2005) report that CSR reporting is an integral part of management for the difficulties of international business conglomerates. It is further estimated that CSR reporting is important for the integration of CSR behaviour into organisation's strategic risk management so that the benefits of CSR can be exploited. According toWaddock, Bodwell and Graves (2002), CSR reporting accounts for the responsibilities of an organisation and therefore has the potential to enhance loyalty of workers and prevents increased levels of staff turnovers since labour has particular concern about it. Morgolis and Walsh (2003) argue that undertaking CSR and its reporting is a recipe for good organizational performance and presents a positive correlation connecting CSR endeavours and financial feats. According to Roberts (1992), CSR is a way of facilitating access to capital and shareholder value since investors are interested in investing in organizations that exhibit increased levels of social responsibility.

Branco and Rodrigues (2008) indicate that CSR reporting enhances organizational reputation and high levels of social and environmental conducts (Bayoud, Kavanagh & Slaughter, 2012). These mean that corporate organizations ought to be socially and environmentally responsible and report on its CSR endeavours in order to fulfill the social contract that exists between the organisation and the community in which it operates.

2.10.2 Stakeholder Theory

According to Freeman (1984), corporate organizations are not solely accountable to the shareholders but all other stakeholders of corporate organizations. Boatright (2003) stated that business organizations are also responsible for the interest of the society at large. That is, as shareholders contribute investment capital, workers make time and expertise investments, customers make trust and loyalty investments, and community makes available infrastructure and educate the future leaders for employment in various organizations (Graves, Waddock& Kelly, 2001). This means that the stakeholder theory holds on to firms to be proactive in the societal needs of people in the areas within which these organizations operate.

Wicks, Freeman and Parmar (2004) state that business organizations ought to take into account the impacts of their activities on the people who have shared interest or "stake" in the firms. According to Wearing (2005), stakeholder theory emphasizes on the usefulness of all the people who are directly or indirectly impacted upon by the activities of firms. Deegan (2013) indicates that the stakeholder theory can be clarified by means of managerial and ethical perspectives.

On managerial perspective, it is estimated that firms will provide answers to stakeholders who are capable of providing the requisite economic needs of the firm (O'Dwyer, 2003) or the people who are indirectly involved in the economic activities of the firm but are concerned with the activities of the firm and can offer control of the firm (Savage, et al., 1991). Differently, the ethical perspective stipulates that every stakeholder of a firm is entitled to know about the social and environmental effects of the firm at all times (Deegan, 2013).

2.10.3 Social Contract Theory

The provision of social contract is consistent with Hobbes (1946); Rousseau (1968); Locke (1986). According to Donaldson (1982), there is a philosophical relationship between business organizations and societies. That, there is an implied social agreement between firms and society which requires an indirect responsibility of firms to society.

There is an extension made by Donaldson and Dunfee (1996) where an integrative social contract theory is suggested in order to ensure ethical decisions by managers. This means that business organizations are part of the society, therefore firms are obligated to the society as a whole. Further, in order to better serve the requirements of the society, firms require the approval of the society (Van Marrewijk, 2003). This means that the societal approach is a calculated answer to the dynamic business environment with its problems which had no prior existence.

Ramanthan (1976) suggested a social contribution to encompass the various social groups by which organizations are attached by the social contract, social equity and a combination of nonmarket roles towards the society vis-à-vis the societal resources taking out by the firm (Tonkabi, et al., 2014). According to Dunfee (2006), social contract theory is suitable for emerging economies where individuals are able to put their limited resources to the best use; government is able to make effective and efficient use of scarce means to satisfy its needs; perfect market where prices are allowed to determine worth of various uses of limited resources, without shortage of taxed resources; perfect knowledge of the worth of money; and fair adjudications on property and contracts that have to do with individual decision makers (Rest, 1999).

2.10.4 Resource-Based View (RBV) theory.

A Resource-Based View (RBV) is adopted to explain the reasons why international organizations undertake CSR projects that seek to satisfy the requirements of the people in the community within which the organizations operate. The RBV postulates that competitive advantage is made by the internal environment of an organization. That is, it explains a firm's impact on CSR results in the industry alike (Barney, Wright & Ketchen, 2001). According to McWilliams, Siegel and Wright (2006), undertaking CSR when it is anticipated to be useful is an activity that can be examined through RBV lens.

Wernerfelt (1984) indicated that a resource stands for anything of strength or weakness to an organization; specifically paying attention to varieties of tangible and intangible resources and capabilities like skilled workers, goodwill in the eyes of the customers, effective distributive channels, technical expertise, trade contacts, equipment, efficiency, capital brands and good reputation. A distinct arrangement of these resources have useful tendency in recognizing the prospects of the firm to pay attention to in order to accomplish the firm's objectives (Barney, Wright & Ketchen, 2001).

As a result, organizations get a lasting competitive edge by properly controlling and influencing these valuable resources and capabilities, which have no close substitutes (Barney, 1991). It is therefore useful that firms match their internal strengths against requirements of the external environment. According Pahalad and Hamel (1994), the success of an organization is not only contingent on the factors external to the organization but its internal dynamics as well. Therefore, organizational strength that can enhance a competitive edge includes internal resources such as reputation, pool of expertise, lasting relationship with suppliers and customers and organizational culture. This means that organization needs to supervise the growth of resources, scrutinize and administer enhanced performance.

Further, RBV indicates that resources and capabilities that have inelastic supply have the tendency to ensure a lasting competitive edge of organizations (Ray, Banney, & Muhanna, 2004). According to Hart (1995), CSR is effective resource to drive a lasting competitive edge for some organizations (Russo & Fouts, 1997) in the same industry. That is, understanding CSR has the potential to equip organizations with the required resources and capability for a lasting competitive edge through distinct reputation in the minds of various stakeholders. Public –complex resources are made through a harmonized effort of a lot of stakeholders, like vibrant corporate culture or a valuable organizational reputation (Dierickx & Cool, 1989). These categories of CSR that are capable of ensuring a competitive edge for a firm can be classified in a similar way as the association a firm would want to have with its stakeholders. The level of an organization's competitiveness determines the extent of valuable of those resources (Barney, 1991). There is an existing literature that proposes that an effective Corporate Social responsible behaviour has the potential of influencing the perceptions and attitude of customers in favour of the organization. In view of this, Lichtenstein and Drumwright (2004) confirm that CSR does not influence both client buying behaviour through client-organisation identification and organistaions supported by clients towards social courses. Similarly, Luan and Ailawadi (2011) researched about four aspects of CSR. These include environmental friendliness, fair treatment of workers, communal support and sourcing from local growers and suppliers. This created an effective impact on all aspects of CSR on client's attitude towards a retailer.

However, clients purposely amend their buying behaviour when the CSR area has a direct impact on their real experience with the organization or its brand. Also, research has suggested that environmental friendliness and communal support only provide goodwill; events that have direct relation to the products, and the people that customers countenance which leads to both goodwill and higher sales. According to Lii and Lee (2012), effective CSR endeavours aid better reputation, improved organistional image, enthusiastic workers and promotion of customer loyalty. A tougher customer loyalty is capable of increasing the intensity of repeat buying (Senthikumar, Ananth, & Arulraj, 2011). A research conducted by Mandhachitara and Poolthongs (2011) shows that CSR has a useful, tough and positive connection with attitudinal loyalty: but a seeming service quality intercedes association between CSR and behavioural loyalty in particularly with a repeat buying mentality. Significantly, the improvement and sustainability of relationships with clients become more useful in the telecommunication industry due to the uniform services offered by telecommunication firms. Switching cost is cheaper for customers due the absence of an important differentiation in the service offering. But Jacoby and Chestnut (1978, p1) state that "the successes of a brand in the long-term is not contingent on customers that make a transactionary purchase, but the number of repeat and regular purchases of the brand". A resource ought to satisfy VRIN standard so as to ensure competitive advantage and lasting performance. This standard is indicated as follows:

a. Valuable (V) - resources are said to be valuable when if it ensures strategic value to the organization. Valuable resources aid organizations in tapping market prospects or assist in easing market threats.
b. Rare (R) - resources ought to be scarce among business rivals. That is, it should not be easy to find in order to accomplish a distinct strategy as compared to industry rivals.

c. Imperfect Immutability (I) - the resources should be difficult to copy by competitors.
d. Non-Substitutability (N) - this means that resources should be extremely impossible to be replaced by an alternative.

These means that valuable, rare, imperfect immutability and substitutability resources have the potential to ensure a competitive advantage of an organization and for that matter ensure high sales, low costs, high margins and contribute to high financial value to the telecommunication industry in Ghana (Barney, et al., 2001).

2.10.5 Signaling Theory

This theory gives an indication for the motivation for business organizations to undertake a deliberate information disclosure. This helps business organizations to effectively contend for risk and capital in the market. Available literature supports that stakeholders inside an organization are more privy to vital information concerning the prospects of an organization than investors and so they (investors) will always seek to offer lower considerations for investments in order to safeguard their interests (Omran & El- Galfy, 2014; Connelly, Certo, Ireland & Reutzel, 2011).But considerations will worth higher and minimizes external stakeholder doubts if comprehensive and credible information is provided (Connelly, et al., 2011; Mahony, 2002). Spence states that signaling theory was provided to check information irregularity but Ross (1977) indicates that it has been useful in the deliberate corporate reportage.

Therefore, as consistent with the provisions of Mahoney (2012) and Thorne, Mahoney and Manetti (2014), corporate institutions undertake disclosure of vital CSR information to woo investors as they (business organisations) are the better destinations for investments as compared to their competitors (Verrecchia, 1983). Hasseldine (2005) combines quality-signaling theory and RBV of the organization to examine the differential impacts of the amount and worth of information exposé of the environment on the reputation of the organization. According to Thorne, et al. (2014), effective CSR exposé have a huge impact on the formation of the reputation of the environment in the midst of executive and investor stakeholder groups.

2.10.6 Stockholder theory of CSR

This theory was propounded by Milton Friedman, where he contends that businesses are merely arrangements by which one group of people, the stockholders advance capital to another group, the managers, to be used to realize specified ends and for which the stockholders receive an ownership interest in the venture. That is, there are two parties to a relationship: the stockholders and the executives. Both parties have entered into a contractual agreement which states the duties of each partner to the contract. The agents (executives) have been mandated to manage the resources provided by the stockholders (principals) in order to make profit. Therefore, stockholder theory only focuses on profit maximization. Irrespective of any social benefits of whatsoever, the executives cannot disburse resources without the prior authorization of the stockholders (principals). That is, executives, managers and workers are bound to seek for the interest of their employers (stockholders), which is a motive of profit maximization.

In a capitalism and freedom perspective, Freeman stipulates his standpoint concerning the moral foundation of business entities and social responsibilities as: there is one and only one social responsibility of a business - to use its resources and engage in activities designed to increase its profit so long as it stays within the rules of the game, which is to say, engage in open and free competition, without deception or fraud. And that profit maximization also constitutes social responsibility. The argument of Friedman is grounded upon the following:

That, attention on social responsibility by business entities constitutes “essential rebellious doctrine” in a free society (Chiney, et al., 2007). Also, profit oriented firms do not have a justifiable interest in philanthropy as it diverts the main responsibility of profit making (Seegal & Hipfel, 2007). This is because profit oriented firms do not have the needed resources to attend to social problems and should therefore be attended to by the government and the social welfare organizations. This theory is also known as shareholder theory.

2.10.7 The Instrumental Theory of CSR

This theory is applicable in instances where corporate organizations apply CSR as a way of increasing shareholders wealth. This means that the instrumental theory identifies CSR as a way to ensure profit (Dusuki, 2009). This theory suggests that firms go for some social endeavours in order to ensure competitive advantage, good image or other motivations devoid of causing danger to the interests of shareholders (Dusuki, 2009; Greenfield, 2004;

Johnson, 2003; Lantos, 2002). Thus, the instrumental theory demonstrates the relationship between how executives of corporate organsiations cope with their stakeholders and achievement of their objectives. This theory is very useful to CSR because it pays attention to realizing economic goals in the course of social doings and eventually increasing shareholder value in the long-run.

2.10.8 Corporate Citizenship Theory of CSR

This is a new concept that regards corporate organizations as public institutions that provide answers to the demands of the people (Crane, McWilliams, Mattern, Moon & Siegel, 2009). Moon and Chapple (2005) opine that corporate citizenship is a symbol for the involvement of business organization in societal development. It is debatable that doings of corporate citizenship has the potential to ensure competitive advantage through minimization of risks and promotion of corporate reputation.

Extant literature reveals a positive relationship between corporate citizenship and a lasting financial feat (Vidal, 1999; Gardberg & Fombrun, 2006; Fombrun & Pan, 2006). However, a lot of gurus in CSR like McGuire (1963), Davis (1973) and Carroll (1979) have contravened the idea of recognizing an organization being a citizen. Davis (1973) postulated that an organization cannot be adequately socially responsible as much as possible if it only obeys with the regulations (Davis, 1973). Epistein (1989) indicated that superior corporate citizenship is epitomized in socially responsible activities of the corporate organization.

Recent concepts like global social investment, corporate reputation, community partnerships and corporate social policy became known and acceptable to huge organizations due to corporate citizenship (Windsor, 2001). Wood and Winston (2006); Matten, Crane and Chapple (2003) stated that verbal communication of corporate citizenship was popularly used in place of CSR, and has consequently led to transformation of organizations normative behaviour. Several academics have argued in diverse ways against the concept of corporate citizenship (Van Oosterhout, 2005; Windsor, 2001; Hunter & Scmidt, 2014).

2.10.9 Institutional Theory of CSR

This theory studies forms of organization and clarifies the motivation for having identical distinctiveness or forms of organizations in the same “organizational field”. According to Di

Maggio and Powell (1983), organizational fields are “those organizations that, in aggregate, constitute a recognized area of institutional life: key suppliers, resources and product consumers, regulatory agencies and other organizations that produce similar services or products” (p. 147). According to Oliver (1991); Capenter and Feroz (2001), institutional theory identifies organizations as operating within a social framework of norms, values and taken- for- granted assumptions about what is made up of appropriate or acceptable economic behaviour”.

According to Scott (1987), institutional theory requires corporate organizations to kowtow to organizational fields as a result of institutional pressures requesting for change as “they are rewarded for doing so, by way of improved legitimacy, resources and survival capabilities”. There are two major facets of institutional theory and they are isomorphism and decoupling. According to DiMaggio and Powell (1983), isomorphism is a concept that mostly tells the procedures involved in homogenization. That is, it is “a constraining processes that forces one unit in a population to resemble other units that face the same set of environmental conditions” (DiMaggio & Powell, 1983 p.149).

With reference to Moll, Burns and Major (2006), there are two parts of isomorphism and they are competitive isomorphism and institutional isomorphism. Moll (2006, p. 187).) indicates that competitive isomorphism has to do with “how competitive forces drive business organizations towards adopting the least cost, efficient structures and practices”. Institutional isomorphism involves three processes including coercive isomorphism, mimetic isomorphism and normative isomorphism (DiMaggio & Powell, 1983). Coercive isomorphism has to do with factors that are outside to the firm, like the influences of shareholders and rules of the government. Thus, it occurs as a result of intense pressure from influential shareholders who have the need to amend the organisation’s institutional practices like CSR reporting (Deegan, 2009).

It is very expedient to state that coercive isomorphism is similar to some aspects of stakeholder theory. This is because an organization can be forced to accept the organization’s present chosen corporate reporting practices to suit the anticipations and demands of the influential shareholders at the expense of the less influential stakeholders. Also, mimetic isomorphism involves firms trying to imitate the activities of other firms in order to achieve competitive advantage in the form of legitimacy. This is because any corporate entity that is not able to be in tune with innovative procedures used by other firms in the same industry, risk forfeiting legitimacy to other rivals in the industry (Unerman & Bennett, 2004).

Lastly, normative isomorphism involves the pressures emanating from the need for compliance to applicable institutional practices in the same industry. Generally, all the forms of isomorphic procedures require corporate entities to apply related structures and management performance, applicable to their fields; despite the efficiencies of the organizations (DiMaggio & Powell, 1983; Carpenter & Feroz, 2001). According to Carpenter and Feroz (2001, p.569), "institutional theory is grounded on the notion that business entities react to pressures from environment within which they operate and a modus operandi that are satisfactory to the people as suitable to the organization".

Finally, decoupling as a facet of institutional theory involves disconnection between an outside image of an organisationand its real course of action. Therefore, decoupling has to do with a situation whereby the prescribed procedure is separate and different from the real performance of the organization (Dillard, Rigsby & Goodman, 2004).

2.10.10 African Theories of CSR

The reason for CSR in Africa is to ensure growth and development of the African economies. Therefore, it is important for Africa to present its own theories and models for the understanding of CSR. It is not feasible to distinguish CSR endeavours from development policies. As a result, there is the need for CSR tools that ensure that business organizations conduct and operate businesses that seek to contribute publicly towards development (Brenthurst, 2010). That is, all corporate entities working in Africa ought to institute CSR doings that benefit on African cultures and tailored according to business operations in Africa. Some of these theories include the Ubuntu, Omoluwadi and Nnoboa theories of CSR.

a. Ubuntu theory of CSR

Ubuntu as stated by Archbishop Desmond Tutu, means "the essence of being human". It basically means human beings cannot survive in isolation. That is, with Ubuntu, one is transparent and accessible to others, affirms of other people, is never intimidated by the progress made by others because they belong to a single source and that the success and constraints of others are same for all. The Archbishop indicated that Ubuntu is a South African ideology which has to do with people's relationship with others (Mbigi & Maree, 1995). Ubuntu comes from Zulu and Xhola languages which literary means “humanity towards others” and “the faith in a collective union of sharing that joins humanity (Dartey-Baah & Amponsah- Tawiah, 2011). The use of Ubuntu concept as a theory of CSR demonstrates that business organizations working in Africa ought to be observed as being “human” in the community in which they operate, where the community ought to have a meaning for being “human” concept. This means that CSR doings of corporate organizations in Africa ought to be supported by the principles of team spirit, compliance, empathy, respect, individual dignity and shared dignity. It is therefore important for corporate organizations to function and add to humanity of the society in which they operate. This seems to suggest that corporate organizations have the potentials to succeed in Africa if they should incorporate the values of Ubuntu in their strategic plans.

b. Omoluwadi theory of CSR

Omoluwadi means the study of nature as a managing standard. The people of Yoruba in West Africa use the idea of Omoluwadi to represent a changed personality. Omoluwadi has important socio-economic and religious relevance with its elements connected to the old Yoruba ideas and principles (Dartey- Baah & Amponsah- Tawiah, 2011). That is, corporate entities working in Africa ought to exhibit a character that is in line with the ideals of the community in which they work.

This character of the business organizations ought to be sustainable and ageless in the value of obstructions and impediments. That is, the doings of CSR of corporate entities working in Africa are supposed to be regular and dependable. This implies that CSR ought not to be done due to challenges that firms are confronted with and out of convenience of the operating organizations. During hard moments, corporate organizations working in Africa are required to demonstrate “loyalty” to the people and unfailing to their dedication of sustainable development. Thus, budgets ought notbe cut against community and sustainable development (Dartey- Baah & Amponsah- Tawiah, 2011).

c. Nnoboa theory of CSR

Nnoboa is a communism idea for the Akan people in Ghana. It demonstrates the coming together of individuals to achieve a particular mission. This instills the thought of “no contribution, no chop” into the people; which means people do not benefit from outcomes of what they did not contribute. Nnoboa is commonly used by farmers as it literary means "weeding to help".

This concept is consistent with social contract theory and many other responsibilities placed on organizations by other theories. That is, it supports the African trust in "reaping where one sows and that everything comes at a price". It is in contravention with the traditional mindset which states that "Africans are akin to free and inexpensive things. This suggests that business entities working in Africa have to sow and reap in Africa, devoid of exploitations. Nnoboa theory translates into the principle of reasonable exchanges in business. As a result of the call for astute application of resources, CSR doings of corporate organizations working in the African continent should be accorded with supports from the wealth accrued from the investments made by the organizations. From the above discussion and the standpoint of Nnoboa theory, it suggests that CSR is not solely philanthropic (Dartey- Baah &Amponsah-Tawiah, 2011).

All the theories presented above stipulate a common sense of responsibility on organizations. That is, to cater for the interest of the communities in which they operate, for community support and ultimately benefit from returns on services and capital invested.Theseresponsibilities which include understanding and acceptance of the way of life (culture) of the people; transcend to direct and indirect stakeholders of organizations. And these in African sense are consistent with the provision of Nnoboa theory of CSR of Ghana.

2.10.11 Theory adopted for the study

With reference to deep thoughts espoused by the aforementioned theories of CSR, Nnoboa theory was adopted for this study. Adoption of Nnoboa theory is based on the following:

It puts the study into the right perspective as Nnoboa is applicable to Ghanaian and for that matter African context. It emphasizes and confirms the belief of Africans that "you reap what you sow" and "everything has a price".That is, there is a positive relationship between CSR commitments and delivery of organizations and its impacts. This means the level of CSR activities of corporate organizations have same effect on them.

It erases the erroneous impression that Africans like "cheap and free things". It puts forward fair exchange of business in Africa. This presents and projects the culture (Pinston

&Carroll, 1996; Edmondson&Carroll, 1999;Burton& Hegarty, 2000) and ideals of Africa to the world.

Lastly, lack of adequate literature about philanthropy in Africa has led others to see Africa as not being abreast with comprehension and application of philanthropy (Moyo, 2010), Nnoboa theory adds up to other literature on philanthropy and for that matter CSR to provide correction to this fiction and falsehood about philanthropy in Africa.

2.11 Public Perception on CSR

With reference to works undertaken by Bagnoli and Watts (2003) and McWilliams and Siegel (2001), it was estimated that stakeholder request for CSR is contingent on the assumption that customers believe that reliable and credible organizations will provide superior products and services; therefore CSR is considered by customers as an indicator of the reliability and credibility anticipated by customers.

But business organizations carryout CSR if they think it would be more beneficial than cost associated with the classification of search and experience goods or services. Philip (1970, 1974) developed the classification of search and experience goods or services, hence was tagged as the inventor of those goods or services. Consistent with the thoughts of Philip Nelson (1970, 1974), Liebermann and Flint Goor (1996) an expansion to the search and experience goods or services was made and stated that large number of customers who make large request for product information have preference for quality goods. Even though higher prices do not automatically means higher quality, such customers anticipate that lower prices are consonance of little quality.

In view of this, CSR becomes a gauge for product quality and therefore business organizations are likely to undertake a lot of CSR activities in order to make higher profits. For instance, in the case of search goods like food, the manufacturer is likely to choose CSR which will seek to highlight the use pesticides free raw materials/ingredients. In this case, the obvious determinant for customer preference will be the support for a social or environmental interest. There is an extant literature that suggests that input and output prices, and other factors like type of product, market structure, and regulatory framework are determinants of an organisation's intent to go into CSR. On the effect of market place competition, Bagnoli and Watts (2003) make expansion to Bagnoli (2001) and indicate that in a perfect market situation where the customer has adequate knowledge about goods or services in the market, the customer is willing to pay a good price since the organization is perceived to manufacture products with a lot of advantages. It was therefore concluded that market competition has a positive relationship with CSR as firms undertake a lot of social responsibilities when competition is intense in the market for products or services.

According to research carried out by Biron (2001) as well asFedderson and Gilligan (2001), a tactical contribution towards CSR is made especially in the case of information irregularity. It is also important to emphasis that evaluation of an organiastion's contribution on social matters is associated with some degree of challenges for customers and other stakeholders. On information irregularity, some firms like Motorola, Nike and McDonalds put out their social responsibility commitments and works in their yearly reports. However, this practice has a mixed feeling as it is acceptable in other jurisdictions but rejected by others in a different jurisdiction. This is because it has a tendency for management prejudice. To avert this challenge, Fedderson and Gilligam (2001) indicated that public spirit activists should be charged with the responsibility to provide fair and reliable information to assist customers to select socially responsible organizations.

2.12 Measures of Corporate Social Responsibility

A lot of scholars have proposed various methods of measuring CSR **(**Heinze, 1976; Moskowitz, 1972; Wood, 1994). There is no agreement on the methodology to measure the level of corporate social performance. In other economies, subjective indicators like a survey of business students are applied (Heinze, 1976), business faculty members (Moskowitz, 1972), or even Fortune rankings (McGuire, Sundgren&Schneeweis, 1988; Akathaporn & McInnes, 1993; Preston & O'Bannon, 1997).

Similarly, researchers employ official corporate disclosures such as yearly reports to shareholders and CSR reports. Again, other studies apply survey instruments (Aupperle, 1991) or behavioural and perceptual measures (Wokutch &McKinney, 1991). Waddock and Graves (1997) drew upon the Kinder Lydenberg Domini (KLD) rating system, where each company in the S& P 500 is rated on multiple attributes considered relevant to CSP. KLD uses a combination of surveys: financial statements, articles on companies in the popular press, academic journals (especially law journals), and government reports in order to assess CSP along eleven dimensions. Based on this information, KLD constructed the Domini 400

Social Index (DSI 400), the functional equivalent of the Standard and Poors 500 Index, for socially responsible firms. **W**ood (1994) developed and explained by Hopkins (2003) three main levels of organizational patterns to measure CSR. These include principles of social responsibility, processes of social responsiveness and outcome of social responsibility.

2.12.1 Principles of Social Responsibility

This is grounded on organization's major responsibility as a business entity. It describes the institutional link between business and society and spells out what is anticipated of business organization. Principles of social responsibility have three main aspects and they include legitimacy, public responsibility and managerial discretion.

a. **Legitimacy**: this has to do with business organizations as communal institutions and interconnectivity of business and society.
b. **Public responsibility** involves the business entity, the entity's procedures and results in the structure of its own beliefs it terms of what the business entity really goes into.
c. **Managerial discretion**: in this case managers and members of other corporate institutions constitute ethical performers. In all realms of CSR, they are duty bound to carry out such judgment as it is within their mandate, towards socially responsible effects.

2.12.2 Processes of Social Responsiveness:

This has to do with the ease with which business organizations are able to react to public pressures. To effectively carryout this, business organizations ought to be aware of its business environment, be able to evaluate its data and respond to the outcome of the data evaluation. In order to be able to examine, understand and react to the business environment, there is the need for business environmental scanning, stakeholder and issues managements.

Business environmental scanning shows how information is collected and communicated to all over the organization. Stakeholder management is concerned with planning the connections of stakeholders and business organization and at the same time discovering, paying attention to and getting together of stability and meeting the right interest groups as a measuring process. Finally, issue management- it is very important to discover and understand the good assumptions of an organization. Also, the determination of the characteristics connecting power and interest of stakeholders are paramount.

2.12.3 Outcomes of Social Responsibility

A major concentration on a measure of CSR is to involve all important stakeholders of issues in any assessment of performance. There are three major groups and they are internal stakeholder effects, external stakeholder effects and external institutional effects.

Internal stakeholder effects have to do with those that impact on stakeholders inside an organization. Assessment of these has the tendency of revealing the extent to which corporate code of ethics impacts on the daily decision of the organization as far as social responsibility is concern.

Also, it involves human resource course of action like negative and positive impacts on institution hiring and workers benefits practices. External stakeholder effects have to do with the effects of company's action on individuals outside the organization. These may have to do with the negative impact on a product recall, positive impact on social matters like corporate philanthropy, consequence of toxic waste disposal. External institutional effects address the impact on the bigger umbrella of business environment. A lot of disasters that occurred on the environment brought awareness to the community, on the consequences of the business decisions of organizations. This necessitated the enactment of laws to regulate the activities of corporate institutions in the environment.

Nevertheless, CSR dimensions as proposed by Carroll (1991) were used to measure the study. As explained in the literature, CSR of the telecommunication industry in Ghana was measured according to the ethical and philanthropic dimensions of CSR. 5 likert scale Questionnaires were designed to cover these dimensions of CSR and Brand Equity.

2.13 Measures of Financial Performance

Similarly, it is very cumbersome to determine the financial performance of business organizations because there is lack of universally accepted tool or methodology to employ. Majority of researchers adopt market measures (Alexander & Buchholz, 1978; Vance, 1975), while others recommend accounting measures (Waddock & Graves 1997; Cochran & Wood 1984) and some apply both market and accounting measures (McGuire, Sundgren &Schneeweis, 1988).

These two measures signify varied standpoints on how to assess a business organisations' financial performance and have varied theoretical implications (Hillman and Keim, 2001) and each is subject to particular prejudices (McGuire, Schneeweis, & Hill, 1986). That is, accounting measures make use of merely historical viewpoint of organization's workings (McGuire, Schneeweis& Hill, 1986).

Moreover, they constitute a topic of preconception from managerial exploitation and variations in accounting processes (Branch, 1983; Brilloff, 1972). Market quantifiers are forward looking and pay attention to market processes. Dusiki (2009) stated that CSR is a way to ensure profit, Vidal (1999); Gardberg and Fombrun (2006); Fombrun and Pan (2006) also stated that there is a strong association connecting CSR and financial feat.

2.14 Corporate Reputation

The image of an organization develops and depends on the organization's identity and unique programmes, their performances and how they are seemed by the community. Freeman (1984) and Fombrun (1996) defined Reputation as when an organization successfully fulfils the expectation of a lot of stakeholders. Fombrun and Shanley (1990) opine that high-quality reputation facilitates organizations to cost premium prices, appeals to investors and has the potential to grant simple admission to capital markets. Experiential outcomes reveals that the higher the social contribution of an organization, the higher the reputation of the organization. Therefore nonprofit organizations can easily develop a reputation, produce good media coverage, improves employee commitment and ensures sincerity, efficiency and consumer favourites (Duncan & Moriarty, 1997).

2.15 Branding

The concept of branding dates back to the Stone Age when farmers and hunters used farming and hunting tools of various brands in their daily activities. It is stated that most of the first known brands were set up by the English ceramist and French Fashion Designer, Josiah Wedgowood and Rose Berlin respectively (Burke, 1996; de Paola, 1985). Various contributions were made by Holt (2004) and Roper and Parker (2006) in explaining the development of branding. These efforts made it possible for simplification and summation of present theories.

Nevertheless, they paid much attention to categorising the theories into groups, a drawback which emanated from illustrations of the growth of branding as separate affairs. Therefore, a brand is said to be a set of tangible and intangible characteristics planned to build awareness and identity and to enhance the reputation of a product, service, person, place or organisation. The motivation for a branding strategy is to form differentiated brands capable of standing the test of competition; in order to decrease the availability of substitutes in the market place.

These strategies are made on the inter-reliant structures of competitive brand positioning, value chain development and brand equity management. Competitive brand positioning calls for the identification of a different market space and a mental position as seemed by consumers. This facilitates the determination of what the brand represents, its unique selling points, how it connects with brands of competitors. Competitive positioning is achieved with the aid of vibrant brand recognition, and this can be established through differentiating product features like product characteristics, quality selection, price and availability. Further, it can achieve growth by attending to it at each point in the value chain from production till the final stage of sale.

Value chain development is grounded on product innovation and market development. Product innovation is made up of strategic ideas on product design, and the capability to introduce new product groups and line expansion. Market development centers on pricing strategies, distribution strategies as well as marketing communications. Lastly, brand equity means the value assigned to a brand by customers due to their opinions about price, quality, services and product attributes.

In other words, a brand represents a name, term, phrase, design, symbol or any combination of these chosen by an individual or organization to differentiate a product from competing products (Bovee, Houston & Thill, 1995). Conversely, Weitzand Wensley (2002) indicated that marketers see brand differently, as it goes beyond the attributes in question; it builds awareness, reputation and importance in the market place. Extant literature reveals that brand identifies a product from that of competitors as well as creates distinction between and among products (Lmab, Hair, McDaniel, Boshoff&Terblanche, 2002). According to Keller (2003), the various components of a brand which create identification and differentiation for products are called brand elements.

2.15.1 Benefits of Branding

The benefits of branding can be grouped according to consumers and marketeters. On consumers, it is stated that brand assists consumers to recognize specific products that suit them or otherwise. This means that branding eases buying of products that meet consumer needs and decreases the time needed to buy the product. It ensures non-random choice of products because consumers have assurance that they are buying the right product. On the part of markets, branding eases identification of an organization's products. This facilitates repeat buying for consumers (Pride & Ferrell, 1997).

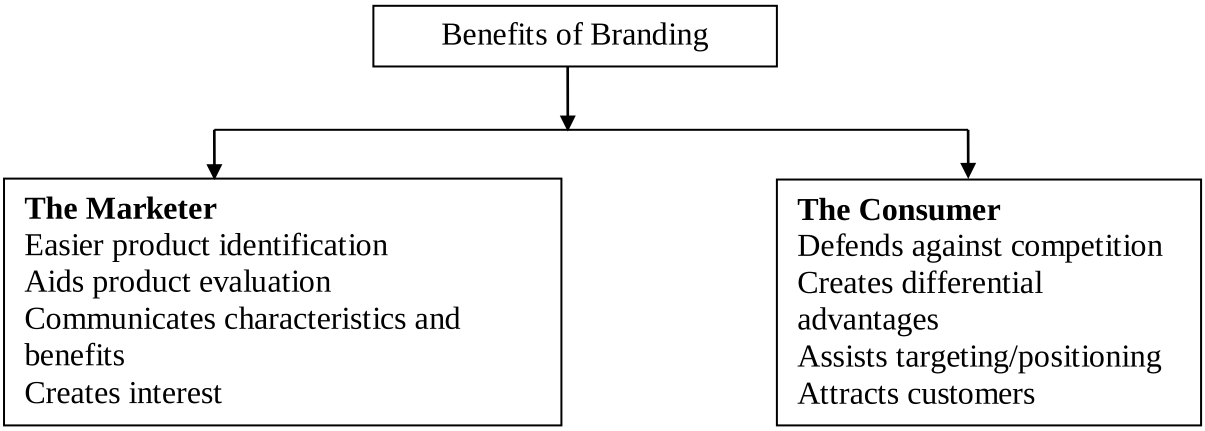

Figure 2.4: Benefits of Branding

Source**:** Adapted from Brassington and Pettitt, 1997:269).

That notwithstanding, branding has a negative tendency of presenting so many substitutes to the consumers. This can lead to confusion among consumers (Brassington&Pettitt, 1997: 271).

2.15.2 Elements of Brands

Brand consists of the brand name, brand mark and logo**.** Brand nameis made up ofthe part of the brand that can be stated verbally, including letters, words or numbers (Bovee,Houston& Thill, 1995). Brand mark is part of a brand that cannot be stated verbally, like graphic design or symbol (Bovee, et al., 1995). But logo is a special symbol that epitomizes a particular business organization or a brand name, written in a unique type style (Bovee, et al., 1995).

2.16 Brand Equity

According to Aaker (1991), brand equity is a combination of brand assets and liabilities associated to a brand; its name and symbol that add or subtract in the value provided by product or service to a firm and to that firm's customers. Financial implication of brand equity refers to the worth of a brand to an organization; the worth of a brand supposed by the organization and the worth of brand from the customers point of view or customer based- the worth of the brand from the customers point of view; which is realized from the marketing decision making point of view (Kam & An, 2003), increased in the supposed worth and desirability generated by a brand to a product or service (Mittal & Sharma, 1995).

But Keller (1993) looked at brand equity strictly from a consumer psychology perspective and defined it as "the differential effect of brand knowledge on consumer response to the marketing of the brand" (p.2).

Erdemand Swait (1998) stated that there are three significant concepts associated with brand equity and they include differential effect, brand knowledge as well as consumer response to marketing. Differential effect is designed by comparing consumer reactions to the marketing of a brand with the reaction to the same marketing of a deceptively named or unnamed edition of the product or services. Brand knowledge is defined in terms of brand awareness as well as brand image and it is conceptualized according to the features and interaction of brand associations. Consumer response to marketing is defined in terms of consumer observations, preference as well as behaviour arising from marketing mix activity like brand choice, understanding of copy points, response to coupon promotions or assessment of a planned brand extension. Therefore, brand equity is defined as the value of a brand signal to consumers (Erdem & Swait, 2001).

2.16.1 Constructs of Brand Equity

The following constitute the constructs of customer-based brand equity: brand loyalty, brand name awareness, perceived brand quality, brand associations and other proprietary brand assets.

a. Brand Loyalty

Oliver (1999) states that brand loyalty is a total commitment to repurchase a chosen product or service always in future, in so doing calling for recurring same-brand or same brand-set buying, regardless of situational persuasions and marketing activities making it possible for a switching behavior. Brand loyalty has a meaningful value on brand as it promotes profitability of companies. This is because a loyal customer of a brand contributes to sales of the brand. That is, customer satisfaction and rebuying characteristics are displays of a good brand.According to Oliver (1997), brand loyalty is made up of cognitive, affective, conative or behavioural intent (Mittal & Kamakura, 2001), and action (repeat purchase behavior) dimensions.

However, Dick and Basu (1994) identify two dimensions of brand loyalty which include behavioral and attitudinal; where attitudinal brand loyalty involves cognitive, affective, and behavioral intent dimensions, whereas behavioral loyalty includes repeat buying behavior. From the aforementioned, dimensions of brand loyalty includes a decision to purchase, actual purchase, repeat purchase, advocating a purchase intentions to others and avoidances of switching tendencies (Oliver, 1997, 1999; Dick & Basu, 1994).

b. Brand Awareness

This provides assurance, essence and familiarity to the brand. A taste test conducted on peanut butter presented 70% of those who undertook the testing opting for known brands instead of other factors. That is, it is extremely assuring to buy a familiar brand. Also, a demonstration made by University of Ontario on the power to recall reveals that a little talks about a brand has a greater tendency for customers buying the brand for which the talks were made. This survey is also applicable to the local fast food category. Aaker (1991) states that the dimensions of brand awareness include Recognition, Recall, Top- of- mind, Brand dominance, Brand knowledge and Brand opinion.

c. Perceived Brand Quality

It gives reason to purchase, promotes brand differentiation, generates interest for brand channel members, provides motivation for line extension and promotes premium prices- as supported by a study carried out by PIMS. Higher prices translate into higher profits and resources to be spent back on the brand. It also provides competitive edge for firms.

d. Brand Associations

This is made up of product characteristics, customer advantages, uses of brand, users of the brand, ways of life, classes of products, rivals as well as countries. Association is beneficial to customers as it allows them to reclaim information, a sources of differentiation and extension, creates an incentive for a repurchase and good sensation.

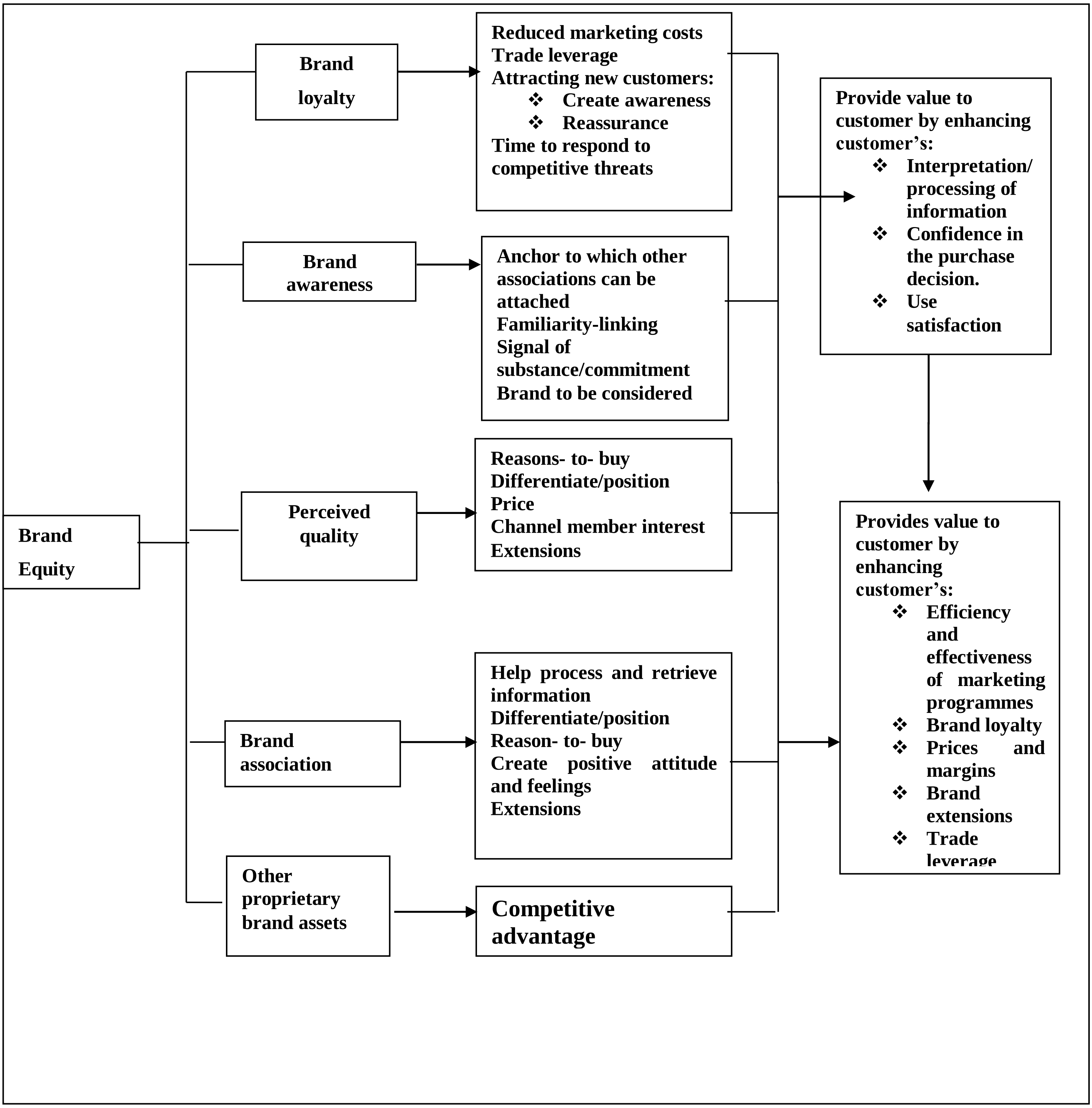

Figure 2.5: How Brand Equity Generates Value

Source: David, A. Aaker (1992)

2.16.2 Band Equity as a Value to the Customer

With the aid of brand equity, customers are able to effectively and efficiently manage large information. That is, it affords customers the opportunity to interpret processes, stores and retrieve a large amount of information about a brand. It stimulates customer confidence in their buying behaviours. Customers will be happier to be associated with brand they have prior experience with and can attest to their quality. Further, it promotes customer satisfaction for the use of a brand. For instance, mobile service associated with Sarkodie of the music industry of Ghana has the tendency to enhance patronage of that service due to Sarkodie's supposed quality of association.

2.16.3 Brand Equity as a Value to the Firm

Brand equity has the tendency to promote efficiency and effectiveness of marketing programmes. Again, it ensures satisfaction of the customer and for that matter promotes brand loyalty. It avoids the edge to buy from competing brands. Further, brand equity reduces promotional cost, encourages higher prices and therefore ensures higher profits for the firm. There is an opportunity for growth- this is due to the possibility for brand extension. Thus, product lines of a successful brand will succeed due to the perceived quality and the rest of the attributes. Also, brand equity encourages distribution as channel members are motivated to distribute brands with proven recognition and association. Finally, it ensures important merit-brand equity makes switching cost higher for customers. Therefore, customers are encouraged to be loyal and stick to the brands of the firm.

2.16.4 Measurement of Brand Equity

Different studies have suggested different methods of measuring brand equity. Some of these include Brand Equity Ten (Aaker, 1996) and Brand Equity Measure of Park.

For the purposes of this study, brand awareness and brand loyalty would be measured due to the fact that brand loyalty is the key construct in this study and brand awareness also facilitates brand loyalty. Also, they constitute part of the dominant constructs of brand equity (Aaker, 1996).

a. Brand Equity Ten

This is assembled into five classifications of which the first four classifications stand for opinions of customers on the constructs of the brand equity. The constructs include brand loyalty, perceived brand quality, brand name awareness and brand association. The fifth is made up of two sets of market behaviour measures that show information gathered from market- based information instead of accessing straightforward from customers.

i. Brand Loyalty

According to Aaker (1996), Brand Loyalty is very central to brand equity; therefore its shortcomings affect customer relationship. Brand loyalty presents a number of opportunities to the firm. Some of these merits include obstacle to competitive entry, a foundation for higher prices, opportunity to react to competitive innovations and a defense against price war.

Price Premium: this is an amount of money a customer is willing to pay for a brand in relation to other brand offerings. Therefore, price premium is the fundamental sign of loyalty to a brand. For a measure of any symbol of brand equity, it is important to subdivide the market according to loyalty, like loyal purchasers of a brand, brand switchers and noncustomers. For premium measure to be effective, it has to be defined according to competing brands which must be obviously stated. This is because using a single brand for comparison can lead to a mistaken point of view of a brand's strength. The premium price of a brand can be established by a ***"dollar metric"*** when customers are inquired about how much of addition they are ready to disburse for the brand. For example, how much in addition will you pay in order to have MTN SIM card as a substitute for Airtel Tigo?

Challenges of Price Premium

Price premium is determined according to a competitor or a set of them. Therefore, in a situation where there are lots of competitors, various sets of price premium determination will be required, hence a significant up- and- coming competitor may be lost. Also, it may be very difficult to provide explanations when a brand is diverse markets. Finally, there are legal restrictions in some other jurisdictions where price differentials of brands are not important.

ii. Brand Name Awareness

Awareness has the tendency to impact on the opinions and approaches of people. These heights of awareness are useful in the measure of:

Recognition (have you heard of MTN momo transfer?)

Recall (what brand of telecommunication can you recall?)

Top- of- mind (what is the first-named brand of telecommunication in your recall task?)

Brand dominance (the only brand of the telecommunication industry you recalled)

Brand knowledge (I am aware what the brand stands for)

Brand opinion (what opinion do you have about the brand?)

Challenges of measuring brand awareness

It may be cumbersome to make comparisons due to the variations in the awareness level of the measure. Also, there is the tendency for an incomplete picture as awareness measure pays particular attention to name.

Aaker's Brand Equity Ten is represented in the table below:

Loyalty Measures	❖ Price Premium ❖ Satisfaction/Loyalty
Perceived Quality/ Leadership Measures	❖ Perceived Quality ❖ Leadership
Association/ Differentiation Measures	❖ Perceived Value ❖ Brand Personality ❖ Organisational Associations
Awareness Measures	❖ Brand Awareness
Market Behaviour Measures	❖ Market Share ❖ Price and Distribution Indices

Figure 2.6**:** Aaker's Brand Equity Ten Source:Aaker (1996, p.105)

b. Brand Equity Measure of Park

An improved measure of brand equity of Park (1992) and published by Park and Srinivasan (1994) was adopted for this study. In the past, researchers were concerned about the total impact created by the product or service and the brand. This means distinction was not created on the impact of brand from the impact of the product or service on consumers. According to Srinivasan (1970), brand has its own supplementary value or utility different from that of the product. Researchers adopt two methods of brand equity measurement in this perspective; as ***indirect*** and ***direct.*** The indirect measure pays attention to the brand, where aided and unaided scores (Alba, John- Wesley Hutchinson & John -Lynch, 1991) are used for the measure, and the opinion of its image (Biel, 1992; Krishnan, 1996) which is stated in the strength, the value, the uniqueness as well as congruence and relevance of the association that are positioned in the minds of consumers by the brand (Keller, 1993). On the part of the direct measure, consumers' choices are directly measured out of other choices.

i. Direct Measurement of Brand Equity

This method of measurement adopts a model developed from the Logit Probability Model (Swait, Joffre, TulinErdem, Jordan Louviere & Dubelaar, 1993; Kamakura & Russell, 1993) or illustrates ahead the statistical resources of conjoint analysis (Srinivasan, 1994). Theoretically, the good reason for these various approaches is contingent on the Consumer Behavour Model which was developed by Urban and Hauser (1980). This model recognizes that the consumer assesses the product according to the characteristics and outside sources of information such as advertisement and word of mouth. That is, the last alternative is a function of consumer preference which is moderated by outside indicators like budget set for specific purchase, price of the product or service or the availability of the product or service. Therefore, it is likely to incorporate brand equity into the segment of remaining utility which is not possible to be explained by objective evaluation of the product or service characteristics.

Brand equity conceptualization is consistent with descriptions used in various researches (Shocker & Weitz, 1988; Swait, Joffre, TulinErdem, Jordan Louviere & Chris Dubelaar (1993). According to Park and Srinivason (1994), brand equity is measured as the "difference between two values of utility: first, the general preference relative to a "branded product", second, the objective evaluation of the product or service.

ii. Conjoint Analysis for Measuring Brand Equity

This seems to be the best solution (Green & Srinivason, 1990). However, it attracts some major concerns due to the treatment of brand as an attribute. To factor in the interaction effect connecting brand and other attributes calls for a statistical procedure of estimation that is heavy and difficult (Rangaswamy, Burke& Terence, 1993). Also, the management of this variable in: “Full Profile” or “Trade Off” experimental designs results to unworkable product or service profiles and all these taint the external validity of the experiment (Green &Srinivason, 1978).

Nevertheless, measurement by conjoint analysis presents these merits: it permits one to have individual measure of total-level or grouped-level of brand equity (Kamakura &Russell, 1993), differentiates the utility attached to the product or services from the utility joined to the brand (Park & Srinivason, 1994); its application leads to separation of effect of the brand on the basis of whether the effect applies on the perception of the product’s or service’s characteristics (called, halo effect or inferential effect) or on the overall preference (called, heuristic effect).

But a more insightful and consistent could be a “Conjoint” Or “Trade Off” analysis- a market research probes customers on different choices with different questions. For instance, will you choose a SIM card of MTN at GHC5, a Vodafone at GHC3, AirtelTigo at GHC2.50p OR Glo at GHC2? If AirtTigo is chosen, the process will be replicated but the price of AirtelTigo will be GHC3, if Vodafone is chosen, the process will continue but the price of Vodafone will be GHC3.50p; a relative price linked to a brand will come out of the process.

2.17 Customer Loyalty

Customer loyalty refers to a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby, causing repetitive same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviuor (Mascarenhas, Kesavan, &Bernacchi, 2006). Oliver (1999) posits that loyalty has to do with a specific confidence that a customer holds about a product or brand and not just a repeat patronage. It is a conduct or manner of customers’ responses to organization’s product, brand or services. It is also a dedication to a rebury of products or services of a firm in a comprehensive business environment.

According to Dagnoli (1991), almost 77% of customer preferences over an organization's brand is contingent on the organization's reputation in the community. Usually, customers require some usefulness from a business organization, therefore CSR has the tendency to determine customers buying pattern (Maignan & Farrell, 2004). This means that CSR results to customer loyalty, which then determines the level of customer purchases and repurchases (Lichtenstein, et al., 2004). Consumers have consistently had importance for CSR (Benezra, 1996) and their opinion about this has direct effect on their confidence and reaction to new goods and services introduced by the organization (Brown & Dacin, 1997).

A research carried out by Smith (1996) indicates that a firm which is responsible to the social and environmental needs of the community has the opportunity of having 88% of customers making purchases from the firm. Van Rekom (1997) states that an image of an organization is the result of a blend of peoples' belief, thoughts and notion about the organization. Some usefulness of customer loyalty includes protection against rivalry in the market place, larger quantities of sales through repeat purchase and referrals. Studies have demonstrated that it is more expensive in getting fresh customers than maintaining the existing ones. Therefore, CSR and customer loyalty are positively related since an improvement in CSR undertakings leads to improvement in customer maintenance. Further, the awareness of CSR activities by customers of an organization leads to retention of customers, which subsequently ensures loyalty of customers (Ali, Rehman,Yilmaz,Nazir& Ali 2010).

This means that a lot of organizations have identified social responsibility as a way to go for a successful business enterprise. In the process of accomplishing strategic objectives of organizations, various stakeholders build perceptions in order to understand the focus of the organization (Aras & Crowther, 2015). CSR has been defined differently by different researchers. The commonest definition features business undertakings of a firm that seem to promote social interest beyond what is prescribed by the regulations (Siegel & Vitaliano, 2007). The climax of CSR is the activities that seek to provide public benefits (Banon, 2001). The social contract between business organizations and the society is the provision of the needed goods and services for the society to undertake exchange of value for the businesses to thrive. According to Clotler and Lee (2006), CSR is the dedication to ensure a communal well-being by way of distinct business undertakings and offering of corporate resources. It emanates from the larger obligations; as a result of a relationship initiated by the organization between the environment and the society in order to accomplish a joint combined Environmental Management System (EMS) for the achievement of social objectives.

2.18 Relationship between CSR and Customer Loyalty

CSR is perceived as a marketing tool that is used to influence consumer behaviour by business organsiations. With the aid of a study carried out on the telecommunication industry by Garcia de Los Salmones, Herroro and Rodriguez (2005), it was stated that CSR has the tendency of persuading consumers over service evaluation which ultimately has a positive effect on customer loyalty.

Similar, according to the study carried out by Liu and Frenglan (2010), in the diary market of China, it was argued that even though there existed no significant linkage connecting CSR and customer loyalty, the dimensions of customer loyalty- product or service satisfaction, image, trust and quality; presented a significant influence. These outcomes demonstrated that CSR is responsible for a consequential impact on customer loyalty. In the quest of Du, Bhattacharya and Sen (2007) to unveil the possibility of brand social initiatives impacting on competitive edge stated that customers are interested and disposed towards brands linked to CSR, as far as loyalty is concern, and will serve as brand advocates for these brands against brands which have no linkage with CSR.

Again, Keller and Aaker (1992) indicated that firms that are of social responsibility are more attractive to customers as well as choose their products and services as compared to firms that have no CSR inclination. According to a research carried out by Poeloza and Shang (2011), it was indicated that CSR endeavours result to customer loyalty as well as prevents the possibility of occupational risks that could come upon an organization during a harmful era. Sen, Bhattacharya and Korschun (2006), indicated that the awareness of CSR activities of a firm accounted for the readiness of customers to be connected with the firm by way of looking for employment avenues and purchasing the products or services of the firm as compared to customers who are not aware of the CSR activities of the same firm.

According to Brown and Dacin (1997), CSR has the ability to make changes on the customer reaction by building a positive link with the products and services. Therefore, this significant correlation results to a positive evaluation of the firm as well as leads to the evaluation of their products or services and satisfaction. According to Dawkins (2004), a study carried out by MORI to ascertain British Peoples' views on CSR indicated that most of those who responded had the view that majority of firms refused to listen as well as address concerns of the views of the people concerning environmental and social issues despite the fact that those concerns are of major needs to the people; 38% of the responses showed that they take into account the social responsiveness of a firm prior to decision to purchase. It is obvious to note that CSR impacts evenly on consumers as they think they contribute to the society when using such products or services. Due to this, a significant relationship connecting a firm and its customers is built, to improve the value opinion of the firm in contrast with other less responsible firms (Ochoti, Muathe, Ronoh, Manonga&Ochoti, 2013).

2.19 Relationship between CSR and Brand Equity

2.19.1 The relationship between Economic dimension of CSR and Brand Awareness of Brand Equity

Brand awareness has a positive effect on consumer behaviour. To a larger extent, consumers use brand awareness as a guide for decision making. This means that brand that is known has a higher possibility of been patronized by clients as compared to brands that are not known (Hoyer & Brown, 1990).

Extant literature reveals a strong connection between economic performance and brand awareness: according to Kim, et al. (2003), there is a strong correlation between sales and brand awareness in the service industry. Conversely, Silverman, Sprott and Pascal (1999) argue that there is a negative relationship between market performance and brand awareness.

However, the results of this study could be attributed to sampling mistake as higher levels of organizational awareness does not automatically ensure sales; but students who contributed to the study as respondents are aware of familiar brands like GE or CISCO but are not clients. The literature that connects market performance to brand awareness are very few and do not have the locus for a generalized conclusion. A lot of the studies do investigate the service sector (Kim & Kim, 2005; Kim, et al., 2003; Kim & Kim, 2004) where opinion data from surveys, experiments are heavily depended on.

With the exception of Silverman, et al. (1999), most of the available research quantifies brand market results in terms of sales as brand equity. Lastly, the causal relationship between market performances and brand awareness has not been exhaustively dealt with. That is, it is considered that brand awareness as preceding brand market performance (Keller & Lehmann, 2003). According to Mowen and Minor (2001), for products and services that do not involve higher financial risk and require limited time to buy like a SIM card in the case of the telecommunication sector, customers do not go through all the steps of purchase (recognition – affection – action). According to Fatma et al., (2015), CSR engagement has a direct effect on the reputation of businesses organizations and also enhances brand equity.

2.19.2 Relationship between Economic dimension of CSR and Brand Loyalty of Brand Equity

According to Hoyer and Brown (1990), a renowned brand has a lot of opportunities to be selected by customers as compared to non-renowned brands. This means that renowned brands have competitive edge over brands that are not renowned. Employees and shareholders constitute part of corporate brand of every organization. And so, with economic dimension of CSR, organizations are required to maximize profits for the shareholders (Friedman, 1970), pay requisite salaries and remunerations of employees and contribute financially to the general stakeholder needs. In this case, satisfied brands will continue to be loyal to their organizations. Therefore, a correlation connecting economic dimension of CSR and brand loyalty exists.

Extant literature reveals that there is a weak correlation between economic dimension of CSR (price) and perceived quality (Friedman, 1967; Morris &Bronson, 1969; Sproles, 1977; Riesz, 1985; Sutton & Riesz, 1979; Dardis & Gieser, 1980; Gerstner, 1985) and for that matter brand loyalty. Terri and Wernerfelt (1987) carried out a meta-analysis of the empirical outcome of the American studies and it emerged that there is a weak relationship between economics (price) and brand loyalty, however, very important. According to Krishman and Chakravarti (1993), advertising, which is an economic activity of CSR, improves upon the opportunity for brands to be purchased by customers thereby promoting the market performance of the brand. This confirms that advertising constitutes an effective medium through which a brand generates trials and subsequently a relationship of loyalty. Further, price and price promotions are effective devices of the economic activities of business organizations, and they encourage customers of competitors to trial brands of the organization and subject to outcome of expectations, leads to brand loyalty (Keller, 2008).

According to Geyskens and Steenkamp (2000), brand loyalty is an outcome of economic fulfillment and stakeholders' assessment of the economic results of an organization that arise from the connection with organizational stakeholders. The significance and usefulness of calling and keeping loyal customer to the brand is that it is generally believed that profitability comes from loyalty (Reichhrld&Sasser, 1990). As a result a comprehensive understanding of the concept of brand loyalty identifies the importance for a stability of value between customers and organizations and the reason to promote long-term loyalty. Bhattacharya (2003) posits that there is a significant correlation between an organization's economic dimension of CSR and customers' response to the brands of the organization.

With reference to the research carried out by Brown and Dacin (1997) on the relationship between economic CSR and loyalty, it was revealed customers assess post-purchase results and it is positive if customer is satisfied with the outcome. Therefore it is important for direct stakeholders who are part of economic decisions of business organizations to meet the expectations of customers on brand offer. Also, it is stated that economic dimension of CSR has a significant impact on brand loyalty (Visser, 2007; Onlaor & Rotchchanakitumnuai, 2010).

Further, Weber (2018) indicates that companies that undertake CSR activities attract returns in the form of various financial and non-financial benefits. Financial benefits as in an increase in revenue, decline in cost and risk, and increase in brand value. The non-financial benefits has to do with enhancement in companies capacity to attract new and retain its existing customers, better opportunity to become an employer of choice, motivation and retention of employees, and improved corporate reputation.

According to Schwab (2020), consumers of today do not expect more and better goods and services for a reasonable price but they progressively anticipate business organizations to contribute to social welfare and the common good. And failure to do so renders customers to shift to other businesses, ultimately which has the tendency to render them bankrupt (Manuel & Herron, 2020).

2.19.3 The relationship between legal responsibility of CSR and brand awareness.

Extant literature shows that the awareness of brands that are legally responsible, enforce confidence in the choice of consumers over the brand of the organization. According to Bhattacharya and Sen (2004); Schnider and Cording (2006), absence of customer awareness of CSR activities of organizations, in this case legal compliance of business activities is a key limitation for customers' ability to react to those activities. Prospective clients ought to be adequately aware of CSR, and for that matter, features of legal dimensions of business endeavours, so as to ensure differentiation. Therefore, it is estimated that a strong relationship exists between legal dimension of CSR and brand awareness (McWilliam &Siegel, 2001).

Saeidi et al. (2015) identified that there are various factors, which indirectly determine the connection between corporate social responsibility and organization performance. That is, sustainable competitive advantage, customer, and reputation act as a mediator between firms' financial performance and its CSR practices. CSR has a positive impact on the three mediators and promotes brand awareness (Saeidi et al., 2015).

2.19.4 Relationship between legality of CSR and Brand Loyalty of Brand Equity

According to Lynch and Chernatony (2004), brands that are grounded on emotional values are seen as more strong and cannot be easily depleted by competitive efforts of rivals. Therefore legal dimension of CSR which constitutes an emotional part of brand image as well as loyalty is a significant medium for a lasting competitive advantage. That is, it contributes to important content of brand image. By connecting brand image to legality of CSR, the link is reinforced (Berry, 2000; Rust, et al, 2000) to the product or service that makes a special communication (Keller & Aaker, 1992) and standards (Turban &Greening, 1999), exhibiting respect to clients in order to ensure loyalty to the organization (Maignan & Ralston, 2002).

According to Delgado and Munuera (2001), loyalty is built on individual involvement with a brand, and so indirect interactions by way of legality of business undertakings and organizational reputation (Gatti, Caruana &Snehota, 2012). In the light of these, the opinions of the people by way of legal compliance of business activities has the ability to support brand loyalty because it sends an appeal (Keller &Arker, 1992), a structure of special values (Turban & Greening, 1997), demonstration of respect to customers as well as ensuring loyalty to the organization (Maignan, 1999). However, a lot of researchers have identified that there are numerous consumers who are eager to patronize products or services from organizations who are legally responsive to business activities (Maignan, et al., 2002; Garcia& de los Salmones, 2005). Therefore, human beings accord respect to organizations that undertake business activities according to the tenets of legality and for that matter CSR like energy conservation, compliance of international labour and environmental practices. Maignan, et al., (2002) posit that legal aspect of CSR can result to a higher brand loyalty.

2.19.5 Relationship between ethical responsibility of CSR and brand awareness

The impact of ethical issues of CSR as well as consumer brand awareness in an organozation's total activities are significant issues which ought to be dealt with (Brunk &Blumelhuber, 2011; Melo &Galan, 2011). It is documented that there is an important relationship between ethical responsibility of CSR and brand awareness of products or services provided by an organization (Lai, et al., 2010).

Anoosha Makka and Cecile Nieuwenhuizen (2018) investigated the opinion of multinational Enterprises (MNEs) that stand for four major economic sectors in South Africa concerning the most important national corporate social responsibility (CSR) priority issues are for the country. Most of the respondents stated that the top three CSR priorities for South Africa in order of priority are education, training and skills development; building and developing local communities and health care and wellness. Significantly, it also emerged that the MNEs stated that there are a lot of CSR issues in South Africa. This means that there is the need for South Africa to develop a national CSR index which clearly spells out CSR activities.

2.19.6 Relationship between ethical responsibility of CSR and brand Loyalty

Lately, what is termed as ethical consumerism (Carrigan &Attalla, 2001; Shaw &Shiu, 2002) has surfaced as a significant effect on business activities. According to a research carried out by Dean Sanders (Founder of Good brand and Company), innovation, ethical viewpoint and social behaviour are now the motivating factors for consumer choice as against quality and price (Bussey, 2006). The results of a study carried out on the European Study of Consumer Attitudes towards CSR (CSR: valuing the consumer, 2001) reveals that 70% of consumers who took part in the study take into consideration CSR as a driving factor for making purchasing decisions; while 30% indicated they had patronized products or services described as ethical in the past. This is consistent with the findings made by Clark (2008) for United

Kingdom, as well as Green is the Dream (2010) of United States of America. The continuous regards for ethical standards of business has resulted to several brands tagging themselves as "clean, green and socially responsible" (Cleg, 2007; p.23). Therefore, a lot of brands declare themselves as ethical in the areas of supply chain (American Apparel), ethical or environmentally responsive products or services in their portfolio (Toyota Prius) as well as brands that invest in the interest of the people (Pret a Manager offer Food to the Homeless people) (Doonar, 2005).

According to Fan (2005), traditional studies that describe brand equity by taking into account "economic indicators in financial terms" are not complete due to the fact they do not take into consideration ethical issues. Fan (2005) states that ethical brand is the one that only supports the public good and presents features like honesty, integrity, diversity, responsibility, quality, respect and accountability. There is a strong literature that argues that acting ethically is in the good of the brands (Story and Hess, 2010), the reason is that, in as much as stakeholders of the brand are expecting more, they anticipate brands to address their ethical needs (Maxfield, 2008). According to Szmigins, et al. (2007), brands ought to discover a medium to communicate important collection of values to their customers.

2.19.7 Relationship between Philanthropy of CSR and Brand Awareness Brand Equity

The philanthropic dimension of CSR recognizes the fact that charitable donations are discretionary and transcends above the provisions of the law. But is it regulated by the philanthropic values of the organization (Dentchev, et al., 2015). Some organizations may not undertake activities at all due to the perception of it being voluntary and therefore do not have the principle of CSR enforceability. This means that organizations have the free will in the manner in which they wish to conduct the philanthropic arm of CSR (Cominetti, et al., 2016).

According to Cominetti, et al. (2016), philanthropy enhances brand image of an organization. Beside, Jain, et al. (2015) indicate that service provided organizations recognize philanthropy as a marketing prospect to distinguish organisation's services in order to ensure customer retention and attracts foreign investors. According to McBarnet and Doreen (2007), in attempt to satisfy social and market pressure in order to sustain brand reputation, achieving cost-saving technique constitute a business case for philanthropy.

Further, philanthropy affords managers the opportunity to access discretion, as they have the relevant expertise to attend to and fulfill the local and social issues as well as ensure valuable feedbacks. In the view of Sheehy and Benedict (2012), managers will embark on philanthropic activities in order to satisfy an ambition of contributing to people above the basic obligation of compliance. It has been discovered that customers are loyal to brands of organizations which make philanthropic contribution to the save the environment (Lambooy, 2010). However, Gatti, et al. (2018) contrast philanthropy as a dangerous performance, has no transparency and credibility of CSR reports and therefore presents a bad image to customers. Further, it is estimated that philanthropy presents a leeway in implementing CSR activities and there is no compulsion on organizations to make timely reports on CSR activities.

The philanthropy report of CSR shows majority of organizations demonstrated commitments towards philanthropic social responsibility and makes a contribution to the welfare of the people. However, majority of these commitments were aimed at profits and increasing principals value (Friedman, 2007) and this erodes the gains of brand loyalty. Extant literature indicates that it takes charitable and philanthropic endeavours as attitudinal commitments for effective brand loyalty (Day, 1969; Jacobby & Chustnut, 1978; Foxall &Goldsmith, 1994; Mellens, et al., 1996; Reichheld, 1996).

2.19.8 Relationship between Philanthropy of CSR and Brand Loyaltyof Brand Equity.

The philanthropic dimension of CSR recognizes the fact that charitable donations are discretionary and transcends above the provisions of the law. But it is regulated by the philanthropic values of the organization (Dentchev, et al., 2015). Some organizations may not undertake philanthropic activities at all due to the perception of it being voluntary and therefore do not have the principle of CSR enforceability. This means that organizations have the free will in the manner in which they wish to conduct the philanthropic arm of CSR (Cominetti, et al., 2016). According to Cominetti, et al. (2016), philanthropy enhances brand image of an organization. Beside, Jain, et al. (2015) indicate that service provided organizations recognize philanthropy as a marketing prospect to distinguish 64rganization's services in order to ensure customer retention and attracts foreign investors.

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2.20 Decision to Purchase

The motivation and the need for a client to make a purchase of a product or service of an organization is influenced by CSR programmes of the organization (Brown &Dacin, 1997; Sen & Bhattacharya, 2001). In principle, a firm’s ethical performance transcends beyond the anticipation of the customer, it has the potentials of determining the buying behaviuor of the customer (Creyer & Ross, 1997).

Further, it is stated that customers pay more attention to organizations that carry out business activities with social and environmental concerns as motivating factors (Creyer & Ross, 1997; Ellen, et al.,2000; Sen & Bhattacharya, 2001) and insists on other organization to carryout business activities in the light of social and environmental concerns (Barrett, 1996). This shows that besides social and environmental commitments to the community, business organizations also have to act as social and environmental ambassadors on other organizations to the communities in which their business activities are carried out. This induces consumers to make regular purchases of goods and services which are perceived to carry the security and safety of their future.

According to Pirsch, et al. (2006), customers consistently take into account organizational activities and practices in their intensions to buy. This is consistent with the studies carried out by Sen and Bhattacharya (2001). Finings from a study conducted by Nkanga (2007) indicates that organizational ethics is a useful consideration for buying decisions of customers. That is, irrespective of higher prices, customers are willing to buy from organizations with high levels of ethical considerations. However, they may make a punitive purchase (at very lower prices) from other organizations which are not ethically responsible.

According to Servaes and Tamayo (2017), effective CSR policies do not only satisfy customers but also enhances brand loyalty.

Otuo Serebour et al. (2016) investigated the perception of Ghanaian shareholders on CSR. Authors adopted a qualitative analysis to present the thorough understanding needed and it emerged that individual shareholders believe it is important for corporate directors and managers to take into account the interests of all corporate stakeholders, which include workers, customers, shareholders, suppliers, the local community as well as the environment in fashioning out their CSR policies. Further, on the part of customers, organizations ought to provide quality products and services to them. More so, with regards to suppliers, corporate directors and managers have to provide them reasonable prices for their products. Finally, on the part of the local community, firms have to effectively assist them.

2.21 Hypothesis Development

2.21.1 Sub-Problem 1: The relationship between ethical responsibility of CSR and brand awareness

The impacts of ethical issues of CSR as well as consumer brand awareness in an organization’s total activities are significant issues which ought to be dealt with (Brunk &Blumelhuber, 2011; Melo & Galan, 2011). It is documented that there is an important relationship between ethical responsibility of CSR and brand awareness of products or services provided by an organization (Lai, et al., 2010).

Therefore, the hypothesis below is formulated:

H1: there is a significant relationship between ethical responsibility of CSR and brand awareness.

Lately, what is termed as ethical consumerism (Carrigan &Attalla, 2001; Shaw &Shiu, 2002) has surfaced as a significant effect on business activities. According to a research carried out by Dean Sanders (Founder of Goodbrand and Company), innovation, ethical viewpoint and social behaviour are now the motivating factors for consumer choice as against quality and price (Bussey, 2006). The results of a study carried out on the European Study of Consumer Attitudes towards CSR (CSR: valuing the consumer, 2001) reveals that 70% of consumers who took part in the study take into consideration CSR as a driving factor for making purchasing decisions; while 30% indicated they had patronized products or services described as ethical in the past. This is consistent with the findings made by Clark (2008) for United Kingdom, as well as Green is the Dream (2010) of United States of America.

The continuous regards for ethical standards of business has resulted to several brands tagging themselves as “clean, green and socially responsible” (Cleg, 2007; p.23). Therefore, a lot of brands declare themselves as ethical in the areas of supply chain (American Apparel), ethical or environmentally responsive products or services in their portfolio (Toyota Prius) as well as brands that invest in the interest of the people (Pret a Manager offer Food to the Homeless people) (Doonar, 2005).

According to Fan (2005), traditional studies that describe brand equity by taking into account “economic indicators in financial terms” are not complete due to the fact they do not take into consideration ethical issues. Fan (2005) states that ethical brand is the one that only supports the public good and presents features like honesty, integrity, diversity, responsibility, quality, respect and accountability. There is a strong literature that argues that acting ethically is in the good of the brands (Story and Hess, 2010), the reason is that, in as much as stakeholders of the brand are expecting more, they anticipate brands to address their ethical needs (Maxfield, 2008). According to Szmigins, et al. (2007), brands ought to discover a medium to communicate important collection of values to their customers. In the light of the above, below hypothesis is formulated:

H2: there is a significant relationship ethical responsibility of CSR and brand loyalty.

2.21.2 Sub-Problem 2: The relationship between philanthropic responsibility of CSR and brand awareness.

According to Gan (2006), Madrigal and Boush (2008), philanthropy is a means through which organizations create an ethical and moral mantra inside an organization. With this, internal stakeholders are able to project the organizational brand across board. Among other things, Siltaoja (2006) indicates that stakeholders put importance on philanthropic conducts of organizations. Brand awareness in the form of market dominance, Bruch and Walter (2005) state that philanthropy leads to differentiation as well as market control.

Further, an alternative factor in the value proposition is that customers put requirements on organizations that are perceived to accurate and real in philanthropy. Consistent with the Philanthropic Value Equation (PVE), Brammer and Millington (2005) posited that the connection between organization's philanthropy and stakeholder awareness is the same as the scientific "cause and effect". This means that customers who identify the outcomes of these ideas are more eager to support organizations which undertake philanthropic gestures, through enhanced brand awareness.

Conversely, according to Valasquez (2006), philanthropy is synonymous with ethics; they play the same roles of care, communication and justice. This means that philanthropy offers validation and proof of activities of organizations. Therefore, the undertakings of philanthropic gestures pave way for organizations to execute their ethical mandates, and this enhances awareness of brand. That notwithstanding, many authors are of the view philanthropy is omnipresent all over a lot of organizations (Friedman, 1970; Joyner &Payne, 2002; Velasquez, 2006) due to its ability to create brand awareness, attraction and retention of customers.

Extant literature argues that there are instances where philanthropic gestures are performed secretly; therefore philanthropy is not done for awareness and other business related purposes. Again, it is argued that there is a decision overlap between philanthropy for awareness and economic purpose (Hartman, et al., 2014). In view of these, the hypothesis below is suggested:

H3: There is a significant relationship between philanthropic responsibility of CSR and brand awareness.

The philanthropic dimension of CSR recognizes the fact that charitable donations are discretionary and transcends above the provisions of the law. But is it regulated by the philanthropic values of the organization (Dentchev, et al., 2015). Some organizations may not undertake activities at all due to the perception of it being voluntary and therefore do not have the principle of CSR enforceability. This means that organizations have the free will in the manner in which they wish to conduct the philanthropic arm of CSR (Cominetti, et al., 2016).

According to Cominetti, et al. (2016), philanthropy enhances brand image of an organization. Beside, Jain, et al. (2015) indicate that service provided organizations recognize philanthropy as a marketing prospect to distinguish 69rganization's services in order to ensure customer retention and attracts foreign investors. According to McBarnet and Doreen (2007), in attempt to satisfy social and market pressure in order to sustain brand reputation, achieving cost-saving technique constitute a business case for philanthropy. Further, philanthropy affords managers the opportunity to access discretion, as they have the relevant expertise to attend to and fulfill the local and social issues as well as ensure valuable feedbacks. In the views of Sheehy and Benedict (2012), managers will embark on philanthropic activities in order to satisfy an ambition of contributing to people above the basic obligation of compliance. It has been discovered that customers are loyal to brands of organizations which make philanthropic contribution to the save the environment (Lambooy, 2010).

However, Gatti, et al. (2018) contrast philanthropy as a dangerous performance, has no transparency and credibility of CSR reports and therefore presents a bad image to customers. Further, it is estimated that philanthropy presents a leeway in implementing CSR activities and there is no compulsion on organizations to make timely reports on CSR activities. The philanthropy report of CSR shows majority of organizations demonstrated commitments towards philanthropic social responsibility and makes a contribution to the welfare of the people. However, majority of these commitments were aimed at profits and increasing principals value (Friedman, 2007) and this erodes the gains of brand loyalty. Extant literature indicates that it takes charitable and philanthropic endeavours as attitudinal commitments for effective brand loyalty (Day, 1969; Jacobby & Chustnut, 1978; Foxall &Goldsmith, 1994; Mellens, et al., 1996; Reichheld, 1996). In the light of the above, below hypothesis is formulated:

H4: There is a significant relationship between philanthropic responsibility of CSR and brand loyalty.

2.22 Conceptual Framework

According to Carroll (1991), CSR is made up of economic, legal, ethical and philanthropic responsibilities. Also, Aaker (1991) states that brand equity is made up of brand awareness, brand loyalty, perceived brand quality, brand associations and other proprietary brand assets constructs.

It is largely reported that undertaking the various dimensions of CSR leads to the achievement of the constructs of brand equity. Therefore, ethical responsibility of CSR can influence brand awareness (Lai, et al., 2010) and brand loyalty (Fan, 2005; Story &Hess, 2010) Finally, philanthropic dimension of CSR results to brand awareness (Gran, 2006; Madrigal, & Boush, 2008; Siltaoja, 2006; Brammer & Millington, 2005) and brand loyalty (Cominetti, et al., 2016; Jain, et al., 2015; McBarnet & Doreen, 2007; Day, 1969; Jacobby & Chustnut, 1978; Reichheld, 1996). This is demonstrated on the conceptual framework below:

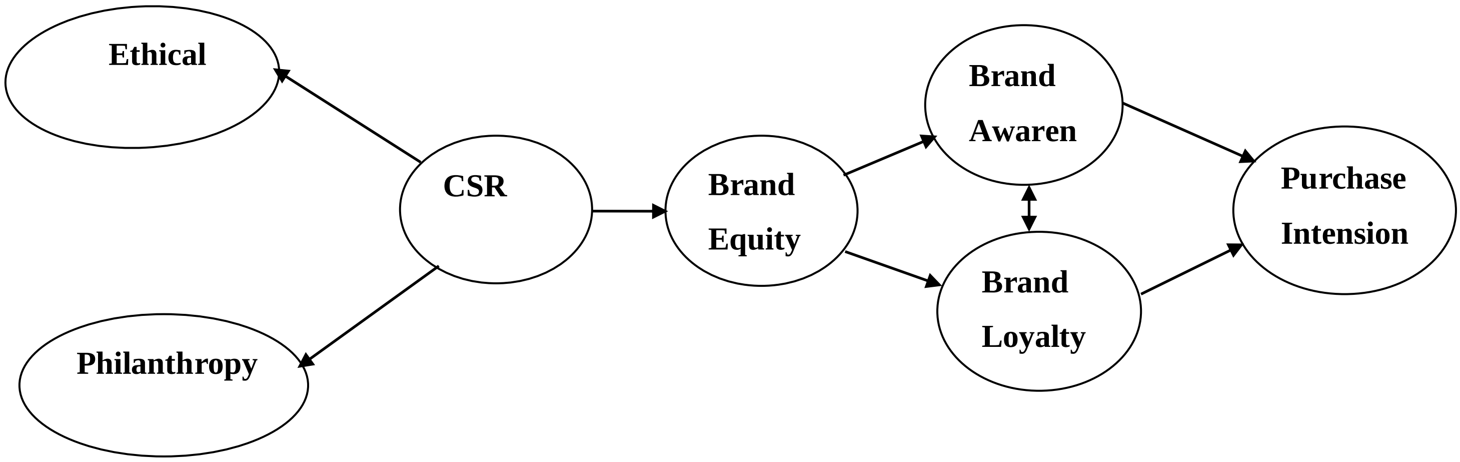

Figure 2.7**:** Conceptual Framework, Source**:** Author (2020).

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is said to be detailed ways to the process of research design, linking the theoretical underpinnings as a result of data gathering and analysis (Collins and Hussey, 2003). In this chapter of the study, the researcher presented the procedures and methods used to gather the required data. The chapter presented a discussion on issues such as research paradigm, sources of data, unit of analysis, population and sample frame, sample size, sampling technique, data collection instrument, validity and reliability of instrument and data analysis.

Further, the methodology used for this study includes desk survey (literature review) and survey questionnaires. Usually, the desk survey includes exploration of relevant literature for meanings and clarifications to terminologies and theories concerning CSR. The advance for data collection is established. Methods for data analysis are introduced where the study seeks to largely adopt descriptive statistics and relative important index. The methodology is consistent with the fundamental conceptual definitions and necessitated by suitable philosophical traditions.

3.2 Research Paradigm

These are concerns over philosophical schemes and methodological processes that have to be identified and considered. Philosophical issues on existence, knowledge and values have important effects in the design of the research (Koetting, 1996; Tashakkori & Teddlie, 1998). It is very useful to have effective and efficient philosophical subjects of ontology, epistemology, axiology and methodology because they determine the choice of research instrument to adopt (Tashakkori & Teddlie, 1998).

Ontology has to do with the measures to address uncertainty associated with the field of research. This exists on questions that have to do with reality of a ‘real’ world that is independent of existing knowledge; that is a theory of life and associations of being (Marsh & Stocker, 2002). In the view of De Vos (1998), ontology has to do with the nature of activities and human behaviours. It is further stated that ontology can either be an objectivism or contructionism. According to Bryman (2001), objectivism implies an ontological posture that states that social phenomena that face us as outer reality are limited to influence. Constructionism stipulates that social phenomena and their importance are persistently undertaken by their social stakeholders. Objectivity was adopted for the study and the motivation for this choice is because marketing strategies adopted by managers are put together according the needs of the markets (Gray, et al., 2001). Thus consumers make preferences by their individual responses to perception, attitude and intentions to strategies employed by the marketing managers.

Also, personal explanations of CSR as far as the telecommunication industry are concern were gathered and synchronized to answer the research questions and objectives of the study. That is, this work was carried out on customers (subjective); which is very significant to the study because various customers have different understandings of various companies in the telecommunication industry. A study on customer perceptions, attitudes and intentions were carried out objectively and examined statistically in the study. Further, homothetic methodology was used due to the ideal nature of CSR policies as well as the requirements for the depiction of association connecting CSR groupings as well as anticipations of the community.

The major research tool that was used for the data collection is questionnaire in order to let off the tendency of researcher’s ideals. An ordered and statistically restricted research method of analysis was used to analyze the data. On axiological position, pragmatism was used for this work. Again, the choice of what or how to study was well examined on objective and subjective benchmarks. This study was devoid of personal values in the influence of what constitutes as facts in the explanations made for the levels of impacts of decision to buy.

Also, this study adopted quantitative research for a precise dimension and accounted for various relationships connecting consumer opinions, positions and conducts on CSR and market share. The major variables; in this case were the two most important dimensions (ethical and philanthropy) out of the four dimensions of CSR (Carroll, 1991), behaviour of customers and for that matter the influence of CSR on brand equity.

3.3 Sources of Data

The statistical information and empirical evidence for this study was accessed from Primary data. Structured questionnaire was the instrument used to collect the data. The nature of the topic being investigated made the use of primary data more appropriate than secondary data sources. The selection of data gathering instrument was determined by the objectives of the study. The survey of the literature on corporate social responsibility and brand equity in the telecommunication industry dictated the choice of data sources and collection materials.

3.4 Unit of Analysis

The unit of analyses was made up of customers of the telecommunication companies in Ghana. These customers were located in major towns and cities over the administrative regions of Ghana.

3.5 Population and Sample Frame

According to Saunders, et al. (2007), a population is made up a total set of elements within which a sample is chosen. Therefore, the population for the study was made up of adults of sound mind who are users of services of the telecommunication industry in Ghana. According to Ghana Population and Housing Census (2010), Ghana is populated by close to 26.5 million people. But the youthfully adult population was targeted since they are the actual representation of the GSM users to whom CSR matters most.

3.6 Sample Size

Sample is said to be a method of choosing a fraction to represent an entire population. A total sample of 800 users of products and services of the telecommunication industry were targeted for the sixteen (16) regions of Ghana. This is against the backdrop that it is practically impossible (time and financial constraints) to conduct a survey on the total population of Ghana.

However, it turned out that some customers were not willing to participate in the survey. With the aid of the convenience sampling method, clients who were prepared to take part in the survey were sampled for the study. By the end of the period, a sample of 700 respondents willingly volunteered to participate in this study. But, 600 questionnaires were properly completed for use and a response rate of 75% was achieved.

3.7 Sampling Technique

According to Babbie (2013), sampling has to do with the method of choosing units of observation; or Wagner et al., (2012) state that it is a compilation of persons on whom research is carried out. Further, sample means little group of observations that a researcher selects from a bigger group and applies to make a generalization for the population (Neuman, 2014). As far as quantitative research is concern, the sampling process can be contingent on one of two principles, that is, probability or non-probability sampling (Bryman, 2012).

Non-probability Sampling method involves a sample that has not been selected in the course of random selection and therefore, some observations in the population have upper chances of being selected than others (Bryman, 2012). Also, participants are likely to be drawn into the study because of their availability and willingness to partake (Wagner et al., 2012). According to Neuman (2014), even though a non-probability sampling method is inaccurate in terms of representativeness, it can be a suitable choice when probability sampling is too expensive or time consuming, impractical and impossible.

According to Bryman (2012) and Neuman (2014), there are three kinds of non-probability sampling methods that are available to quantitative research and they are snowball sampling, quota sampling and convenience sampling (which is also known as 'generic purposive sampling').

However, this study adopted a convenient sampling technique of non-probability sampling method to recruit participants for the study. Convenient sampling refers to a sample that is selected because of its availability to the researcher (Bryman, 2012) as compared to its correctness (Symon&Cassell, 2012). Basically, the researcher chooses any participant that he or she comes across that satisfies requirements for the study (Neuman, 2014) and therefore constitutes most suitable kind of sampling method (Wagner et al., 2012). Therefore, it ensured flexibility in data collection as the required data was organized quickly within reasonable space of time. Heads of departments at both private and public institutions across the sixteen (16) regions of Ghana also played a pivotal role in getting the research survey answered by respondents who were available and willing to answer. Notably, the sample frame of population on telecommunication services are not easily accessible, could be expensive to get from website managers and may strictly be confidential. As a result, a non-probability method offered the most efficient way to get appropriate respondents that would provide right data that answers the objectives of the study. The use of non-probability sampling method provides various benefits and these include:

In the first place, the researcher had opportunity to straight contact with a huge number of people all over the sixteen regions of Ghana. This ensured an increase of a wider variety of respondents in terms of demographic variables such as age and race that were more possible to represent users of telecommunication networks in Ghana.

Further, this study was available to all people within the range of telecommunication users across Ghana, which ensured a greater disparity among respondents. Lastly, this study explored the influence of ethics and philanthropic dimensions of CSR on brand awareness and brand equity constructs of brand equity; which was occasioned by limited time and funding to carry out the research on all the dimensions of CSR and constructs of brand equity. Therefore, a convenience sampling method presented an important cost and time savings to this study (Bryman, 2012).

The telecommunication industry of Ghana is made up four (4) telecommunication companies and they include MTN, Vodafone, Airtel/Tigo and Glo (National Communication Authority, 2019). The researcher chose to study all the four (4) telecommunication companies in order to improve upon the scope of prior studies (Anlesinya, et al., 2014; Selam, 2017). Consistent with the objectives of the study, the questionnaires of the study were answered by customers of the telecommunication companies across Ghana.

Using the convenient sampling, there was flexibility in data collection as the required data was organized quickly within reasonable space of time. A sample size, equivalent to the population, of 1000 respondents was intended to be used. A census study method was initially intended to be adopted in which the populations of 1000 customers were expected to be studied as a whole. However, it turned out that some customers were not willing to participate in the study. The researcher then resorted to the use of convenience sampling method in which clients who were prepared to take part in the study were sampled for the study. By the end of the period, a sample of 800 respondents across Ghana willingly volunteered to participate in this study. But 600 questionnaires were properly completed for use and a response rate of 75% was obtained. Besides, it was difficult, expensive and time consuming to carry out a survey in all the sixteen (16) regions of Ghana (Oti, Bono East, Ahafo, Bono, North East, Savannah, Western North, Western, Volta, Greater Accra, Eastern, Ashanti, Central, Northern, Upper East and Upper West).

3.8 Data Collection Instrument

Data Collection Instrument is also known as research instrument or research tool, and it a way of collecting data for the study. Data collection instrument can either be adopted or adapted by way of an existing one (Kumar, 2011). This study adopted a quantitative data for the study. Quantitative data is more appropriate since it allows concrete answers to specific research questions (Rosner, 1990). It is also used to measure certain characters of the population (Davis, 2000). Again, it provides precise and concise responses to particular research problems (Hair, 2006). This implies that empirical findings make room for generalization of results. Last, it allows the researcher to reject a given hypothesis.

The quantitative data was collected through questionnaires. It took respondents an average of 10-15 minutes to complete these open-ended questions and contained a cover letter that enlightened the respondents on the purpose and context of the study. The questionnaire that was used to collect the primary data is attached as Appendix B.

The questionnaire was adapted from literature studying similar constructs using a five (5) point Likert measurement scale ranging from (1) strongly disagree to (5) strongly agree to measure CSR dimensions (ethics and philanthropy) of telecommunication firms and constructs of brand equity (brand awareness and loyalty). According to Kaliannan and Adjovu (2015), Likert is one of the mostly used scales in quantitative research, the overall mean for each variable accounts for a summary of respondents' views towards that respective variable.

The participants were customers of the four (4) firms of telecommunication industry in Ghana. These participants were selected because customers are major stakeholders and cannot be left out in achieving the objectives of the study. Also, they have the required knowledge and information on the subject matter and are therefore inevitable in the quantitative data collection.

3.9 Model specification and estimation

This study adopted the Aaker (1996) model and Park (1992) measure of Brand Equity to investigate how CSR influences Brand Equity of Telecommunication Industry in Ghana. Following the examples of Rodriguez (2017), Oliver (1997, 1999) and Dick and Basu (1994), the dimensions of CSR (ethics and philanthropy) and constructs of brand equity (brand awareness and brand loyalty) were examined. The following multiple regression model one was formulated for the investigation:

Model for Objective 1

$$BA = \beta_0 + \beta_1 ET_1 + \beta_2 ET_2 + \beta_3 ET_3 + \beta_4 ET_4 + \beta_5 ET_5 + \beta_6 ET_6 + \varepsilon \ldots\ldots\ldots\ldots\ldots (1)$$

Model 2 for Objective 2

$$BA = \beta_0 + \beta_1 PH_1 + \beta_2 PH_2 + \beta_3 PH_3 + \beta_4 PH_4 + \beta_5 PH_5 + \beta_6 PH_6 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots (2)$$

Model 3 for Objective 3

$$BL = \beta_0 + \beta_1 ET_1 + \beta_2 ET_2 + \beta_3 ET_3 + \beta_4 ET_4 + \beta_5 ET_5 + \beta_6 ET_6 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (3)$$

Model 4 for Objective 4

$$BL = \beta_0 + \beta_1 PH_1 + \beta_2 PH_2 + \beta_3 PH_3 + \beta_4 PH_4 + \beta_5 PH_5 + \beta_6 PH_6 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots (4)$$

3.10 Measurement of Variables of the Study

Independent Variable

CSR was the independent variable of the study and adopted the Carroll dimensions of CSR (Carroll, 1991) to investigate the extent to which CSR influence brand equity and these are ethics and philanthropic dimensions of CSR.

Dependent Variable

Brand Equity was the dependent variable and for the purpose of this study the dependent variable was made up of brand awareness and brand equity. It was adopted from the Aaker (1996) model.

3.11 Data processing, presentation and analysis

Field data collected from respondents was first processed by checking the appropriateness of answers and completeness of the questionnaires filled by sorting and editing. Special codes were assigned to the questions before entered into the EVIEWS econometric software for computation or generation of quantitative data in the form of percentages and coefficients. EVIEWS econometric software was used because it ensures quick and efficient management of data, performance of econometric and statistical analysis as well as generating forecast (Chris McGann, 2014). Also, it is effective for general statistical and econometric analyses (Abatan & Olayemi, 2014).

Data analytical methods used include descriptive statistics in the form of mean, maximum, minimum, median and standard deviation were calculated for appropriate sections of the questionnaire. Multivariate regression analysis was carried out where the p-values and coefficients of explanatory variables constituted the basis of analyzing the influence of CSR on brand equity of telecommunication companies in Ghana.

A lot of statistical tests intended to ensure model quality and to avoid spurious regression estimates were carried out. These included test for multi collinearity (Correlation analysis), normality (Jarque-Beratest) and auto correlation test. Data were presented in frequency and descriptive statistical tables and regression output tables.

3.12 Validity and Reliability of Instrument

Validity is the degree to which a research instrument is able to measures what it was intended to but reliability signifies whether the data collection procedure is consistent and stable.

Validity and reliability of a research instrument is very important as effective and efficient research is contingent on these two factors and the procedures adopted for data collection.

In order to guarantee validity and reliability of the research, the researcher saw to it that the questionnaires were designed and grounded on these best practices and guidelines:

- ❖ That questions will be formed in a manner that respondents will understand them easily.
- ❖ The questions that will be asked will be few in number so as to ensure that essential information is produced.

- That questions will call for answers that are extremely straight forward and precise in nature.
- That questions are directly related to the information needed.
- That questions will generate answers that are honest devoid of bias or prejudice.

3.13 Data Analysis

According to Saunders, et al. (2007), data analysis has to do with the concurrent flow of three activities of research, which include data reduction, data display and drawing conclusion. In the light of the three-step processes espoused by Saunders, et al.(2007), the study was centered on data reduction, data display and data conclusion.

Multiple regression was effective to use as it identifies independent variables affecting dependent variables, gives connection between independent and dependent variables and calculates the dependent variables with respect to the variance of a set of independent variables (Jeon, 2015).

3.14 Data processing, presentation and analysis

Field data collected from respondents was first processed by checking the appropriateness of answers and completeness of the questionnaires filled by sorting and editing. Special codes were assigned to the questions before entered into the EVIEWS econometric software for computation or generation of quantitative data in the form of percentages and coefficients. Data analytical methods employed include descriptive statistics in the form of mean, maximum, minimum, median and standard deviation were computed for appropriate sections of the questionnaire. Multivariate regression analysis was conducted where the p-values and coefficients of explanatory variables formed basis of analyzing the influence of corporate social responsibility on brand equity in the telecommunication industry. A number of statistical tests meant to ensure model quality and to avoid spurious regression estimates were conducted. These involved test for multi collinearity (Correlation analysis), normality (Jarque-Beratest) and auto correlation test. Data were presented in frequency and descriptive statistical tables and regression output tables.

3.15 Research Ethics Considerations

Since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness.

Research ethics addresses and ensures honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, confidentiality, responsible Publication, responsible mentoring, respect for Colleagues, social responsibility, non-discrimination, competence, legality, animal care and human subjects protection.

Given the importance of ethics for the conduct of research, this study was given an ethical clearance by the University of the Witwatersrand and has been attached and named as "Appendix C".

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

The development of this study was driven by the general purpose of investigating the influence of ethical and philanthropic dimensions of Corporate Social Responsibility (CSR) on brand equity of telecommunication companies in Ghana. The purpose of this chapter is to present the results and findings obtained from the estimation of field data. A sample of 800 potential respondents was selected but the results presented in this chapter are based on 600 usable sets of questionnaires retrieved from respondents, achieving a response rate of 75 percent.

The rest of this chapter is structured as follows. Section 4.2 presents the biographic information of the study respondents. Section 4.3 presents the descriptive statistics of the variables of the study. The next section 4. 4 presents the correlation analysis of the variables whereas section 4.5 submits the results of data normality test. In section 4.6, the OLS regression model output is presented. Sub-sections 4.6.1 through to 4.6.4 present the results and findings based on the objectives of the study. The last section 4.7 delivers a summary of the presentation made in this chapter.

4.2 Demographic Characteristics of Respondents

To attain the objectives set forth in this study required data. The study then collected the relevant data from consumers of telecommunication services. It is therefore important that the demographic features of the research respondents are made known. This section presents the results of the demographic data of the respondents sampled for the study. Demographic data examined for the purpose of this study are respondents' age, gender, educational level, telecommunication network association and years of using network. Table 4.1 reports the results obtained from the survey exercise.

Table 4.1: Demographic Data of Respondents

Demographic Variable	Component	Percent (100%)
Age (Years)	18-25	20.5
	26-35	39.2
	36-45	23.5
	46-55	10.8
	56 +	6.0
Gender	Male	43.0
	Female	57.0
Education Level	JHS	11.3
	SHS	26.0
	Tertiary	45.0
	Other	17.7
Employment Status	Student	37.3
	Employed	50.0
	Unemployed	12.7
Telecommunication Network Association	MTN	50.8
	Vodafone	32.0
	AirtelTigo	10.0
	Glo	7.2
Years of using network	Less than 1 year	14.7
	1-4 years	18.5
	5-8 years	61.0
	9-12 years	3.3
	13 years and above	2.5

Source: Field data, 2019

Revelation from the survey data in Table 4.1 shows that in terms of age groupings, the majority of the respondents (39.2 percent) were between the ages of 26 and 35 years while those in the 36 and 45 age group were 23.5 percent. Those in the 18 and 25 age bracket constituted 20.5 percent of the sample respondents. Respondents who fall within the 46 and 55 age limits also formed 10.8 percent. The age groupings as shown in this section suggests that the study sampled more youthful respondents who consume telecommunication services. The benefit of contacting these class of respondents to the study is that answers obtained may represent the true views of a cross section of users of telecommunication services. For the gender dynamics, the results show that majority of the respondents (342) or 57 percent of the participants were female while the remaining 43percent were males. The indication is that more females were contacted as opposed their male counterparts.

Under the education categories, it is shown that majority of the respondents (270) who constituted 45 percent had tertiary education qualifications while 156 respondents representing 26 percent of the total sample were having Senior High School (SHS) qualifications as against 68 respondents (11.3 percent) who had Junior High School (JHS) or basic education background. The remaining 17.7 percent of the respondents had other education certifications including vocational and technical backgrounds. It may be stated that since majority of the respondents contacted had tertiary education fields, their level of independent reasoning and judgment may not be questioned. In the end, engaging highly educated respondents for data collection can contribute to making the process less cumbersome and ensure credibility of results.

Table 4.1 further shows that with regards to employment status, exactly 50 percent of the respondents were engaged in some king of employment while 37.3 percent of the respondents were students. The remaining number of respondents who make up 12.7 percent were unemployed. These figures on employment status can provide indication that consuming telecommunication services may not necessarily depend on one’s employment status. Communication and information sharing may not be regarded as aluxurious good but a necessity and this can explain why the people who are unemployed are customers.

The data relating to the service provider that respondents associate show that majority of the respondents (305) or 50.8 percent of the respondents were customers of MTN, followed by Vodafone having 32 percent of the respondents and then AirtelTigo with 10 percent of the respondents. The Glo telecommunication company had 43 respondents or 7.2 percent of the total sample size. The results seem to reflect the relative strength of the companies in terms of their customer base in Ghana and so MTN Ghana having the largest number of respondents is not surprising since it arguably has the largest customer base in the country.

Lastly, the study set out to ascertain how long respondents have been customers of their preferred telecommunication service providers; and the survey data reports that majority (366) of the sampled respondents, representing 61 percent had been users of mobile telecommunication services from 5 to 8 years. This is followed by the next 111 respondents (18.5 %) who have been customers from 1 to 4 years running. Overall, the demographic data gathered from the survey activity provides the basis to suggest that the results and findings obtained from the analysis of data can be fairly generalized given that customers of all the telecommunication companies constituted the respondents for the study.

4.3 Descriptive Statistics of Variables

Investigating the relationship between ethical and philanthropic dimensions of CSR and brand equity required the selection of a number of possible sub-dimensions from the literature. In this section, the summary statistics of the variables around which the study was conducted are presented. Table 4.2 presents the descriptive statistical properties of the variables. Evidence seems to suggest that the majority of the respondents contacted agreed with the statements relating to the variables. This is evident in the mean values of all the variables which are all equal to approximately 4 or a little above 4. These mean values correspond with the ‘agree’ position on a scale of 1 to 5 rating.

Further, the results appear to give the impression that the variables were stable. The stability of the variables can be detected by first comparing the mean and the median figures. The closer the mean and the median, the more stable a variable is. Stability of the variables can also be checked by comparing the standard deviations with the mean values. The accompanying standard deviations are quite low, offering the impression that respondents’ opinions about the statements were stable and may be predicted over time. Generally speaking, it can be said that the variables exhibited some level of stability and certainty.

Table 4.2: Descriptive statistics of variables

Statements/Variables	Mean	Median	Min	Max	Std. Dev	Obs.
Brand awareness	4.292	4.333	3.666	4.666	0.224	600
Brand loyalty	4.276	4.166	3.666	5.000	0.302	600
Societal Expectations	4.180	4.000	3.000	5.000	0.792	600
Societal moral norms	3.820	4.000	3.000	5.000	0.794	600
Uncompromising ethical norms	4.525	5.000	3.000	5.000	0.565	600
Definite corporate behavior	4.548	5.000	3.000	5.000	0.738	600
Corporate integrity	4.345	4.000	4.000	5.000	0.475	600
Corporate environmental policies	4.338	4.000	3.000	5.000	0.686	600
Charitable expectations	4.166	4.000	3.000	5.000	0.553	600
Voluntary charitable activities	4.598	5.000	2.000	5.000	0.536	600
Voluntary participation in education	4.166	4.000	3.000	5.000	0.687	600
Voluntary community projects	3.845	4.000	3.000	5.000	0.795	600
Corporate charitable donations	4.338	4.000	3.000	5.000	0.686	600
Corporate sponsorship programs	4.546	5.000	3.000	5.000	0.738	600

Source: Field data, 2019

4.4 Correlation Analysis of Variables

Table 4.3 offers information about the Spearman rank order correlation coefficients of the variables under study. The statistical significance associated with the correlation coefficients are captured by the probabilities shown in parenthesis. The correlation coefficients are at reduced rank, taking up to three decimal places. Guided by the correlation coefficient decision criterion that Donald and Gluaber (2005) advocated, this study detects that the correlation coefficients among majority of the pairs of the variables are relatively lower than the Donald and Gluaber's (2005) benchmark of 0.8. Only few pairs of variables including societal moral/ethical norms and societal expectation; environmental policies and societal expectation; corporate community projects and societal expectationas well as voluntary community projects and societal moral and ethical norms have their correlation coefficients exceeding the 0.8 benchmark. It may also be seen that majority of the correlation coefficients are either positive or negative with statistically significant probabilities of 1 percent. For example, the correlation coefficient prevailing between definite corporate behavior and societal expectations is negative (-0.254) club and significant at 1 percent. Similarly, the correlation coefficients generated for charitable expectations and societal moral and ethical norms is positive (0.782), also significant at 1 percent. Also, the correlation coefficients for corporate voluntary charity and societal moral and ethical norms is negative (-0.154) and significant at 1 percent. Based on these correlation statistics, it can be concluded that multicolinearity is not entrenched in the dataset.

Table 4.3: Correlation analysis

Correlation Probability	BA	BL	ET1	ET2	ET3	ET4	ET5	ET6	PH1	PH2	PH3	PH4	PH5	PH6
Brand awareness (BA)	1.000													

Brand loyalty (BL)	0.067	1.000												
	0.101	-----												
Societal Expectation (ET1)	0.210	-0.606	1.000											
	0.000	0.000	-----											
Moral/ethical norms (ET2)	-0.197	0.608	-0.989	1.000										
	0.000	0.000	0.000	-----										
Uncompromising ethical norms(ET3)	0.799	0.071	0.007	-0.007	1.000									
	0.000	0.081	0.849	0.864	-----									
Corporate behavior(ET4)	0.676	0.538	-0.254	0.256	0.494	1.000								
	0.000	0.000	0.000	0.000	0.000	-----								
Corporate integrity (ET5)	0.523	-0.231	-0.150	0.150	0.416	0.175	1.000							
	0.000	0.000	0.000	0.000	0.000	0.000	-----							
Environmental policies (ET6)	0.118	-0.357	0.833	-0.823	-0.184	-0.252	-0.322	1.000						
	0.004	0.000	0.000	0.000	0.000	0.000	0.000	-----						
Charitable expectations (PH1)	-0.317	0.759	-0.785	0.782	-0.201	0.226	-0.222	-0.540	1.000					
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-----					
Corporate charity (PH2)	-0.127	0.409	0.154	-0.154	-0.218	0.087	-0.434	0.260	0.306	1.000				
	0.002	0.000	0.000	0.000	0.000	0.033	0.000	0.000	0.000	-----				
Education programs(PH3)	-0.303	0.583	-0.617	0.615	-0.196	0.078	-0.186	-0.416	0.440	-0.139	1.000			
	0.000	0.000	0.000	0.000	0.000	0.053	0.000	0.000	0.000	0.001	-----			
Community projects (PH4)	-0.170	0.650	-0.955	0.966	0.014	0.275	0.119	-0.788	0.776	-0.123	0.609	1.000		
	0.000	0.000	0.000	0.000	0.727	0.000	0.004	0.000	0.000	0.003	0.000	-----		
Corporate donations (PH5)	0.118	-0.357	0.833	-0.823	-0.184	-0.252	-0.322	1.000	-0.540	0.260	-0.416	-0.788	1.000	
	0.002	0.000	0.000	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.000	-----	
Corporate sponsorships (PH6)	0.557	0.584	-0.274	0.264	0.508	0.788	0.162	-0.319	0.225	0.076	0.086	0.282	-0.319	1.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.063	0.033	0.000	0.000	-----

Source: Field data, 2019

4.5 Normality Analysis of Variables

In this study, the extent to which the field data is normally distributed was examined by implementing the Jarque-Bera test statistic. The test results are displayed in Table 4.4. The test was conducted under a null hypothesis which states that the dataset is normally distributed against the alternate hypothesis which says that the dataset is not normally distributed. The results disclose that the probability values for the Jarque-Bera test statistic for each of the variables is less than 5 percent. The only exceptional case is the variable ‘charitable expectations’ whose p-value stood at 0.834. This means that the null hypothesis for all the variables (except charitable expectations) cannot be accepted and that the alternative hypothesis is accepted. Also, it can be observed that the Jarque-Bera test statistic for each of the variables (except charitable expectations) is quite high while the Kurtosis values for majority of the variables are below the threshold of plus or minus 3 for normal distribution. The relationship between the Jarque-Bera and the probability values is always inverse; the higher the test statistic, the lower the probability value and the less normal the distribution is. The conclusion therefore is that the dataset is not normally distributed.

Table 4.4: Normality test results

Variables	Kurtosis	Jarque-Bera	Prob.	Obs.
Brand awareness	2.222	55.942	0.000	600
Brand loyalty	2.575	23.673	0.007	600
Societal expectations	1.664	55.577	0.000	600
Societal moral norms	1.656	56.146	0.000	600
Uncompromising ethical norms	2.436	54.154	0.000	600
Definite corporate behavior	3.022	162.523	0.000	600
Corporate integrity	1.425	104.521	0.000	600
Corporate environmental policies	2.211	45.956	0.000	600
Charitable expectations	2.950	0.362	0.834	600
Voluntary charitable activities	4.731	198.667	0.000	600
Voluntary participation in education	2.107	25.135	0.003	600
Voluntary community projects	1.636	54.511	0.000	600
Corporate charitable donations	2.211	45.956	0.000	600
Corporate sponsorship programs	3.009	160.918	0.000	600

Source: Field data, 2019

4.6 OLS Regression Output

As stated in chapter three, this study estimated the field data using the Ordinary Least Squares (OLS) regression model; and given the nature of the objectives of the study, four separate OLS models were estimated. The following sub-sections submit the results of the estimated data for the purpose of achieving the underlying objectives of the study.

4.6.1 Hypothesis 1 Results: The Relationship between Ethical Responsibility of CSR and Brand Awareness

H1a: there is a significant relationship between ethical responsibility of CSR and brand awareness.

H1b: there is no relationship between ethical responsibility of CSR and brand awareness.

The first hypothesis of this study sought to examine the relationship between ethical dimension of CSR and brand awareness in the telecommunication industry in Ghana. Table 4.5 reports the results generated from the data processing instrument. It must be noted that the field data was collected using a five-point Likert scale questionnaire which solicited the opinions of respondents on ethical responsibilities of telecommunication firms. The data collected was transformed quantitatively with the help of the Likert scale. The quantitative data was then modeled using OLS regression whose coefficients are presented for analysis in this section. The dependent variable is brand awareness.

Table 4.5: OLS model 1 results. Dependent variable is brand awareness

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	8.521796	0.750974	11.34766	0.0000
Societal Expectations	0.081732	0.096319	0.848552	0.3965
Societal moral norms	0.010375	0.092626	0.112012	0.9109
Uncompromising ethical norms	0.410741	0.027048	15.18556	0.0000***
Definite corporate behavior	0.083724	0.019608	4.269886	0.0000***
Corporate integrity	0.408497	0.028309	14.43014	0.0000***
Corporate environmental policies	0.087100	0.031621	2.754495	0.0061***
R-squared	0.653971			
Adjusted R-squared	0.650470			
F-statistic	186.7886			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	0.591884			

Source: Field data, 2019. Notes: *** represents significance at 1%

The model is characterized by R-squared of 0.653971 and an Adjusted R-squared of 0.650470. The F-statistics stood at 186.7886 with a probability of 0.000000, which is significant at 1 percent. These figures suggest that approximately 65 percent of the variation in the dependent variable is jointly explained by the independent variables in the model, and that the model is quite well specified with the predictive power of the model averagely good. The Durbin-Watson test statistic stood at 0.591884, indicating the presence of serial autocorrelation in the model.

Table 4.5 reveals that ethical dimensions of CSR have statistically meaningful contributions to changes in brand awareness of customers of telecommunication companies studied. Each of the dimensions of ethical CSR selected for the examination positively accounts for the creation of brand awareness among customers. The numerical coefficients of 'Societal expectations' and 'societal moral norms' respectively stood at 0.081732 and 0.010375 with p-values of 0.3965 and 0.9109 respectively. These results suggest that acting in accordance with societal expectations and subsequently respecting or upholding societal moral, ethical values and norms can create brand awareness for telecommunication companies but the coefficients are not statistically significant, meaning that these dimensions do not play any role in the creation of brand awareness efforts.

The other variables or dimensions of ethical CSR including uncompromising ethical norms, definite corporate behavior, corporate integrity and corporate environmental policies have positive significant relationship with brand awareness. The coefficient of uncompromising ethical norms stood at 0.410741 with a p-value of 0.0000, significant at 1 percent while that of definite corporate behavior was 0.083724, also with a p-value of 0.0000. The statistics show the coefficient of corporate integrity and corporate environmental policies as 0.408497 and 0.087100 with their respective p-values being 0.0000 and 0.0061.These probability values are also significant at 1 percent.

The above results indicate that all else equal, in situations where telecommunication companies promote social and ethical norms and have a well-defined organizational culture which dictate corporate behavior, brand awareness may be improved. Similarly, it can be deduced that the availability of corporate policies that promote ethical environmental practices can propel brand awareness. Based on these results, it can be argued that upholding ethical standards in all its dimensions in the business of providing telecommunication services can stimulate the process of creating brand awareness which can ultimately contribute to building the firms' brand image, reputation and bottom line performance.

4.6.2 Hypothesis 2 Results: The Relationship between Ethics of CSR and Brand Loyalty

H2a: there is a significant relationship ethical responsibility of CSR and brand loyalty.

H2b: there is no relationship between ethical responsibility of CSR and brand loyalty.

The second hypothesis of this study focused on the examination of the relationship between ethical responsibility of CSR and brand loyalty. This section of data analysis is devoted to presenting the results and findings for the purpose of answering the research question associated with this objective. The statistical record of the results can be found in Table 4.7

Table 4.7: OLS model 3 results. Dependent variable is brand loyalty

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.685151	0.356113	10.34826	0.0000
Societal Expectations	0.183129	0.045675	4.009424	0.0001***
Societal moral norms	0.169880	0.043924	3.867627	0.0001***
Uncompromising ethical norms	0.004103	0.012826	0.319858	0.7492
Definite corporate behavior	0.174984	0.009298	18.81925	0.0000***
Corporate integrity	0.191837	0.013424	14.29066	0.0000***
Corporate environmental policies	0.176229	0.014995	11.75278	0.0000***
R-squared	0.792460			
Adjusted R-squared	0.790360			
F-statistic	377.3795			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	1.385779			

Source: Field data, 2019. Notes: *** represents significance at 1%

Evidence gathered from field data shows that being ethical as a corporate entity is beneficial. This is because all the ethical CSR indicators included in model three have positive significant relationship with brand loyalty. The only indicator that has insignificant coefficient is uncompromising ethical norms. This indicator has a positive coefficient of 0.004130 and a p-value of 0.7492. This means that as telecommunication companies endeavor to accomplish their corporate goals without compromising ethical norms, then customer loyalty may be enhanced, but this is not statistically relevant, meaning that achieving corporate goals through promotion of ethical norms does not in itself contribute to enhancing customer loyalty.

On the other hand, the quantitative coefficients of the remaining ethical CSR measures (variables) possess statistically significant influence on customer loyalty. For example, the variable ‘acting in accordance with societal expectations’ injected a coefficient of 0.183129 in the regression model and ejected a p-value of 0.0001, significant at 1 percent while 'societal moral and ethical norms' made a coefficient of 0.169880 with accompanying p-value of 0.0001, also statistically significant at 1 percent. Equally, the indicators of having a definite corporate behavior, corporate integrity and corporate environmental policies have coefficients of 0.174984, 0.191837 and 0.176229 respectively with each having a p-value of 0.0000, significant at 1 percent. The interpretation of these results is that all things remaining unchanged, the ability of telecommunication firms to be more ethical in their dealings with the community stakeholders, the more likely that they may earn the recognition and admiration of customers and by extension loyalty. For instance, if the activities of telecommunication companies have adverse environmental effect on surrounding community members, and they implement sustainability strategies or mitigation measures to curtail such negative operational externality, then people may see this as being socially responsible and a sign of a good corporate citizen. In the long term, it can be argued that customer loyalty may increase.

4.6.3 Hypothesis 3 Results: The Relationship between Philanthropic responsibility of CSR and Brand Awareness

H3a: There is a significant relationship between philanthropic responsibility of CSR and brand awareness.

H3b: There is no relationship between philanthropic responsibility of CSR and brand awareness.

This section presents the results of data estimation on the third hypothesis of the study. This hypothesis is set out to investigate the relationship between philanthropic aspect of CSR and brand awareness among the customers of the telecommunication companies studied. Thus, the study was interested in investigating whether or not philanthropic services promote brand awareness among consumers of telecommunication services in Ghana. The OLS regression output containing the results is shown in Table 4.6.

Table 4.6: OLS model 2 results. Dependent variable is brand awareness

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.019174	0.326302	0.058763	0.9532
Charitable expectations	0.018062	0.064103	0.281761	0.7782
Voluntary charitable activities	0.002221	0.040391	0.054977	0.9562
Voluntary participation in education	0.022236	0.033194	0.669888	0.5032
Voluntary community projects	0.124369	0.055297	2.249101	0.0249**
Corporate charitable donations	0.094109	0.039845	2.361870	0.0185**
Corporate sponsorship programs	0.811626	0.024548	33.06303	0.0000***
R-squared	0.688894			
Adjusted R-squared	0.685746			
F-statistic	218.8500			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	2.688034			

Source: Field data, 2019. Notes: *** and ** represent significance at 1% and 5% respectively

Table 4.6 offers solution to the problem of determining whether or not philanthropic CSR statistically relate to brand awareness in the telecommunication industry in Ghana. Therefore, to answer the question of"What is the relationship between philanthropic responsibility of CSR and brand awareness?" Table 4.6 provides some econometric insights regarding this relationship. The results then advocate that brand awareness among consumers of telecommunication services is jointly accounted for by philanthropic services proxied by indicators of charitable expectations, voluntary participation in charitable activities, and voluntary participation in activities of public and private educational institutions, corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs. However, in terms of statistical significance, only three philanthropic variables dictate changes in brand awareness. These are corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs. The numerical coefficients are 0.124369, 0.094109 and 0.811626 for corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs respectively with the corresponding probabilities of 0.0249, 0.0185 and 0.0000, significant at 5 percent, 5 percent and 1 percent respectively.

The deductions from these results can be stated that consumers of telecommunication services may become more aware of the firms' brand if the firms reach out to the larger population with visible philanthropic CSR interventions and social welfare enhancing initiatives. For example, making generous donations to the less privileged and vulnerable groups in society such as orphanages, prisons, leprosarium may entrench the knowledge and presence of telecommunication companies in community members. In this way, it may be argued that engaging in philanthropic CSR activities can be a source of improving the corporate brand image, reputation and performance and that through philanthropy the relationship between the public and the corporation can be made better and rewarding. Using philanthropic activities as a solution tool for treating social problems can create enduring appreciation and awareness among opinion leaders and community members.

4.6.4 Hypothesis 4 Results: The Relationship between Philanthropic responsibility of CSR and Brand Loyalty

H4a: There is a significant relationship between philanthropic responsibility of CSR and brand loyalty.

H4b: There is no relationship between philanthropic responsibility of CSR and brand loyalty.

The OLS regression output shown in Table 4.8 is used to present the results of data on the last hypothesis that defined the conceptual scope of this study. Hypothesis four of this study examined the relationship between philanthropic dimension of CSR and brand loyalty. The model has an R-squared of 0.729511 and adjusted R-squared of 0.726774 while the F-statistics stood at 266.5538 with a probability of 0.000000. These figures intuitively tell us that about 73 percent of the variation in the dependent variable (brand loyalty) is explained by the combined influence of the independent variables; and that this is statistically significant with the overall model looking well formulated. The Durbin-Watson statistic which stood at 0.192513 indicates that the dataset has issues with serial autocorrelation.

Table 4.8: OLS model 4 results. Dependent variable is brand loyalty

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	4.332083	0.264050	16.40629	0.0000
Charitable expectations	0.547074	0.051874	10.54627	0.0000***
Voluntary charitable activities	0.031761	0.032686	0.971720	0.3316
Voluntary participation in education	0.722940	0.026861	26.91379	0.0000***
Voluntary community projects	0.176306	0.044748	3.939994	0.0001***
Corporate charitable donations	0.096097	0.032244	2.980350	0.0030***
Corporate sponsorship programs	0.269198	0.019865	13.55160	0.0000***
R-squared	0.729511			
Adjusted R-squared	0.726774			
F-statistic	266.5538			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	0.192513			

Source: Field data, 2019. Notes: *** represents significance at 1%

The results from the estimation of model 4 illustrated in Table 4.8 provides evidence that with the exception of telecommunication firms participating in voluntary charitable activities (a variable whose statistical significance appears quite surprising), all the other philanthropic engagements, including charitable expectations, have positive significant influence on brand loyalty of the companies in the industry. Thus, it can be seen from the regression results that 5 out of 6 philanthropic variables significantly explain changes in customer loyalty to the brands of telecommunication companies in Ghana. These variables are philanthropic and charitable expectations, voluntary participation in the activities of educational institutions, voluntary community projects, corporate charity donations and sponsorship programs.

More specifically, the results indicate that each of the variables of philanthropic and charitable expectations (having a coefficient of 0.547074), voluntary participation in the activities of educational institutions (with a coefficient of 0.722940), voluntary community projects (with a coefficient of 0.176306), corporate charity donations (0.096097) and corporate sponsorship programs (0.269198) has a positive significant relationship with brand loyalty at 1% statistical level. Among the variables, the coefficient of voluntary participation in the activities of educational institutions stands tall at 0.722940 as compared to that of the other variables. This suggests that corporate voluntary participation in the activities of public and private educational institutions is the most influential or the leading contributor to customer loyalty to telecommunication brands.

The implication of these results is that as telecommunication companies engage in these philanthropic activities or are expected to offer philanthropic services to the communities within which they operate, the higher the tendency that customers associate with their brands, all things being equal. In other words, these results suggest that if for example telecommunication companies implement education and sports sponsorship programmes to support the needy but promising students, or offer benevolent donations to cover the medical expenses of the sick, and provide social and economic projects that improve community welfare, customer loyalty can improve.

Implicitly, these results further propose that corporate voluntarism through investments in community philanthropic initiatives in the areas of health care, education, economic and social projects are worthwhile and can translate into the company's bottom line, or affirms the notion of 'doing well by doing good' due to the possibility of improved customer allegiance. Therefore telecommunication organizationsmay be rewarded by customers for the social, economic and sponsorship initiatives, and that being a socially responsible corporate citizen may improve customer loyalty if community members can physically associate themselves with such initiatives. In an industry where customers can easily switch from one service provider to the other, pursuing visible philanthropic CSR initiatives may serve as one possible way of attracting and retaining customers, capturing the heart of customers and therefore sustaining theirloyalty in the long term.

4.7 Chapter Summary

This chapter presented the results and findings from the analysis of field data. Anchoring the study on four thematic objectives and research questions, the presentation in this chapter provided empirical answers to all the questions that underpinned the study. The study generally set out to investigate the relationship between CSR and brand equity; where CSR dimensions of ethical responsibility and philanthropic responsibility were examined while brand equity was measured in terms of brand awareness and brand loyalty. Findings obtained and presented show that both ethical and philanthropic CSR positively relate to brand awareness and brand loyalty.

Specifically, the study found that uncompromising ethical norms, definite corporate behavior, corporate integrity and corporate environmental policies (ethical CSR) significantly contribute to brand awareness, just as corporate voluntary community projects, corporate charity donations and corporate sponsorship programs (philanthropic CSR) statistically explain brand awareness.

Further details of the data analysis show that meeting societal expectations, upholding societal moral and ethical norm, uncompromising ethical norms, definite corporate behavior, corporate integrity and corporate environmental policies (ethical CSR) have positive significant relationship with brand loyalty in the same way as philanthropic proxies of charitable expectations, voluntary participation education, corporate voluntary community projects, corporate charity donations and corporate sponsorship programs pose positive significant relationship with brand loyalty.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 Introduction

This empirical study sought to investigatethe influence of ethical and philanthropic dimensions of Corporate Social Responsibility (CSR) on brand equity of telecommunication companies in Ghana. Results generated from the estimation of field data were presented in the preceding chapter. This chapter presents the discussion of the results in line with the objectives of the study outlined in the subsequent sections.

5.2 Demographic Characteristics of Respondents

To attain the objectives set forth in this study required data. The study then collected the relevant data from consumers of telecommunication services. It is therefore important that the demographic features of the research respondents are made known. This section presents the results of the demographic data of the respondents sampled for the study. Demographic data examined for the purpose of this study are respondents' age, gender, educational level, telecommunication network association and years of using network. Table 5.1 reports the results obtained from the survey exercise.

Table 5.1: Demographic Data of Respondents

Demographic Variable	Component	Percent (100%)
Age (Years)	18-25	20.5
	26-35	39.2
	36-45	23.5
	46-55	10.8
	56 +	6.0
Gender	Male	43.0
	Female	57.0
Education Level	JHS	11.3
	SHS	26.0
	Tertiary	45.0
	Other	17.7
Employment Status	Student	37.3
	Employed	50.0
	Unemployed	12.7
Telecommunication Network Association	MTN	50.8
	Vodafone	32.0
	AirtelTigo	10.0
	Glo	7.2
Years of using network	Less than 1 year	14.7
	1-4 years	18.5
	5-8 years	61.0
	9-12 years	3.3
	13 years and above	2.5

Source: Field data, 2019

Revelation from the survey data in Table 4.1 shows that in terms of age groupings, the majority of the respondents (39.2 percent) were between the ages of 26 and 35 years while those in the 36 and 45 age group were 23.5 percent. Those in the 18 and 25 age bracket constituted 20.5 percent of the sample respondents. Respondents who fall within the 46 and 55 age limits also formed 10.8 percent. The age groupings as shown in this section suggests that the study sampled more youthful respondents who consume telecommunication services. The benefit of contacting these class of respondents to the study is that answers obtained may represent the true views of a cross section of users of telecommunication services. For the gender dynamics, the results show that majority of the respondents (342) or 57 percent of the participants were female while the remaining 43percent were males. The indication is that more females were contacted as opposed their male counterparts.

Under the education categories, it is shown that majority of the respondents (270) who constituted 45 percent had tertiary education qualifications while 156 respondents representing 26 percent of the total sample were having Senior High School (SHS) qualifications as against 68 respondents (11.3 percent) who had Junior High School (JHS) or basic education background. The remaining 17.7 percent of the respondents had other education certifications including vocational and technical backgrounds. It may be stated that since majority of the respondents contacted had tertiary education fields, their level of independent reasoning and judgment may not be questioned. In the end, engaging highly educated respondents for data collection can contribute to making the process less cumbersome and ensure credibility of results.

Table 4.1 further shows that with regards to employment status, exactly 50 percent of the respondents were engaged in some king of employment while 37.3 percent of the respondents were students. The remaining number of respondents who make up 12.7 percent were unemployed. These figures on employment status can provide indication that consuming telecommunication services may not necessarily depend on one's employment status. Communication and information sharing may not be regarded as aluxurious good but a necessity and this can explain why the people who are unemployed are customers.

The data relating to the service provider that respondents associate show that majority of the respondents (305) or 50.8 percent of the respondents were customers of MTN, followed by Vodafone having 32 percent of the respondents and then AirtelTigo with 10 percent of the respondents. The Glo telecommunication company had 43 respondents or 7.2 percent of the total sample size. The results seem to reflect the relative strength of the companies in terms of their customer base in Ghana and so MTN Ghana having the largest number of respondents is not surprising since it arguably has the largest customer base in the country.

Lastly, the study set out to ascertain how long respondents have been customers of their preferred telecommunication service providers; and the survey data reports that majority (366) of the sampled respondents, representing 61 percent had been users of mobile telecommunication services from 5 to 8 years. This is followed by the next 111 respondents (18.5 %) who have been customers from 1 to 4 years running. Overall, the demographic data gathered from the survey activity provides the basis to suggest that the results and findings obtained from the analysis of data can be fairly generalized given that customers of all the telecommunication companies constituted the respondents for the study.

5.3 Descriptive Statistics of Variables

Investigating the relationship between ethical and philanthropic dimensions of CSR and brand equity required the selection of a number of possible sub-dimensions from the literature. In this section, the summary statistics of the variables around which the study was conducted are presented. Table 4.2 presents the descriptive statistical properties of the variables. Evidence seems to suggest that the majority of the respondents contacted agreed with the statements relating to the variables. This is evident in the mean values of all the variables which are all equal to approximately 4 or a little above 4. These mean values correspond with the ‘agree’ position on a scale of 1 to 5 rating.

Further, the results appear to give the impression that the variables were stable. The stability of the variables can be detected by first comparing the mean and the median figures. The closer the mean and the median, the more stable a variable is. Stability of the variables can also be checked by comparing the standard deviations with the mean values. The accompanying standard deviations are quite low, offering the impression that respondents’ opinions about the statements were stable and may be predicted over time. Generally speaking, it can be said that the variables exhibited some level of stability and certainty.

Table 5.2: Descriptive statistics of variables

Statements/Variables	Mean	Median	Min	Max	Std. Dev	Obs.
Brand awareness	4.292	4.333	3.666	4.666	0.224	600
Brand loyalty	4.276	4.166	3.666	5.000	0.302	600
Societal Expectations	4.180	4.000	3.000	5.000	0.792	600
Societal moral norms	3.820	4.000	3.000	5.000	0.794	600
Uncompromising ethical norms	4.525	5.000	3.000	5.000	0.565	600
Definite corporate behavior	4.548	5.000	3.000	5.000	0.738	600
Corporate integrity	4.345	4.000	4.000	5.000	0.475	600
Corporate environmental policies	4.338	4.000	3.000	5.000	0.686	600
Charitable expectations	4.166	4.000	3.000	5.000	0.553	600
Voluntary charitable activities	4.598	5.000	2.000	5.000	0.536	600
Voluntary participation in education	4.166	4.000	3.000	5.000	0.687	600
Voluntary community projects	3.845	4.000	3.000	5.000	0.795	600
Corporate charitable donations	4.338	4.000	3.000	5.000	0.686	600
Corporate sponsorship programs	4.546	5.000	3.000	5.000	0.738	600

Source: Field data, 2019

5.4 Correlation Analysis of Variables

Table 4.3 offers information about the Spearman rank order correlation coefficients of the variables under study. The statistical significance associated with the correlation coefficients are captured by the probabilities shown in parenthesis. The correlation coefficients are at reduced rank, taking up to three decimal places. Guided by the correlation coefficient decision criterion that Donald and Gluaber (2005) advocated, this study detects that the correlation coefficients among majority of the pairs of the variables are relatively lower than the Donald and Gluaber's (2005) benchmark of 0.8. Only few pairs of variables including societal moral/ethical norms and societal expectation; environmental policies and societal expectation; corporate community projects and societal expectationas well as voluntary community projects and societal moral and ethical norms have their correlation coefficients exceeding the 0.8 benchmark. It may also be seen that majority of the correlation coefficients are either positive or negative with statistically significant probabilities of 1 percent. For example, the correlation coefficient prevailing between definite corporate behavior and societal expectations is negative (-0.254) club and significant at 1 percent. Similarly, the correlation coefficients generated for charitable expectations and societal moral and ethical norms is positive (0.782), also significant at 1 percent. Also, the correlation coefficients for corporate voluntary charity and societal moral and ethical norms is negative (-0.154) and significant at 1 percent. Based on these correlation statistics, it can be concluded that multicolinearity is not entrenched in the dataset.

Table 5.3: Correlation analysis

Correlation Probability	BA	BL	ET1	ET2	ET3	ET4	ET5	ET6	PH1	PH2	PH3	PH4	PH5	PH6
Brand awareness (BA)	1.000													

Brand loyalty (BL)	0.067	1.000												
	0.101	-----												
Societal Expectation (ET1)	0.210	-0.606	1.000											
	0.000	0.000	-----											
Moral/ethical norms (ET2)	-0.197	0.608	-0.989	1.000										
	0.000	0.000	0.000	-----										
Uncompromising ethical norms(ET3)	0.799	0.071	0.007	-0.007	1.000									
	0.000	0.081	0.849	0.864	-----									
Corporate behavior(ET4)	0.676	0.538	-0.254	0.256	0.494	1.000								
	0.000	0.000	0.000	0.000	0.000	-----								
Corporate integrity (ET5)	0.523	-0.231	-0.150	0.150	0.416	0.175	1.000							
	0.000	0.000	0.000	0.000	0.000	0.000	-----							
Environmental policies (ET6)	0.118	-0.357	0.833	-0.823	-0.184	-0.252	-0.322	1.000						
	0.004	0.000	0.000	0.000	0.000	0.000	0.000	-----						
Charitable expectations (PH1)	-0.317	0.759	-0.785	0.782	-0.201	0.226	-0.222	-0.540	1.000					
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-----					
Corporate charity (PH2)	-0.127	0.409	0.154	-0.154	-0.218	0.087	-0.434	0.260	0.306	1.000				
	0.002	0.000	0.000	0.000	0.000	0.033	0.000	0.000	0.000	-----				
Education programs(PH3)	-0.303	0.583	-0.617	0.615	-0.196	0.078	-0.186	-0.416	0.440	-0.139	1.000			
	0.000	0.000	0.000	0.000	0.000	0.053	0.000	0.000	0.000	0.001	-----			
Community projects (PH4)	-0.170	0.650	-0.955	0.966	0.014	0.275	0.119	-0.788	0.776	-0.123	0.609	1.000		
	0.000	0.000	0.000	0.000	0.727	0.000	0.004	0.000	0.000	0.003	0.000	-----		
Corporate donations (PH5)	0.118	-0.357	0.833	-0.823	-0.184	-0.252	-0.322	1.000	-0.540	0.260	-0.416	-0.788	1.000	
	0.002	0.000	0.000	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.000	-----	
Corporate sponsorships (PH6)	0.557	0.584	-0.274	0.264	0.508	0.788	0.162	-0.319	0.225	0.076	0.086	0.282	-0.319	1.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.063	0.033	0.000	0.000	-----

Source: Field data, 2019

5.5 Normality Analysis of Variables

In this study, the extent to which the field data is normally distributed was examined by implementing the Jarque-Bera test statistic. The test results are displayed in Table 4.4. The test was conducted under a null hypothesis which states that the dataset is normally distributed against the alternate hypothesis which says that the dataset is not normally distributed. The results disclose that the probability values for the Jarque-Bera test statistic for each of the variables is less than 5 percent. The only exceptional case is the variable 'charitable expectations' whose p-value stood at 0.834. This means that the null hypothesis for all the variables (except charitable expectations) cannot be accepted and that the alternative hypothesis is accepted. Also, it can be observed that the Jarque-Bera test statistic for each of the variables (except charitable expectations) is quite high while the Kurtosis values for majority of the variables are below the threshold of plus or minus 3 for normal distribution. The relationship between the Jarque-Bera and the probability values is always inverse; the higher the test statistic, the lower the probability value and the less normal the distribution is. The conclusion therefore is that the dataset is not normally distributed.

Table 5.4: Normality test results

Variables	Kurtosis	Jarque-Bera	Prob.	Obs.
Brand awareness	2.222	55.942	0.000	600
Brand loyalty	2.575	23.673	0.007	600
Societal expectations	1.664	55.577	0.000	600
Societal moral norms	1.656	56.146	0.000	600
Uncompromising ethical norms	2.436	54.154	0.000	600
Definite corporate behavior	3.022	162.523	0.000	600
Corporate integrity	1.425	104.521	0.000	600
Corporate environmental policies	2.211	45.956	0.000	600
Charitable expectations	2.950	0.362	0.834	600
Voluntary charitable activities	4.731	198.667	0.000	600
Voluntary participation in education	2.107	25.135	0.003	600
Voluntary community projects	1.636	54.511	0.000	600
Corporate charitable donations	2.211	45.956	0.000	600
Corporate sponsorship programs	3.009	160.918	0.000	600

Source: Field data, 2019

5.6 OLS Regression Output

As stated in chapter three, this study estimated the field data using the Ordinary Least Squares (OLS) regression model; and given the nature of the objectives of the study, four separate OLS models were estimated. The following sub-sections submit the results of the estimated data for the purpose of achieving the underlying objectives of the study.

5.6.1 Hypothesis 1 Results: The Relationship between Ethical Responsibility of CSR and Brand Awareness

H1a: there is a significant relationship between ethical responsibility of CSR and brand awareness.

H1b: there is no relationship between ethical responsibility of CSR and brand awareness.

The first hypothesis of this study sought to examine the relationship between ethical dimension of CSR and brand awareness in the telecommunication industry in Ghana. Table 4.5 reports the results generated from the data processing instrument. It must be noted that the field data was collected using a five-point Likert scale questionnaire which solicited the opinions of respondents on ethical responsibilities of telecommunication firms. The data collected was transformed quantitatively with the help of the Likert scale. The quantitative data was then modeled using OLS regression whose coefficients are presented for analysis in this section. The dependent variable is brand awareness.

Table 5.5: OLS model 1 results. Dependent variable is brand awareness

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	8.521796	0.750974	11.34766	0.0000
Societal Expectations	0.081732	0.096319	0.848552	0.3965
Societal moral norms	0.010375	0.092626	0.112012	0.9109
Uncompromising ethical norms	0.410741	0.027048	15.18556	0.0000***
Definite corporate behavior	0.083724	0.019608	4.269886	0.0000***
Corporate integrity	0.408497	0.028309	14.43014	0.0000***
Corporate environmental policies	0.087100	0.031621	2.754495	0.0061***
R-squared	0.653971			
Adjusted R-squared	0.650470			
F-statistic	186.7886			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	0.591884			

Source: Field data, 2019. Notes: *** represents significance at 1%

The model is characterized by R-squared of 0.653971 and an Adjusted R-squared of 0.650470. The F-statistics stood at 186.7886 with a probability of 0.000000, which is significant at 1 percent. These figures suggest that approximately 65 percent of the variation in the dependent variable is jointly explained by the independent variables in the model, and that the model is quite well specified with the predictive power of the model averagely good. The Durbin-Watson test statistic stood at 0.591884, indicating the presence of serial autocorrelation in the model.

Table 4.5 reveals that ethical dimensions of CSR have statistically meaningful contributions to changes in brand awareness of customers of telecommunication companies studied. Each of the dimensions of ethical CSR selected for the examination positively accounts for the creation of brand awareness among customers. The numerical coefficients of 'Societal expectations' and 'societal moral norms' respectively stood at 0.081732 and 0.010375 with p-values of 0.3965 and 0.9109 respectively. These results suggest that acting in accordance with societal expectations and subsequently respecting or upholding societal moral, ethical values and norms can create brand awareness for telecommunication companies but the coefficients are not statistically significant, meaning that these dimensions do not play any role in the creation of brand awareness efforts.

The other variables or dimensions of ethical CSR including uncompromising ethical norms, definite corporate behavior, corporate integrity and corporate environmental policies have positive significant relationship with brand awareness. The coefficient of uncompromising ethical norms stood at 0.410741 with a p-value of 0.0000, significant at 1 percent while that of definite corporate behavior was 0.083724, also with a p-value of 0.0000. The statistics show the coefficient of corporate integrity and corporate environmental policies as 0.408497 and 0.087100 with their respective p-values being 0.0000 and 0.0061.These probability values are also significant at 1 percent.

The above results indicate that all else equal, in situations where telecommunication companies promote social and ethical norms and have a well-defined organizational culture which dictate corporate behavior, brand awareness may be improved. Similarly, it can be deduced that the availability of corporate policies that promote ethical environmental practices can propel brand awareness. Based on these results, it can be argued that upholding ethical standards in all its dimensions in the business of providing telecommunication services can stimulate the process of creating brand awareness which can ultimately contribute to building the firms' brand image, reputation and bottom line performance

In discussion, the first objective of this study sought to examine the relationship between ethical dimension of CSR and brand awareness in the telecommunication industry in Ghana. Empirical results revealed thatethical dimensions of CSR including uncompromising ethical norms, definite corporate behavior, corporate integrity and corporate environmental policies significantly contribute to brand awareness of telecommunication companies. These findings support the findings of Lai et al (2010) who documented a positive relationship between ethical responsibility of CSR and brand awareness of products and services. The findings of this study further give credence to Brunk and Bluehuber (2011) and that of Melo and Galan (2011) who made the observation that the influence of ethical CSR on consumer brand awareness plays leading roles in the overall operations of an organization. The inference from the above discussion is that the findings reported by this study on the relationship between ethical CSR and brand awareness in the telecommunication sector do not depart from that of previous studies conducted on other service sectors, suggesting that if companies can be more ethical in their operations, consumers and the general public may be inclined to find out more about them and their brands.

5.6.2 Hypothesis 2 Results: The Relationship between Ethical Responsibility of CSR and Brand Loyalty

H2a: There is a positive relationship between ethical responsibility of CSR and Bran Loyalty

H2b: There is no relationship between ethical responsibility of CSR and Brand Loyalty

The second hypothesis of this study focused on the examination of the relationship between ethical responsibility of CSR and brand loyalty. This section of data analysis is devoted to presenting the results and findings for the purpose of answering the research question associated with this objective. The statistical record of the results can be found in Table 4.6

Table 5.6: OLS model 3 results. Dependent variable is brand loyalty

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.685151	0.356113	10.34826	0.0000
Societal Expectations	0.183129	0.045675	4.009424	0.0001***
Societal moral norms	0.169880	0.043924	3.867627	0.0001***
Uncompromising ethical norms	0.004103	0.012826	0.319858	0.7492
Definite corporate behavior	0.174984	0.009298	18.81925	0.0000***
Corporate integrity	0.191837	0.013424	14.29066	0.0000***
Corporate environmental policies	0.176229	0.014995	11.75278	0.0000***
R-squared	0.792460			
Adjusted R-squared	0.790360			
F-statistic	377.3795			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	1.385779			

Source: Field data, 2019. Notes: *** represents significance at 1%

Evidence gathered from field data shows that being ethical as a corporate entity is beneficial. This is because all the ethical CSR indicators included in model three have positive significant relationship with brand loyalty. The only indicator that has insignificant coefficient is uncompromising ethical norms. This indicator has a positive coefficient of 0.004130 and a p-value of 0.7492. This means that as telecommunication companies endeavor to accomplish their corporate goals without compromising ethical norms, then customer loyalty may be enhanced, but this is not statistically relevant, meaning that achieving corporate goals through promotion of ethical norms does not in itself contribute to enhancing customer loyalty.

On the other hand, the quantitative coefficients of the remaining ethical CSR measures (variables) possess statistically significant influence on customer loyalty. For example, the variable ‘acting in accordance with societal expectations’ injected a coefficient of 0.183129 in the regression model and ejected a p-value of 0.0001, significant at 1 percent while ‘societal moral and ethical norms’ made a coefficient of 0.169880 with accompanying p-value of 0.0001, also statistically significant at 1 percent. Equally, the indicators of having a definite corporate behavior, corporate integrity and corporate environmental policies have coefficients of 0.174984, 0.191837 and 0.176229 respectively with each having a p-value of 0.0000, significant at 1 percent. The interpretation of these results is that all things remaining unchanged, the ability of telecommunication firms to be more ethical in their dealings with the community stakeholders, the more likely that they may earn the recognition and admiration of customers and by extension loyalty. For instance, if the activities of telecommunication companies have adverse environmental effect on surrounding community members, and they implement sustainability strategies or mitigation measures to curtail such negative operational externality, then people may see this as being socially responsible and a sign of a good corporate citizen. In the long term, it can be argued that customer loyalty may increase.

Therefore, the study discovered a statistically significant positive relationship between components of ethical CSR and brand loyalty. Situating the findings within the context of the extant literature, one can observe some level of consistency in the literature. This is because evidence from some past studies suggests that ethical CSR and brand loyalty are directly associated. For example, the findings of this study lend support to that of Clark (2008) and Green and Dream (2010) who reported that majority of consumers consider CSR as a determinant factor when making purchasing decisions. According to Story and Hess (2010), literature has revealed that if companies act ethically, their brands improve, arguing that as stakeholders expect more, they also expect the brands to deal with their ethical issues (Maxfield, 2008). Also, the findings of this study provide credence to that of Nkanga (2007) which showed that customers consider the ethical activities of firms before making purchasing decisions; and that regardless of higher prices, customers are prepared to patronize the products of firms that have higher ethical considerations. Similarly, Pirsch, et al. (2006) found that customers constantly take into account organizational activities and practices, including ethical operations, in their intensions to buy. This suggests that customer loyalty, as can be measured by purchase decisions, may be affected by consideration for corporate ethical activities.

5.6.3 Hypothesis 3 Results: The Relationship between Philanthropic Responsibility of CSR and Brand Awareness

H3a: There is a positive relationship between philanthropic responsibility of CSR and brand awareness

H3b: There is no relationship between philanthropic responsibility of CSR and brand awareness

This section presents the results of data estimation on the third hypothesis of the study. This hypothesis is set out to investigate the relationship between philanthropic aspect of CSR and brand awareness among the customers of the telecommunication companies studied. Thus, the study was interested in investigating whether or not philanthropic services promote brand awareness among consumers of telecommunication services in Ghana. The OLS regression output containing the results is shown in Table 4.6.

Table 5.7: OLS model 2 results. Dependent variable is brand awareness

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.019174	0.326302	0.058763	0.9532
Charitable expectations	0.018062	0.064103	0.281761	0.7782
Voluntary charitable activities	0.002221	0.040391	0.054977	0.9562
Voluntary participation in education	0.022236	0.033194	0.669888	0.5032
Voluntary community projects	0.124369	0.055297	2.249101	0.0249**
Corporate charitable donations	0.094109	0.039845	2.361870	0.0185**
Corporate sponsorship programs	0.811626	0.024548	33.06303	0.0000***
R-squared	0.688894			
Adjusted R-squared	0.685746			
F-statistic	218.8500			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	2.688034			

Source: Field data, 2019. Notes: *** and ** represent significance at 1% and 5% respectively

Table 4.6 offers solution to the problem of determining whether or not philanthropic CSR statistically relates to brand awareness in the telecommunication industry in Ghana. Therefore, to answer the question of "What is the relationship between philanthropic responsibility of CSR and brand awareness?" Table 4.6 provides some econometric insights regarding this relationship. The results then advocate that brand awareness among consumers of telecommunication services is jointly accounted for by philanthropic services proxied by indicators of charitable expectations, voluntary participation in charitable activities, and voluntary participation in activities of public and private educational institutions, corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs. However, in terms of statistical significance, only three philanthropic variables dictate changes in brand awareness. These are corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs. The numerical coefficients are 0.124369, 0.094109 and 0.811626 for corporate voluntary community projects, corporate charitable donations and corporate sponsorship programs respectively with the corresponding probabilities of 0.0249, 0.0185 and 0.0000, significant at 5 percent, 5 percent and 1 percent respectively.

The deductions from these results can be stated that consumers of telecommunication services may become more aware of the firms' brand if the firms reach out to the larger population with visible philanthropic CSR interventions and social welfare enhancing initiatives. For example, making generous donations to the less privileged and vulnerable groups in society such as orphanages, prisons, leprosarium may entrench the knowledge and presence of telecommunication companies in community members. In this way, it may be argued that engaging in philanthropic CSR activities can be a source of improving the corporate brand image, reputation and performance and that through philanthropy the relationship between the public and the corporation can be made better and rewarding. Using philanthropic activities as a solution tool for treating social problems can create enduring appreciation and awareness among opinion leaders and community members.

Therefore, the study found that philanthropic CSR in the form of corporate voluntary community projects, corporate charity donations and corporate sponsorship programs statistically contribute to brand awareness. Juxtaposing these findings to that of previous studies, it can be concluded that corporate philanthropic activities are important drivers for the creation of corporate awareness among community stakeholders. The findings of this study implicitly corroborate with that of Cominetti et al. (2016) that philanthropy enhances brand image of an organization, just as Sheehy and Benedict (2012) assert that management embarks on philanthropic activities as a way of satisfying the desire to contribute to society above the basic obligation of compliance.

5.6.4 Hypothesis 4 Results: The Relationship between Philanthropic Responsibility of CSR and Brand Loyalty

H4a: There is a significant relationship between philanthropic responsibility of CSR and brand loyalty.

H4b: There is no relationship between philanthropic responsibility of CSR and brand loyalty.

The OLS regression output shown in Table 4.8 is used to present the results of data on the last hypothesis that defined the conceptual scope of this study. Hypothesis four of this study examined the relationship between philanthropic dimension of CSR and brand loyalty. The model has an R-squared of 0.729511 and adjusted R-squared of 0.726774 while the F-statistics stood at 266.5538 with a probability of 0.000000. These figures intuitively tell us that about 73 percent of the variation in the dependent variable (brand loyalty) is explained by the combined influence of the independent variables; and that this is statistically significant with the overall model looking well formulated. The Durbin-Watson statistic which stood at 0.192513 indicates that the dataset has issues with serial autocorrelation.

Table 5.8: OLS model 4 results. Dependent variable is brand loyalty

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	4.332083	0.264050	16.40629	0.0000
Charitable expectations	0.547074	0.051874	10.54627	0.0000***
Voluntary charitable activities	0.031761	0.032686	0.9717200.3316	
Voluntary participation in education	0.722940	0.026861	26.91379	0.0000***
Voluntary community projects	0.176306	0.044748	3.939994	0.0001***
Corporate charitable donations	0.096097	0.032244	2.980350	0.0030***
Corporate sponsorship programs	0.269198	0.019865	13.55160	0.0000***
R-squared	0.729511			
Adjusted R-squared	0.726774			
F-statistic	266.5538			
Prob(F-statistic)	0.000000			
Durbin-Watson stat	0.192513			

Source: Field data, 2019. Notes: *** represents significance at 1%

The results from the estimation of model 4 illustrated in Table 4.8 provides evidence that with the exception of telecommunication firms participating in voluntary charitable activities (a variable whose statistical significance appears quite surprising), all the other philanthropic engagements, including charitable expectations, have positive significant influence on brand loyalty of the companies in the industry. Thus, it can be seen from the regression results that 5 out of 6 philanthropic variables significantly explain changes in customer loyalty to the brands of telecommunication companies in Ghana. These variables are philanthropic and charitable expectations, voluntary participation in the activities of educational institutions, voluntary community projects, corporate charity donations and sponsorship programs.

More specifically, the results indicate that each of the variables of philanthropic and charitable expectations (having a coefficient of 0.547074), voluntary participation in the activities of educational institutions (with a coefficient of 0.722940), voluntary community projects (with a coefficient of 0.176306), corporate charity donations (0.096097) and corporate sponsorship programs (0.269198) has a positive significant relationship with brand loyalty at 1% statistical level. Among the variables, the coefficient of voluntary participation in the activities of educational institutions stands tall at 0.722940 as compared to that of the other variables. This suggests that corporate voluntary participation in the activities of public and private educational institutions is the most influential or the leading contributor to customer loyalty to telecommunication brands.

The implication of these results is that as telecommunication companies engage in these philanthropic activities or are expected to offer philanthropic services to the communities within which they operate, the higher the tendency that customers associate with their brands, all things being equal. In other words, these results suggest that if for example telecommunication companies implement education and sports sponsorship programs to support the needy but promising students, or offer benevolent donations to cover the medical expenses of the sick, and provide social and economic projects that improve community welfare, customer loyalty can improve.

Implicitly, these results further propose that corporate voluntarism through investments in community philanthropic initiatives in the areas of health care, education, economic and social projects are worthwhile and can translate into the company’s bottom line, or affirms the notion of ‘doing well by doing good’ due to the possibility of improved customer allegiance. Therefore telecommunication organizationsmay be rewarded by customers for the social, economic and sponsorship initiatives, and that being a socially responsible corporate citizen may improve customer loyalty if community members can physically associate themselves with such initiatives. In an industry where customers can easily switch from one service provider to the other, pursuing visible philanthropic CSR initiatives may serve as one possible way of attracting and retaining customers, capturing the heart of customers and therefore sustaining their loyalty in the long term.

As part of this empirical investigation, the study examined the relationship between philanthropic dimension of CSR and brand loyalty as its last objective; and a positive association between these two variables was observed. The findings agree with that of Lambooy (2010) who found thatcustomers are loyal to brands of organizations which make philanthropic contribution to the save the environment. Other past studies show that it takes charitable and philanthropic endeavours as attitudinal commitments for effective brand loyalty (Day, 1969; Jacobby & Chustnut, 1978; Foxall& Goldsmith, 1994; Mellens, et al., 1996; Reichheld, 1996), providing support for this study. Further comparison can be made from the work of Salmones et al (2005) which reiterated that philanthropic CSR has the propensitytopersuade consumers regarding service evaluation which ultimately has a positive effect on customer loyalty. Similarly, the findings of this study is consistent with that of Poelozaand Shang (2011) which indicated that CSR endeavors result in customer loyalty as well as prevents the possibility of occupational risks that could come upon an organization during a harmful era. Sen, et al (2006) indicated that the awareness of CSR activities of a firm accountfor the readiness of customers to be connected with the firm, suggesting that customer loyalty levels can be enhanced if CSR initiatives of firms are familiar with customers. Apart from the above studies that share similar findings with that of this study, other studies found contrasting evidence. For example, the findings of Lin and Frenglan (2010) show lack of significant relationship between philanthropic CSR and customer loyalty in the diary market of China. The probable reason for this departure may be attributed to the differences in industrial settings of the two studies; while this study focused on the telecommunication industry Lin and Frenglan (2010) study was on the diary market.

Overall, it can be concluded that CSR (as measured by corporate ethics and philanthropy) generates corporate gains (brand equity) in the form of brand awareness and brand loyalty, and that ethical and philanthropic dimensions of CSR are not distinctively separable. This assertion is consistent with Valasquez (2006) who believe that philanthropy is identical to ethics, advancing the argument that both concepts perform the same roles of care, communication and justice, and that philanthropic gestures are the means for organizations to execute their ethical mandates, and this enhances awareness of brand, attraction and retention of customers. Furthermore, Gan (2006), Madrigal and Boush (2008) opined that philanthropy is a means through which organizations create an ethical and moral mantra inside an organization and this enables internal stakeholders to project the organizational brand across board.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The broad aim of this study was to investigate the influence of Corporate Social Responsibility (CSR) on brand equity of telecommunication companies in Ghana. This chapter presents the conclusion generated from the findings of the study and subsequently presents policy recommendations based on the conclusions drawn from the study findings.

6.2 Conclusion

This study investigated the relationships between ethical and philanthropic dimensions of CSR and brand awareness and brand loyalty constructs of brand equity of telecommunication firms in Ghana. This study was conducted against the backdrop of most previous studies focusing on developed economies as opposed to developing and emerging countries, and the fact that findings from such studies cannot be applied in a developing country context like Ghana. Further motivation for this study was derived from the failure of previous studies to have broader scope and coverage, concentrating on single telecommunication companies as case studies. Also, reported findings from previous studies were inconclusive and mixed. This study was therefore interested in solving these literature problems by investigating the relationship between ethical and philanthropic dimensions of CSR and brand awareness and brand loyalty constructs of brand equity of the telecommunication industry in Ghana. The study adopted quantitative research design and collected primary data from 600 customer-respondents across the 16 regions of Ghana using convenience sampling procedure. Structured questionnaire in the form of five point Likert scale was used to collect the data. The field data was analyzed using inferential statistics (OLS regression and correlation analysis) and descriptive statistics. The study found that both ethical and philanthropic responsibilities of CSR positively relate to brand awareness and brand loyalty constructs of brand equity of the telecommunication industry in Ghana at statistically significant levels.

The implications from the findings are that engaging in CSR initiatives supports the "doing well by doing good" notion and can generally improve the companies' bottom line. Specifically, the inference from the findings is that upholding ethical norms, behaving as a corporate citizen ethically, as well as having corporate environmental policies and implementing such policies through operational activities can translate into increased awareness and loyalty for telecommunication companies, which in turn can be a source of competitive advantage. Customer loyalty is likely to improve if telecommunication firms assume responsibility for the environmental issues emanating from their business operations and become accountable, honest and respect the communities they operate. This is because operating on ethical standards and social responsibility can induce real customer consumption purchases and choices and by extension brand recognition, awareness, customer attraction and retention and ultimately brand loyalty.

Further inference from the findings of this study is that corporate philanthropic gestures such as charitable donations, community projects, and sponsorship programs, although are discretionary and voluntary, can do the wonders of improving stakeholder perception, brand image and reputation and put the company in the ‘good books’ of the community and consequently engender brand awareness and customer loyalty. This is possible if telecommunication firms consider philanthropy as a strategic marketing tool which they can pursue towards business differentiation and market dominance as well as a means of satisfying societal expectations, requirements and demands.

6.3 Recommendations

Based on the conclusion of the study, the following recommendations are made:

1. The study recommends that telecommunication companies in Ghana should make their philanthropic initiatives and projects visibly known to the general public through intensive public relation activities, media engagements and buying media airtime to showcase their donations, sponsorships, community socio-economic projects and voluntary education gestures.
2. The study further recommends that management of telecommunication firms should continuously integrate and incorporate philanthropy in their marketing strategies, making it permanent and integral feature of the formulation and implementation of business differentiation policies.
3. Also, the study advises managers of telecommunication firms to implement policies that will mitigate the environmental impacts of their operations on the communities in which they operate. For example companies can institute cancer fund to cater for cancer patients in their areas of operation. Compensation packages can equally be

offered to people whose landed properties may be affected by construction activities of telecommunication companies.

6.4 Suggestions for Future Research

Although this research contributes to existing academic and practitioner knowledge, every research has limitations that can be addressed by future research. Therefore, a need for further research in the following areas has been identified:

This study adopted quantitative customer survey; further research can adopt an interview centered research on both telecommunication firms and customers.

This study used two dimensions of CSR (ethical and philanthropy) and two constructs of Brand Equity (brand awareness and brand loyalty). Further research can expand the dimensions and constructs of CRS and Brand equity respectively.

This study was carried out in Ghana. For the sake of geographical and customer dynamics, future research can adopt selected countries in Africa or world for a wider coverage.

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APPENDIX A

University of the Witwatersrand

Wits Business School

Date:

Dear Sir/Madam,

Questionnaire: Impact of CSR on Brand Equity in the telecommunication industry of Ghana.

I am very grateful for your attention to this research questionnaire. I am pursuing Master of Management by Research (MMR) at Wits Business School of the University of the Witwatersrand, Johannesburg in South Africa. Currently, I am carrying out a research on the topic above and would humbly wish you to be part of this research by completing the attached questionnaire.

This study had unconditional approval by the Ethical Committee of Wits Business School, under the University of the Witwatersrand at Johannesburg in South Africa. Further, I wish to state that the confidentiality and anonymity of your response is assured.

For any queries about this study, kindly send me a mail through: 2275862@students.wits.ac.za or my research supervisor, Dr. Yvonne K. Saini, through: Yvonne.saini@wits.ac.za

Yours sincerely,

SHAIBU SALIFU

APPENDIX B: Customers' Questionnaire

Note: Please write or tick [√] where applicable

Section A: Demographic Characteristics of Respondents

1. Gender of respondent Male ( ) Female ( )
2. Age group of respondents 18 – 25 ( ) 26- 35 ( ) 36 – 45 ( ) 46- 55 ( ) 56+ ( )
3. What is your level of education? No education ( ) Primary education( ) JSS/JHS ( ) SSS/SHS ( ) Tertiary education ( ) Others (please specify)……………………………………………….
4. What is your occupation? Student ( ) Employed ( ) Business Owner ( ) Unemployed ( ) Other, (please specify)……………………………..
5. What is your marital status? Never married ( ) Married ( ) Divorced ( ) Separated ( ) Widow ( )

Section B: Telecommunication Network Association

6. What is your telecommunication network association? MTN ( ) Vodafone ( ) Airtel Tigo ( ) Glo ( )
7. How long have you been using this telecommunication network? Less than 1 year ( ) 1-4 years ( ) 5-8 years ( ) 9-12 years ( ) 13years and above ( )

Kindly indicate the degree or extent of your agreement or disagreement with the statements in the table below. Please tick the boxes using this scale: 1= Strongly Disagree; 2= Disagree; 3 = Note Sure; 4 = Agree and 5 = Strongly Agree

Code	Ethical dimension of CSR (Independent variable 1)	Strongly Disagree	Disagree	Note Sure	**Agree**	Strongly Agree
		1	2	3	4	5
ET1	My telecom service provider (company) acts consistently according to the expectations of members of the society and ethical norms.					
ET2	The company admits and respects the new moral and ethical norms adopted by the society.					
ET3	The company ensures that ethical norms are not compromised to achieve corporate goals.					
ET4	The company has a good defined corporate behaviour as a behaviour which does what is moral and ethical					
ET5	The company admits that corporate integrity and ethical behaviour are even beyond laws.					
ET6	The company undertakes corporate policies that benefit the environment.					

Kindly indicate the degree or extent of your agreement or disagreement with the statements in the table below. Please tick the boxes using this scale: 1= Strongly Disagree; 2= Disagree; 3 = Note Sure; 4 = Agree and 5 = Strongly Agree.

Code	Philanthropic dimension of CSR (Independent variable 2)	Strongly Disagree	Disagree	Note Sure	**Agree**	Strongly Agree
		1	2	3	4	5
PH1	My telecom service provider (company) acts according to philanthropic and charitable expectations.					
PH2	The managers and workers of the company voluntarily participate in charitable activities in the local community.					
PH3	The company voluntarily participates in the activities of public and private educational institutions.					
PH4	The company undertakes voluntary projects that improve the quality of community life.					
PH5	The company makes charity donations to sick people.					
PH6	The company has instituted educational/sports sponsorships to brilliant but needy people.					

Kindly indicate the degree or extent of your agreement or disagreement with the statements in the table below. Please tick the boxes using this scale: 1= Strongly Disagree; 2= Disagree; 3 = Note Sure; 4 = Agree and 5 = Strongly Agree.

Code	Brand awareness construct of Brand Equity (Dependent variable 1)	Strongly Disagree	Disagree	Note Sure	**Agree**	Strongly Agree
		1	2	3	4	5
BA1	I can recognize the products and services of my telecom service provider/company (recognition).					
BA2	Major characteristics of the company comes mind easily.					
BA3	I can easily recall the symbols and logo of the company (recall).					
BA4	My telecom network is the first-named brand of telecommunication in my recall task (top of the mind).					
BA5	I am aware of what the brand of my telecom network stands for (brand knowledge).					
BA6	My network is the only brand of the telecom industry I remember (brand dominance).					

Kindly indicate the degree or extent of your agreement or disagreement with the statements in the table below. Please tick the boxes using this scale: 1= Strongly Disagree; 2= Disagree; 3 = Note Sure; 4 = Agree and 5 = Strongly Agree.

Code	Brand Loyalty construct of Brand Equity (Dependent variable 2)	Strongly Disagree	Disagree	Note Sure	**Agree**	Strongly Agree
		1	2	3	4	5
BL1	I use this telecom network as my first choice network as compared to other networks.					
BL2	I will not switch to another network.					
BL3	I will recommend this network to other					
BL4	I have been using this network ever since I started using telecom devices.					
BL5	My telecom network meets my expectation.					
BL6	I am loyal to this telecom network					

Source: Adapted from Caroll A. (2008), Sasmita and MohdSuki (2015), Aaker (1991), Arnett at al. (2003), Yoo and Donthu (2001).

Thank You for Your Time, Cooperation and Responses**.**

Appendix C

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE | PROTOCOL NUMBER: [illegible]

PROJECT TITLE | The impact of corporate social responsibility on brand equity in the telecommunication industry in Ghana

INVESTIGATOR(S) | Mr S [illegible]

SCHOOL/DEPARTMENT | Wits Business School

DATE CONSIDERED | 15 November 2019

DECISION OF THE COMMITTEE | Approved

EXPIRY DATE | [illegible] December 202[illegible]

DATE | [illegible] December 2019 | CHAIRPERSON | (Professor J Knight)

cc: Supervisor: Dr [illegible]

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and ONE COPY returned to the Secretary at Room 10004, 10th Floor, Senate House, University. [illegible]

I/We fully understand the conditions under which I am/we are authorized to carry out the above-mentioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. [illegible]

Signature

26 05 2020

Date

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Saifu

CLEARANCE CERTIFICATE	PROTOCOL NUMBER: H19/11/62
PROJECT TITLE	The impact of corporate social responsibility on brand equity in the telecommunication industry in Ghana
INVESTIGATOR(S)	Mr S Saifu
SCHOOL/DEPARTMENT	Wits Business School
DATE CONSIDERED	15 November 2019
DECISION OF THE COMMITTEE	Approved
EXPIRY DATE	16 December 2022

DATE 17 December 2019 CHAIRPERSON ____________________
(Professor J Knight)

cc: Supervisor : Dr Y Saini

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

Signature

26 / 05 / 2020
Date

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES