

**AN ASSESSMENT OF GHANAIAN PUBLIC RELATION
PRACTITIONERS INVOLVEMENT IN CORPORATE SOCIAL
RESPONSIBILITY INITIATIVES.**

BY

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**A PROJECT WORK SUBMITTED TO THE CHRISTIAN SERVICE
UNIVERSITY COLLEGE IN PARTIAL FULFILMNT OF THE
REQUIREMENT FOR THE AWARD OF BACHELOR OF ARTS DEGREE IN
COMMUNICATION STUDIES**

JUNE 2017

STATEMENT OF AUTHENTICITY

We have read the University College's regulations relating to plagiarism and certify that this report is all our own work and don not contain any unacknowledged work from any source. We also declare we have been under supervision for this report herein submitted.

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SUPERVISOR'S DECLARATION

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ABSTRACT

The main objective of the study was to assess the involvement of public relations practitioners in corporate social responsibility. The purpose of the study was to assess the involvement of Ghanaian Public Relations Practitioners in corporate social responsibility (CSR) initiatives. The researchers used the purposive sampling technique in selecting the participants for the study. The study also used exploratory research design. The stakeholder theory was adopted for the study. The study found that; public relations plays a very important role in corporate social responsibility initiatives. It was also evident that, public relations practitioners handle corporate social responsibility activities in the organizations. Public relations and corporate social responsibility are directly connected. The organizations that were selected for the study include; MTN Ghana, Coca-Cola Bottling Company, Ghana Water Company and Kumasi Technical University. The study makes the following recommendations; it recommended that Managers should ensure that public relations officers are given much recognition and placed at the helm of affairs in order to help them in initiating CSR programmes effectively. Also public relations department of the MTN, Coca-Cola, Kumasi Technical University, Ghana Water and Pentecost University need to establish a cordial relationship with their communities and try as much as possible to liaise with management to provide more corporate social responsibility programmes for the society.

DEDICATION

We dedicate this project work to the Almighty God for His guidance and protection throughout our research. We also dedicate this work to our supervisor Mr. Fortune Tella for his encouragement, patience and insightful criticism which aided the writing of this project work in innumerable ways.

ACKNOWLEDGEMENTS

We wish to acknowledge the Almighty God our creator for seeing us through the rough moments in the entire project.

We would also like to acknowledge and thank our supervisor Mr. Fortune Tella whose steadfast support of this project was greatly needed and deeply needed. And to the Communications Department for their assistance during the research period.

Finally, we would like to thank the following public relations practitioners from the Corporate Affairs Manager, MTN Ghana Limited Northern Business sector, the Communications Manager, Ghana water Company –Accra –West, Public Affairs and Communications Manager- Coca-Cola Bottling Company Limited, the Senior Assistant Registrar in charge of Public relations –Kumasi Technical University and to a public relations expert who works also as lecturer at Pentecost University College for their immense support in opening their doors to us.

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CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Corporate social responsibility and public relations today are the reference points in the communicational and image action of companies within the context of communities where the organizations function (Sriramesh et al. 2007). Both thoughts indicate how organizations choose to communicate with the classes of stakeholders involved in their activity. (Sriramesh et al. 2007). While public relations intends to build and sustain a long term encouraging image, reputation and popularity of the company, so that all classes of stakeholders have the most obvious and clear vision of the company and its activity, corporate social responsibility intends to meet various social problems facing the communities and work towards improving their quality of life. Morsing& Schultz (2006).

Corporate social responsibility has been linked with ethical codes, corporate benevolence, community programmes, and law-abiding actions (Wood, 1991). Business practice is viewed as important corporate social responsibility by publics (O'Connor & Meister, 2008). McWilliams and Siegel (2001) emphasized on the intent of the actions and relationships by suggesting that CSR comprises “actions that brings some social good, above the interests of the firm and that which is required by law”.

According to Basu& Palazzo (2008), the last three decades have seen an extensive disagreement over the role of corporations in society. This analysis

revealed how corporate social responsibility principles are defined by the ideology of the stakeholders (Basu & Palazzo, 2008). Public relations practitioners in one way or the other contributed to this philosophy as they discuss business performance internally and externally (Basu & Palazzo, 2008). There is also another school of thought that corporate social responsibility can become isolated, self-centered, and self-affirming, which serves as a disadvantage to the society it was supposed to be a social, political, technical, and financial (Basu & Palazzo, 2008). Public relations can help organizations create their values and implement them through activities and announcements (Basu & Palazzo, 2008).

Clarks (2000) acknowledged that the corporate social responsibility (CSR) literature had basically discounted the role of public relations and presented a communication management approach to take full benefit of the relationships between organizations and stakeholders. Since that article was published, corporate social responsibility has become progressively important thing in business at both academic and practical levels (De Bakker, Groenewegen, Den & Hond, 2005). Strengthening Clark's (2000) assumptions about the relationship between public relations and CSR, current research has that that public relations practitioners are often responsible for CSR work in organizations (Sagar & Singla, 2004).

In as much as public relations has a role to play in the business priority of CSR at both academic and practical levels, it is in light of this that the study sought to assess the involvement of public relations practitioners in addressing CSR programmes.

1.2 Statement of the Problem

There has been an ongoing debate in relation as to who should manage and implement corporate social responsibility (CRS) programmes (L'Etang, Lugo-Ocando, Ahmed, 2011). In certain circumstances, the debates have centered on the incorporation and use of public relations professionals with the remit of corporate social responsibility (Bartlett, Tywontak, Hatcher, 2007). Another argument that has been advanced by Bebbington, Larrinaga & Moneva (2008) is that, communication is a key component of these programmes both in terms of using them to strengthen the reputation of the companies as well as the need to engage stakeholders and the general public in order to achieve its wider objectives.

Corporate social responsibility according to Frankental (2001), is vague and ambiguous; the confusion (Dahlrud, 2006) generates high equivocality which in turn produces a great deal of organizational communication variation (Ziek, 2009). The reason behind the disparities in themselves differ, and the debate concerning corporate social responsibility is moving from the usual public relations, reputation management, and cause marketing to issues of competitive advantage and good corporate governance, therefore there is the need for a more proactive and clear communication about corporate social responsibility (Amaladoss & Manohar, 2013). The increasing need for business organizations to be completely observed by their shareholders along with being competitive has created circumstances for companies; whether profit making or non-profit making companies to interconnect their social responsibility initiatives through consistent mandatory and even non-mandatory reporting means (Birch, 2003).

Even though corporate governance and corporate sustainability are continuing business priorities, communication often remains the missing link in their practice (Dawkins, 2004). Numerous works have been carried out on subjects within the still-evolving field of corporate social responsibility and its communication realm; nevertheless, most of these deliberations focus on matters in the developed world's (Dawkins, 2004). It is against this background that the study sought to assess the involvement of corporate public relation practitioners in corporate social responsibility and how companies have incorporated public relations professionals in the core design and implementation of their CSR programmes in Ghana by using selected Ghanaian organizations in the telecommunication, educational institutions, food and beverages and public utilities sectors.

1.3 Purpose of the Study

The purpose of the study was to assess the involvement of Ghanaian public relations practitioners in corporate social responsibility (CSR) initiatives.

1.4 Objective of the Study

The main objective of the study was to assess the involvement of corporate public relations practitioners in corporate social responsibility.

Specifically, the study sought:

1. To establish identifiable roles of public relations in corporate social responsibility implementation Ghana.
2. To determine how public relations practitioners handle corporate social responsibility activities.

3. To ascertain the connection between corporate social responsibility and public relations visibility in Ghana.

1.5 Research Questions

The study was guided by the following research questions;

1. What are the roles of public relations practitioners in corporate social responsibility implementation?
2. To what extent are public relations practitioners able to deal with corporate social responsibility activities?
3. To what extent is the connection between corporate social responsibility and public relations visible in Ghana?

1.6 Significance of the Study

The conduct of the study is important for the following reasons;

1. Every institution seeks to achieve efficient and effective performance in order to gain competitive advantage. The outcome of this study helps corporations recognize the important role public relation practitioners play in corporate social responsibility implementation.
2. Finally, the outcome of the study helps contribute to knowledge and help others to research into other relevant areas of organization vision and mission where public relation practitioners play a major role.

1.7 Scope of the Study

The study covered the involvement of public relation practitioners in corporate social responsibility of five (5) selected public relations practitioners working in telecommunications, educational institutions, food and beverages and public utilities sectors and how their involvement contribute to enhancing the reputation of the companies. They include Coco-Cola Bottling Company Limited, Ghana Water Company, Kumasi Technical University, MTN Ghana and Pentecost University College. The geographical scope covered Kumasi and Accra respectively. Also, the researchers used a period of six (6) months to carry out the project starting from November, 2016 to May, 2017.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers related literature concerning both corporate social responsibility and public relations. The major headings covered under this chapter are; the concept of corporate social responsibility, corporate social responsibility and public relations, corporate social responsibility initiatives, corporate social responsibility; the Ghanaian experience, criticism of corporate social responsibility, role of public relations within organizations, theoretical framework, review of related empirical studies, summary of reviewed work and definition of terms.

2.2 The Concept of Corporate Social Reasonability

2.2.1 History of Corporate Social Responsibility

According to Porter (1991) the fundamental issue in business and economics is sustainability. As a result of this, there is now an extensive acknowledgment, as well as numerous studies that corporate social responsibility (CSR) can substantially contribute to social progress and stakeholder wealth, including the wealth of shareholders (Dimson, Karakas, and Li, 2012; Deng, Kang, and Low, 2013). However, it is still unclear to determine what forces apart from the documented factors, that essentially drive companies to behave as good citizens in the society it operates (Dimson, Karakas, and Li, 2012; Deng, Kang, and Low, 2013).

During the 1950s businesses in the United States became so large and so powerful that their relationship to and with society was an increasingly common point of discussion (Bowen, 1953). In his words Bowen (1953) argued that businesses should see beyond profit and loss and take on a responsibility in a wider sphere, consistent with the goal and values of society. He described this as the doctrine of social responsibility which implied that, if businesses would take this responsibility on voluntarily many of society's problems could be solved.

The idea of corporate social responsibility was fully developed during the 1960s and 1970s (Wood, 1991). The motivation for corporate social responsibility as a concept was as a result of crises during the 1960s and 1970s that led to the consumer and ecology movements and successive legislation controlling the health and safety of workers, product safety, and pollution (Wood, 1991). It was during this period that "Corporate social responsibility or lack thereof, became not just an interesting secret topic of study, but a topic of vital interest to corporate survival and managerial survival" (Wood, 1991). Going by the principle that businesses do not operate in a vacuum, the corporate social responsibility discussion moved in the 1980s from the notion that corporations should be responsible to how businesses behave but rather consider addressing social issues (Clark, 2000). From the history of CSR, it is important and relevant to the operations of any organization.

2.2.2 Definitions of Corporate Social Responsibility

There is no common definition of corporate social responsibility; different authors define it in different ways, and there are numerous opinions of the term according to

the context and themes in which it is placed (Bolanle, Olanrewaju&Muyideen, 2012). These contexts and themes as contended by Kakabadse, Rozuel& Lee-Davies, (2005), range from Corporate Social Responsibility to Sustainable Development, from Business Ethics to Corporate Social Contract, from Corporate Accountability to Business in Society and from Corporate Citizenship to Corporate Governance. These diverse themes in themselves are interesting and demonstrate the richness of the concept as well as the criticality of research (Carroll, 1999; Ougaard& Nielsen, 2002). This notwithstanding, definitions of corporate social responsibility, thus ranges from highly conceptual to very practical or managerial statements.

Bowen (1953), describes corporate social responsibility as the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of society. Jones (1980), similarly defines corporate social responsibility as, ‘the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract’. In his words, Wood (1991) indicates that businesses and societies are interwoven rather than distinct entities, hence the essence of corporate social responsibility.

McWilliams & Siegel (2001), also define corporate social responsibility as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law”. Baker (2003), equally, defines corporate social responsibility as how companies manage business processes to produce an overall positive impact on society. Furthermore, Ruggie(2002), is also of the view that, corporate social responsibility is a strategy for demonstrating good faith, social

legitimacy, and a commitment that goes beyond the financial bottom line. In his words, Egels(2005), said that, definitions by advocates increasingly cover a wide range of issues such as plant closures, employee relations, human rights, corporate ethics, community relations and the environment. The World Business Council for Sustainable Development (WBCSD, 2010), also describes corporate social responsibility as the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the work force and their families as well as the local community and society at large.

It is evident from the above that various scholars have defined corporate social responsibility in many ways. However, for the purpose of this study, the researchers would adopt Bowen's definition as he described corporate social responsibility as the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of society. It is true that businesses do not operate in a vacuum as a result they should initiate policies and the decisions that will benefit the communities in which they operate.

2.3 Corporate Social Responsibility and Public Relations

The public relations literature contains several examples of exploration into the connection between corporate social responsibility and public relations (Wright, 1976). Some researchers are motivated by the desire to find "ways in which the American public relations practitioner may contribute to the development of a better society" (Wright, 1976). Others focus on how involvement in corporate social responsibility can help public relations achieve morecredibility in organizations (Judd,

1989). Most studies focus on how the public relations function can apply unique skills to help further the corporate social responsibility agenda and support a company's corporate social responsibility efforts (Judd, 1989).

It is widely accepted that "the profession of public relations is designed to manage the reputation of organizations" (Eisenberg & Goodall, 1997). In a recent survey of CEOs, 85% responded that public relations handles corporate reputation ("Wrestling with rules," 2003). That is because "public relations" in business circles today is generally synonymous with "corporate communications" and, according to Richard Edelman (2004), president and chief executive officer of Edelman Public Relations, "strong corporate reputation is built through continuous communication with interdependent stakeholders, including employees, media, investors, consumers, regulators, academics and retailers".

Many public relations professionals believe there is a strong connection between public relations and corporate social responsibility, and that public relations professionals play a big role in making this a priority for business ("Corporate responsibility," 2005, para. 9). Bennett Freeman, former U.S. Deputy Assistant Secretary of State for Democracy, Human rights and Labor, and now Managing Director for Corporate responsibility at Burson-Marsteller, claims that, "in this new era of scrutiny, corporate reputation and corporate responsibility are inseparable" ("Corporate responsibility," 2005, para. 9).

Wes Pedersen (2005), Director of Corporate Communications and Public relations at the Public Affairs Council, entreats public relations managers to "emphasize

corporate social responsibility importance.” Marsteller (1996) state that in planning for social change, the role of the public relations officer is very important. Marsteller (1996) went further to ask whether the expectations from public relations officer was realistic and whether public relations function in organizations have effect on the organization’s actions in addition to its communications. Marsteller (1996) maintained that all these questions have influence in businesses reputation. Some scholars believe that the way public relations managers approach corporate reputation management is a propaganda while others believe the one-way communications, such as news releases, executive speeches, brochures, and websites, are designed to manipulate the public (Ian, 2005). Indeed, one of the criticisms of corporate social responsibility is that management of corporate social responsibility initiatives is too closely linked to the public relations department: “though playing an important tactical role, such departments are often geared towards rebutting criticism, and tend to operate at a distance from strategic decision-making within the company” (Ian 2005).

The researchers conclusion based on the above discussions is that some scholars think public relations role in corporate social responsibility is just a mere propaganda work but it is worth noting that public relations is very vital in initiating very good corporate social responsibility activities that will enhance the image and reputation of businesses as well as yield positive results for all stakeholders within the society in which businesses operate.

2.3.1 Communicating Corporate Social Responsibility in Organizations

Through communication to stakeholders, Cheney & Christensen (2001), contend that, companies attempt to prepare the way for analyzing social, political and even economic issues of the day, including the organization's responsibility to society. Deetz (2007) considers corporate social responsibility as a "value-laden concept wherein corporate social responsibility and value representation concerns are not about whether values, but whose and what values, are represented in business decisions, hence the need to communicate those decisions to stakeholders".

Communicating corporate social responsibility by corporations and business organizations worldwide provides an opportunity for them to enter public dialogue, define their rights, roles, and responsibilities in society (Bostdorff & Vibbert, 1994). In communicating corporate social responsibility, business organizations present value premises, legitimacy claims, create as well as maintain positive relationship with diverse groups of stakeholders (O'Connor & Shumate, 2010).

The free flow of information and wider stakeholder activism, demand business organizations do their businesses in a socially responsible and transparent manner. (Amaladoss & Manohar, 2013). An organization may be active in corporate social responsibility programmes, either as charity or as a strategic driver, but unless the business organization makes an effort and chooses the right means to communicate them to its stakeholders, corporate social responsibility efforts are not going to make any impact on its business (Amaladoss & Manohar, 2013).

The conclusions that can be drawn from the above is that, communication is very vital in the successes of businesses that undertake corporate social responsibility to the benefit of their stakeholders. It is therefore prudent for businesses to recognize the importance of public relations in their corporate social responsibility implementations in order to help promote a good image and reputation for the businesses.

2.4 Corporate Social Responsibility Initiatives

The rationale for CSR can be based on a moral argument, a rational argument, or an economic argument (Werther& Chandler, 2006). Campbell (2007) in a study created testable propositions that relate to the conditions under which organizations will move toward CSR. He perceives corporations' level of social responsibility as being influenced by factors such as financial conditions of the firm, health of the economy, and well-enforced state regulations.

Kotler & Lee (2005) identified six major initiatives under which most social responsibility related activities fall. The six social initiatives explored include:

1. **Cause promotion:** Cause promotions refer to a company providing funds, in kind contributions or other resources to increase concern about a social cause or to support fundraising for a cause (Kotler & Lee, 2005).
2. **Cause-related Marketing:** Cause-related marketing refers to a company giving a proportion of revenue based on product sales for a specific time to a specific cause (Gourville&Rangan, 2004; Kotler & Lee, 2005).
3. **Corporate social marketing:** Corporate social marketing is defined as a company's support of a behaviour change campaign intended to improve

public health, safety, the environment or community well-being (Kotler & Lee, 2005).

4. **Corporate philanthropy:** Corporate philanthropy occurs when a company makes a direct contribution to a charity or cause, most often in the form of cash grants, donations or in-kind services (Kotler & Lee, 2005).
5. **Community volunteering:** Community volunteering refers to a company's support and encouragement of employees, retail partners and/or franchise members to volunteer their time to support local organizations and causes (Kotler & Lee, 2005).
6. **Socially responsible business practices:** Socially responsible business practices cover a company's support and conduct of discretionary business practices and investments that support social causes to improve community well-being and protect the environment (Kotler & Lee, 2005). This study focused on corporate philanthropy as CSR initiative which is being embarked upon by these public relations practitioners.

2.5 Corporate Social Responsibility: The Ghanaian Experience

According to Amponsah-Tawiah&Dartey-Baah (2012) the ideology of Dr Kwame Nkrumah, the first President of Ghana gave the impression perhaps rightly or wrongly that State Owned Enterprises (SOEs) were able to solve societal problems and this, in a way limited corporate organizations social obligations to the payment of taxes. However, in recent times there has been a call on organizations to undertake social programs, as government alone cannot handle societal problems (Amponsah-Tawiah&Dartey-Baah (2012). Amponsah-Tawiah&Dartey-Baah, 2012) further state that CSR activities in Ghana are led by large scale multi-national companies and also

indicated that the multi-faceted problems of the country—low per capita income, weak currency, capital flight, low productivity, low savings etc. make it almost impossible for indigenous companies, most of which are engaged in the retail and in the production of primary commodities, to undertake social activities. Large scale manufacturing, telecommunication and mining companies such as MTN, Valco, Goldfields, and AngloGold have contributed in the social development of the country. However, just as it is globally, extractive industries whose operations have direct impact on the environment and local communities are always in the news for obvious reasons, they are either breaching some of the tenets of the CSR agenda or fulfilling them in earnest (Amponsah-Tawiah & Dartey-Baah, 2012).

It is also worth noting that in 2006 the Ghana Business Code (GHBC) was launched through the partnership of the Association of Ghana Industries (AGI), Ghana Employers Association (GEA) and the Ghana National Chamber of Commerce & Industry (GNCCI) which introduced and developed the practice of CSR in business operations, there was no set norms to guide the conduct of business and acceptable standards with regards to the environment and anti-corruption in business (Amponsah-Tawiah & Dartey-Baah 2012).

According to Amponsah-Tawiah & Dartey-Baah (2012), the GHBC has ten major principles which emphasize on the importance of CSR and are shaped after existing laws in the country. However, organizations are not obliged by law to sign up to the GHBC (Amponsah-Tawiah & Dartey-Baah, 2012). It is a voluntary measure, which allows the operations of organizations to be reviewed along four broad categories—human rights, labour standards, environment and anti-corruption (Amponsah-

Tawiah&Dartey-Baah, 2012).Based on the above discussion, it is important to note that corporate social responsible initiatives are very important for businesses in Ghana.

2.6 Role of public relations within organizations

Public relations is planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience (Skandari, 2004). Words "planning" and "continuous" show that goodwill and understanding itself do not obtained easily and in fact, must "create" and "maintain" and also determine that public relations activities are planned and the purpose of public relations is to create goodwill and understanding(Skandari, 2004).

Organizations throughout the world need to understand the value of public relations in an effort to meet institutional goals and objectives. More specifically, the overall organizational strategic plan needs to incorporate public relations initiatives within the short/long term planning to avoid internal/external communication mishaps (Public Relations Society of America, 2013).

The role of the corporation in the social area of sustainability is based on socially responsible investments (Epstein, 2008). These are “value chain social impacts that are affected by the organization’s activities and social dimensions of competitive context that affect the drivers of competitiveness where the organization operates” (Epstein, 2008). Public relations is directed toward stakeholder groups and investment/financial centers. Penning (2007) stated that public relations is a critical component when it comes to public reporting, the economy, equality, and environment.

The role of the corporation within its internal environment area is to operate under ethical and legal auspices, respect the equity between work and compensation/benefit, implant motivational forces that need to increase human resources work satisfaction, and provide opportunities for growth and development within its structure (Dunphy, Griffiths, & Benn, 2003). Public relations, in the internal environment area, are directed to both the entire organization and to its individual departments and units. Internal communication and good internal communication channels are of paramount importance in conducting planned changes and overall organizational development emphasized the “development of employee capital and corresponding competencies and have acknowledged their importance for long-term competitive advantages” (Dunphy, Griffiths, & Benn, 2003).

It is also important to note that public relations is promoting mutual understanding with audiences and with confidence and strong reasoning and logic while safeguarding organization interests, protect from the public interest, governments and other organizations (Botan, 2006).

In conclusion, it is important to note from the above discussion that public relations role in businesses is very significant for the achievement of organizational goals and objectives. It is therefore important for businesses to consider the role of public relations as an integral part of the company in many areas most especially the corporate social responsibility initiatives embarked on by the companies. The involvement of PR practitioners in CSR will enhance the image and reputation of

companies in the eyes of the public and stakeholders' wealth will equally be maximized.

2.7 Criticisms of Corporate Social Responsibility

According to Perrini et al (2006), the concept of CSR has attracted a range of criticisms from some secondary data authors. It is important to note that “sceptics and opponents find their support in their assertion that beyond good intentions and turns of phase, firms must account for reality. A reality characterized by hyper competition and strong pressure to cut costs, compelling firms do search desperately for growth opportunities, leaves no room for initiatives consistent with the CSR philosophy” (Perrini et al, 2006). Milton Friedman can be pinpointed as one of the most notable opponents of CSR concept. Schwartz (2010) mentions the Freedman's (1962) viewpoint which states that “there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception and fraud”.

Generally, criticism associated with the concept of CSR can be divided into the following five groups (Schwartz, 2010).

Firstly, CSR allows businesses to project positive image by doing very little. Such type of criticism has been mentioned in the works of Mullerat (2009) and Aras and Crowther (2010). According to this viewpoint businesses can engage in CSR-related activities in a minimum manner, but still they can create highly positive brand image for the company by publicizing their CSR efforts.

Secondly, the level of publicity associated with the concept of CSR creates an impression that the majority of businesses are seriously engaged in CSR-related activities, whereas the reality is quite different. This issue has been discussed by Freitag (2008), Mullerat (2009), Aras and Crowther (2010) and others.

Thirdly, CSR activities engaged in by some businesses contradict with their actual business practices and tendencies of their businesses. Mullerat (2009), Horrigan (2010), and Fernando (2011) address this specific point comprehensively. The above mentioned authors mention instances where multinational corporations are addressing the issues of equality in the workplace and fair working conditions for employees within their own premises, but at the same time, the same companies are actively engaged in outsourcing of some of their business processes to a range of developing countries where equality in the workplaces and fair working conditions within factory floors are not ensured.

Fourth, the influence of large businesses and multinational corporations increases in society with their active engagement in CSR issues. Mullerat (2009) and Tolhurst et al (2010) state that business would be in positions of wielding significant level of influence over the various aspects of society caused by their active engagement in CSR.

Fifth, CSR is an empty promise and it is only an effective public relations tool. This specific criticism of CSR has been mentioned by many authors including Catka et al (2004), Lepoutre and Heene (2006), Banarjee (2007), Ciliberti et al (2008), Johnson et al (2008), Mullerat (2009), and Heath (2010). Such a 'popular' accusation of CSR concept relate to the idea of CSR being a pure rhetoric and a passing fad.

From the above criticisms, the researchers can equally conclude that though most businesses are involved in corporate social responsibility activities, it is important to note that much needs to be done in order to enhance the lives of the people in Ghana. There is also the need for public relations practitioners to be involved in CSR initiative because they will contribute in communicating the various CSR activities and this will help the image and reputation of businesses in Ghana.

2.8 Theoretical Framework

According to Carol, (1991) business and politics have been influenced by the globalization process and the displacement of values from material to immaterial values that has taken place. The stakeholder theory and the symmetric model are discussed below since they are directly linked to the demands of the study.

2.8.1 Stakeholder Theory

The traditional definition of a stakeholder is “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman1984). In one of his latest definitions Freeman (2004) defines stakeholders as “those groups who are vital to the survival and success of the corporation”. The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints.

All the mentioned thoughts and principles of the stakeholder concept are known as normative stakeholder theory in literature. Normative Stakeholder theory contains

theories of how managers or stakeholders should act and should view the purpose of organization, based on some ethical principle (Friedman 2006).

Friedman (2006) indicated that there is a clear relationship between definitions of what stakeholders are and identification of who are the stakeholders. The main groups of stakeholders are: Customers, Employees, Local communities, Suppliers and distributors, Shareholders. In addition other groups and individuals are considered to be stakeholders in the literature of Friedman (2006): the media, the public in general, Business partners, Future generations, Past generations (founders of organizations), Academics, Competitors.

According to the Commission Green Paper (2001), the CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Amongst other things, this definition helps to emphasize that: An important aspect of CSR is how enterprises interact with their internal and external stakeholders (employees, customers, neighbors, non-governmental organizations, public authorities, etc.)

Maignan and Ferrell (2004) identified two main motivations of organizational CSR activities concerning stakeholder-relations: the first one is the instrumental approach. As businesses depend on stakeholders for their continuous support or providing resources (Barney 1991), managers have to take into consideration the claims and needs from stakeholders. The second motivation is the moral perspective, as Donaldson and Preston (1995) contend that “all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and there is no *prima facie* priority of one set of interests or benefits over another”.

In conclusion, it is imperative to note from the above that the stakeholder theory is a very important guide for businesses in their operations in order to be successful.

2.8.2 Symmetric Model (two-way communication)

According to the Managers Guide to Excellence in public relations and Communication Management (Dozier, et al., 1995) stated that, one of the three critical factors in achieving communication excellence is the knowledge of two-way communication practices. Two-way communication includes feedback to complete the communication loop from source to receiver and back to source (Dozier, et al., 1995). Dozier and Ehling (1992) further advocate symmetrical communication practices that involve conflict resolution and negotiation rather than persuasion and media effects. Public relations professionals using two-way symmetric communication act as a channel through which the public can communicate with and have influence on organizational decision-making (Dozier and Ehling, 1992). Dozier and Ehling (1992) also indicated that the function of two-way symmetrical communication is negotiation and compromise with the public relations professional playing the role of mediator. The purpose of the communication according to this model is developing 'win-win' solutions to conflicts between organizations and publics (Dozier and Ehling 1992). It has been argued that the two-way symmetric model is a way for public relations to contribute value to the organization it represents and to society by helping the organization fulfill a "moral obligation to balance the interests of an organization with the interests of publics with which it interacts in society" (Grunig, 2000).

From the above, it is evident that the stakeholder theory and the symmetric model could function together well in order to achieve organisational goals. For example as

Barney (1991) puts it, businesses depend on stakeholders for their continuous support or providing resources and for that matter managers have to take into consideration the claims and needs from stakeholders. This could be possible through the two-way communication which will materialize through the involvement of public relations practitioners who can effectively communicate the claims and needs of the society to businesses and vice versa.

2.9 Related Studies

Public relations practitioners are involved in CSR strategies and a number of studies have been conducted in this field and how corporate social responsibility contributes to the organization. The following are a few;

Masuku&Moyo (2013), examine the relationship and relevance of corporate social responsibility and public relations at Econet and National Railway of Zimbabwe (NRZ) in Zimbabwe. The study applied triangulation through the use of both qualitative and quantitative research methods to obtain information for reality and validity purpose. The study found that PR and CSR are a linked, and can be defined using four actions namely (Defining the problem, Planning and programming, Action and Communication, Evaluation of program). It was evident from the study that PR is just like CSR at both Econet and NRZ in their practices and approaches. The study also found that both PR and CSR use two way communications to promote organizational image and reputation. It was also evident that both the PR department and CSR adopted the two-way symmetrical model to communicate with their publics.

Hinson & Kodua (2012) examined how MTN in Ghana uses CSR as marketing strategy. The researchers used the qualitative research design (exploratory study). The

study concentrated on the dimensions of stakeholder interest, norms and values. The study found that MTN has a commitment in CSR programmes and designated some particular department for CSR activities called “MTN Foundation”. However, it was clear that lack of coordination of other department in harmonizing their efforts as far as the CSR operations are concerned hampers their activities. The study also found that there is lack of proactive approach in scrutinizing the real needs of potential beneficiaries of CSR initiatives.

Reeves (2013) examined the PR professional’s complementary role in successful CSR programmes. The study found that there was positive perceptions of CSR initiatives but opposed public relations’ ownership of the programmes. It was however revealed that practitioners advocated a cross-functional approach with public relations in a supportive or complementary function.

Anlesinya et al. (2014) examined the effect of corporate social responsibility (CSR) on financial performance of MTN Ghana Limited. The study revealed that CSR at the collective level did not have significant positive effect on financial performance. At disaggregate level, it was found that community CSR and environmental CSR have significant positive and negative effect on financial performance respectively. The study further indicated that employee CSR and customer CSR did not have significant negative and positive effect on financial performance of MTN Ghana Ltd correspondingly. The study again showed that employees CSR and customer CSR accounted for more variance in financial performance of the company than CSR towards community and environment.

From the above studies, it can be concluded that public relations play a vital role in corporate social responsibility initiatives. It is therefore important for businesses who

want to achieve their organizational objectives and goals to incorporate PR in their CSR activities.

2.10 Summary of Reviewed Work

Based on the research studies published within this field of subject enquiry, there appears to be a research gap. A lot of attention has been paid to corporate social responsibility, corporate financial performance, the relationship and relevance of public relations. The researchers have therefore identified a gap on the involvement of public relations practitioners in corporate social responsibility implementation. That is why this study sought to assess the involvement of Ghanaian public relations practitioners' in corporate social responsibility implementation to fill this gap and also contribute to knowledge.

2.11 Definition of Terms

According to Agyeduet al., (2007), definitions of terms should give operational meaning to the words or phrases used in the research. The following definitions are provided to ensure uniformity and understanding of the terms throughout the study.

1. Corporate Social Responsibility: Refersto “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (McWilliams & Siegel, 2001).
2. Public Relations: Refers to the planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its publics (Skandari, 2004).
3. Public Relations Practitioners: Public relation practitioners in this context refer to the public relations professionals who help further the corporate social responsibility agenda in Ghana (IPR Ghana).

4. Institute of Public Relations: Refers to public relations practitioners in Ghana and the sole professional body for public relations in Ghana.
5. Stakeholders: Refers to “Any group or individual that can affect or is affected by the achievement of a corporation’s purpose” (Freeman et al., 1981).
6. Telecommunication: Telecommunications is one aspect of a wider trend of technological and market convergence, which encompasses such fields as broadcasting, information technology, and electronic commerce (National Telecommunications Policy, 2005).
7. Technical University: A Technical University is a body corporate with perpetual succession (Technical Universities Act, 2014).
8. Ghana Water: Refers to the provision of clean water to citizens of Ghana (www.wellconstructed.org)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

According to Kothari (2004), research methodology is a way to systematically solve the research problem. This chapter therefore covers the research methods adopted by the researchers in arriving at the findings of the study. This consists of the research design, population, sampling method, sampling process, data collection and data analysis. The study main focus was on public relation practitioners' involvement in corporate social responsibility. Qualitative research approach was used to assess the involvement of public relations practitioners in corporate social responsibility activities of MTN Ghana, Coca-Cola Bottling Company Ltd., Ghana Water Company Limited, Kumasi Technical University and Pentecost University College.

3.2 Research Approach

It is imperative for the researcher to be absolutely sure as to which approach or method would provide the information required (Druckman, 2005, Clough & Nutbrown, 2010). In this study, the researchers discussed three approaches and finally settled on one approach that met the demands of the study. The three approaches discussed were; quantitative approach, qualitative approach and the mixed approach. Qualitative and quantitative approaches should not be seen as inflexible, separate categories, polar opposites, or dichotomies instead, they represent different ends on a continuum (Newman & Benz, 1998). Mixed methods research exists in the middle of this scale because it integrates elements of both qualitative and quantitative approaches (Newman & Benz, 1998).

Quantitative approaches use descriptive and inferential statistics, whilst qualitative details are often in narrative form to examine the study's research objectives (Creswell, 2013). Whereas quantitative data may be collected through procedures such as self-reports and physiological tests, qualitative data are collected through focus groups, structured or semi structured interviews and other forms (Creswell, 2013). As a result of the study demand, the researchers decided to focus on the qualitative approach. In the handbook of qualitative research, Denzin and Lincoln (2005) describe qualitative research as involving an interpretive naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them (Denzin and Lincoln 2005). Qualitative methods are useful for research on informal and unstructured linkages and processes in organizations as opposed to stated, organizational goals (Marshall & Rossman, 1999). It is also suitable for "studying processes, relationships among people and events, the organization of people and events" (Jorgensen, 1989, p. 12).

Qualitative design basic advantage, which also constitutes its basic difference with quantitative research, is that it offers a complete description and analysis of a research subject, without limiting the scope of the research and the nature of participant's responses (Collis & Hussey, 2003). However, the usefulness of qualitative research is based on the skills and abilities of researchers, while the outcomes may not be perceived as reliable, because they mostly come from researcher's personal judgments and interpretations (Bell, 2005). Because it is more appropriate for small samples, it is also risky for the results of qualitative research to be perceived as reflecting the opinions of a wider population (Bell, 2005). The study therefore used qualitative

approach in gathering information concerning the involvement of public relations practitioners in corporate social responsibility in Ghana.

3.3 Research Design

Polit and Hungler (1999) describe research design as a blueprint, or outline, for conducting the study in such a way that maximum control will be exercised over factors that could interfere with the validity of the research results. The research design is the researcher's overall plan for obtaining answers to the research questions guiding the study (Polit and Hungler 1999). Burns and Grove (2001) state that designing a study helps researchers to plan and implement the study in a way that will help them obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation.

According to Brink & Wood (1998), one of the features of qualitative research study is that it is explorative in nature. Brink and Wood (1998), further showed that the overall purpose of exploratory research is to study a relatively unknown research area in order to gain new insight in the phenomenon being studied. This study therefore utilized exploratory method to assess the involvement of public relations practitioners in corporate social responsibility in some selected organizations where public relations practitioners are working. There is not much information regarding the involvement of PR practitioners working in organizations that implement corporate social responsibility initiatives. As a result, the study used interview guide to explore the views of public relations practitioners on their involvement in corporate social responsibility initiatives in Ghana.

3.4 Research Method

According to Agyedu et al. (2007), the two main methods used in research are probability and non-probability sampling. Probability sampling, or random sampling, is a sampling technique in which the probability of getting any particular sample may be calculated (Strauss and Corbin, 1990). Non- probability sampling does not meet this criterion therefore any methodological decision should fine-tune to the research question that one envisages to answer (Strauss and Corbin, 1990).

This study used non-probability sampling. Non-probability sampling techniques are not intended to be used to infer from the sample to the general population in statistical terms (Strauss and Corbin, 1990). Instead, for example, grounded theory can be produced through iterative non-probability sampling until theoretical saturation is reached (Strauss and Corbin, 1990). Researchers working with the notion of purposive sampling assert that while probability methods are suitable for large-scale studies concerned with representativeness, non-probability approaches are more suitable for in-depth qualitative research in which the focus is often to understand complex social phenomena (Marshall 1996; Small 2009).

The researchers used the non-probability sampling method because the study sought to gather information by purposively selecting individuals who are knowledgeable in providing information on the involvement of public relation practitioners working in organizations that implement corporate social responsibility initiatives.

3.5 Target Population

According to Agyedu et al., (2007), population refers to the complete set of individuals, objects or events having common observable characteristics in which the researcher is interested in studying. Polit and Hungler (1999) define a population as the totality of all subjects that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalised. The population of the study constituted public relations practitioners in Ghana.

3.6 Accessible Population

Accessible population refers to the projected population that is both eligible to participate and accessible to the investigator (Benson & Adams, 1990). According to Frankel and Wallen (2006), the population of interest is typically a group of persons who possess a certain characteristic (or set of characteristics). Frankel and Wallen (2006) further indicated that, the actual population can be any size and is usually referred to as the target population to which a researcher would like to generalize. However, the entire target population is sometimes difficult to sample so a more narrowly defined population, or the accessible population, is considered. The accessible population of this study were public relations practitioners working in telecommunication, education, food and beverage and public utility sectors of Ghana.

3.7 Sampling Method

Sampling according to Kumeckpor (2002) is the use of definite procedures in the selection of a part for the express purpose of obtaining from its description or

estimates certain properties of the whole. Some of the major reasons of sampling in research include the destructive nature of certain tests and research, the physical impossibility of checking all items in the population of some researchers due to the sheer numbers, the cost involved and also the time factor when trying to deal with all the members of a population (Kumekpor 2002).

The purposive sampling technique was used for this study. Freedman et al., (2007), indicated that purposive sampling belongs to the category of non-probability sampling techniques, where sample members are selected on the basis of their knowledge, relationships and expertise regarding a research subject. The researchers used this method because they believe the samples selected possess information relevant to this study. The study started with a particular purpose in mind therefore the sample included people who have interest and the requisite knowledge in the subject area. On the other hand, people who do not match the purpose of the study were excluded. The study therefore concentrated on people capable of providing information on the involvement of public relation practitioners in corporate social responsibility in Ghana.

3.7.1 Sampling Process

According to Ogula (2005) sampling is a process or technique of choosing a subgroup from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The sampling process is therefore formulated to select the people suitable for the study. The researchers personally visited one of the institutions to interact with the participant with the aid of an

interview guide to elicit the needed information. Some of the participants were also contacted through phone calls and emails. Participants were made to understand that their participation was purely voluntary. The participants were further informed that their responses will be recorded to speed up the process only with their permission and a copy of the transcription of the interview would be delivered to them on demand.

3.7.2 Sample Size

According to Evans et al. (2000) sample size is the number of observations in a sample. The sample of the study was selected from MTN Ghana, Coca-Cola Bottling Company Limited, Ghana Water Company, Kumasi Technical University, and Pentecost University College who are involved in corporate social responsibility programmes implementation. Participants were chosen because of their in-depth knowledge of public relations practitioners' involvement in corporate social responsibility activities.

Participants who were interviewed included:

- Corporate Affairs Manager of MTN in charge of the Northern Sector. The public relations officer was chosen as a participant because of his role in managing the reputation of the Company in the Northern sector as well as his involvement in CSR programmes.
- Public Affairs and Communications Manager of Coca Cola Bottling Company. The participant was chosen because of his role in public affairs and communications management of the company.

- Communication Manager of Ghana Water Company, Accra. The participant was chosen because she plays a vital role in handling corporate social responsibility activities embarked on by various philanthropists.
- Senior Assistant Registrar at the Kumasi Technical University. The participant was chosen because of his knowledge on the involvement of PR in corporate social responsibility.
- Public relations expert who is also a lecturer at the Pentecost University College. The public relations expert was chosen because he has an in-depth knowledge on the involvement of public relations in corporate social responsibility initiatives.

3.8 Data Collection Method

For the purpose of this study, data was collected through the use of in-depth interview technique. An in-depth interview is an extensive one-on-one personal interaction in which much more information can be obtained (Wimmer& Dominick, 2011). This technique was used in collecting data because it allowed the researchers to probe further and ask follow-up questions where necessary (Wimmer& Dominick, 2011). Unstructured interviews are one of the main methods of data collection used in qualitative research (Burgess 1982). Classic ethnographers such as Malinowski stressed the importance of talking to people to understand their point of view (Burgess 1982). A crucial feature of in-depth interview is its capacity to present descriptions, explanations and evaluation of almost infinite variety about any aspect of the world, including itself (Hamersley & Atkinson, 1995). In-depth interview reproduces a fundamental process through which knowledge about the social world is constructed in normal human interaction (Rorty, 1980).

3.9 Data Collection Instrument

Data was collected through a face-to-face technique and also via telephone and email. Interview guides were used. An interview guide is a list of topics, themes or areas to be covered in a semi-structured interview (Michael et. al., 2004). Interview guide was influenced by the objectives of the study. The interview guide had two set of questions one for the institutions and one for the PR expert.

3.10 Data Analysis Plan

The information gathered from the participants were recorded and transcribed. Analysis were carried out based on the information provided to the objectives of the study. The information gathered was grouped under themes manually in order to make analysis easy. This helped the researchers to examine responses that have similarities and differences separately. Finally, the researchers grouped the information gathered according to the research questions and objectives for the study.

3.11 Ethical Issues

Researchers need to exercise care that the rights of individuals and institutions are safeguarded (Polit&Hungler 1999). The study is mainly for academic purpose and for that matter participants were assured that their identity and information provided will be used for academic purpose and nothing else. Therefore, participants were free to divulge all relevant information that will help provide credible findings to the study. Letters were obtained from the Christian Service University College and the various institutions gave their consent to offer information to aid our study.

3.12 Profiles

3.12.1 MTN Ghana

MTN Group Limited (MTN) is a mobile operator. The Company offers consumer, digital and business services. It operates in three regions: South and East Africa (SEA), West and Central Africa (WECA) and the Middle East and North Africa (MENA). It also operates in Kenya and Namibia. It offers voice, data and digital services to consumers. Its business services include unified communications, security as a service, managed networks, cloud services, software as a service and enterprise mobility. It also provides Web security and mail security services. The Company provides business solutions to various sectors, including micro, small and medium-sized enterprises and public sectors. The Company, through its digital services, enables consumers to make financial transactions using their cell phones, and bringing them entertainment and online shopping through investments in mobile platforms, applications and online ventures. Its applications include MTN Football, MTN Music and MTN Play (www.mtn.com.gh).

3.12.2 Coco-Cola Ghana Limited

The (TCCBCGL) was formed from a divestiture of Bottling Division of G.N.T.C in March 1995 and started operations on March 7, 1995 at the GNTC plant at Adjabeng. The new premises sited off the Spintex Road, was commissioned in 1996. Since the divestiture, the Company has invested over US\$90 million in vehicles, glass bottles, plastic bottles, plastic crates, production and marketing equipment. In 1999, the Company embarked on an expansion phase, adding a second bottling line with associated infrastructure. The Company produces and markets seven main brands,

five carbonated soft drinks and two water brands. The carbonated soft drinks include; Coca Cola, Fanta, Sprite, Schweppes and Krest. Dasani and BonAqua are the two water brands.

Conrad-Van-Niekerk: Our vision is to create a company that does good things for people and gives its employees a fair opportunity to progress and prosper while delivering superior returns to shareholders (www.coca-cola.com.gh).

3.12.3 Ghana Water Company Limited

Ghana Water Company Limited (GWCL) is a utility company, fully owned by the state. The company is responsible for potable water supply to all urban communities in Ghana.

GWCL currently operates eighty-eight (88) urban water supply systems throughout the country. Average production is about eight hundred and seventy-one thousand, four hundred and ninety-six cubic meters (871,496m³) per day (192 million gallons per day). Present potable water demand is estimated at one million, one hundred and thirty-one thousand, eight hundred and eighteen point eighteen cubic meters (1,131,818m³) per day (249 million per day). Urban water supply coverage is therefore about seventy-seven percent (77%). With a staff strength of three thousand, four hundred and seventy-six (3,476), GWCL serves five hundred and fifty thousand, six hundred and fifty-four (550,654) customers, seventy-four percent (74%) of which are metered and twenty-six percent (26%) unmetered (www.gwcl.comgh).

3.12.4 Kumasi Technical University

Kumasi Technical University was established in 1954 as Kumasi Technical Institute (K. T. I.) to offer craft courses. In 1963, the Institute was converted to a non-tertiary

Polytechnic status under the Ghana Education Service to start offering, in addition, technician diploma and sub- professional courses.

The Polytechnic Law, 1992 (PNDC L.321) elevated the Polytechnic to a tertiary institution to provide high caliber skilled manpower with reference to manufacturing, commerce, science and technology to act as a catalyst for technological development. As a Polytechnic it was one of the famous, elegant and vibrant Polytechnics in Ghana. The Technical University Act 2016, (Act 922) converted Kumasi Polytechnic to the present Kumasi Technical University with the aim of providing higher education in engineering, applied arts, science technology based disciplines, technical and vocational training.

It is a spectacularly beautiful institution, which is located at the heart of the Garden city of West Africa, the capital city of the Ashanti Region of Ghana (Kumasi). It has within the period of its existence become an important centre for the training not only for Ghana but also for other African countries (www.kstu.ed.gh).

CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the research results based on the objectives and research questions set for the study. The results are based on interviews conducted amongst public relations officers working in the educational institutions, food and beverages, telecommunication and utility sectors.

The study was to assess the involvement of Public Relations Practitioners in Corporate Social Responsibility in Ghana, as a result, the results are based on the following objective set for the study;

1. To establish identifiable roles of public relations in corporate social responsibility implementation in Ghana.
2. To determine how public relations practitioners handle corporate social responsibility activities.
3. To ascertain the connection between corporate social responsibility and public relations visibility in Ghana.

4.2 Job titles

- Corporate Affairs Manager of MTN Ghana in charge of Northern Business sector.
- Public Affairs and Communications Manager -Coca-cola Bottling Company Limited.
- Communications manager -Ghana Water Company– Greater Accra West Rail

- Senior Assistant Registrar in charge of Public Relations - Kumasi Technical University.
- Public relations expert who is also a lecturer at the Pentecost University College.

4.3 Role of Public Relations in Corporate Social Responsibility Implementation in Ghana

According to Porter (1991) the fundamental issue in business and economics is sustainability. As a result of this, there is now an extensive acknowledgment, as well as numerous studies that corporate social responsibility (CSR) can substantially contribute to social progress and stakeholder wealth. Participants provided a number of perspectives in the role CSR play in Ghana. Participants were asked to describe how PR is viewed by top management.

To answer this objective, the following questions were asked;

1. How is Public relations viewed by top management?
2. What is your company's view about the involvement of Public Relation Practitioners in CSR implementation?
3. Please describe the role of the public relations department in CSR implementation?

Participants gave their views concerning how public relations is viewed by top management. As management view public relations as the mouthpiece of the organization, as an important communication tool, as managerial position and a communication tool. The Corporate Affairs Manager for Northern Business section of

MTN response was that public relations is viewed as a communications tool that is used to organize and integrate communication activities in the company which include communicating CSR programmes to the public.

The Public Affairs and Communication Manager of Coca-Cola indicated that PR is viewed as a tool used in communication. It is often used as the tool to project the corporate image in good light by promoting;

Goodwill and communication between the company and the public's. Good public relations build relationships between the company and its customers. Public relations serves as a component of marketing strategy; a company will be more profitable through communication and relationships with its customers.

On the other hand, the Communications Manager of Ghana Water Company explained that PR is represented at top managerial level and is viewed as a tool that the Company uses in communicating CSR activities to the public as well as the managerial position.

Similarly, the public relations officer at the Kumasi Technical University said that Public relations is viewed as the mouthpiece of the University that helps the University to coexist with the public. He indicated that PR helps relay information to the public as to what they need to know about the University and whatever agenda which is relevant to the workings of the institution eg. It CSR activity that is being embark on.

On the questions about participants' involvement in CSR as PR officers for their organization, they provided the following responses;

The Corporate Affairs Manager of MTN Ghana stated that,

The organization assumes that CSR is public relations and therefore CSR is seen as part of communication management between an organization and its publics to create goodwill. PR practitioners have a proper knowledge about CSR programmes so the company sees them as the main architect of CSR.

The Public Affairs and Communications Manager also said;

The PR department is tasked with communicating clearly, the reason behind the particular CSR programme and the benefits it brings.

However, the Communications Manager of Ghana Water Company view was contrary to the views expressed by his colleagues. She indicated that;

Ghana water doesn't have a CSR policy they follow; they do it in bits and pieces. Institutions and individuals sometimes solicit for help and when these letters come up, the PR advice management as to what decision to take.

The Senior Assistant Registrar in charge of Public Relations of the Kumasi Technical University said;

As an institution, they feel that they are operating within a community and it should be a win win situation. And for them their duty as an institution is to research, teach, and offer community

services as part of giving back to society. They value that and it is seen as an integral part of their activities and intermittently, they do these CSR activities which are seen as an integral part of their operations.

On the same question, the public relations expert had similar view like that of MTN, Coca-Cola and Kumasi technical university which he stressed that public relations is an integral part of CSR and that PR is not just about communicating the organization to the publics. It is also about ensuring that the publics see the organization as having a social conscience. Because of this their involvement in CSR activities is essential as they can best communicate the activities of the organization. Implementation of CSR initiatives may involve PR and other department with PR leading the charge since they will eventually have to communicate this to the publics.

The participants were also asked to describe the role of the public relations department in CSR implementation.

The Corporate Affairs Manager at the MTN stated;

PR is supposed to identify and understand the needs of the community and work towards fulfilling their CSR activities.

The Public Affairs and Communications Manager at Coca-Cola also said that,

The PR department is tasked with communicating clearly, the reason behind the particular CSR and the benefits it brings.

The Communication Manager at the Ghana water also indicated that,

Sometimes the company gives public support efforts and the PR is keenly involved because the company is taking such initiative and takes a lead role in such things. The Associations in the company undertake these CSR related activities like the ladies association even though is not a main stream thing they will still contact the PR department because they believe the PR is in charge of issues relating to CSR.

The Senior Assistant Registrar in charge of Public relations at the Kumasi Technical University said that,

The PR office ensures that the community is made aware of what is available and can be utilized and what they stand to gain from the University. They demand what is legitimate or due the community. If there should be a community sensitization program about outbreak of diseases, vaccinations, the need for the people in the community to take advantage of something related to health issues as well as public education. The office makes the community to be aware. It ensures whatever activity which is to be done by the university inures to the benefit of the organizations.

The public relationsexpert did not mince words. He rightly indicated that:

Public relation practitioners communicate the result of CSR activities to the public hence helping to gain positive reviews. Such actions

lead to intangible result such as positive reputation, more businesses etc.

4.3.1 Summary

All the participants were of the view that public relations is viewed as a mouthpiece that enhance organizations reputation and image with the exception of one participant who said PR is viewed as management position. This is in line with what Skandari (2004) who asserted that a Public relations is planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience.

The participants also saw public relations as an integral part of CSR which ensures that the general public see the organization as having a social responsibility towards the community in which it operates. Their views is much linked to what Cheney & Christensen (2001) contended that, through communication to stakeholders, companies attempt to prepare the way for analyzing social, political and even economic issues of the day, including the organization's responsibility to society.

The participants also cherished the role of public relations department in corporate social responsibility implementation in helping organizations achieve their objectives and goals which is in consonance with what the Public Relations Society of America (2013) outline that organizations throughout the world need to understand the value of public relations in an effort to meet institutional goals and objectives.

4.4 To Determine how Public Relations Handle CSR Activities

According to Judd (1989) most studies focus on how the public relations function can apply unique skills to help further the corporate social responsibility agenda and support a company's corporate social responsibility efforts. In assessing how public relations practitioners handle corporate social responsibility activities, the participants provided their viewpoints. To answer this objective, the following questions were put forward;

1. Does your company allow the PR department to initiate CSR activities?
2. In your view how does the PR department ensure that the company's CSR activities are geared towards the needs of the community in order to avoid unnecessary criticisms?
3. Please tell us specific CSR roles that you perform as a public relations officer?

According to the public relations officers, public relations is seen as an integral part of the organization and also act as the mouthpiece for the organization by dealing directly with the various stakeholders as such they handle corporate social responsibility programmes of the organization in various ways. They maintained that PR practitioners are the maintain architects of CSR in the sense that they interact with communities in which they operate. As a result they are able to know the needs of the people and are in the better position to deal appropriately with those needs.

In response to whether the company allows PR department to initiate CSR activities, the Corporate Affairs Manager at MTN asserted that,

Yes, because PR practitioners are the main architect and also if the corporate social responsibility activity conforms to the mission and vision of the CSR policy of MTN.

The public Affairs and Communication Manager at the Coca-Cola also affirmed that,

Yes the organization welcome ideas from the PR department and other departments since they work hand in hand.

The Communications Manager at the Ghana Water Company intimated;

Yes, even though the Company does not really have a CSR policy through these auxiliary bodies, we embark on some CSR activities by the ladies group, union members and senior staff in consultation with the Public Relations Manager.

The Senior Assistant Registrar in charge of public relations at Kumasi Technical University said that,

Yes because generally they have something they called a suggestive memoranda, any office including the PR office can suggest to management any CSR initiative which would benefit the university. The PR is allowed to come out with strategies or plans for the implementation of CSR activities that can be carried out.

In seeking answers to how the PR department ensure that companies CSR activities are geared towards the needs of the community in order to avoid unnecessary criticisms, the Corporate Affairs Manager at MTN said that,

It is very important to identify the needs of the community and provide what they really need to impact on their livelihood and the entire community, which should be done by the PR person through research to avoid unnecessary criticism.

The Public Affairs and Communications Manager at Coca-Cola also said that,

The PR makes sure the pressing needs of the community are met through research to avoid unnecessary criticism by the community, for example if the community wants water and the company gives them a library it would be a misplaced priority.

The Communications Manager at the Ghana Water Company also indicated that,

PR is usually in contact with the community, customers and listens to grievances and issues affecting them to help provide what they need. Sometimes in our outings and engagement, they realized that some cluster of schools did not have water even though an NGO has built toilet facilities for the school that is a water closet but we realized there was no water supply so these toilet facility was idle, so they connected the schools to their main extension within a shorter distance of 20meters from their main stream.

She also said that the company bought polytanks and stands and erected them at vantage points, some water pumps were also built. Through our engagements and interactions the payment of water bills was reached in agreement by the schools.

The Senior Assistant Registrar in charge of public relations at the Kumasi technical university said that,

They often monitor the situation on the ground and look for what can be done to change the living conditions or standards of the people. They also fish out for information and advised management accordingly to avoid implementing the wrong CSR initiative.

The public relations expert similarly confirmed all what have been said by the public relations officers by adding that,

Through research the PR is able to determine what a community actually needs. Without research practitioners/organizations will move blindly.

In an attempt to know the specific CSR roles that public relations officers perform, the public relations officer at the MTN asserted that,

They communicate the results of CSR activities to the public to gain a positive outlook, researching into the needs of communities, facilitating the CSR programme during the main event and coordinating CSR activities from planning stage to implementation stage.

The Public Affairs and Communications Manager at Coca-Cola also mentioned that,

They consult opinion leaders of the community about their intentions for the community, undertake a research about CSR activities and being the master of ceremony for the main programme and organizer the whole event.

The Communications Manager at Ghana Water Company also indicated that,

They do consultation, hold engagements before such activity can take place, see opinion leaders to talk to them, get the media informed about what the company is doing or about to do with respect to CSR. The PR is the facilitator for the programme and organizes the entire programme.

The Senior Assistant Registrar in charge of public Relations Kumasi technical university also asserted that,

They fish out for areas where the university has to direct its resources or strength in terms of CSR. They also give feedback from the public to the organization to shape its activities. They further suggest various steps and activities to be effectively done.

The public relations expert in his view equally mentioned that,

Public relations practitioners communicate the result of CSR activities to the public hence helping to gain positive reviews. Such actions lead to intangible results such as positive reputation, more businesses etc.

4.3.1 Summary

The participants hold a strong view that public relations practitioners are very instrumental in CSR initiatives in their various organizations. This assertion is in line with the work of Penning (2007) who states that public relations is a critical

component when it comes to public reporting, the economy, equality, and environment.

The participants equally confirmed that they embark on a number of activities such as research, stakeholder consultations to know the needs of the community and this helps in providing exactly the needs of the society without any criticisms. The views expressed by the participants is directly linked with the work of Botan (2006) in which he stated that public relations recognized desires, needs and attitudes of organization audience and will transfer to managers of organizations and by providing technical consultations to organization policy makers can place significant share in policy formulating and executive programs of organization.

The participants stated that they facilitate the CSR programmes, undertake research about CSR activities, stakeholder consultation to know the needs of the community and communicate the result of CSR activities to the public. The assertions made by the participants is in consonance with Bostdorff & Vibbert (1994) in which he indicated that communicating corporate social responsibility by corporations and business organizations worldwide provides an opportunity for them to enter public dialogue, define their rights, roles, and responsibilities in society.

4.4 The Connection between Corporate Social Responsibility and Public Relations Visibility in Ghana

According to the literature many public relations professionals believe there is a strong connection between public relations and corporate social responsibility, and that public relations professionals play a big role in making this a priority for business (Corporate responsibility, 2005, para. 9).

The public relations expert provided some perspectives on the connection between corporate social responsibility and public relations visibility in Ghana. In an attempt to answer this objective, the researchers posed the following questions:

1. What is the link between corporate social responsibility and public relations in Ghana?
2. What specific objectives are fulfilled by PR practitioners in the implementation of CSR?
3. What challenges are PR practitioners faced in CSR implementation?
4. In what ways does the PR involvement in CSR in the provision of projects and programmes contribute to the connection and visibility of PR and CSR in Ghana?

In an attempt to determine whether there is a link between corporate social responsibility and public relations, the public relations expert said,

The PR expert believes there is a strong link between CSR and PR. He further mentioned that CSR activities seek to project the organization as having a social conscience. He also indicated that every organization needs social legitimacy and is accountable to society for its existence. In addition he said CSR is therefore the link between gaining that legitimacy and acceptance and PR which is aimed at reputational management is the best to facilitate that.

In assessing the specific objectives that are fulfilled by PR practitioners in the implementation of CSR the public relations expert states that;

Practitioners communicate the result of CSR activities to the public hence helping to gain positive reviews. Such actions lead to intangible result such as positive reputation, more businesses etc.

In an effort to know how PR involvement in CSR in the provision of projects and programmes contribute to the connection and visibility of PR and CSR in Ghana, the head of department and public relations expert at the University of Pentecost stated that,

Corporate social responsibility in Ghana contributes a lot but he does not think the same can be said about PR.

In an attempt to know some of the challenges PR practitioners are faced in CSR implementation, the public relations expert mentioned that,

Lack of recognition, being placed behind marketing or human resource in the implementation process is their major challenge.

4.4.1 Summary

It is evident from the public relations expert point of view that there is a direct link between corporate social responsibility and public relations. This is in consonance with what is captured in the corporate responsibility book (2005) which states that many public relations professionals believe there is a strong connection between public relations and corporate social responsibility.

The public relations expert strongly believes PR practitioners communicate the result of CSR activities to the public. This view corresponds with

Amaladoss&Manohar(2013) that an organization may be active in corporate social responsibility programmes, either as charity or as a strategic driver, but unless the business organization makes an effort and chooses the right means to communicate them to its stakeholders, corporate social responsibility efforts are not going to make any impact on its business.

4.5 Summary

This chapter presented findings of the interviews conducted. The findings were organized based on the themes emanating from the objectives of the study.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discusses the results and provides interpretations of the objectives. The analysis and discussions of the results are based on the submissions of the public relations officers and the literature reviewed. It further covers the conclusions of the study and offers recommendations based on the interpretations of the results. The study was guided by the following objectives;

1. To establish identifiable roles of public relations in corporate social responsibility implementation Ghana.
2. To determine how public relations practitioners handle the corporate social responsibility activities in Ghana.
3. To ascertain the connection between corporate social responsibility and public relations visibility in Ghana.

5.2 Role of Public Relations in Corporate Social Responsibility Implementation in Ghana

The Public Relations Society of America (2013) points out that organization throughout the world need to understand the value of public relations in an effort to meet institutional goals and objectives. More specifically, the overall organizational strategic plan needs to incorporate public relations initiatives within the short or long term planning to avoid internal or external communication mishaps.

Judd (1989) also emphasized that public relations function can apply unique skills to help further the corporate social responsibility agenda and support a company's corporate social responsibility efforts.

Skandari(2004) also stated that, PR is planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience.

This assertion is not farfetched from the views expressed by the public relations officers who accounted that public relations is vital for the successes of business because it serves as the mouth piece for organizations in building good reputation and also championing the CSR activities of organizations. The participants further indicated in their submission that PR practitioners have proper knowledge about CSR programmes as a result companies see them as the main architect of CSR.

From the above discussions, the researchers can state that the concept of public relations and its involvement in corporate social responsibility is important for businesses in achieving organizational goals and objectives. As a result, top management should understand that the involvement of this concept in the activities of CSR is yielding efficient and effective results and must be incorporated in the organization's strategic plan.

In summary, it is important to note that public relations is viewed as a mouthpiece that enhances organizations reputation and image. This is in line with the works of Skandari (2004), who asserted that a Public relations is a planned and continuous effort to establish and maintain goodwill and understanding between an organization and its target audience. Again public relations is an integral part of CSR which ensures that the general publics see the organization as having a social responsibility

towards the community in which it operates. This view is also linked to what Cheney & Christensen (2001) contended that, through communication to stakeholders, companies attempt to prepare the way for analyzing social, political and even economic issues of the day, including the organization's responsibility to society. Public relations department equally help businesses in their corporate social responsibility implementation in order to achieve organizational objective which is in consonance with what the Public Relations Society of America (2013) outline that organizations throughout the world need to understand the value of public relations in an effort to meet institutional goals and objectives.

5.3 How Public Relations Practitioners Handle Corporate Social Responsibility

Activities in Ghana

Wes Pedersen (2005) entreats public relations managers to “emphasize corporate social responsibility importance.” Marsteller (1996) also states that in planning for social change, the role of the public relations officer is very important. Cheney & Christensen (2001) point out that, through communication to stakeholders, companies attempt to prepare the way for analyzing social, political and even economic issues of the day, including the organization's responsibility to society. Amaladoss & Manohar (2013) postulates that an organization may be active in corporate social responsibility programmes, either as charity or as a strategic driver, but unless the business organization makes an effort and chooses the right means to communicate them to its stakeholders, corporate social responsibility efforts are not going to make any impact on its business.

The assertions of the authors are in line with the instrumental approach of the stakeholder theory which emphasizes that businesses depend on stakeholders for their continuous support or providing resources (Barney 1991).

From the perspective of the public relations officers, it was clear that PR practitioners are very much involved in handling CSR activities in the organizations. They indicated that the practitioners are involved in initiating some CSR programmes, communicate same to the public to avoid any criticisms as well as send feedback to management concerning the right CSR programmes that should be carried out.

Based on the above discussions, the researchers have seen that societies in which businesses operate also needs some social benefit from them and this can be successfully achieved through the involvement of public relations practitioners initiating the right corporate social responsibility activities that will best meet the needs of the stakeholders.

In summary, the participants hold a strong view that public relations practitioners are very instrumental in CSR initiatives in their various organizations. This assertion is in line with the work of Penning (2007) who states that public relations is a critical component when it comes to public reporting, the economy, equality, and environment. The participants equally confirmed that they embark on a number of activities such as research, stakeholder consultations to know the needs of the community and this helps in providing exactly the needs of the society without any criticisms. The views expressed by the participants are directly linked with the work of Botan (2006) in which he stated that public relations recognized desires, needs and attitudes of organization audience and will transfer to managers of organization and by

providing technical consultations to organization policy makers can place significant share in policy formulating and executive programmes of organization.

The participants stated that they facilitate the CSR programmes, undertake research about CSR activities, stakeholder consultation to know the needs of the community and communicate the result of CSR activities to the public. The assertions made by the participants is in consonance with Bostdorff&Vibbert (1994) in which he indicated that communicating corporate social responsibility by corporations and business organizations worldwide provides an opportunity for them to enter public dialogue, define their rights, roles, and responsibilities in society.

5.4 The Connection between Corporate Social Responsibility and Public

Relations Visibility in Ghana

According to the literature many public relations professionals believe there is a strong connection between public relations and corporate social responsibility, and that public relations professionals play a big role in making this a priority for business (Corporate responsibility, 2005, para. 9).

Bennett Freeman, former U.S. deputy assistant secretary of state for democracy, human rights and labour, and now managing director for corporate responsibility at Burson-Marsteller, claims that, “in this new era of enquiry, corporate reputation and corporate responsibility are inseparable” (Corporate responsibility 2005, para. 9). Marsteller (1996) indicates that public relations function in organizations have effect on the organization’s actions in addition to its communications.

The admission of the public relations expert on the connection between public relations and corporate social responsibility is clear as he believes there is a strong link between PR and CSR. He admits that CSR activities seek to project the organization as having a social conscience. In furtherance he stipulated that every organization needs social legitimacy and is accountable to society for its existence. CSR is therefore the link between gaining that legitimacy and acceptance and PR which is aimed at reputational management is the best to facilitate that.

From the above views of the scholars and the PR expert, it can be said that there is actually a link between public relations and corporate social responsibility. It is therefore prudent that businesses take the role of public relations serious in their bid to embark on corporate social responsibility initiatives.

In summary, it is evident from the public relations expert point of view that there is a direct link between corporate social responsibility and public relations. This is in consonance with what is captured in the corporate responsibility book (2005) which states that many public relations professionals believe there is a strong connection between public relations and corporate social responsibility. The public relations expert strongly believes PR practitioners communicate the result of CSR activities to the public. This view correspond with Amaladoss&Manohar (2013) that an organization may be active in corporate social responsibility programmes, either as charity or as a strategic driver, but unless the business organization makes an effort and chooses the right means to communicate them to its stakeholders, corporate social responsibility efforts are not going to make any impact on its business.

5.5 Limitations of the Study

The state is limited to only the involvement of Public relations officers in CSR projects of Ghanaians. The results therefore cannot be generalised. The results also cannot be generalised to cover other PR officers implementing other organizational goals.

5.6 Recommendations

Based on the findings of the study, the researchers would want to recommend that;

1. Also public relations department of the MTN, Coca-Cola, Kumasi Technical University, Ghana Water and Pentecost University need to establish a cordial relationship with their communities and try as much as possible to liaise with management to provide more corporate social responsibility programmes for the society.
2. Management of Ghana Water Company should try and incorporate corporate social responsibility initiatives into the company as their policy because CSR is very important in the sustainability of business.
3. Managers should ensure that public relations is given much recognition and placed at the helm of affairs in order to help them in initiating CSR programmes effectively.
4. The research wish to further recommend that future studies should combine quantitative and qualitative approach.
5. Any future study can also extend to other stakeholders on the implementation of CSR activities.

5.7 Conclusion

The purpose of the study was to assess the involvement of public relations practitioners in corporate social responsibility (CSR) initiatives in Ghana. To achieve this, the research used the qualitative research approach and the stakeholder theory. The study also was guided by research objectives and questions.

In drawing conclusions regarding the role of public relations in corporate social responsibility implementation in Ghana, the empirical results were compared to the literature. From the results, it was clear that public relations play a very important role in corporate social responsibility initiatives. It was also evident that, public relations play a vital role in handling corporate social responsibility activities in Ghana. It can also be concluded from the results that public relations and corporate social responsibility are directly connected.

In sum, the researchers can confidently conclude that public relations as a concept and its involvement in corporate social responsibility cannot be overemphasized. It is therefore very important for businesses to incorporate public relations in its strategic plan most especially in the corporate social responsibility activities in order to successfully achieve organizational goals and objectives.

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APPENDIX

INTERVIEW GUIDE FOR PUBLIC RELATION PRACTITIONERS IN SELECTED COMPANIES IN ASHANTI AND GREATER ACCRA.

Kindly take some time off your busy schedule to provide answers to the questions below. The interview guide is designed for academic purpose in partial fulfilment of the requirements for the award of a Bachelor's Degree in Communication. With our project topic "**An assessment of Ghanaian Public Relations Practitioners involvement in Corporate Social Responsibility initiatives**". You are therefore assured that all information provided will be kept confidential.

You are kindly requested to **Tick** the appropriate box from the list of items and provide your own responses where applicable. Thank you.

SECTION A: DEMOGRAPHIC PROFILE

1. Position occupied in the Organisation.....
2. Rank.....
3. Gender: 1. Female[] 2. Male[]
4. Educational Level 1. PhD [] 2. Masters [] 3. Degree [] 4. Diploma []

SECTION B: To establish identifiable roles of public relations practitioners in corporate social responsibility implementation.

1. How is Public relations viewed by top management?
2. What is your company's view about the involvement of Public Relation Practitioners in CSR implementation?

3. Please describe the role of the public relations department in CSR implementation?
4. Is the implementation of CSR the responsibility of the PR department alone?
5. Please is the PR department credited for CSR programme success as well as blamed for CSR programme failure?
6. How is the PR department assessed in terms of CSR success?
7. Please tells us the CSR philosophy of your organization?
8. How long has your organization had a CSR policy?
9. Is PR involved in your CSR strategy? Please how?
10. Please tell us CSR areas that you expend efforts on?
11. Please tell us how you use information dissemination to fulfill CSR objectives?
12. Would you say that if the public relations department is left out of corporate social responsibility development and implementation, the CSR programmes of the organization will be successful?
13. In what ways does the contribution of PR involvement in CSR enhance the image of the organization?
14. Does top management see PR as a strategy in the attainment of CSR objectives?

SECTION C: To determine how public relations practitioners handle corporate social responsibility activities.

1. As the PR officer, would you say your contributions as a Practitioner to CSR Is tangible in terms of financial returns for your organization? (please describe If intangible too describe)
2. Does your company allow the PR department to initiate CSR activities?

3. In your view how does the PR department ensure that companies CSR activities are geared towards the needs of the community in order to avoid unnecessary criticisms?
4. In what ways are PR department responsible for advertising activities and branding the image of the company regarding CSR activities?
5. How does contributions made by PR practitioners assist CSR research activities?
6. Please tell us specific CSR roles that you perform as a public relations officer?
7. Through what means are corporate social activities communicated by PR department?
8. What are the reasons behind your company's intentions of communicating their corporate social responsibility activities?
9. What are some of the challenges that undermine PR practitioners in communicating corporate social responsibilities?
10. In your view as public relation practitioner responsible for communicating CSR, what would you recommend to management in dealing with the identified challenges?
11. As the PR officer, are you involved in the implementation and execution of CSR activities?

Thank you for your time. Do you have any questions that you would like to ask us?

INTERVIEW GUIDE FOR PUBLIC RELATIONS EXPERT

Kindly take some time off your busy schedule to provide answers to the questions below. The interview guide is designed for academic purpose in partial fulfilment of the requirements for the award of a Bachelor's Degree in Communication. With our project topic "**An assessment of Ghanaian Public Relations Practitioners Involvement in Corporate Social Responsibility Initiatives**". You are therefore assured that all information provided will be kept confidential.

You are kindly requested to **Tick** the appropriate box from the list of items and provide your own responses where applicable. Thank you.

SECTION A: DEMOGRAPHIC PROFILE

5. Position occupied in the Organisation...Communications manager Ghana Water Company Limited.....
6. Rank.....
7. Gender :
8. Educational Level :

SECTION B: To establish identifiable roles of public relations practitioners in corporate social responsibility implementation.

1. How is Public relations viewed by top management?
2. What is your company's view about the involvement of Public Relation Practitioners in CSR implementation?
3. Please describe the role of the public relations department in CSR implementation?
4. Is the implementation of CSR the responsibility of the PR department alone?

5. Please is the PR department credited for CSR programme success as well as blamed for CSR programmer failure?
6. How is the PR department assessed in terms of CSR success?
7. Please tells us the CSR philosophy of your organization?
8. How long has your organization had a CSR policy?
9. Is PR involved in your CSR strategy? Please how?
10. Please tell us CSR areas that you expend efforts on?
11. Please tell us how you use information dissemination to fulfill CSR objectives?
12. Would you say that if the public relations department is left out of corporate social responsibility development and implementation, the CSR programmes of the organization will be successful?
13. In what ways does the contribution of PR involvement in CSR enhance the image of the organization?
14. Does top management see PR as a strategy in the attainment of CSR objectives?

SECTION C: To determine how public relations practitioners handle corporate social responsibility activities.

1. As the PR officer, would you say your contributions as a Practitioner to CSR is tangible in terms of financial returns for your organization? (please describe If intangible to describe)
2. Does your company allow the PR department to initiate CSR activities?

3. In your view how does the PR department ensure that companies CSR activities are geared towards the needs of the community in order to avoid unnecessary criticisms?
4. In what ways are PR departments responsible for advertising activities and branding the image of the company regarding CSR activities?
5. How does contributions made by PR practitioners assist CSR research activities?
6. Please tell us specific CSR roles that you perform as a public relations officer?
7. Through what means are corporate social activities communicated by PR department?
8. What are the reasons behind your company's intentions of communicating their corporate social responsibility activities?
9. What are some of the challenges that undermine PR practitioners in communicating corporate social responsibilities?
10. In your view as public relation practitioner responsible for communicating CSR, what would you recommend to management in dealing with the identified challenges?
11. As the PR officer, are you involved in the implementation and execution of CSR activities?

SECTION D: To ascertain the connection between corporate social responsibility and public relations visibility in Ghana.

1. What is the link between corporate social responsibility and public relations in Ghana?
2. Is PR central to CSR programme implementation?
3. If yes how?

4. Would you say that PR practitioners in Ghana are fully involved in CSR implementation programme of their companies?
5. What specific objectives are fulfilled by PR practitioners in the implementation of CSR?
6. What challenges are PR practitioners faced in CSR implementation?
7. What is the status of CSR implementation by PR practitioners in Ghana?
8. In your view how does the PR department ensure that companies CSR activities are geared towards the needs of the community in order to avoid unnecessary criticism?
9. In what ways are the PR department responsible for advertising activities and branding the image of the company regarding CSR activities?
10. How does a contribution by PR practitioners assist CSR research activities?
11. What are some of the challengers that undermine PR practitioners in communicating corporate social responsibility?
12. In your view what role do the media play in Ghana regarding PR involvement in CSR visibility?
13. In your view do you think the involvement of PR practitioners in CSR is visible for the general public?
14. What is the frequency with which PR practitioners are involved in corporate social responsibility activities undertaken by organizations is communicated to stakeholders?
15. In what ways does the PR involvement in CSR in the provision of projects and programmes contribute to the connection and visibility of PR and CSR in Ghana?

16. Through what means are CSR programmes communicated by PR practitioners to its publics?