

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Impact of Corporate Social Responsibility on Buyer Behavior within the Mobile Telecommunication Sector: A Case of MTN and Vodafone Ghana Limited

Benjamin Otchere-Ankrah

Lecturer, School of Business, Central University College, Accra, Ghana

Emmanuel Tenakwah Senior

Graduate Assistant, Department of Public Administration and Health Services Management
University of Ghana Business School, Accra, Ghana

Emmanuel Tenakwah Junior

Graduate Assistant, Department of Accounting, University of Ghana Business School, Accra, Ghana

Abstract:

The purpose of the study was basically to examine the impact of Corporate Social Responsibility on buyer behavior within the mobile telecommunication sector with MTN & Vodafone Ghana limited as the case. The objectives of the study were to ascertain the motivation for undertaken CSR activities, to examine the impact of CSR activities so patronage of telecom products and to ascertain challenges in the adoption-implementation of CSR by the telecom firms. The research adopted a descriptive survey approach for which data was collected form one hundred customer and five staff members of the selected telecommunication firms. It was revealed that the motives to retain employees and to ensure superior performance, also the need to maximize profit are reasons why these firms undertake CSR. In addition it was noted that CSR initiative were done to promote company brand; help company develop relationship with customers and attract patronage.

Keywords: Corporate social responsibility, customers, impact, initiative, telecommunication

1. Introduction

Corporate Social Responsibility (CSR) as a concept entails the practice whereby corporate entities voluntarily integrate both social and environment upliftment in their business philosophy and operations. The practice of Corporate Social Responsibility (CSR) developed rapidly over the last two decades in most developed and developing economies according to Hinson (2010). More so, corporate social responsibility philosophy concerns ethical, legal and philanthropic behaviour in the workplace and the business community. The central focus of CSR entails respect for employees, the community and the environment. According to Business for Social Responsibility (2006), Corporate Social Responsibility is defined as “achieving commercial success in ways that honour ethical values and respect people, communities, and the natural environment”. CSR at its best bolsters an organisation’s status and communicates values to its shareholders as well as to society. Nevertheless, corporate profitability has been observed to be the overriding objective in relation to these practices.

About seventy percent customers, according to Ghana club 100 (2010), have a more favorable view of a company that contributes or sponsors a cause they believe is worthy. In this light, people will be and are more likely to be interested in a company that is contributing to a cause like HIV/AIDS research than one that is just promoting its goods and services without saying what interest it has in contributing to society now than they used to. CSR issues are now being integrated in all aspects of business operations and explicit commitment to CSR is articulated in vision, mission and value statement of most companies (Ofori, et al, 2006). Indeed, they emphasised that “stakeholder demands on business have increased at such a dramatic rate that, given the immensity of these pressures, large and small firms find it increasingly difficult to avoid assuming their CSR”. Meanwhile the telecommunication sector in Ghana which has been very vibrant over the last decade seems to have come of age with six different telcos operating competitively across the length and breadth of the country. The growth in the sector has contributed majorly to encouraging stakeholders of the sector to consider CSR initiative and activities. Corporate Initiative Ghana, which awards best performing banks in various categories, considers highly, year round CSR activities of banks before awarding them irrespective of their financial and customer service performance. Similarly, in 2010 the Minister for child and Women Affairs has requested that banks do more for society by assisting their ministry to fight crime against children. It is therefore evident that that there is growing pressure on the banking sector to incorporate CSR activities as part of the policies so as to assist the society, since all their stakeholders and customers are part of the larger community.

Ocran (2011) alluded to the fact that corporate social responsibility has been practiced in Ghana for nearly two decades. He further opined that there is not clear legislation requiring firms to undertake corporate social responsibility initiatives or activities. Furthermore, Hinson (2006) claims that the lack of legislation makes CSR rather a public relations tool adopted by telecom companies (telcos) to make their brands popular as against undertaking CSR activities for social good. This notwithstanding some CSR activities is undertaken purely for public good. In addition, Ocran (2011) and Osei-Tete (2010) state that, more often than not, the reasons and motivation for some companies to undertake CSR programmes and partnership as well as associated with social issues, communities or charitable organisations are not very clear or obvious. This is true, especially where the telecom sector is seen supporting various social activities such as health and education.

Even more worrisome is the fact that, Ocran (2011) showed divided opinions where one part of his research result claimed CSR had impacted positively on patronage while the other one half stated otherwise. These diverging opinions were also cited by Milton Friedman (1979) who claimed CSR is unimportant and businesses need to focus on making profit since CSR take away profit. However Klook (2000) claims CSR is profitable and influence patronage of goods and services. This research is therefore focused on identifying the impact of CSR on buyer behavior. The main objective of the study was to ascertain the impact Corporate Social Responsibility on buyer behavior in the telecom sector, with MTN and Vodafone as the case. Specifically the study examined the motivation for undertaking CSR activities, the impact of CSR activities on patronage of telecom products/services and the challenges in the adoption/ implementation of CSR by the telecom firms.

2. Literature Review

2.1. *Genesis of Corporate Social Responsibility (CSR)*

The current chapter discusses the theoretical threshold of the study specifically; it surveys the corporate social responsibility literature, with emphasis on history of corporate social responsibility, key definitions, implementation processes for corporate social responsibility, benefits of corporate social responsibility and corporate social responsibility relationship with brand image. The history of corporate social responsibility is almost as old as that of companies. In the words of Steiner George (2000), the idea of corporate social responsibility “has developed differently around the world because of unique histories, cultures and institutions”. These factors combine to create singular social contracts. In Europe the economic depression of the 1930s, saw Germany experiencing skyrocketing inflation. Millions became unemployed worldwide; price mechanism with Smithian invisible hand shook to foundation; neither could government intervention hold the forts. These brought very unassuming personalities into world politics. As Steiner (2000) points out, Adolph Hitler came to power in Germany; Joseph Stalin also rose to become leader in Russia resulting in wars.

Economies in post war Europe lay ruins and these forced governments at the time to hold corporate bodies responsible for social goals such as full employment, job security, safety measures for workers and income equality as well as contributions towards society, and not just the payment of taxes out of profit. The hitherto socialist countries that sought to solve social problems through state owned enterprises all of a sudden started operating capitalist policies and eventually metamorphosing into mixed economies, example Germany. Thus there was great pressure on corporate entities to involve themselves in social actions or be wiped out. This example was why social actions in Europe delayed as compared to America. In England most of the firms that refused CSR actions during this period were nationalized (Steiner 2000). In France industries sectors that showed lackadaisical attitude were also nationalized. In Japan, after the reign of Confucianism, Emperor Maiji in 1868 introduced modernization through borrowing technology from the West. The corporation got in CSR initiatives such is evident in Japan today where the biggest clinic was built by Asahi Company.

2.2. *Definitions of Corporate Social Responsibility (CSR)*

Definitions of Corporate Social Responsibility (CSR) have been provided by many academics, researchers, and corporations, however for the purpose of this research the researcher focuses on three definitions found to be relevant to this study. Osei-Tete (2012), defines Corporate Social Responsibility (CSR) as achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment. Furthermore, he asserted that Corporate Social Responsibility also means addressing the legal, ethical, commercial and other expectations society has for business, and making decisions that fairly balance the claims of all key stakeholders. The World Business Council for Sustainable Development (2010) defines CSR as a business' commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life. Under this point of view, the CSR rests on the fundamental pillars of both the economic growth and the quality of life as an engine for sustainable development. Finally, Forstater et al. (2002) defines Corporate Social Responsibility as a company's actions that contribute to sustainable development through the company's core business activities, social investment and public policy debate. The underlying cause of expanded social responsibility is the historical force of economic growth, which has spawned in its wake, increased impacts of corporate activity on society.

2.3. *Types of Corporate Social Responsibility Initiatives*

CSR includes a variety of socially responsible activities. Kotler and Lee (2005) identified six different types of CSR initiatives: cause promotion, cause-related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible business practice. However, the researcher focuses on five since they have a bearing on the study.

2.3.1. Cause Promotion

A goal of this initiative is to build awareness and concern for social causes by informing the public of the facts and statistics about a cause. It tries to persuade people to find out more about the cause, donate time, donate money, donate nonmonetary resources, and participate in events. Contributions or support provided to a cause are not tied to the sale of specific products. Cause promotion does not intend to change people's behaviors, related to the cause; it only calls for action related to buying certain products over others. Also, it involves business activities such as developing and distributing material, volunteering, participating in public relations activities, and engaging in sponsorships (Kotler & Lee, 2005).

2.3.2. Cause-Related Marketing

"A corporation commits to making a contribution or donating a percentage of revenues to a specific cause based on product sales. Most commonly this offer is for an announced period of time and for a specific product and a specified charity" (Kotler & Lee, 2005). In this CSR initiative type, the distinctive feature is the relationship with product sales. A company cooperates with a non-profit organization to create a mutual relationship that intentionally provides increased product sales as well as financial support to the charity. Moreover, it usually involves the marketing department because its intention is to increase sales (Kotler & Lee, 2005). However, according to Smith (2003), this initiative potentially causes a problem when customers assume that a company is engaging in this activity only to increase the company's profits.

2.3.3. Corporate Social Marketing

According to Kotler and Lee (2005), intention to change behavior is the focus of this initiative. They refer to corporate social marketing as when "a corporation supports the development and/or implementation of a behavior change campaign intended to improve public health, encourage savings culture, safety, the environment, or community well-being". In addition, it tends to be a cooperation between a company and the public sector such as federal, state, health department, and utilities. Examples of this initiative are the Future Leaders Foundation Ghana's campaign to encourage the use of contraceptives to avoid HIV/AIDS and Vodafone's Health Check programme on tips to staying healthy.

2.3.4. Socially Responsible Business Practices

In this initiative, "A corporation adopts and conducts discretionary business practices and investments that support social causes to improve community well-being and protect the environment" (Kotler & Lee, 2005). The concepts of discretionary activities, community, and well-being distinguish this type of CSR initiatives from others. Discretionary activities are not mandated by law. They are about the morality and ethics of a corporation. Community refers to everyone who is involved with a business. Well-being refers to psychological and emotional health and safety (Kotler & Lee, 2005).

2.3.5. Corporate Philanthropy

In this type of CSR initiative, a company directly contributes to charity or causes in the form of cash, donations, and/or in-kind services. This is the most traditional form of CSR. Typical programs include donating cash/products/services, providing technical expertise, offering the use of equipment, and allowing the use of facilities and distribution channels. Corporate philanthropy, sometimes known as community giving, community relations, corporate citizenship, or community affairs, has been strategically used to build good images for companies (Kotler & Lee, 2005).

2.4. Motives for CSR

In the presence of conflicting views on the validity of the business case for CSR the investigation of the reasons behind CSR has acquired considerable prominence. And yet, despite the existence of a substantial body of literature dealing with the topic (Blowfield & Murray, 2008; Campbell, 2007; Corporate-Watch, 2006; Moon & Vogel, 2008; Smith, 2008; Terlaak, 2007), no firm conclusions have been reached. The literature is largely split between approaches that consider CSR to be externally driven and those that consider it to be internally driven while some scholars attempt to integrate the two approaches conceptually or argue for their parallel existence (Muller & Kolk, 2010). These approaches are discussed in this section.

2.4.1. External Motives

Studies emphasizing the influence of external factors in firms' decision to engage in CSR activities attempt to establish a link between external pressures such as shareholder demands, regulation or peer pressure and adoption of CSR practices (Muller & Kolk, 2010). For instance, Deegan et al. (2002) argue that social and environmental actions undertaken by firms are associated with the extent of media attention. Their research indicates a positive relation between media attention given to particular issues and the attention given to the same issues by companies. The scholars claim that continuing media attention, particularly negative media coverage, is likely to result in firms' engagement in CSR. Likewise, Aguilera et al. (2007) have developed a theoretical framework drawing on such theories as organizational justice, corporate governance, and varieties of capitalism maintaining that companies are driven to adopt CSR practices by various stakeholders, including employees, consumers, shareholders and government.

The role of government as a significant driver behind firms' engagement into CSR has been also emphasized by other studies, which indicate that governments can motivate firms to become socially responsible through enforcement, endorsement, guidance and partnering (Aguilera, et al., 2007; Moon & Vogel, 2008). Enforcement refers to enacting laws, which support the adoption of CSR

practices by companies and enforcing those laws. Endorsement refers to cases where governments declare their incapacity in dealing with social issues and attempt to increase business' awareness on CSR by using various initiatives such as launching web-sites and publishing informative leaflets. Also, governments can offer guidance by supporting various self-regulatory tools such as management standards as a means of facilitating CSR implementation by firms. Finally, partnering refers to cases where governments try to promote the application of the concept by formulating partnerships with businesses such as Business in the Community and the Swedish Partnership for Global Responsibility.

Some scholars have adopted a different approach and highlight the influence of the institutional environment on companies' decision to adopt CSR practices (Bartley, 2003; Darnall & Edwards Jnr, 2006; Weaver, *et al.*, 1999). The argument is that practices supported by the institutional environment are the ones which are perceived as legitimate forms of behaviour by society and this is why firms end up adopting them (Glynn & Marquis, 2004). Companies do not want to deviate from what is perceived as normal behaviour because if they do their legitimacy will be threatened (Deephouse, 1996). This may even threaten the firm's survival as there is a link between organizational legitimacy and survival (Brown & Deegan, 1998). In particular, failure to secure legitimacy may bring in the imposition of sanctions, such as fines or boycott of company's products by society. Firms acknowledge the significance of maintaining their legitimacy and for that reason they embody in their strategies the widely accepted practices supported by the institutional environment (Garriga & Melé, 2004). Finally, some authors maintain that companies may adopt certain practices due to competitive pressure by their peers (Hess, *et al.*, 2002). Businesses may end up adopting policies, which they would not do otherwise, in order to remain competitive. For example, Merck, the well-known pharmaceutical company, has caused such pressures on its rivals when it developed and donated a medicine to fight 'river-blindness' to poor African countries. This action established the reputation of the company as a responsible one and forced its competitors to act likewise (Hess, *et al.*, 2002).

2.4.2. Internal Motives

In contrast to the previous one, this approach attributes greater importance to intrinsic rather than extrinsic factors as drivers of CSR adoption by companies. Some scholars argue that companies voluntarily adopt CSR practices to facilitate opportunistic rather than responsible behaviour (Campbell, 2007; Lenox, 2006). Yet, another suggested reason is that companies adopt CSR practices to send a signal of superior performance over their competitors that have not adopted such practices (Campbell, 2007; Lenox 2006). This view is shared by those scholars who believe that firms engage in CSR practices in order to secure legitimacy and competitive differentiation (Bansal & Hunter, 2003; Waddock & Graves, 1997).

Evidence from the literature (Oliver, 1997; Zukin & DiMaggio, 1990) indicates that companies use strategies and symbols that enable them to manipulate their environment in order to increase their freedom from social control and intervention. Businesses do not passively respond to demands for CSR practices but they employ communication and self-regulatory tools, such as ICMS and codes of ethics, for convincing their stakeholders about the legitimacy of their operations. Furthermore, there are studies that emphasize the view that firms' policies are always based on a cost-benefit analysis aiming at profit-maximization (Corporate-Watch, 2006). The literature indicates that companies engage into CSR practices to be able to satisfy own benefits, including reputation enhancement; avoid costs stemming from litigation; attract investors; improve their competitiveness and market positioning; and improve their operational efficiency.

Finally, some studies lend support to the view that companies do not always follow the economic rationalization paradigm (Davis, *et al.*, 1997; Heugens, *et al.*, 2008). The argument is that companies' motives for behaving altruistically lie in a sense of obligation and responsibility that firms may develop. It is asserted that some corporations are truly concerned on the impacts of their activities and develop a sense of social duty. These companies engage in CSR activities because it is the right thing to do; they see the adoption of such practices as an opportunity of applying a new corporate culture and not as means of profit maximization. Due to the fact that they are value-driven, it is expected that they always follow a specific type of operation embedded in their principles. This behaviour is motivated by a sense of social rationality and it is in this context that they apply the CSR practices.

2.5. Challenges of Corporate Social Responsibility Adoption in Ghana

Many companies think that Corporate Social Responsibility is a peripheral issue for their business and customer satisfaction is more important for them (Hinson, 2011). They imagine that customer satisfaction is now only about price and service in the Ghanaian context; however they fail to point out on important changes that are taking place worldwide that could impact their business. Some businesses seem to be no longer interested in activities that benefit the society, citing them as the role of government since government collects tax money, hence, resulting in some firms not having any policy initiative towards CSR. Also some companies think of CSR as double taxing of the customer since it mean a company will have to charge the customer more in order to raise more income to take care of social issues. Finally, lack of management interest and an effective implementation of plan are some the challenge of CSR.

3. Research Methodology

Research methodology is basically concerned with the research design being undertaken, types of data, data collection and analysis of the data. For this research a multiple case study was used; for which MTN and Vodafone were used as a case study. Also, in terms of data both primary and secondary data were used. The primary data was been obtained basically through questionnaire administration to customers and staff of the selected companies. However; secondary data was obtained from articles, text book, journals and so on. After data was obtained, analysis has been done using Microsoft computer software packages such as excel and presented using graphs, tables and charts. The research focused on the impact of corporate social responsibility on buyer behavior in the

telecommunication sector. The researcher's scope focused on the Head offices of MTN and Vodafone Ghana limited in Accra with customers also drawn from the Accra Metropolis due to the limitations of the work.

4. Findings

The findings have been summarized in order to make reading easier for users of this research work. The responses were grouped and analyzed with the help of tables and figures. Due to the nature of the study, the sampled respondents were asked to make multiple choices responses regarding which CSR activities their telecom provided participated in. Based on the responses gathered in table 1; 23% cited education as the focus of their telecom provider's CSR focus. Also 12% claimed employment CSR was the focus of their telecom provider, while 53% which constituted the majority cited health and the remaining 6% cited infrastructure development. It was evident that health care CSR is a recognized activity undertaken by the telecom firms. Out of the one hundred respondents gathered; 89% claimed the CSR activities undertaken by the telecommunication firms were beneficial; however the remaining 11% were undecided. Though the 11% was in the minority it still needed to be investigated to identify their reasons in order to provide appropriate recommendations to the telecom organizations.

Respondents were asked to identify which areas in the above table benefited from CSR activities. Based on the findings in table 3; it was evident that 66% cited the community as the beneficiaries of CSR activities; while 23% cited customers as the beneficiaries with the remaining 11% stating the country as the beneficiaries. It was evident in the above that the community way the main beneficiaries CSR activities.

Respondents were also asked to measure to what extent they thought CSR activities provided by the telecommunication firm adequate. It was realized in table 4 above were 21% claimed CSR activities were very adequate, 31% claimed it was adequate. However, 11% were undecided and the remaining 37% claimed it was inadequate. Indeed the majority expected more from the telecom providers and hence claimed their CSR activities as inadequate.

According to responses in table 5; 61% responded in the affirmative while the remaining 39 claimed otherwise. Further probing of the majority revealed the following; some respondents claimed CSR activities undertaken by these firms were mere public relations ploy, also other claimed these firms did not really examine which need was pertinent to the people or society and also claimed that the companies did have the needed expertise to properly execute CSR initiatives.

Interestingly the same percentage of respondents in table 6; probing of the responses in this section showed that respondents expected some changes in terms of the targeted beneficiaries of CSR activities and also respondents claimed customers should benefit more from these activities.

In table 7 72% which constituting the majority cited that CSR activities of their telecom provider had influenced them to patronize the services of the firms. However 17% claimed otherwise with 11% not being sure. In conclusion the research realized that indeed CSR activities impacted positively on patronage.

Customers cited the fact that though the CSR activities engaged in influenced them to choose these telecommunication firms, customers claimed that social activities must be well researched into in order to ensure that those needs that are pertinent are looked at. More so, CSR activities seem to have been used for marketing purposes which customers say should not be the case even though it impacted on their choice. Additionally customers claimed a nation-wide approach should be adopted and should be done in collaboration with government and other institutions in order to create a national impact of these CSR activities.

4.1. Analysis of In-Depth Interviews

4.1.1. Understanding of CSR and the Motivation for CSR

The sampled corporate social responsibility heads recognized corporate social responsibility as initiatives undertaken by firms to support the society in which they operate. A respondent stated that "*corporate social responsibility as a tool purposely adopted by firms to check environment to ensure that their activities which were mostly geared towards profit making does not negatively impact on the environment in which it operates*".

With regards to what motivated the involvement of these firms to undertake corporate social responsibility activities; it was realized through the interview that, the need to meet genuine social need was the main motivator and to avoided media and government criticism as against undertaking corporate social responsibility activities as a marketing tool or a public relations ploy. Therefore the desire to meet needs was their motive and all others are secondary.

4.1.2. The Extent of Involvement in Firm's CSR Initiatives and Activities

According to the responses gathered from the key informant it was realized that these firms undertook initiatives such as healthcare project which is sometime seen on Ghanaian television stations, free health screening, educational project by providing scholarships to school children from the primary to university level. In conclusion to ensure that these initiatives and activities are undertaken properly and effectively special departmental head and managers be involved by personally providing the needed CSR support. Example in the case of Vodafone healthcare programme manager was involved in selecting candidates for healthcare assistance.

4.1.3. Impact Has CSR on the Image and Patronage of Your Service

With regards to patronage of products and services; respondents were of the view that overtime customers regard corporate social responsibility activities of their firms as an act of good citizenship and therefore motivates customers to make patronages with these

firms with the idea that some of the profits will be reinvested into the society. More so, key informants claimed that corporate social responsibility activities have positioned their organization favorably in the minds of customers.

4.1.4. Challenges Experienced During the Implementation of CSR Activities

Lack of top management involvement is the first major challenge when implementing corporate social responsibility activities. Respondents claimed in some cases top management sees corporate social responsibility activities as too cost involving and could be avoided entirely while having the same impact. More so, the organization not having corporate social responsibility as part of their corporate agenda also militated against how much can be spent on corporate social responsibility activities. In addition since corporate social responsibility sometime undertaken by the employee of the organization, there are occasions were employees are not skilled enough to undertake these CSR activities.

4.2. Discussions

The findings were discussed in relation to the literature in chapter two in order to address the accuracy, validity or otherwise of the literature in current times. The responses regarding internal motive for undertaking CSR included the fact that employees agreed that their organizations use CSR as a tool to retain employees and to ensure superior performance. More so management respondents also revealed the need to maximize profit as reason for undertaken CSR initiative or activities. These findings are consistent with previous studies by Campbell, (2007); and Lenox, (2006) who opine that superior performance is an impetus for firm engagement in CSR while Waddock & Graves, (1997), Bansal & Hunter, (2003) cited profit maximization. It was also realized that in terms of external motives for engaging in CSR it was noted from staff responses that the need to promote company brand; help company develop relationship with customers were vital reason in engaging CSR; this can be buttressed with assertion raised by Aguilera *et al*(2007). Indeed based on the researcher's opinion these finds in many ways are the main reasons why firms undertake CSR activities.

More so, Sen & Bhattacharya, (2001) mentioned in the literature the CSR influences customer attitude to make patronage of services, this was in the findings show that customers were indeed influenced to make patronages due to CSR activities of their telecom providers. With regards to patronage of products and services; staff respondents were of the view that overtime customers regard corporate social responsibility activities of their firms as an act of good citizenship and therefore motivates customers to make patronages with these firms with the idea that some of the profits will be reinvested into the society.

It was revealed by that issues of lack of top management involvement were a major challenge when implementing corporate social responsibility activities. Thus top management did not include CSR as part of corporate policy and rather saw CSR as a cost to the company. With regards to the literature Hinson, (2011) cited that a lack of governmental legislation made the adoption of CSR by firms not mandatory hence the lack of commitment from organizational leadership to undertake CSR. More so, another challenge limiting full implementation of CSR programmes by firms in the perception of some target groups that CSR is just a public relations ploy to cover up for the damages firms are doing to society.

5. Recommendations

Sequel to the conclusions made in the above the research proposed the following recommendations to the management of the telecommunication firms.

Top management was seen not to be fully involved in CSR activities. It is therefore recommended that top management of the various telecommunication firms take a center role of getting involved in each CSR initiative. This will ensure that those initiatives that will impact the impact of the firms are selected.

The research realized that CSR was not part of the firms overall policy initiative though its advantages were evident in the research. It is therefore recommended that as part corporate objectives CSR policies and initiatives should be considered as part of the overall corporate objective to ensure appropriate allocation funds is made for CSR activities.

It is recommended that CSR activities should be considered as a nation-wide initiative in order to support other initiatives and other regions and not just small groups of beneficiaries or customers for that matter.

6. References

1. Business Society Responsibility (2006). Conference: Innovative Strategies — Measurable Impacts, Grand Hyatt: New York.
2. Broomhill, R. (2007). Corporate social responsibility: key issues and debate. Dunstan Paper No. 1. <http://www.som.cranfield.ac.uk/som/dinamic-content/research/doughty/Dunstan1.pdf> - accessed 25th June, 2014.
3. Branco, M. C., & Rodriguez, L. L. (2006). Positioning stakeholder theory within the debate on corporate on corporate social responsibility. *Electronic Journal of Business Ethics and Organizational Studies* 12 (1): 61-80.
4. Carroll, A. B. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
5. Crespo, H. (2005). Influence of Corporate Social Responsibility on Loyalty and Valuation of Services. *Journal of Business Ethics* 61 (4):369 - 385 (2005)
6. Carroll, A. B. (1996). The Four Faces of Corporate Citizenship. *Business and Society Review*, 100(1), p. 1-7.
7. Carroll, A.B., & Buchholtz, A. K. (2000). *Business and Society: Ethics and Stakeholder Management*. 5th ed. Australia: Thomson South-Western.

8. Cohen, B., & Greenfield, J. (1997). *Double dip: How to run a value-led business and make money, too*. New York, N.Y.: Simon & Schuster.
9. Chahal, H., & Sharma, R. D. (2006). Implication of corporate social responsibility on marketing performance: A conceptual framework. *Journal of Services Research*, 6(1), 205-216.
10. Creyer, E. H., & Ross, W. T. (1997). The influence of firm behaviour on purchase intention: Do consumers really care about business ethics? *Journal of Consumer Marketing*, 14(6), 421-432.
11. Fombrun, C., Gardberg, N., & Barnett, M. (2000). Opportunity platforms and safety nets: corporate citizenship and reputational risk. *Business and Society Review*, 105(1), 85–106.
12. Friedman, M. (1970). *Capitalism and Freedom*, University of Chicago, Chicago Press, IL, p. 10.
13. Friedman, M. (1979). From CSR1 to CSR2: the maturing of business and society thought, *Business and Society*, Vol. 33 No. 2, pp. 150-64.
14. Forstater, M., MacDonald, J. and Raynard, P. (2002). *Business and poverty: bridging the gap*, paper presented at the Prince of Wales International Business Forum, London.
15. Hinson, E., Ofori F. (2010). *Corporate social responsibility (CSR) perspectives of leading firms in Ghana*. emeraldinsight.com
16. Ofori, D. & Hinson, R. (2006). Corporate social responsibility (CSR) perspectives of leading firms in Ghana, *Corporate Governance: The International Journal of Business in Society* 7(2), 178–193.
17. Idemudia, U. (2007). *Corporate social responsibility and community development in the Niger Delta, Nigeria: A critical analysis*. PhD thesis, Lancaster University, Lancaster, UK.
18. Idowu, S.O. & Pappasolomou, I. (2007). Are the corporate social responsibility matters based on good intentions or false pretences? An empirical study of the motivations behind the issuing of CSR reports by UK companies, *Corporate Governance*, 7(2), pp. 136-147.
19. Klook, J. (2000). The social responsibility of business and new governance: *Government and Opposition* 37 (2): 385–408.
20. Kotler, P., N. Roberto & N. Lee (2005). *Social Marketing: Improving the Quality of Life* (2nd ed). London: Sage.
21. Munilla, L. & Miles, M. P. (2005). The Corporate Social Responsibility Continuum as a Component of Stakeholder Theory, *Business and Society Review*, 110(4), 371-387.
22. Malhotra, N. (2007). Marketing research: A state-of-the-art review, *International Marketing Review*, Vol. 13 Iss: 5, pp.7 - 43
23. Ofori, k. O & Dwyer, B. (2006). Conceptions of corporate social responsibility: the nature of managerial capture, *Accounting, Auditing & Accountability Journal*, Vol. 16 No. 4, pp. 523-57.
24. Osei-Tete, F., (2010). *Corporate Social responsibility*, Vol. 1: pp. 25 – 49. Ghana: Accra, Sylvia Ventures Press.
25. Steiner, G. (1971). *Business and Society* (2nd ed.) New York: Random House. p164.
26. Steinberg, E. (2000). *Just Business Ethics in Action*, Oxford University Press, Oxford.
27. Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing Better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(May), 225–44.
28. Utting P. (2005). *Business Responsibility for Sustainable Development*, Occasional Paper OPG2, Geneva: UNRISD.
29. VanMarrewijk M. (2003). Concepts and definitions of CSR and corporate sustainability: between agency and communion. *Journal of Business Ethics* 44: 95–105.
30. Waddock, S. A., & Samuel, B. G. (1997). The corporate social performance financial performance link.” *Strategic Management Journal*, 18 (4): 303-319.
31. Werder, K. P. (2008). The effect of doing good: An experimental analysis of the influence of corporate social responsibility initiatives on beliefs, attitudes, and behavioral intention. *International Journal of Strategic Communication*, 2(2), 115-135.
32. Zikmund, W. G. (2010). *Business research methods* (7th Ed.). Mason, OH: South-Western, Thomson Learning

ANNEXURE

Response	Frequency	Percentage
Education	53	23
Employment	23	12
Health	100	53
Infrastructure	11	6
Total	187	100

Table 1: CSR Activities Undertake

Response	Frequency	Percentage
Beneficial	89	89
Undecided	11	11
Total	100	100

Table 2: Telecom CSR Beneficial

Response	Frequency	Percentage
Community	66	66
Customers	23	23
Country as a whole	11	11
Total	100	100

Table 3: Beneficiaries of CSR activities

Response	Frequency	Percentage
Very adequate	21	21
Adequate	31	31
Undecided	11	11
Inadequate	37	37
Total	100	100

Table 4: Adequacy level of telecom CSR activities

Response	Frequency	Percentage
Yes	61	61
No	39	39
Total	100	100

Table 5: Problem with CSR activities undertaken

Response	Frequency	Percentage
Yes	61	61
No	39	39
Total	100	100

*Table 6: Do you think changes should be made to CSR activities**Source: field data 2014*