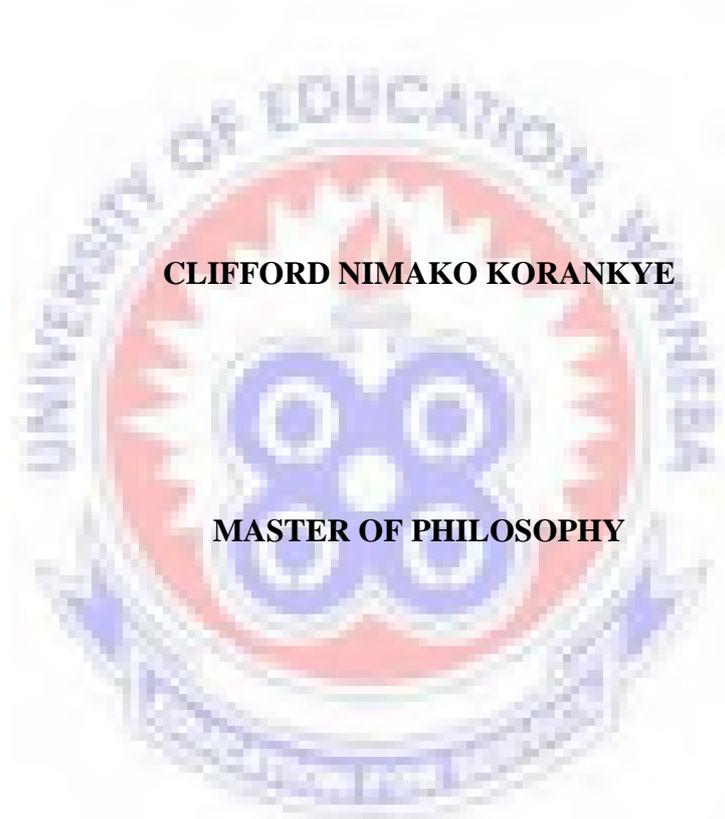


UNIVERSITY OF EDUCATION, WINNEBA

**COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY ONLINE:
A CASE STUDY OF NEWMONT GHANA GOLD LIMITED**



CLIFFORD NIMAKO KORANKYE

MASTER OF PHILOSOPHY

2020

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A CASE STUDY OF NEWMONT GHANA GOLD LIMITED**

CLIFFORD NIMAKO KORANKYE

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**A Dissertation in the Department of Communication and Media Studies, Faculty of
Foreign Languages Education and Communication Submitted to the School of Graduate
Studies, University of Education, Winneba, in partial fulfilment**

**of the requirements for the award of the degree of
Master of Philosophy
(Business Communication)
in the University of Education, Winneba**

JULY, 2020



DECLARATION

STUDENT'S DECLARATION

I, Clifford Nimako Korankye, declare that this dissertation, with the exception of quotation and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

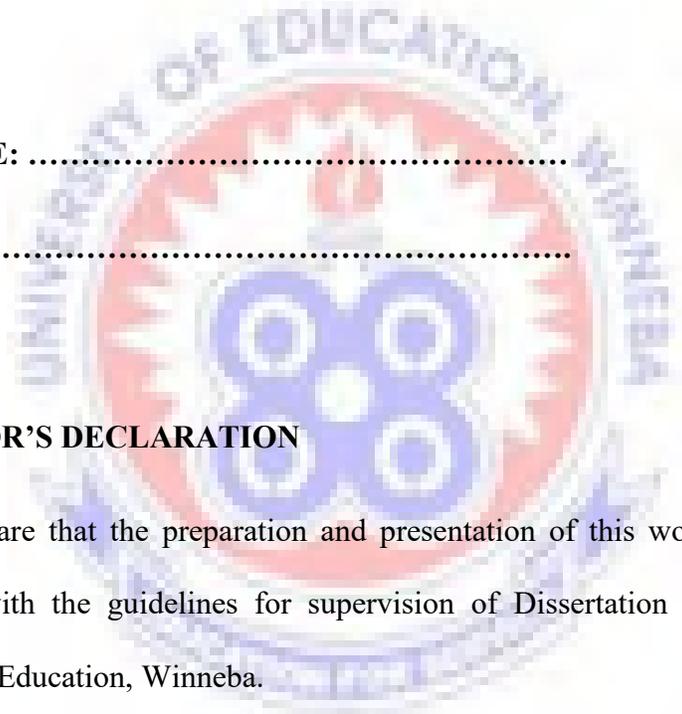
SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: DR. MAVIS AMO-MENSAH

SIGNATURE:

DATE:



DEDICATION

Dedicated to George, Josephine, Jennifer, Irvin and Inez Korankye.



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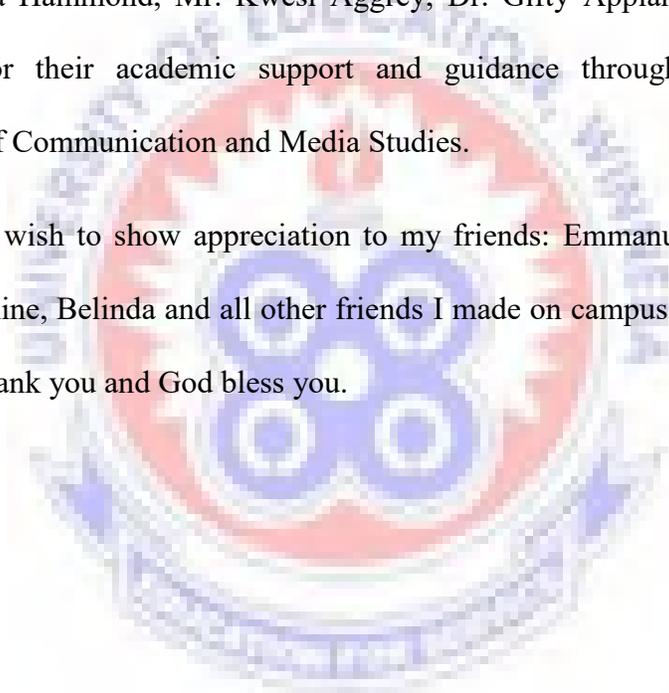


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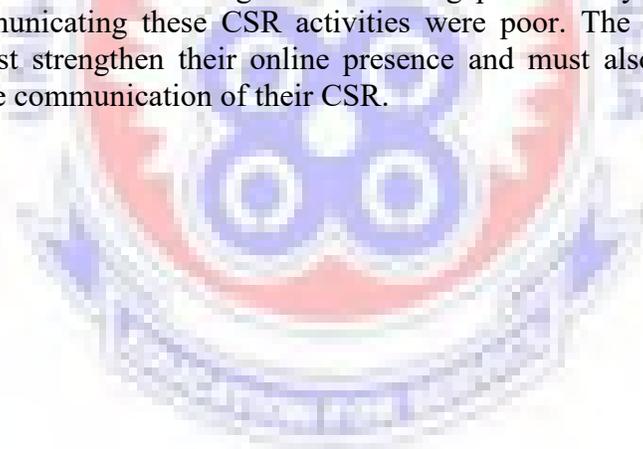
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ABSTRACT

This study examined the Corporate Social Responsibility (CSR) practices of Newmont Ghana Gold Limited unearthing how the company communicated CSR online. The study particularly, explored the all the online platforms (mainly the corporate website) that Newmont Ghana Gold Limited communicate CSR on as well as the communication strategies employed to communicate CSR activities. The design was a case study and it was underpinned by Carroll's (1991) Four part theory and Morsing and Schultz's Three Communication Strategy. Data was gathered mainly through observations and semi-structured interviews. The study analysed contents of CSR information disseminated by Newmont Ghana Gold Limited and the findings were analysed and put into themes. The findings revealed that Newmont Ghana Gold Limited communicated CSR on three platforms namely: website, blog and Twitter. This study provides insights into how Newmont Gold Ghana Limited use their online platforms to convey CSR issues. The findings revealed on CSR communication information were: economic, environment, ethical, philanthropic, social and stakeholder inclined. The study concludes that Newmont Ghana Gold Limited communicate their CSR mainly through the corporate website and also on Twitter and a blog site. The study also revealed that the communication strategies exhibited on the online platforms were interactional and linear. The study concludes that although CSR is being practised by Newmont Ghana Gold Limited, communicating these CSR activities were poor. The study recommends that companies must strengthen their online presence and must also invest more time and resources in the communication of their CSR.



CHAPTER ONE

INTRODUCTION

1.0 Background to the study

Issues concerning Corporate Social Responsibility (CSR) have become prominent among organisations recently (Carroll, 1999; Dawkins & Lewis, 2003; Lantos, 2001; Snider *et al.*, 2003). Many corporate organisations have adapted the concept of CSR into their operations, thus, making the concept popular. Organisations by their very nature have responsibilities (i.e., economic, ethical, legal and social) assigned to them by law, and highly expected of them by stakeholders and the society at large (Carroll, 1979). These responsibilities have to be diligently executed in order for organisations to secure their continuous existence. Even though definitions of CSR are varied, there is consensus in the literature that in looking at the concept, corporate organisations are not motivated by self-interest, but rather the collective interests of society, which might be local or global (Theaker, 2000). CSR has been a key element in business practices over the last decade and this has led many corporations to dedicate sections of their annual reports and corporate websites for CSR activities (Servaes & Tamayo, 2013). This interest in CSR could be said to be arising as a result of the many benefits that an organisation can enjoy by engaging in strategic corporate social responsibility activities. In particular, customers collectively get attracted to social and environmentally conscious businesses (Marin & Ruiz, 2017). According to McDonald and Rundle-Thiele (2008), the benefits of corporate social responsibility (CSR) for companies include; increased profits, customer loyalty, trust, crisis management among others (Brown & Dacin, 1997; Drumwright, 1996;

Maignan & Ferrell, 2001; Sen & Bhattacharya, 2001; Sen *et. al.*, 2006). Research suggests that consumers increasingly consider CSR as something important, and are highly interested in knowing about how firms deal with CSR (Dawkins & Lewis, 2003; Schmeltz, 2012). Corporations out of this concern themselves with practising corporate social responsibility and also communicate such activities to their stakeholders.

Kotler and Lee (2005) hinted on a shift in CSR practices from mere obligations of society to long-term strategies that companies dedicate resources to. They (Kotler & Lee, 2005) further indicated that before the 1990's, CSR activities were usually executed out of pressures for "doing good to look good". However, today CSR has shifted towards a strategic approach which is described as "doing well and doing good" (Kotler & Lee, 2005 as cited by Carlsson & Akertson, 2008 p.2). This shift being experienced in the corporate world has introduced new challenges and opportunities for corporations as to how to engage in corporate social responsibility (CSR) and how to communicate such CSR activities (Matten and Moon, 2004). The understanding of CSR being viewed as a strategy has paved way for a new phenomenon where corporations integrate communication in their CSR activities.

Today, the internet provides a wide range of new digital tools of communication that are transforming the way people obtain information, communicate and engage in relationships with organisations (Springston, 2001). Lopez (2015) for instance asserts that many companies are trying to tap into the intricate world of the web and social media technologies and how to use these tools to boost their online presence. The internet allows anyone anywhere to be able to communicate with any organisation no matter how

'big' the organisation is. With the internet one can access large amount of information in a wide range of disciplines regardless of one's location (Adika, 2003). The internet continues to play a vital role among corporations as far as communication is concerned (Wynne *et al.*, 2000), whether at the corporate level or at the individual level. According to Tench and Jones (2015), web based life offers a significantly more powerful and proficient technique for correspondence, as it lessens the quantity of interference, and also messages can be better focused on. Messages can be customised and have a lot more extensive reach and effect than those conveyed through customary strategies. Kaplan and Haenlein (2010) affirm that social media is now top of the agenda for many business entities. In exploring the potential the internet offers which include web-based social networking platforms (social media), companies are becoming increasingly aware of how important it is to create a strong online presence and convey a clear, cohesive personality. Social media has influenced how associations discuss highlights of their CSR agenda with their publics by empowering timely and cost-effective two-way correspondence among people and corporate bodies. From the above discussions, this work examines how the internet has become a channel through which companies communicate CSR using Newmont Ghana Gold Limited as a case study.

The mining industry in Ghana has made some positive contributions to the economy. It has provided support for the protection of the cultural heritage of the country (former Gold Coast) and the sector has enhanced community development through the provision of education, employment and other employment programs. However, the operations of some mining companies have also had negative impacts. Mining in some communities

has degraded the environment and has deprived others of their traditional livelihoods through the pollution of river bodies and has even gone to the extent of killing people. These and many others have placed the mining industry under the spotlight of Community Based Organisations (CBOs), Civil Society Organisations (CSOs) and other environmental Non-Governmental Organisations (NGOs). CSR has been used as the solution by mining companies to lessen negative public opinions. Mining companies operating in the country now have designated Community Relations departments, which are involved in a range of community development works such as funding and supporting community assistance programmes.

The idea of corporate social responsibility in the mining business of Ghana fluctuates among organizations and is subject to the sort of the item mined, the size of organization, foundation of organisation and length of activity (Amponsah-Tawiah & Dartey-Baah, 2011). Mining organisations give assets that are utilized to help different network advancement. Mining organisations offer back to the network through demonstrations of all types of instruction, formal and casual. Mining organisations in Ghana do not just concentrate on individuals but bolster national foundations. This is obvious in the way that Goldfields Ghana Limited one of the main mining organisations in Ghana keeps on being a noteworthy patron of Ghana's national group 'The Black Stars'. This is evident in television adverts from the company as one of their CSR initiatives. Some mining organisations in Ghana report their ecological and social exhibitions in their yearly reports while others likewise have month to month and quarterly pamphlets which they use to impart their duties to society.

1.1 Newmont Ghana Gold Limited

Newmont Mining Corporation, is a company based in Greenwood Village, Colorado, USA. It is a mining company that traces its roots to the diversified holding company William Boyce Thompson established in 1916. The company was incorporated in 1921; it has active gold mines in Nevada, Indonesia, Australia, New Zealand, Ghana, Peru, and other countries. Newmont also has many joint venture relationships and it is the world's second-largest producer of gold, behind Barrick Gold. Newmont even though popular for their exploits in gold mining is also involved in the mining of other metals such as copper and silver. Newmont is the only gold company in the Standard & Poor's 500 Index.

Newmont's presence in Ghana includes the Ahafo mine which is situated in the Brong-Ahafo region and the Akyem mine in the Eastern region in Ghana. Newmont began working in Ghana following the acquisition of Normandy Mining in 2002. Production commenced in 2006 at the Ahafo mine, and in 2013, production on the Akyem mine also began. The Ahafo operation (100% owned) is located in the Brong Ahafo Region of Ghana, approximately 180 miles (290 kilometers) northwest of Accra. Ahafo poured its first gold on July 18, 2006 and commenced commercial production in August 2006. Newmont Ghana Gold Limited operates four open pits at Ahafo with reserves contained in 11 pits. Commercial production in the fourth pit, Amoma, began in October 2010. Additionally, Newmont's Akyem Mine (100% owned), located approximately 80 miles (125 kilometers) northwest of Accra started commercial production in late 2013. The company reported in 2017 to have produced 349,000 ounces of gold annually and employs over 2,500 employees and contractors.

1.2 Statement of the problem

CSR has gradually risen to a state where companies are not just interested in its practice but also how to communicate such activities to stakeholders, (Moir, 2002). One of the issues surrounding companies' CSR communication is “what to say, to whom and how often to say it” (Kotler 2003, p. 536).

The literature points out that CSR has been a major practice among companies today but issues of how to effectively and successfully communicate it has not been fully answered (Carlsson & Akerstom, 2008). Maignan and Ferrell (2004) made a significant statement: “Businesses cannot hope to enjoy the benefits for CSR unless they intelligently communicate...their activities to relevant stakeholders (p. 17).

Extant literature on CSR and CSR communication in the Ghanaian context ranges from practices among companies (Amponsah-Tawiah & Dartey-Baah, 2011; Dashwood & Pupulampu, 2010; Lichtenstein *et al.*, 2013) to CSR as a strategy (Hinson & Kodua, 2012; Mahmoud & Hinson, 2012); and issues around CSR communication in general (Gyampo 2014; Hinson *et al.*, 2010; Jelil 2014).

Although there is some research on CSR and CSR communication in Ghana, it has been recommended that more studies are needed to be conducted since CSR is still an emerging phenomenon in the country (Amo-Mensah & Tench, 2015). Also, there is the suggestion for further research on online CSR communication in Ghana particularly with emphasis on how companies communicate CSR via social media (Tench & Amo-Mensah, 2018). This study therefore sought to examine the online CSR communication practices of Newmont Ghana Gold Limited. It investigates the nature of CSR activities

communicated online as well as the platforms that are used to communicate CSR. It also explores the communication strategies that are exhibited on the online platforms of Newmont Ghana Gold Limited

1.3 Objectives

This study looks at how Newmont Ghana Gold Limited communicates its CSR initiatives to stakeholders. The objectives of the study are;

1. To investigate the nature of CSR information communicated by Newmont Ghana Gold Limited on their online platforms.
2. To examine CSR communication strategies exhibited on the online platforms of Newmont Ghana Gold Limited.

1.4 Research Questions

1. What is the nature of CSR information on the online platforms of Newmont Ghana Gold Limited?
2. What CSR communication strategies are exhibited on the online platforms of Newmont Ghana Gold Limited?

1.5 Delimitation

This study is focused on how CSR is communicated by Newmont Ghana Gold Limited. The aim of this study is to discover the communication strategies that are employed by Newmont Ghana Gold Limited to communicate CSR online and to explore the CSR activities that are communicated online to stakeholders. This study was conducted within

a timeframe of one and half years to allow the researcher the required time to acquire the needed information from both the company and their online platforms.

1.6 Significance of the study

This study contributes to literature as far as CSR communication as a research area is concerned. This research probes deeper into how organisations utilise their online presence to communicate their CSR agenda. Findings of this research will enable corporations to fully understand the need for CSR communication and the communication strategies that are appropriate for disclosing CSR information. Finally, this research adds to the growing body of online CSR communication research (e.g. social media) as the phenomenon gathers momentum.

1.7 Organisation of the study

The thesis is divided into five chapters. Chapter one is the introductory part of the research study which includes the background of the study, the problem statement, objectives, research questions that this study seeks to address, delimitation and the organisation of the study. Chapter two details the literature and the theory underpinning this study. This is followed by the methodology in chapter three which involves the research approach and design, the sampling techniques and how data were collected and analysed. Chapter four sheds light on findings and discussions of the study, whilst chapter five presents a summary of the entire research study, recommendations for future studies and also the conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines at previous works on CSR and CSR communication. The review seeks to discuss the essence of other works to this study. This chapter also focuses on the theoretical underpinnings of the study which are Carroll's (1991) Four Part theory and Morsing and Schultz (2006) Three CSR Communication Strategies.

2.1.1 Corporate Social Responsibility

It has been established in literature (Amo-Mensah & Tench, 2015; Carroll, 1999; Morsing & Schultz, 2006) that the concept of CSR has a long and varied history. History has it that elements in CSR is believed to have been in existence since the industrialization era in America when business owners saw the need to donate to their communities. The idea of paternalism and philanthropy among others gave the birth to the idea of CSR. Carroll (1979) points out that, the early phase of CSR was seen as an invisible hand which focused on the economic model which talks about the fact that companies by all means necessary should make profits. He adds that, individuals who make up society intend to promote their goods and services through a marketplace which is also part or made up by society. In this quest of satisfying their self-interest, they end up promoting societal interest. The growth of CSR was known as Social responsibility (SR) because during the 1950s the word 'corporate' had not yet emerged (Carroll, 1999).

Schwalb and Garcia (2003) categorised the 1960s stage as the developing stage where the focus was the processes that ensured the capacity of a firm to respond to its environment. In the 1960s, Davis (1960) put forward that, businessmen were concerned with the long-term economic profits so as to return profits to their society. Contrary to that, Davis in 1976 went back to add to his concept that CSR goes beyond the individualistic contract to institutional actions and their impacts on the society (Davis, 1976). McGuire (1963) suggested that corporate organisations do not only have economic and legal obligations to adhere to, but also other responsibilities towards the society which extends beyond economic and legal obligations.

Most scholars in the 1970s attempted to look at the meaning of CSR in both academic and non-academic terms. Johnson (1971) argues that, CSR can be viewed in four ways. First with the notion that, firms do not only have to serve the interest of their shareholders but also the interest of other stakeholders (every person being affected by the company). This view is parallel to that of McGuire's whereby CSR activities go beyond economic obligations. Secondly, Johnson (1971) also communicates the view that CSR activities are implemented to increase profits. The third view of CSR follows the principle of utility maximization. This means that "the enterprise searches for multiple goals rather than only maximum profits" (Johnson 1971, p. 59). Another view is that organisations only engage in CSR only after they feel they have enough to give out and after donating to society, they later come out to inform their publics about how important CSR is an important goal for the company (Johnson, 1971).

In the 1990s, CSR shifted to alternative approaches. Firstly, Wood (1991) developed CSP (Corporate Social Performance) model based on three-dimensional CSR model (Carroll, 1979) and the Wartick and Cochran (1985) model. Like two models, the CSP model integrates many CSR definitions. However, in terms of business performance orientation, this model is more explicit than earlier ones.

Secondly, Carroll revisited the four criteria of CSR definition in order to embrace the philanthropic perspective as 'corporate citizenship' (Carroll, 1991). According to Lee (2008) the last two decades have seen the concept of CSR focused on corporate strategy, which is closely linked with financial and competitive performance goals. Hence, CSR is no longer seen as moral but as a strategic resource that can be used to improve the bottom line performance of businesses (McWilliams & Siegel, 2001).

There is uncertainty as to how CSR should be defined both in academia and that of the business world. Corporate Social Responsibility (CSR) as a concept, has a long and varied history. It is possible to trace evidences of the business community's concern for society for centuries. Formal writing on social responsibility has it that the term CSR was a term coined in the 20th century even though traces of CSR have been recorded many years ago before the 20th century (Carroll, 1999). CSR has been defined variously based on specific biases by authors (Van Marrewijk, 2003). Every author of CSR has one way or the other defined it in a way that synchronizes with his reality and this evident in the fact that there is no one or unified definition for the term corporate social responsibility (CSR).

Corporate Social Responsibility has been defined variously. According to Matten and Moon (2008) it is not easy to define CSR. They mention that despite the fast growing literature on CSR (and on the related concepts) it is difficult CSR is an “essentially contested concept”, “internally complex” and it had “relatively open rules of application” (Matten & Moon, 2008). Citing Van Marrewijk (2003), Votaw and Sethi (1973) defined CSR in a very interesting term: “It means something but not always the same to everybody”. By that they mean that almost everybody has a picture with CSR or Social Responsibility, but they do not always have the same definition or thought.

Accordingly, Sweeney and Coughlan (2008) intimate that, the concept of CSR has been characterised as being broad, complex and continually changing and involves a multiplicity of ideas and practices (citing Hopkins, 2003). The authors here assert that, the concept has been described as being ambiguous (Fisher, 2004), subjective (Frederick, 1986), unclear (McWilliams, 2001), amorphous (Margolis & Walsh, 2001) highly intangible (Cramer, Jonker & Heijden, 2004) and fuzzy (McGuire, 1963) with unclear boundaries and debatable legitimacy (Lantos 2001). Garriga and Mele, (2004), posits that the field of CSR presents not only a wide range of theories and approaches but also a landscape of definitions and that since the 1950’s a long debate on CSR has been taking place (Garriga & Mele, 2005). Sen and Bhattacharya (2001) in their examination of corporate social responsibility, refer to CSR as a concept that a business has broader societal interests to consider, not just the financial interest of the organization.

These descriptions also underscore the many different definitions of the concept which have been explained above. Throughout the definitions, one theme seems to resonate with

all and that is, corporate social responsibility is driven by a sense to give back to society which qualifies the fact that corporations involve themselves with the concerns of society and in helping with society's concerns they engage in CSR. The organisation's desire to support the communities from which they operate. It was also evident that, the role of stakeholders in the execution of a social responsibility programme cannot be over looked.

CSR is interpreted by the European Commission as a “concept where companies voluntarily to contribute to improving a better society and encouraging a cleaner environment by involving societal and environmental concerns in their daily operations and interactions with their stakeholders voluntarily.” (European Commission, 2001. pg. 6). The concept of CSR has come to stay among businesses in the 21st century. Savitz (2002) asserts that CSR has today found its way to the core mandate of most businesses hence becoming a strategy that businesses allocate resources to. Ofori and Hinson (2007) justify this by asserting that managers (who are representatives of organisations) are entrusted with authority and should therefore make it their duty to improve the welfare of society and meet the needs of other stakeholders. They also hinted that, managers are obliged to balance the interests of all their various stakeholder groups and should therefore act as coordinators who harmonise the diverse interests of these groups. Another justification the authors bring forth is that, managers should agree that society must be served by organisations (Ofori & Hinson, 2007).

CSR has awakened a call to action for organisations to improve society and this has sparked arguments between academics. One school of thought opposing the main idea of CSR, led by Friedman (1962) maintains that, the ultimate responsibility of companies is

to maximise profit for shareholders and owners. For that matter; companies should not be concerned with the problems that arise in society. He continues to explain that, governmental agencies should be responsible for dealing with societal issues. This proposes the question that: if corporations were to deal with government responsibilities, what then will be left for governments to do? This argument has been in literature for over five decades and is still relevant as CSR is still emerging in some parts of the world (Amponsah-Tawiah, K. & Dartey-Baah, K., 2012).

2.1.2 Dimensions of CSR

Mohamed and Sawandi (2007) categorized CSR activities can be into five dimensions namely: environmental concerns; involvement in welfare or charity; community involvement; products or services; and natural disaster-related issues. This categorization is summarised in a table below. Each of these categories symbolises the expectations that society has of businesses and illustrates actions under each dimension (concern). Under environmental concerns, businesses engage in activities such as pollution control, recycling, collaborating with government agencies in organizing 'green' operations and developing environmental policy. Welfare and charity concerns revolves around how businesses involve themselves in developmental programmes. Examples of these include: improving infrastructure such as buildings, school libraries, sponsoring the treatment of chronic diseases, providing counselling and offering material support to employees. In the case of community involvement as a CSR activity, businesses contribute to scholarships and research programmes in the field of market reaction and customer satisfaction, games and sports events and sponsor any community programmes.

Businesses, by ensuring healthy services and products, and also ensuring that all registered complaints about products and/ or services are treated as important, perform product or services CSR. Lastly, under natural disasters, businesses engage in activities such as organizing charitable programmes to collect funds, or contributing money to help victims.

The table below illustrates that businesses do CSR activities in different areas not necessarily related to gaining profits.

Table 1.1 Categories of CSR Involvement and their Activities.

Category of CSR Involvement	Activities
Environmental Concerns	<ol style="list-style-type: none"> 1. Pollution control. 2. Product complies with environmental regulations. 3. Recycles the unused components of products that would impact the environment. 4. Collaborates with government agencies in organising 'green' campaigns. 5. Develops environmental policy to be used at multiple levels of operations.

Welfare or charity	<ol style="list-style-type: none">1. Directly contributes some amount of money for the community and business welfare.2. Involved in developing infrastructure such as buildings, schools, libraries or houses for donation to families.3. Sponsors the treatment of certain types of chronic diseases.4. Contributes to selected individuals for personnel development in certain areas that could contribute to the development of the business and industry.5. Provides counselling and material support to increase motivation amongst the employees.6. Provides a special bonus plan and reward system to employees to encourage a positive competition amongst them.7. Establishes a sound placement system for the employee who volunteers to move
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	to another business with valid reasons.
Community involvement	<ol style="list-style-type: none"> 1. Contributes to scholarships and research programmes in the field of market reaction and customer satisfaction. 2. Donates some amount of money to build infrastructure for public use. 3. Jointly sponsors any continual community programmes. 4. Contributes to games and sports events
Products or Services	<ol style="list-style-type: none"> 1. Ensures services and products have no unknown reaction to human health. 2. Ensures all registered complaints about products and/or services are treated as important.
Natural Disasters	<ol style="list-style-type: none"> 1. Takes action effectively in certain situations by immediately contributing in the form of cash to support the victims. 2. Jointly organises charitable programmes

	to collect funds for victims of natural disasters.
--	--

Source: (Mohamed and Sawandi, 2007)

2.1.3 Justification of CSR

According to Ofori and Hinson (2007), there have been several themes that have formed the justification for corporate social responsibility and assert that there are four justifications for organisations wanting to engage in corporate social responsibility activities. They (the authors) explain that managers have been entrusted with an authority by their organisations fate of all stakeholders lies within their decisions. This authority comes with much responsibility expected. The authors (Ofori & Hinson) assert that managers should make it their duty to improve the welfare of society and meet the needs of other stakeholders. They also hinted that, managers are obliged to balance the interests of all the various stakeholder groups and should therefore act as co-ordinators who harmonize the diverse interests of the various stakeholder groups. Another justification the authors bring forth is that, managers should agree that society must be served by organisations and finally, the growing concern in most countries with respect to corporate social responsibility activities. (Ofori & Hinson, 2007).

Adding up, Ofori and Hinson (2007) describe Bowen's (1953) list of justifications for CSR as "an excellent encapsulation of a modern justification for CSR" (p.182). Bowen (1953) state that, "managers have an ethical duty to consider the broad social impacts of

business decisions, businesses are reservoirs of skill and energy for improving civic life, therefore corporations must use power in keeping with a broad social contract or lose their legitimacy, it is in the enlightened self-interest of business to improve society, and finally, voluntary action may head off negative public attitudes and undesirable regulations” (As cited in Ofori & Hinson 2007, p. 182). Drawing reference to this quote, the authors are of the assertion that businesses have a moral obligation to think about the expansive social effects of business choices and since business organisations are stores of expertise and vitality for improving life, they must utilise their power with regards to a wider social agreement or lose their authenticity. It is in the edified responsibility of businesses to improve society.

2.1.4 CSR Merits

Engaging in Corporate Social Responsibility achieves so much for an organisation. Bernstein (2000) makes an assertion that businesses are very important and active members of society. They should therefore be able to maintain and improve the society’s prosperity. The author is of the belief that, companies do not exist only to make maximum profits for the shareholders but to serve society as well. Profits exist in order to reward a company’s performance, and it is remarkable if it also serves society. If companies do not serve society, then society does not tolerate their profits which will eventually affect their existence because society will not recognise them.

According to McDonald and Rundle-Thiele (2008), some of the benefits that organisations can derive from implementing corporate social responsibility (CSR) activities include increased profits, customer loyalty, trust, and positive brand attitude as

well as fighting negative publicity (Brown & Dacin, 1997; Drumwright, 1996; Maignan & Ferrell, 2001; Murray & Vogel, 1997; Sen & Bhattacharya, 2001; Sen et al., 2006).

Carroll and Shabana (2010) suggested that, CSR activities help to reduce the level of regulation imposed on the firm if they are able to implement standards that can help them fulfil society's expectations as well as protect themselves. Also, Handelman and Arnold (1999) explain that when an organisation engages in CSR activities, its customers have positive feelings towards the company and on multiple occasions these stakeholders become advertisers of the company to the extent that they speak favourably about the company to other people. Again, a conducted survey among managers by Maignan and Ferrell, (2001) establish that; there is a positive relationship between an organisation's CSR activities and customer loyalty. Other studies such as (Barone et al., 2000; Creyer & Ross, 1997) have all indicated that when organisations engage in CSR activities (cause-related marketing, environmentally-friendly practices and ethics) its customers are willing to support it.

Battaglia et al. (2014) assert that, CSR activities can also have a positive impact on human resources. Research has identified that CSR increases job satisfaction (Wang & Hsieh, 2012). According to Cochran (2007) and Vitaliano (2010), a firm enjoys a good employer-employee relationship when its CSR activities resonates well with its employees. This in a long way motivates employees. Cochran (207) continues to add that, good employee relations are critical in attracting new staffs. A study on human resource management by Aldana (2011) has also proved that programs that focused on the health and safety of employees reduce absenteeism. This was not different from Carroll and

Shabana (2010) who identified the competitive advantage created by CSR and proposed that the business case for CSR also incorporates cost and risk reduction, reputation and legitimacy, and synergistic value creation.

In addition, research has confirmed that CSR is key in the quality of products and services offered (Battaglia et al., 2014). There is also evidence to suggest that CSR can be used as a marketing strategy (McWilliams & Siegel, 2001), as it could also help build equity for the organization and its brand (Hoeffler & Keller, 2002) as well as lead to positive post purchase behaviours after customers have purchased a brand's product or services. (Bhattacharya & Sen, 2003).

Brown and Dacin (1997), made a discovery that when an organisation gives to worthy causes and is involved in community development and shows concern for the environment by way of CSR, it receives favourable product attitude which also flows to the organisation itself.

Jones and Murrasse (2003, p 34) also state that, "as environmental pressures continue to increase, companies that improve environmental performance more than their peers are likely to achieve superior financial returns and competitive positioning over the mid to long term". To sum the benefits up, Polonsky and Jevons (2009) assert that engaging in CSR activities is important but organisations must also make a deliberate decision as to the depth to which they leverage their CSR activities, "thus translating doing good into strategic benefit" (p. 328). The merits of CSR aforementioned can justify that CSR can be very vital and effective in crisis, risk and reputation management.

2.1.5 Criticisms on CSR

As the old saying goes, there are 'two faces to everything, the good side (advantages) and the bad side (disadvantages). Despite the advantages accruing from the practice of CSR, there have been criticisms levelled against the practice. One of the first criticisms of CSR could be related to the fact that there are numerous meanings and definitions to CSR which create debates. Carroll and Shabana (2010) indicated that, since the commencement of CSR there have been numerous academics who have opposed its validity and have advanced a number of arguments against it. Friedman (1962) was the first to oppose CSR as a concept. He maintains that, the ultimate responsibility of companies is to maximise profit for its shareholders and owners and for that matter; companies should not be concerned with the problems that arise in the society. He continues to explain that, legislations and governmental agencies should be responsible for dealing with societal issues. If corporations were to deal with government responsibilities, what then will be left for government to do?

Additionally, Hayek (1969) argued that whenever companies get involved in CSR activities, it takes away the main purpose of the company- profit maximization as issues concerning the society are not really related to the ultimate goal of companies. Companies spend money on CSR activities instead of focusing on their core purpose which is to make profit. CSR activities retards the progress of companies as it puts them behind rival organisations that does not engage in CSR (Davis, 1973; Friedman, 1962).

Davis (1973) believes that, business heads (people with expertise in business) may not be able to function well in the organisation since they cannot handle societal issues which

CSR thrives on. This make companies go out of their main purpose of employing people skilled in societal issues instead of people well skilled business for e.g. in people trained in finance. He further suggests that, businesses possess significant power and there is no reason why social power should be added sparking

2.2 Research on CSR

Corporate Social Responsibility is still emerging in the ‘third world’ especially, Africa. Most scholarly works on corporate social responsibility in Africa focuses on CSR practices among business organisations (Hamman & Kapelus, 2004); CSR and perceptions (Idemudia, 2007; Obalola, 2008); and CSR reporting (Dawkins & Ngunjiri, 2008; Emel, Makene, & Wanagari, 2012; Eweje, 2006; Rizk *et. al.*, 2008).

Hamann and Kapelus (2004) investigated how mining companies in South Africa and Zambia practice CSR, using a case study approach. The results indicated that there are still important gaps and issues existing between mining companies’ CSR activities on one hand and accountability on the other. They maintain that company’s CSR related activities should be treated cautiously and optimistically, especially in the case of voluntary initiatives. The study argues further that CSR is not mostly about getting concerned with environmental acts, and that companies were to engage in a more genuine CSR. This observation coincides with the research finding of Emel *et al.* (2012) that mining companies are not sincere with the projects they roll out in their operational areas.

Idemudia (2007) explored the perceptions and expectations of people living in oil producing communities in Nigeria. The study showed that people in communities where oil is mined and processed do not feel comfortable as they see oil production as a burden

on them, because the cost of producing oil in their communities outweighs what comes to them and that their expectations are mostly unmet. According to Idemudia (2007), people living in mining areas complain that oil spillage destroys their source of livelihoods and compensations are always on the low. The study indicated the need to engage local communities in the operations of mining companies. The study concludes that oil producing firms must shift their contribution in the communities from infrastructure to issues of capacity building and poverty reduction.

Obalola (2008) examined how managers understand the concept of CSR. The study adopted quantitative research approach using primary data; three-part structured questionnaires administered to insurance companies in Nigeria. The results indicate a strong support for social responsibility and the need to put this support into action through involvement in some community based projects. Findings from this study suggest that social responsibility is largely perceived as a philanthropic gesture. The study encouraged managers of insurance firms to go beyond the traditional view of making profit and to contribute to society by addressing societal concerns.

Emel *et al.* (2012) explored what Anglo Gold Ashanti, one of the renowned mining companies in the world reported as social concerns and what is actually on the ground as evidence in two mining communities in Tanzania, namely Nyakabele and Nyamalembu. The study utilised archival data obtained from field research conducted during different periods from 2000, 2007 and 2010. The findings of the study revealed that CSR efforts labelled 'community development' by the company benefited the company directly instead of the people in the community. 'Community Development' as reported by

Anglo-Gold Ashanti included infrastructure, food supplies, among others. The study maintained that, community projects should be well defined and differentiated from company oriented projects. This arguably brings to question whether those community projects were genuinely initiated in the first place for the benefit of the community. The study concluded that community representatives should play the role of monitoring and assessing the impact of community development projects. Also, companies reporting about their social responsibility create a positive image for mining companies internationally.

Eweje (2006) examined how multi-national mining companies carry out CSR related projects in developing countries. The study adopted a qualitative research using Nigeria and South Africa as case studies. Theories underpinning this study were the legitimacy theory, social issues life theory and the stakeholder theory. The study revealed that people in the mining communities have expectations of multinational mining companies to develop their communities for them.

Dawkins & Ngunjiri (2008) compared how CSR is reported by companies in the Johannesburg Stock Exchange (JSE) and Fortune Global 100 under five thematic areas: environment; community; diversity; employee relations and human rights. The study adopted quantitative research approach and also used the impression management theory. The study found that the frequencies and levels of CSR reporting among South African companies were better than that of the largest multinational companies from Germany, USA and Japan. This lends credence to the idea that emerging market economies may be more receptive to stakeholder concerns and social responsibility than peer institutions in

leading economies. This conclusion is in agreement with the findings of Chaudhri & Wang (2007) that local companies in India were doing better than their foreign counterparts in CSR reporting.

Rizk *et al.* (2008) examined CSR reporting among nine (9) companies in Egypt whose activities were polluting the environment. The study used the quantitative research approach and concluded that Egyptian companies do report on their CSR however reporting practices were quite low and should be improved upon. Employee information was found to be more prevalent in the reports, even though the companies were faced with more pressing concerns on health and safety issues. It was also revealed that private corporations disclose more of their CSR information than state-owned organisations. However, state-owned organisations disclosed more of employee related information than private companies.

2.3 CSR in Ghana

CSR research in the Ghanaian context is rapidly growing even though literature state that research in CSR is focused in the developed world (Dawkins & Ngunjiri, 2008; Gao, 2011). Scholarly works on CSR in the Ghanaian context focuses on CSR practices among organisations (Adu-Boahen *et al.*, 2014; Dashwood & Pupilampu, 2010; Kodua & Hinson, 2012; Lichtenstein *et al.*, 2013; Ndzibah, 2009; Ofori & Hinson, 2007); CSR as a strategy (Amponash-Tawiah & Dartey-Baah, 2012; Hinson & Kodua, 2012; Mahmoud & Hinson, 2012); and CSR as an aspect of the regulatory regime (Anku-Tsede & Deffor, 2014).

Dashwood & Pupulampu (2010) conducted a qualitative research which used the institutional theory to explore the extent and manner in which mining companies show their commitment in practicing corporate social responsibility. The study adopted a case study approach as a research design. The study concludes by affirming that Golden Star Resources (GSR), a mining company in Ghana has the capacity and resources to meet its CSR obligations. The study tests the applicability of organizational behavioural concepts to a case study of a small Canadian mining company in Ghana by exploring the process and mechanisms by which mining companies come to recognize and practice CSR in their area of operation. The results further suggest that GSR is willing to engage with the local community in coming out with projects for the community. Most community projects are delivered through GSR's development "Foundation". This is in line with Hinson & Kodua (2012) observation of the engagement of CSR through the establishment of "Foundations".

Kodua and Hinson (2012) researched into the key motives underlining corporate social responsibility practices of foreign and local firms in Ghana. The study used a quantitative research design based on responses from 80 randomly sampled companies listed on Ghana club 100. The results indicate that while CSR decisions by foreign firms are informed by legal reason, the reasons for local firms concern for CSR are influenced by philanthropic and social considerations. The concern for local firm's commitment to CSR is consistent with cultural expectations of the people or community, which holds that those with much resource should support the underprivileged in society. The study also concludes on the differences between what local firms attach to discretionary motives and that of the foreign firm's motives with regards to their CSR.

Lichtenstein, Drumwright and Braig (2013) examined the understanding of CSR practices in the Ghanaian construction industry (GCI). The study is a quantitative research that adopted a multi-stage methodology, using descriptive statistics to analyse survey data. The results show GCI has achieved low CSR contribution and also bring forth three broad classifications of CSR project typology: social; infrastructure; and environmental. The study concludes partly, that construction firms perceive tangible constructed projects as costly and this also tends to support the conventional thinking that, the socio-cultural and the economic environment of CSR are heterogeneous. The authors further proposed the need for further research on the determinants of corporate responses to community CSR demands.

Ndzibah (2009) examined the issues of corporate social responsibility through the lenses of electronic waste (e-waste) dumping. The study draws on specific aspects of e-waste and scavenging activities and their impact on indigenous people and the environment. The results show that multi-national companies (MNCs) find it expensive to re-cycle this e-waste in their home countries, and as a way of getting rid of these waste send them down to developing countries selling the idea that they a bridging the digital divide. The study also affirms an increasing dumping of inferior products as well as second-hand products in developing countries the hazards of these wastes do not only affect the environment, but also the health of the indigenous people. The study recommends that government puts in import restrictions on these acts as it encourages civil societies to put pressure on government to take appropriate actions to mitigate the effects of these hazardous substances.

Ofori and Hinson (2007) embarked on a quantitative research on CSR perspectives of leading firms in Ghana. They sought to explore the extent of recognition, nature and content of social responsible actions by firms based on Ghana club 100 rankings with the aid of an in-depth, exploratory and comparative approach. The key findings were that even though local companies are familiar with the concept of CSR and indeed do practice some level of CSR; they do not appreciate the contemporary notion of CSR. For this reason, they are less strategic, less moral in their appreciation and approach to the concept CSR. In that regard, internationally-connected Ghanaian firms seem to show a better understanding of CSR and how that can be exploited as a business strategy to the benefits of firms. They recommended that future research is needed to explore the CSR typology for Ghanaian firms and investigation of any possible relationship between CSR and financial performance.

Amponsah-Tawiah and Dartey-Baah (2012) accessed the path to achieving the millennium development goals (MDGs) using corporate social responsibility as a driver. The paper employed discourse analysis of views of participants of the work shop on corporate social responsibility (CSR) and organizational health and safety (CSR)-(OHS) project in Accra; under the sponsorship of the British Council for Development Partnership in Higher Education (DeLPHE). The paper established some links between CSR, OHS and MDGs. However, the paper made the observation that there is divergence in practice between the two concepts of CSR and OHS.

Hinson and Kodua (2012) studied CSR being used as a marketing strategy by the largest telecommunications operator (MTN) in Ghana. The study adopted a qualitative research

design (exploratory study). The study focused on the various dimensions of stakeholder interest, norms and values. The key findings from the study suggest that MTN has a strong commitment to CSR activities and has a separate unit dedicated to CSR activities called “MTN Foundation”. The study further concludes that there is lack of proactive approach in examining the real needs of prospective beneficiaries of their CSR programmes.

Mahmoud and Hinson (2012) explored the combined effects of market orientation, innovation and corporate social responsibility on business performance. Using a quantitative research design the study delved into how these variables impact business performances of organisations. The study suggests that the degree of a firm’s market orientation and CSR have huge impact on innovation, which also turns to influence business performance. Additionally, the study suggests that market orientation has direct significant effect on CSR, which tends to serve as mediator, influencing market orientation and business performance. The authors further suggested that future research is however needed and it should combine managers’ evaluation with a survey of all relevant stakeholders, comparing non-intuitive measures of customers, for instance, with manager’s evaluation to establish the true facts.

Anku-Tsedde and Deffor (2014) examined aspects of the regulatory regime that affects corporate social responsibility in Ghana. The study employed a qualitative research design that seeks to assess the relationship between law and the behaviour of corporate organisations and how it implies to CSR in Ghana. The study indicates that, though CSR to a large extent is influenced by a number of regulatory regimes in Ghana, its efficiency,

most often is hindered by the inadequacy in the enforcement of relevant laws. The study further suggests that personnel in charge of enforcing the law must be empowered to enforce the law without fear or favour.

2.4 CSR Communication

The role of communication in CSR is critical as it contributes to the success of a company's CSR activities. How a firm communicates its CSR activities to its customers and other stakeholders determines the success of these activities (Campbell & Kirmani, 2000). Communication in CSR determines whether companies are being socially responsible in the eyes of their stakeholders (Amo-Mensah & Tench, 2015). This study is guided by Amo-Mensah and Tench (2015) description CSR communication as the "process whereby companies manage information about their CSR activities and interact with their stakeholders about these activities purposefully to create a shared understanding between the two parties involved" (Amo-Mensah & Tench, 2015, pg. 18). Communicating CSR is said to pose a unique challenge because it has the ability to generate stakeholder skepticism of an organisation's intentions for engaging in CSR (Farooq, Merunka, & Valette-Florence, 2013). CSR communication contributes to the general discourse of CSR, which shapes society's expectations of corporations (Grushina, 2008).

According to Hinson *et al.* (2010) the "internet has become a major medium of communication among organisations thus, making most corporate institutions use it as a medium of transmitting information to the public" (Hinson *et al.*, 2010) Businesses are being revolutionised daily as a result of the influence of the internet (Singh, 2004). The

internet has influenced how organisations communicate with the media and its publics (Taylor & Perry, 2005).

Hinson, Madichie, and Ibrahim (2012) discussed the dialogical communications potential of the websites of banks in Ghana; Poon and Swatman (1997) conducted a research in Australia on how small businesses adopt the internet; also in Australia, Favian, Torres, & Guinaliu, (2004) studied how corporate image can be measured in the light of banks adoption of internet banking.

On the other hand, Gattiker, Perlusz, and Bohmann (2000) explored issues surrounding the use of the internet for business transactions; Hinson & Sorensen (2006) touched on how the adoption of e-commerce has helped Small and Medium Enterprises (SMEs) in the non-traditional export (NTE) sector of Ghana; Taylor & Perry (2005) discussed how the internet can be deployed by organisations to manage crisis in times of difficulties; and Wynne *et al.* (2000) captured how intermediaries in the tourism industry in South Africa use the internet as a leverage to provide services to tourists. On Twitter, Midha (2014) conducted a survey which sampled 12,000 users. It was revealed that 80 percent of the people surveyed had mentioned a brand in their Tweets at least once during a five-month period. This throws more light on the fact that the internet has become a channel through which stakeholders and companies communicate.

There is no doubt that organisations communicate with their stakeholders via their websites which has been made possible as a result of the availability of the internet, thus making the internet necessary for corporate communication.

Existing literature states that effective CSR communication has the ability to improve knowledge of consumers on CSR (Du, Bhattacharya, & Sen 2010; Morsing 2006; Morsing and Schultz 2006; Pomeroy & Dolnicar 2009; Schlegelmilch & Pollach 2005).

Esrock and Leichty (1999) highlighted benefits of web-based CSR communication over the traditional communication media (for example, annual reports, newspapers, television, and radio, etc.) arguing that web sites:

1. Serve more active, information-seeking stakeholders than the more passive ones who are reached via the traditional media.
2. Draw on interactive features to gather information, monitor public opinion on issues and proactively engage stakeholders in direct dialogue.
3. Allow organisations to reach and meet the demands of a variety of different stakeholders.

CSR communication can be described as information about a company's CSR activities from the company itself to their stakeholders. CSR communication is part of the internal and external public relations function which means conscious communication and managing contacts, internal and external business environments including members of society.

Below are slogans that other authors on CSR have proposed to describe companies that are believed to be involved in CSR communication. (Schmidheiny, Holliday & Watts, 2002).

1. Talk the talk - this represents the types of companies that talk about responsibility but there is no action behind it. They are all talk but does

not practice CSR. They do not practice what they preach, preaching water and drinking wine. This brings negative public opinion towards companies under this category.

2. Walk the talk – this talks about companies that practice CSR but hardly communicate it. They walk (the put in work by practicing CSR) but do not talk about it. By doing that the company does not gain the benefits that accompanies CSR communication. By not communicating their CSR society eventually does not recognize what the company does for them.
3. Talk the walk – this represents the type of companies that equally practice CSR communicate it. This ensures how credible and authentic the company is. It exhibits the transparency of the company to the stakeholders

2.5 Research on CSR communication

CSR communication is an emerging phenomenon in Ghana, however there are some published works. Hinson *et al.* (2010) accessed how banks in Ghana communicate their CSR via their web sites in four thematic areas: human resource, product, customer environment and community involvement. The study adopted a qualitative research design and a case study approach. The study found that ADB which are awarded the most in the area of CSR had the poorest CSR communication on its web site. It was again realised that banks that had never won CSR awards were doing well in communicating their CSR via their web sites. The study further hinted a challenge that organisations face in transferring ‘organizational capabilities’ online. The study also noted that local banks

communicated more of their CSR than international banks, perhaps to demonstrate the fact that they are part of the community. The study also revealed that unlisted banks communicate more of their CSR online than listed banks.

Hinson (2011) assessed how CSR award-winning versus non CSR award-winning banks communicate their CSR online. Using case study approach, the study adopted Hinson et al. (2010) online CSR framework in discussing how these banks communicate their CSR online. The study concludes that the bank with the most awards as far as CSR is concerned had the poorest CSR communication online, with only one report. This is consistent with what Hinson *et al.* (2010) found in their study. The study also observed that indigenous banks with small number of branches are more likely to communicate more of their CSR activities than large indigenous banks. Listed banks are more likely to disclose more of their CSR information on line than unlisted banks.

Hinson (2011c) investigated how an indigenous bank (CAL BANK) communicates its CSR activities using web sites and annual reports, which covered the years (2003-2009). The study adopted content analysis, and further conducted an in-depth interview with management of the bank. The findings from the study talk about a level of consistency between information on the company's website and annual reports (2003-2009). This, the study identifies as a challenge the bank faces in coordinating and integrating the marketing communications strategy of the bank.

Amo-Mensah and Tench 2015, conducted a study on CSR communication among organisations in the Ghana Club 100 (GC100). The authors employed the content analysis approach for the study. They adopted the legitimacy and stakeholder theories

which have been used frequently by many researches examining contents of companies' websites. The study examined the content of information on the websites of organisations in the GC100. The study found out even though CSR was communicated online by GC100 companies, information given out by these companies were limited and that little opportunity were given to stakeholders to send feedback to the companies about their CSR programmes. The study concluded that a small number of companies in the GC100 communicated CSR effectively. Also CSR activities that were communicated were mostly philanthropic.

Kodom (2015) evaluated CSR communication among rural and community banks in Ghana. The study sampled 22 websites of rural and community banks which were available at that time. The study used the descriptive multiple case design and adopted Hinson *et al.* (2010) CSR reporting framework. The findings discovered that rural and community banks mostly reported on external CSR activities such as community involvement activities which include philanthropic donations, education, and other environmental activities. On the other hand, internal CSR activities such as employee safety, employee training, and customer satisfaction were not reported on the websites of rural and community banks in Ghana. The study therefore recommended that rural and community banks need to be concerned with communicating both their internal and external CSR activities on their websites in order to create a positive corporate image among their stakeholders.

2.6 Theoretical Framework

This section discusses the theories frameworks underpinning this research study. It explains the Carroll's (1991) Four Part theory and further presents Morsing and Schultz's (2006) Three CSR communication Strategies guiding the study.

2.6.1 Carroll's (1991) Four Part theory

Carroll (1991) made a landmark contribution in the development of the CSR concept as he proposed a four-part definition of corporate social responsibility which has been embedded in a conceptual CSR framework. This framework was first proposed as a definition of CSR which defines CSR as “the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Buccholtz & Carroll, 2012, p. 34). The four part framework was further elaborated in 1983 and finally put in a pyramid form in 1991. The pyramid contains four elements namely economic, legal, ethical and discretionary responsibilities which were mentioned in the definition that the theory thrives on. Carroll (1979) emphasises that each responsibility is one part of the total social responsibilities of companies.

Carroll's Four Part theory



Source: Carroll 1991, p. 42).

Economic responsibility

The first responsibility Carroll (1979) talked about is economic responsibility. According to Carroll (1979) “the first and foremost social responsibility of business is economic in nature before anything else, the business institution is the basic economic unit in our society” (p. 500). The author further explains that organisations have a responsibility to engage in productive activities either in the form of goods or services required by society

and to be sold for profit. Jamali and Mirshak (2007) added that, the economic responsibility includes providing a return on investment to shareholders, creation of employment opportunities and providing equal pay for equal work done, prospecting for new resources, employing the latest technology and innovation as well as the manufacture of new products and enhanced services.

Legal responsibility

The second responsibility Carroll (1979) explains is legal. The assertion is that, “just as society has sanctioned the economic system by permitting business to assume the productive role, as a partial fulfilment of the “social contract”, it has also laid down the ground rules, the laws and regulations under which business is expected to operate” (p.500). The author explains that, society requires organisations to achieve its economic goals within a legal framework. Businesses are required to follow the laws within the society in which it operates. Organisations must always ensure practices are legal and also must comply with other regulations of the communities they operate. Also, although organisations have four different kinds of responsibilities (Carroll 1991), they must be met concurrently; so economic and legal responsibilities must go hand in hand. In short, organisations, while embarking upon or pursuing their economic agenda, must do well to adhere to stated laws.

Ethical responsibility

By Carroll’s (1979) own assertion, despite both economic and legal responsibilities being embodiments of ethics, there are other behaviours and actions that are not written into laws, however, society expects businesses to act in such ways. Ethical responsibilities of

a company embodies practices that are either expected or prohibited by society even though they are not codified into law. Being ethical encompasses standards and norms that are highly regarded by society as fair or deemed just in the eyes of stakeholders or acting morally right. Citing Lantos (2001), Jamali and Mirshak (2007) explain that the ethical responsibility is largely entrenched in religious beliefs, humanitarian values, and commitment to human right issues. However, ethical norms of society are evolving and the debate of legitimacy continues as ethical responsibilities change into legal responsibilities with time.

Discretionary responsibility

The last responsibility that Carroll (1979) explains is discretionary responsibility or philanthropy. This refers to acts of direct distributions a firm make towards a charity or a cause. He explains that these are responsibilities that are voluntary in nature and that they are left to individual judgement and choice. The author further explains that the decision to take up these roles are “guided only by a business’s desire to engage in social roles not mandated, not required by law, and not generally expected of businesses in an ethical sense” (p.500). According to Jamali and Mirshak (2007) the aim of the discretionary gesture by businesses is to give back to society. Citing Frederick (1994), the author explains that the origin of this type of responsibility is found in the belief that business and society are connected in an organic way. The authors describe the discretionary responsibility as very contentious because its boundaries are limitless and that it may clash with the economic and profit-making objectives of organisations.

2.6.2 Morsing and Schultz (2006) Three CSR Communication Strategies

In 2006, Morsing and Schultz developed a more sophisticated model of CSR communication that emphasizes multiple stakeholder dilemma. This research was done in the light of Freeman's work in 1984 where he stated a need for 'integrated approaches for dealing with multiple stakeholders on multiple issues' (Freeman 1984, p. 26). The authors outlined three CSR communication strategies, the information strategy; response strategy; and the involvement strategy. This theory is derived from Grunig & Hunt's (1984) Public Relations strategies: press agency, public information, two-way asymmetric and two-way symmetric communication. (Tench & Yeomans, 2009). In this model, Morsing and Schultz (2006) lay emphasis on the importance of engaging with stakeholders in the long term rather than simply focusing on immediate profit. In order to engage with these stakeholders on the long term, it is necessary to build a strong relationship with good communication strategies. (Morsing & Schultz 2006, p. 323). The authors clarify that sense-making and sense-giving theories are very key in understanding this model. The model involves three communication strategies that come into play whenever there is communication between two bodies (individuals or organisations).

In the stakeholder information strategy, information flowing from the company is only one-way. The company supplies stakeholders with information, and simply tells them about their CSR initiatives. There isn't any form of feedback from stakeholders in this stage. Stakeholders are just fed any information that the company deems right to give them. This form of communication is often seen on corporate websites, in magazines,

brochures and annual reports, which informs the general public about facts of the company (Morsing & Beckmann, 2006).

The stakeholder response strategy is partially seen as a two-way process in communication flow. The communicated message is not just from the corporations' side, but stakeholders can send their feedback backwards. In this communication strategy, the initiator of the communication only wants the other in the communication process to respond to the message they are conveying. One of the weaknesses of this strategy is that most outflow of information (from the corporations' side) intends convincing stakeholders to trust what the corporations want them to trust. In this sense, stakeholders only react to feedback but are not actively engaged in the process of mutual understanding, where CSR strategy can be revised and altered if necessary.

The involvement strategy assumes dialogue as an important tool for creating sustainability and progress in companies' CSR communication. The communication is not one-way persuasive, but rather the persuasion can go both ways. Here, there is an interaction between the company and its stakeholders until sense is made. The stakeholders have an influence on the corporation and vice versa until a common understanding is reached. The corporation engages frequently and actively in a dialogue with the stakeholders, and make changes when necessary. The Top management here makes it a priority to check if the corporation is indeed interacting with the stakeholders, and not just following their own agenda (Morsing & Beckmann, 2006, p. 144-145).

2.6.3 Relevance of the theory to the study

Corporations need to address their social obligations more consciously. It is important to understand what kinds of responsibilities construct CSR before involving in any CSR activities. One widely acknowledged theory of CSR's components is Carroll's (1991) four-part theory which argues that CSR is constituted by four kinds of social responsibilities: economic, legal, ethical, and philanthropic responsibilities. The theory provides an understanding understand the kind of CSR activities that are undertaken by Newmont Ghana Gold Limited. The responsibilities enlisted in the theory helped me to describe and understand the type and actual reasons behind the CSR initiatives that were communicated by Newmont Ghana Gold Limited.

The Three CSR Communication Strategies created an avenue to unearth the communication strategies found on each online platforms of Newmont Ghana Gold Limited. The theory further helped to identify reasons why some communication strategies worked on certain online platforms and not others.

2.7 Chapter Summary

In reviewing the literature, it is evident that CSR is known and highly practiced among organisations in Ghana. Corporate bodies benefit from CSR, hence, the need to communicate it to audiences. The internet has played a massive role in facilitating the communication of CSR since it delivers accurate information to a large number of people anytime at any geographical location. Social media has enhanced the level of communication among organisations and their publics. Based on the research objectives,

the theories help to explain the concept of CSR and the strategies used by organisations to communicate CSR related issues.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes and explains the research methodology. It covers the research approach and design; sampling techniques; methods for data collection and analysis of the data. Basically it covers how the researcher went about gathering data to undertake the study and how the data were analysed to produce the findings.

3.1 Research Approach

Qualitative research approach is what was used for the study. Qualitative research is concerned with the interpretation and understanding of social phenomenon, usually used to study a particular subject in-depth in social, cultural and political aspects of people and organisation (Myers, 2009). According to Denzin and Lincoln (2011), qualitative research involves the use and collection of a variety of empirical materials - case study, personal experience, introspection, life story, interviews, artifacts, observation, historic, cultural texts and visual texts - that describe routine and problematic moments and meanings in individual's lives. Also, Stake (2010) posits that qualitative research approach relies primarily on human perception and understanding where the researcher seeks to establish the meaning of a phenomenon from the views of participants (cited in Creswell, 2014).

According to Creswell (2003), qualitative research can be described as an effective model which occurs in a natural setting that enables the researcher to develop a level of detail

from being highly involved in the actual experiences (Creswell, 2003). Qualitative data come in the form of photos, written words, phrases, or symbols describing or representing people, actions, and events in social life (Neuman, 2007). Furthermore, Connolly (1998) avers that qualitative researchers typically do not make external statistical generalisations because their goal is not to make inferences about the underlying population, but to attempt to obtain insights into particular educational and social practices that exist within a specific location and context. The findings of this study will not seek to generalise but will only apply to the practices of Newmont Ghana Gold Limited.

3.2 Research Design

The choice of this research design was because the researcher aimed to give a description of the online CSR communication of Newmont Ghana Gold Limited. Dawson (2002) describes a research design as the conceptual structure within which research would be conducted. Yin (2009) also adds that a research design sparks the idea that links the data to be collected for a particular study and the conclusions to be outlined.

Researchers have identified various research designs that can be adopted for the qualitative research approach of which some are ethnography, phenomenology and case study. For this study, I employed a case study design.

Fundamentally, case study design is utilized when a researcher needs to further explore a phenomenon (Yin, 2009). To Yin, a case study might be important when research questions of the study are custom-made in a manner that would clarify a present event (for example, "how" and "why" a specific wonder works). Per the authors' elucidation, I

embraced the case study design for the study since first, I needed to completely examine the phenomenon of corporate organisations' use of the internet in communicating their CSR. Also, the research questions set out to investigate the nature of CSR information conveyed on the online platforms of the chosen organisation.

Yin (2009) describes a case study as “an empirical inquiry that investigates a phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (p. 18). Based on this explication, I adopted the case study design in order to probe deeper into the CSR related information communicated online by Newmont Ghana Gold Limited in their real life context as every information investigated for this study occurred in their natural setting; posts on social media platforms and the corporate website are real and not fabricated for this study.

In accordance to this, Creswell (2013) posits that case study research is a qualitative approach in which the investigator explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information and reports a case description and case themes. This definition was adapted to suit the study, social media is my contemporary bounded system and data was collected over a period of time through document analysis and interviews.

3.3 Sampling and Sample size

Sampling enhances the researcher's ability to gain insights into entire population without necessarily examining the entire population (Turyakira, 2012). Creswell (2014) observes

that the idea behind qualitative research is to purposefully select participants or sites (or documents or visual materials) that will best help the researcher understand the problem and the research question. In purposive sampling, the selection of participants, settings or other sampling units is criterion based or purposive (Mason, 2002; Patton, 2002). I purposefully chose Newmont Ghana Gold Limited for the reason that in 2016 they were awarded the top company on the Ghana Club 100 and have been in the top 5 listed companies on the Ghana Club 100 for almost a decade. An organisation is believed to be on the Ghana Club 100 if it involves itself in CSR and have the highest possibility to communicate CSR (KPMG, 2013). Newmont Ghana Gold Limited in the year 2016 was awarded the best CSR mining company in Ghana hence fits the criteria to be purposefully selected for this study. The organisation was also awarded the best philanthropic award in 2016.

Lindlof and Taylor (2002) posit that sample size is the “terra incognita” of qualitative sampling strategy. Thus, “there is no test that exists to tell the researcher when the sample is big enough or small” (p.129). Baum (2002) additionally places that there are no firmly defined guidelines for test size be that as it may, Miles, Huberman and Saldana (2014) debate that with regards to qualitative research, sampling generally depends on little numbers with the aim of studying in depth and detail. The researcher can study a smaller group and make generalisation about a larger group correctly. In accordance with this, I selected two members of staff of Newmont Ghana Gold Limited after an exploratory studies which revealed that the selected persons are members of the communications department of the organisation and are responsible for every information that goes out of the organisation to the public.

3.4 Data Collection Method

According to Spencer and Snape (2014), qualitative research has been associated with data collection methods such as observation, interviews, narratives and the analysis of documentary evidence. The author further advises that researchers utilise these data collecting methods to allow full understanding of the phenomena under study. This study utilised two of the four data collection methods suggested by Spencer and Snape (2003), interviews and documentary evidence were gathered from Newmont Ghana Gold Limited.

According to Creswell (2014), interviews could either be face-to-face, by telephone, via internet or via focus group discussions with a maximum number of six to eight interviewees in each group. Braun and Clarke (2013) add that interviewing is “a professional conversation with the goal of getting a participant to talk about their experiences and perspectives and to capture their language and concepts, in relation to a topic that you have determined” (Braun & Clarke, 2013 p. 77). The authors believe that interviews are used when the researcher aims to answer questions relating to experience, understanding and perceptions. Qualitative interviews are mostly divided into three types. These types are structured, semi-structured and unstructured (Braun & Clarke, 2011).

For this study, I used the semi-structured interview. To Braun and Clarke (2011), this approach to qualitative interviews is tailored in such a way that the researcher prepares an interview guide before the interview but does not rigidly adhere to it. In line with the above explications, I had the opportunity of interviewing a member of the communication team of NADeF, a private foundation of Newmont Ghana Gold Limited

set out to oversee all CSR related activities of the organisation via the phone because of his busy schedules and used a semi-structured interview guide. The interview revealed the types of CSR activities Newmont Ghana Gold Limited communicate online and the specific online platforms used to communicate these CSR activities.

Document analysis as a research method is particularly applicable to qualitative case studies producing rich descriptions of a single phenomenon, organisation, or program (Stake, 1995; Yin, 1994). Document analysis involves the reviewing or evaluation of documents, both printed and electronic (computer/internet based) material (Bowen 2009). Daymon and Holloway (2001) add that documents consist of words and images that have been recorded without the intervention of a researcher. They come in written, printed, sound, visual and digital forms. The authors further state that analysing documents is a useful method because of its unclogged nature. This assertion perfectly fits this study since I did not create the electronic documents retrieved online because they were disclosed before the study. This makes the documents analysed naturalistic and authentic (Leavy, 2014).

According to Bowen (2009), documents take various forms like advertisements, attendance registers, and minutes of meetings, manuals, background papers, books and brochures, diaries and journals, letters and memoranda, maps and charts, newspaper etc. In the case of this research, I retrieved and analysed posts that were communicated on the online platforms of Newmont Ghana Gold Limited. I used these online information as documents which serve as a reservoir of ideas, voices and views of the organisation.

3.5 Data Collection Procedure

At the initial stage, I obtained the official website address on googlesearch.com and visited the website which was identified as Newmont Golden Ridge, the name of the mother company. On the website there were domains which contained each of the company's operational branches listed; Newmont Golden Ridge Africa, Newmont Golden Ridge Australia, Newmont Golden Ridge North and South America. There were also social media icons that directly lead website visitors to specific social media pages when clicked. I discovered on the website that Newmont had listed six (5) social media platforms on their website namely; Facebook, YouTube, Twitter, Blog, and LinkedIn. I entered Newmont Ghana Gold Limited in the search bar to locate the official social media handles of the organisation. To be able to analyse posts on the social media platforms especially Twitter, I had to sign up and follow the company. The motive was to find out if CSR was being communicated on these online platforms. I set out to retrieve any written text, image or video believed to have been originally authored by the organisation for the period of two and half years from January 2016 to June 2018 which was the exploratory stage. Information on CSR was on all the platforms with the exception of LinkedIn and YouTube. The mother company, Newmont Golden Ridge, had a YouTube channel but the sub branch Newmont Ghana Gold Limited which is the focus of this study did not have a YouTube channel.

I retrieved 96 tweets communicating CSR (with the exception of retweets which are posts that were originally not shared by the organisation) and 38 blog posts. I discovered that CSR information on Facebook were similar to that on Twitter and posts on the latter had

more in-depth information as compared to the former so I concentrated on Twitter doing away with the Facebook posts. I also discovered few similar CSR related information on both Twitter and on the blog which I counted as one based on the one that delivered much information. To be able to accommodate the information I needed, I created a folder where I stocked every data I retrieved online for the study. I first checked the dates of the online post to find out if it was within the timeframe of the study. I then retrieved and stored the texts in Microsoft Word document and kept screenshots of retrieved data as back up. The screenshots proved that the data could be altered or edited. Then I printed the documents and began the analysis. This method actually follows Altheide and Schneider's (2013) advice of saving the data retrieved for later research because it can be more easily searched and the data can be revisited at any given time in the course of the study. I then designed a coding scheme with the codes that emerged. Afterwards, I scanned through the collected data and later jotted down descriptive notes at every stage in order to gain a general understanding of the contents. Not all the data gathered were needed for the research, therefore, I used the data reduction technique as posited by Lindlof and Taylor (2002) to reduce the information to get more meaningful data for the study. This is due to the fact that not all posts on the corporate website and on the social media platforms were on CSR. After having a full grasp of the issues in the data, I began coding and came up with some thematic categories. The coding categories included; safety, economic, women empowerment, ethical, philanthropy, environmental, social, leadership. I later developed themes out of the categories because most of them were interrelated. The topics incorporate: economic, environment, ethical, philanthropic, social and stakeholder resolved every overlap. This fits Guthrie et al. (2004) which states that

selecting content categories for CSR communication should be well grounded in relevant literature. These themes are adapted from previous online-based CSR communication studies (Amo-Mensah and Tench, 2015; Branco and Rodrigues, 2006; Capriotti and Moreno; 2007).

Table 1 is an illustration of the themes developed from the collected and analysed data for the study.

Table 1. Categories of Themes.

Themes	Explanation
Economic	Includes the correspondence of corporate activities that have immediate and circuitous business-related effects. This contains exercises that demonstrate productivity, portrayals of items and administrations from a business viewpoint, cause-related advertising and all other data that tries to make the organization monetarily practical (Capriotti & Moreno, 2007; Carroll, 1979; Kotler & Lee, 2005).
Social	Involves the communication of corporate actions that indicate the general well-being of society. For example, companies' involvement in social issues. CSR activities were more oriented towards social activities such as capacity building and training programmes, the provision of social amenities in local

	communities (for example, medical/health facilities, schools, libraries). (Capriotti & Moreno, 2007; Maignan & Ralston, 2002).
Ethical	Includes the correspondence of corporate standards, measures and good rules that guide business activities. These incorporate codes of morals, sets of principles, issues about straightforwardness, values driven intentions of imparting CSR, dependable/reasonable strategic approaches (Basil and Erlandson, 2008; Carroll, 1979; Frostenson, Helin and Andström, 2011; Kotler & Lee, 2005; Maignan & Ralston, 2002; UN Global Compact).
Environmental	Involves the communication of corporate actions and processes that incorporate environmental considerations into all levels of business and decision making. Information provided may include corporate environmental policies, commitment to sustainable development through initiatives such as pollution prevention, carbon emission, energy and waste management practices (Brundtland Report, 1987; Elkington, 1998; GRI, UN Global Compact; WBCSD, 2000)
Philanthropic	Includes the correspondence of corporate voluntary exercises that look to construct a more grounded network. This includes exercises, for example, gifts (of products and ventures), charitable activities and network volunteering programs where workers or corporate accomplices volunteer their time for neighborhood

	network causes, for example, tidy up occasions, calamity alleviation programs, and enabling ladies and minority gatherings (Carroll, 1979; Kotler & Lee, 2005).
Stakeholder	Involves the communication of corporate actions that relate to building and developing mutually beneficial relationships with stakeholders. Issues may range from creating customer satisfaction through the provision of good quality products, the protection of employees rights in terms of their health, safety and benefits, being responsive to the interests and concerns of stakeholders and creating mechanisms that involve stakeholders in the CSR communication effort (Du, Bhattacharya and Sankar, 2010; Maignan and Ralston, 2002; Morsing and Shultz, 2006).

Source: (Amo-Mensah & Tench, 2015).

3.6 Method of Data Analysis

Creswell (2014) indicates that data analysis involves making meaning out of any information gathered for a research study. I employed content analysis (Altheide & Schneider, 2013) as the data analysis method for this study. Hsieh and Shannon (2005) avert that qualitative content analysis is one of the various research strategies numerous research methods used to analyze text data.

Adding to this, Julien (2008) defines content analysis as the “intellectual process of categorizing qualitative textual data into clusters of similar entities, or conceptual

categories, to identify consistent patterns and relationships between variables or themes” (p. 120). Bowen (2009) further contributes that the method of data analysis suitable for data mined through document analysis is content analysis. Content analysis is a widely used technique for analysing the CSR disclosures of companies (Amo-Mensah & Tench, 2105). Therefore, I analysed all CSR related contents on the online platforms of Newmont Ghana Gold Limited with the guide of vocabularies that best describe CSR for example sustainability, charity, morals, ethics, etc (Cochran, 2007). It is out of these vocabularies that I was able to decipher CSR messages from other data retrieved.

Content analysis was used to gain new insights (Krippendorff, 2004) and to understand and interpret the nature of CSR activities that Newmont Ghana Gold Limited communicate online and the strategies of communication found on these online platforms.

3.7 Ethical Issues

Bowen (2009) observes that in research, the researcher demonstrates objectivity (setting your biases aside and treating the research fairly) and sensitivity (paying attention to every detail) in the selection and analysis of data. Wimmer and Dominick (2011) state that in studying pre-existing content, one must be ethically concerned about the use of comments or postings of individuals (organisations). However, if the site is intended to reach the general public the material may be freely analysed and quoted to the degree necessary in the research without consent (Austmann, 2015; Wimmer & Dominick, 2011). Since the organisation under study is a public organisation, their online profiles are accessible for every internet user. Furthermore, the organisation uses their online

platforms as a public communication tool in their operations and therefore do not have an expectation of privacy concerning their online disclosures. Moreover, the company is aware about the study.

3.8 Chapter Summary

This chapter has presented the methodological processes of the research and the method of data analysis. Firstly, it illuminated the research approach and design employed for the study. It also highlighted the sampling strategies. Finally, it discussed the method of data collection and analysis in detail and closes the ethical considerations.



CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

This chapter gives a detailed presentation of the findings from the data derived from the online platforms of Newmont Ghana Gold Limited and that of the interviews conducted. The research questions asked at the beginning of the study are answered in this chapter by reducing data obtained into themes and analysing them using the relevant theories and literature reviewed. The findings reflect the nature of information on CSR that were communicated online by Newmont Ghana Gold Limited and the communication strategies used. The chapter looked at corporate social responsibility communication based on six thematic areas; images are also employed in this chapter to support the analyses in order to make the findings and discussions much clearer.

4.1 RQ1. What is the nature of CSR information Newmont Ghana Gold Limited communicate on their online platforms?

Content analysis of Newmont Ghana Gold Limited website indicates that the organisation communicates CSR. However, a great deal of improvement is needed for effective CSR communication. The website is one of the online communication platforms that Newmont Ghana Gold Limited uses to communicate with their stakeholders and it represents all the branches of Newmont Golden Ridge around the world which are in Africa, Australia, North and South America. Information on CSR on the website was classified based on the following themes: ethical, stakeholder, philanthropy, environment, social and economic. On the homepage of the corporate website ‘www.newmont.com’, the first tab

is the 'About Us', a domain on the corporate websites which communicated information about the company's purpose, goals and mission. This was thoroughly investigated for evidence of CSR related information. Under this domain is a sub-domain labelled 'Strategy'. This discussed the organisation's strategy which states: "To lead the gold sector in creating value for shareholders and other stakeholders". This message revolved around the theme of economic. The interview revealed that by this statement the organisation intends to at all cost maximise profits for their primary shareholders. Economic CSR information are messages that talk about an organisation's wealth and profits and revolves around actions that are geared toward money making. This resonates with the economic responsibility in Carroll's (1991) Four Part theory which says the primary obligation of a company is to ensure that profits are made. The message that Newmont Ghana Gold Limited communicated under strategy was driven towards the economic responsibility. The 'Strategy' of Newmont Ghana Gold Limited was supported by the Mission, Vision and Value statements of the organisation.

The Mission statement: "We transform mineral resources into shared value for our stakeholders and lead the industry in shareholder returns, safety, social responsibility and environmental stewardship", had elements of the themes of economic and environment. Economically, the organisation set out to make profits for its shareholders. The interview revealed that the organisation has a core goal to be the world leader in the mining and trading of gold in the world. The organisation seeks to maximise profits for the shareholders of the company. The organisation also aims to improve the environment they operate in. The theme of environment focuses on information about corporate actions that are aimed at the general wellbeing of the environment.

The company's vision statement reads: "We will be recognized and respected for exceptional economic, environmental and social performance". Newmont Ghana Gold Limited communicates information on the commitment to CSR and the willingness to meet this target. This is supported by the 'Value' of the organisation.

The Value column entailed 5 statements with the following headings; safety, integrity, sustainability, inclusion, responsibility. Under these five headings are brief statements:

- *Safety – We take care of our safety, health and wellness by recognizing, assessing and managing risk, and choosing safer behaviors at work and home to reach our goal of zero harm.*
- *Integrity – We behave ethically and respect each other and the customs, cultures and laws wherever we operate.*
- *Sustainability – We serve as a catalyst for local economic development through transparent and respectful stakeholder engagement, and as responsible stewards of the environment.*
- *Inclusion – We create an inclusive environment where employees have the opportunity to contribute, develop and work together to deliver our strategy.*
- *Responsibility – We deliver on our commitments, demonstrate leadership, and have the courage to speak up and challenge the status quo.*

Source: <https://www.newmont.com/about-us/strategy/default.aspx>

From the extracts stated, it is evident that all the six themes developed for this study are captured in this column of information.

The online investigation proved that Newmont Ghana Gold Limited is well aware of CSR and the need to get involved in it. It is discovered from the content analysis of Newmont Ghana Gold Limited's website that the organisation vigorously conducts itself to meet CSR inclined statements stated in the 'About Us' domain on the website. The next sub-domain is labelled 'Governance and Ethics' which contains 'Code of Conduct'. It was later revealed in the interview that the code of conduct of the company is the birth of all CSR related activities of the organisation. Information gathered from this domain on the website contained widely accepted vocabulary that best describes CSR (for example global, concern, profitability, growth, ethical, empowerment, and responsibility). Although there was not a domain titled Corporate Social Responsibility, Newmont Ghana Gold Limited dedicate a full domain and two sub-domains on their website to sharing CSR related information which sums up to four pages of CSR related information.

A search for the word 'corporate social responsibility' in the search column revealed forty-five (45) stories that included news articles and press releases but assessing most of the stories proved futile as the latest results shown were either archived or deleted from the database of website information. More than half of the results shown from the searched word were dated with the latest among them being disclosed on 05/02/2012 (six years ago) falling beyond January 2016 to June 2018 which is the period of this study. This shows there should be improvement in the communication of CSR on the website of Newmont Ghana Gold Limited. This is in accordance with the exploration discoveries of

Hinson, Boateng and Madichie (2010) and Hinson (2011) which found that CSR data on corporate sites in Ghana is limited. Maybe because of the accessibility of other correspondence channels the site is not utilised adequately for the correspondence of CSR. The site is certifiably not an all-around misused channel for CSR correspondence and this authenticates the discoveries of Basil and Erlandson (2008); Esrock and Leichty (1999) in different settings.

On the website are five enlisted social media platforms that Newmont Ghana Gold Limited are registered, namely ; blog, YouTube, Facebook, LinkedIn and Twitter.

The blog page had a drop down menu which displayed branches of Newmont companies which included Africa (only Ghana), Australia, North America and South America. On it were information on some CSR related activities the organisation is involved in. Information here was segmented into articles where stakeholders got access to and voiced out their opinions. The blog page contained a comment form where stakeholders voiced out opinions and engaged in a dialogue with the organisation on any CSR article commented on. Facebook and Twitter were the other social media platforms that Newmont Ghana Gold Limited disclosed CSR information on. An exploratory study also found that Instagram was another online channel that the organisation communicated CSR on but was not included in the enlisted social media platforms on the homepage of the corporate website. It was later revealed that CSR messages on Instagram were repeated on both Facebook and Twitter. LinkedIn and YouTube were listed but the content analysis showed that there was no CSR information disclosed on those platforms by Newmont Ghana.

In this study, I first presented the thematic categories as it appeared in the aggregated post of each CSR related information communicated in a tabular form in order to appreciate which of the categories was given the greatest concentration and prominence. This is followed by a representation in a cumulative table. The study sought to identify and examine the themes that run through the messages communicated on CSR online by Newmont Ghana Gold Limited January 2016 to June 2018 totaling 134 social media posts (blog, Twitter). This finding reconciles with Hinson *et al's* (2010) study that CSR communication is not practiced effectively by organisations in Ghana.

Table 2. Frequency distribution of posts shared on Twitter and blog by Newmont Ghana Gold Limited from January 2016 – June 2018

Types of Posts	Twitter	Blog	Total	Percentage
Ethical	9	-	9	7
Stakeholder	23	6	29	22
Philanthropy	25	16	41	30
Environment	13	6	19	14
Social	15	8	23	17
Economic	11	2	13	10
Total	96	38	134	100

4.1.1 Ethical

This theme involves the communication of CSR that revolves around of corporate norms and values and also captures standards and moral principles that guide business actions. These include codes of ethics, codes of conduct, and issues about transparency. Words that best describe ethics in CSR are trustworthiness, respect, responsibility, fairness and caring (Carroll, 1979; Jamali & Mirshak, 2001). CSR practices on ethical reasons placed last (6th) among the social media platform rankings recording a low percentage of 7 totaling 9 social media posts. This affirms findings of Amo-Mensah and Tench (2015) that companies in Ghana do not consider the ethical dimension of CSR as a priority. The theme of ethics can be seen in this post:

We behave ethically and respect each other and the customs, cultures and laws wherever we operate.

- August, 22 2017. Twitter

Newmont Ghana Gold Limited in this online post discusses company values. This is embedded in the codes of conduct of the company which is the idea to show respect for the accepted norms of the community in which they operate. Ethics in CSR communication revolves around information on fairness and respect as discussed earlier and judging from this online post, Newmont Ghana Gold Limited is seen here being ethical. This reconciles with ethics in Carroll's (1991) Four Part theory which states that being ethical encompasses standards and norms that are highly regarded by society as fair in the eyes of stakeholders or acting morally right. With this post, the organisation is seen showing respect and upholding the customs of the community in which they operate.

Another post of Newmont being ethical was found in this blog post:

We paid GH¢ 184M in Taxes and Forestry Levy in the first half of 2017 to the Ghana Revenue Authority and the Forestry Commission.

- August 25 2017. Blog

With the above post, Newmont is seen being ethical by paying taxes which are practices expected of business organisations. This corroborates with Carroll's (1991) Four Part Theory which discusses legal responsibilities as ethics since they are also expected responsibilities of companies (Carroll, 1979). An organisation is not said to be ethical when it exhibits bad business practices by not paying taxes and in the post above posted on 25th August, 2017, Newmont is seen being ethical by declaring that they do well to pay the taxes that are expected of them by government which gives them the authority to operate. Judging from this post, Newmont Ghana Gold Limited is seen adhering to stated laws.

This can also be seen in this online post:

The Ghana Revenue Authority (GRA) honoured Newmont Ghana for being the country's second largest tax payer in 2016 under the Large Taxpayer Office, Domestic Tax Revenue Division (DTRD). Newmont was lauded for its "tremendous" contribution. In 2016, Newmont Ghana paid about \$90 million in taxes and royalties to the Government of Ghana through the GRA. Since 2004, Newmont Ghana has invested more than \$2.9 billion in the country, including over \$970 million paid to the Government in taxes, royalties and other levies.

- November, 22 2017 .Blog

Among the stated laws is payment of taxes which has been adhered to once again by Newmont Ghana Gold Limited. From the data, the government are appreciative of the organisation by honouring them as being ranked among the highest tax payers in the country. This is also in line with both the legal and ethical responsibilities of an organisation as posited by Carroll's (1991) Four Part theory. Being ethical signifies fair and responsible business practices which include upholding societal law where as legal responsibilities talk about observing and adhering to stated laws. Ethical responsibility of an organisation might include the use of equipment or products that have been certified as meeting trade standards.

4.1.2 Stakeholder

This theme ranked second on the cumulative list of the types of online messages Newmont Ghana Gold Limited share online with a percentage of 22 totaling 29 posts. Stakeholder as a theme includes the communication of organisational actions that relate to building and developing mutual relationships with stakeholders to benefit both parties. Issues on stakeholder may range from creating customer satisfaction through the protection of employees rights in terms of their health, safety and benefits, being responsive to the interests and concerns of stakeholders and creating mechanisms that involve stakeholders in the CSR communication effort (Du, Bhattacharya and Sankar, 2010; Morsing and Shultz, 2006). This can be seen in this post:

In Ghana, Newmont's Employee Wellness Program focuses on the behaviors and culture that motivate people to make healthy choices. This includes offering

employees and business partners access to health seminars, physical screenings, exercise classes, healthy eating campaigns and blood drives.

- June 15 2016. Blog

In this post, the organisation is seen taking the health and safety issues of their stakeholders in high esteem. The organisation reported that annual health screening of employees are organised to keep workers fit and in shape. The underlining story of this post talks about the benefits that workers of and other stakeholders around Newmont Ghana Gold Limited gain from the company. The organisation through their online platforms share information about protecting employee rights and responding to customer demands. This is in line with the ethical responsibility of an organisation in the Four Part theory (Carroll, 1991), which states that being ethical encompasses standards and norms that are deemed right in the eyes of stakeholders. Through this act, the organisation shows it cares for its stakeholders. Adding to this, the ability to provide fair labor practices for business employees as well as the employees of their suppliers can be termed as CSR that revolves around the stakeholders of the organisation. Fair business practices for employees include equal pay for equal work and living wage compensation initiatives.

Below are some online posts that illustrate the theme of stakeholder:

We strive to create a global, diverse and inclusive workplace where employees can develop and are empowered.

- December, 26 2017. Twitter

The company has built the perfect platform to inform, promote and engage employees to be champions,” says the Senior Regional Procurement Analyst at Akyem. “This has been instrumental in building team cohesion.

- June 6 2018. Twitter

We reiterate that the health and safety of our employees, contractors and local communities remains our core value.

- July 28 2017. Twitter

The revelation of these posts iterates that Newmont Ghana Gold Limited takes into consideration the wellbeing of their stakeholders. This is evident in the ‘code of conduct’ of the organisation which includes members in their operational communities in the decision making process of the organisation.

4.1.3 Philanthropy

This theme recorded the highest number of online posts of Newmont Ghana Gold Limited. It attained the top spot recording 41 out of 134 posts totaling 30%. This supports the findings of previous studies that have found that CSR in developing countries is mostly philanthropic (Atuguba and Dowuona-Hammond, 2006). This confirms that top business organisations consider philanthropy at the heart of their CSR attempts. This involves community volunteering programmes, charitable donations and women empowerment. Such posts include the following:

Recently, team members from Newmont’s Ahafo operation visited a school located in Dokyikrom, one of the neighboring communities near the mine as part

of ongoing health awareness programming. Sussana Abena Takyiwaa, Jennifer Gamor and Bernard Owusu distributed medical kits to nearly 150 children at Dokyikrom Basic and Junior School.

- March, 24 2016 Blog

Newmont Supports Farmers In and Near our Host Communities in Ghana

- February 5 2016. Blog

Over the years, Newmont has initiated agriculture support programmes like the Agricultural Improvement and Land Access Programme (AILAP), to help farmers in the mine's host communities, many of whom had been resettled and had relied heavily on farming as their occupation. Roughly 3,200 farmers have received various support packages such as irrigation machinery and other processing equipment to help their farming endeavors. The AILAP has also worked with farmers to introduce them to international markets for their products, with the aim of increasing their business and ultimately their quality of life. Philanthropic initiatives include the donation of time, money or resources and services to the community. These donations can be directed to a variety of worthy causes including human rights, national disaster relief, clean water and education programs in underdeveloped communities.

Newmont Women Donate Ghc 45,742 for Breast Cancer Education

- July 24 2017 Twitter

Representatives of Newmont Ghana Gold Limited donated seven hundred and forty two Cedis, (45,742) to lead anti-breast cancer campaign. The cash donation is to boost outreach programs aimed at educating and creating awareness about breast cancer through free breast screening.

The Newmont Akyem Development Foundation (NAkDeF) disbursed GHC8.9 million to fund 46 sustainable community development projects in the 10 host communities of the Akyem mine in 2016.

- May 4 2017. Blog

The theme of philanthropy in CSR communication revolves around corporate voluntary activities that involve donations (of goods and services), charitable actions and community volunteering programmes such as clean up events (Carroll, 1979; Kotler and Lee, 2005). This reconciles with the discretionary responsibilities, one of the four responsibilities that encompasses the Four Part theory (Carroll, 1991). Discretionary responsibilities (philanthropy) refer to acts of direct distributions a firm makes towards a charity or a cause. Jamali and Mirshak (2007) add that the discretionary responsibility of a company is simply a gesture to give back to society. This can be seen in these posts:

At Newmont's Ahafo mine in Ghana, the Women's Consultative Committee (WCC) provides financial assistance to local female entrepreneurs through a revolving fund established to provide micro loans and credit to women with small-scale business ventures.

- July 12 2017 Blog

Women's Consultative Committee (WCC) Promotes Gender Equality in Ghana.

- January 12 2017 Twitter

The WCC is a product of Newmont's local sustainability initiative that involves a committee of 95 women (Queen Mothers, traders, hairdressers, etc.) who are elected representatives from each community to implement strategies to secure greater female participation in decision-making at the local level. Instances where companies devote resources to improve the lives of women in the society also point to CSR. According to Kotler and Lee (2005), empowering women is also geared toward philanthropy in CSR (Kotler and Lee, 2005).

NADeF named Ghana's Corporate Foundation Philanthropist of the Year

April 19 2017 Blog

Newmont Ahafo Development Foundation (NADeF), a separate foundation that seeks to conduct all CSR related activities and other developmental projects of Newmont Ghana Gold Limited in the Ahafo area in Ghana was awarded the Corporate Foundation Philanthropist of the Year in 2017. The award recognised the long-standing contribution

of NADeF toward improving lives and supporting sustainable socio-economic development in the Ahafo community where Newmont operates.

4.1.4 Environment

This involves the communication of corporate actions and processes that incorporate environmental considerations into the decision making of an organisation. On the 4th place is the theme of environment in the communication of CSR by Newmont Ghana Gold Limited amassing 19 posts scoring 14%. Information disclosed includes corporate environmental policies, commitment to sustainable development through initiatives such as pollution prevention, carbon emission, energy and waste management practices (Brundtland Report, 1987; Elkington, 1998). Examples of information disclosed on this theme are:

Newmont works to continually improve how we manage impacts from our activities on biodiversity and related ecosystems. This includes defined strategies for protecting water, air, soil and food sources on which both our operations and nearby communities rely. At our Akyem mine in Ghana, a fresh water dam constructed to support production activities is helping to replenish populations of a migratory water bird and support a healthy ecosystem in the region.

- September 6 2017. Twitter

Akyem Reforestation Programme focuses on replanting 257 hectares, three times the size of land impacted by our mine.

- July 11 2017 Blog

It is revealed from the above posts that Newmont Ghana Gold Limited takes into consideration the environment they operate in and seeks the general wellbeing of their surroundings. Ensuring good water supply and reforestation are good examples of an organisation being friendly to the environment. CSR on environmental initiatives focuses on areas such as limiting pollution, reducing greenhouse gases etc. Also, communication on commitment to achieve SDGs (sustainability development goals) ensures the friendliness of an organisation to the environment. This is evident in this next post:

Newmont is committed to a positive legacy for future generations. Hence, our commitment to UN SDG6 - ensuring access to water and sanitation for all – and to maintaining the overall health of freshwater ecosystems where we operate.

- April 4 2018 Blog

The examples above signify that Newmont Ghana Gold Limited communicates information on CSR which revolves around the theme on environment. Some elements of this is in accordance with the discretionary responsibility in the Four Part theory (Carroll, 1991) reconciling with an explanation which states: “the decision to take up these roles are guided only by a business’s desire to engage in social roles not mandated, not required by law, and not generally expected of businesses in an ethical sense” (Carroll, 1979, p 500). Newmont Ghana Gold Limited on their own discretion have included the general wellbeing of the environment as part of their CSR agenda. Elements of the above post also highlight the ethical responsibility in the Four Part theory (Carroll, 1991) which posits that the ethical responsibilities of a company embodies practices that are expected by society even though they are not codified into law and are seen as an organisation

acting morally right. Mining degrades the land therefore it is morally right that good measures are put in place to maintain and keep the land in good shape always.

4.1.5 Social

Information on the theme of social came up 3rd totaling 17%. The social category involves CSR communication that indicates the general well-being of society. These include company involvement in social issues and CSR activities towards social activities such as capacity building and training programmes, the provision of social amenities in local communities (for example, medical/health facilities, schools, libraries) (Capriotti and Moreno, 2007; Maignan and Ralston, 2002). Posts on social include:

We recently hosted Mineral Engineering students from the University of Mines and Technology (UMaT) at our Akyem Process Plant to give them practical and field experience of what they learn in the classroom about mining.

- March 22 2018 Blog

Over the last two years, Newmont has teamed up with Project C.U.R.E. to bring the Helping Babies Breathe program (HBB) to the rural regions of Ghana near our Akyem and Ahafo mines. Designed by the American Academy of Pediatrics and WHO, HBB trains birth attendants on how to provide basic newborn resuscitation using simple, inexpensive equipment, including bag-mask ventilation and suction devices. Initial training sessions, held in January and July of 2015, provided 48 Ghanaian Ministry of Health midwives with step-by-step techniques and practice experience using mannequins that simulate the crying, breathing and

heartbeat of a baby. Upon completion of this training, all midwives were required to pass a simulation exercise test (Objective Structured Clinical Examination, OSCE), in which HBB Master Trainers scored the student on their ability to provide the correct steps in preparing for birth, delivery and resuscitation.

- February 17 2017 Twitter

A number of mining communities in Ghana, including Akyem, also has formed community safety teams to help train the communities in emergency response, firefighting and first aid.

- October 20 2016 Twitter

In the above post, it is evident that the organisation engages in capacity building and training programmes. That aside, there are images that also best capture the theme of social where Newmont Ghana Gold Limited through their two foundations Newmont Ahafo Development Foundation (NADef) and Newmont Akyem Development Foundation (NAkDef) contributes to society by providing social amenities for the surrounding communities as shown on their website.

Picture 1. Image of social amenities provided by Newmont Ghana Gold Limited



With the interest of our community at hand and as part of our social responsibility NADeF has adopted these developmental projects.



Chief's Palace, Gyedu



Durbar Grounds, Kenyasi No.2



6-Unit Classroom Block for Anglican Basic School, Kenyasi No.1



College of Nursing Boys' Dormitory Ablution Block



2 NO. ICT Centre for Presby and Methodist Basic Schools, Kenyasi No.1



2NO. Fully furnished ICT center for R/C and Anglican Basic Schools, Kenyasi No.1



1 Storey Classroom block for Osei Kofi Abiri Basic School, Kenyasi No.1



Fully Furnished Community Social Centre, Kenyasi No.1

Online Data, 2017 Source: (www.newmont.com. Accessed, 22nd September, 2017).

This resonates with the discretionary responsibility in Carroll's (1991) Four Part theory which talks about a company going out of its daily operations to support society.

4.1.6 Economic

Information on economic ranked 5th on the cumulative table totaling ten percent even though it is one of the places to excel as a corporation. Information includes the correspondence of corporate activities that have immediate and aberrant business-related

effects. This involves exercises that show gainfulness, depictions of items and administrations from a business point of view, cause-related advertising and all other data that looks to make the organization monetarily practical (Capriotti and Moreno, 2007; Carroll, 1979; Kotler and Lee, 2005).The following are posts that best illustrate this:

Newmont's 2017 first quarter earnings rose slightly to \$133million from adjusted net income of \$129million in 2016.

- October 31 2017 Blog

Newmont's Operations in Ghana Create Jobs and Economic Development.

- April 26 2017 Twitter

Newmont Ghana Gold reported that their Ahafo operations in the Brong Ahafo region in Ghana directly and indirectly supports 41,000 jobs in Ghana (0.39 percent of the total labor force in Ghana), of which 1,921 jobs are directly attributable to the organisation (0.02 percent of Ghana's total labor force). The Ahafo mine is reported to generate approximately 10 percent of the workforce in the region. Extant literature posits that an organisation that creates job opportunities for members of the community is considered CSR compliant. Jamali and Mirshak (2007) affirms this by commenting that the economic responsibilities of an organisation include providing a return on investment to shareholders and creating employment opportunities.

In 2016, our Ahafo and Akyem mines in Ghana helped generate over \$1,000 million in economic value.

- April 12 2017 Twitter

Newmont Ghana Gold Limited is a major contributor to Ghana's economy, generating nearly 18.8 percent of the nation's total gold revenue and US\$360 million value added in terms of economic activity representing 0.9 percent of Ghana's GDP. It directly contributes US\$160 million to government tax income (2.56 percent of national tax revenues), US\$39 million to household incomes and US\$31 million as carried interest income to the government. This resonates with economic responsibility, one of the enlisted responsibilities in Carroll's (1991) Four Part theory which talks about an organisation doing everything possible to maximise its profits. It requires a company to engage in productive activities either in the form of goods or services required by society for profit. Economic CSR messages focus on practices that facilitate growth of the business.

4.2 RQ 2. What CSR communication strategies are exhibited on the online platforms of Newmont Ghana Gold Limited?

Communication has now become very critical in the practice of CSR since it enables a company to determine the success of its CSR agenda. As has been previously noted, communication is what makes companies socially responsible in the eyes of their stakeholders (Amo-Mensah & Tench, 2015). Stakeholders also play a very vital role in CSR since they are the targeted audience of an organisation's CSR agenda. Throughout the years the situation of a partner has developed from the essential investor of an association (Frieman, 1962, 1970) to a phase where the stakeholder(s) of an organization are said to be "any gathering or person who can influence or is influenced by the accomplishment of the association's objectives (Freeman 1984, p. 34). Various

techniques of engaging stakeholders have been adapted by organisations and this research question discusses the stakeholder communication strategies that are exhibited on the online platforms that serve as channels of CSR communication for Newmont Ghana Gold Limited. The findings of this research questions are categorised under two themes namely; linear and interactional and are supported by empirical theory in the CSR literature. Findings are first presented in a tabular form to give an overview.

Table 3. Overview of the communication strategies that were exhibited on the online platforms of Newmont Ghana Gold Limited

Online Platforms	Type of communication
Website	Linear
Blog	Interactional
Twitter	Interactional

4.2.1 Website (Linear)

The website is one of the most utilized channels to unveil data by an association about the association. The site is so imperative to an association that each data one needs about the association is conveyed there. It shows the qualities, mission and vision of an association. The site of Newmont Ghana Gold Limited ticks every one of the advantages that associations get from a website. Findings of the content analysis of the website of Newmont Ghana Gold Limited discovered that the communication strategy that is exhibited there is linear. Linear talks about one-way communication. Communication starts with one person delivering information to whoever is listening without expecting a

feedback. Examples of linear communication are information being sent by traditional media (radio, TV) where news are sent out to inform listeners. The same occurs on the website of Newmont Ghana Gold Limited. Information communicated on the website of the organisation are in 'Read-Only' format which means that visitors to the website can only view and retrieve information without sending feedback to the organisation. CSR related information disclosed on the website is to be read without voicing out opinions. Examples of this is in the 'About Us' column on the website which had the code of conducts, business ethics, vision and mission statements including other CSR related information. This type of CSR communication corroborates the Stakeholder Information Strategy, one of the elements in Morsing and Schultz' (2006) Three CSR Communication Strategy. The stakeholder information strategy signifies that information that flows from the company is one-way. The organisation supplies the stakeholders with information about their CSR initiatives. There isn't any type of criticism from partners in this stage. There are no remark areas where partners can have a discourse with the association on any CSR issue.

Picture 2. Image the web page of Newmont Ghana Gold Limited.

Newmont's Strategy

As the world's leading gold company, Newmont's strategy is to create value for all shareholders and stakeholders through efforts to:

- **Deliver superior operational execution** by ensuring fatality risks are managed at all times with strong leadership and systems, , continually improving operational performance, and meeting commitments without fa
- **Sustain a global portfolio of long life assets** by growing margins, Reserves and Resources from profitable expansions, exploration and value accretive investments
- **Lead the gold sector in profitability and responsibility** by consistently generating superior returns, demonstrating our values, and leading in environmental, social and governance performance

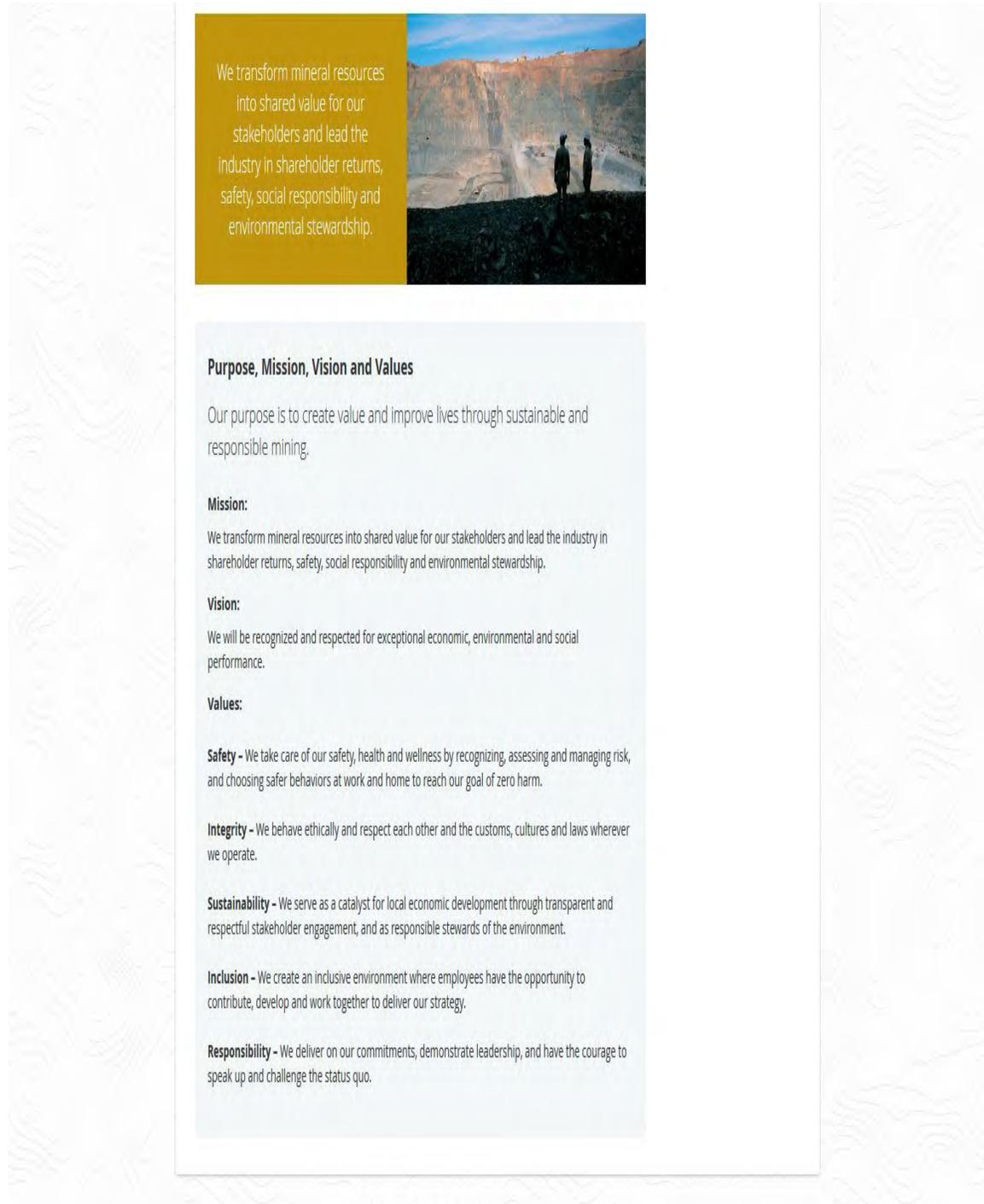


Picture 3. Image the web page of Newmont Ghana Gold Limited.



Online Data, 2018 Source: (www.newmont.com. Accessed, 22nd September, 2017)

Picture 4. Image of the web page of Newmont Ghana Gold Limited.

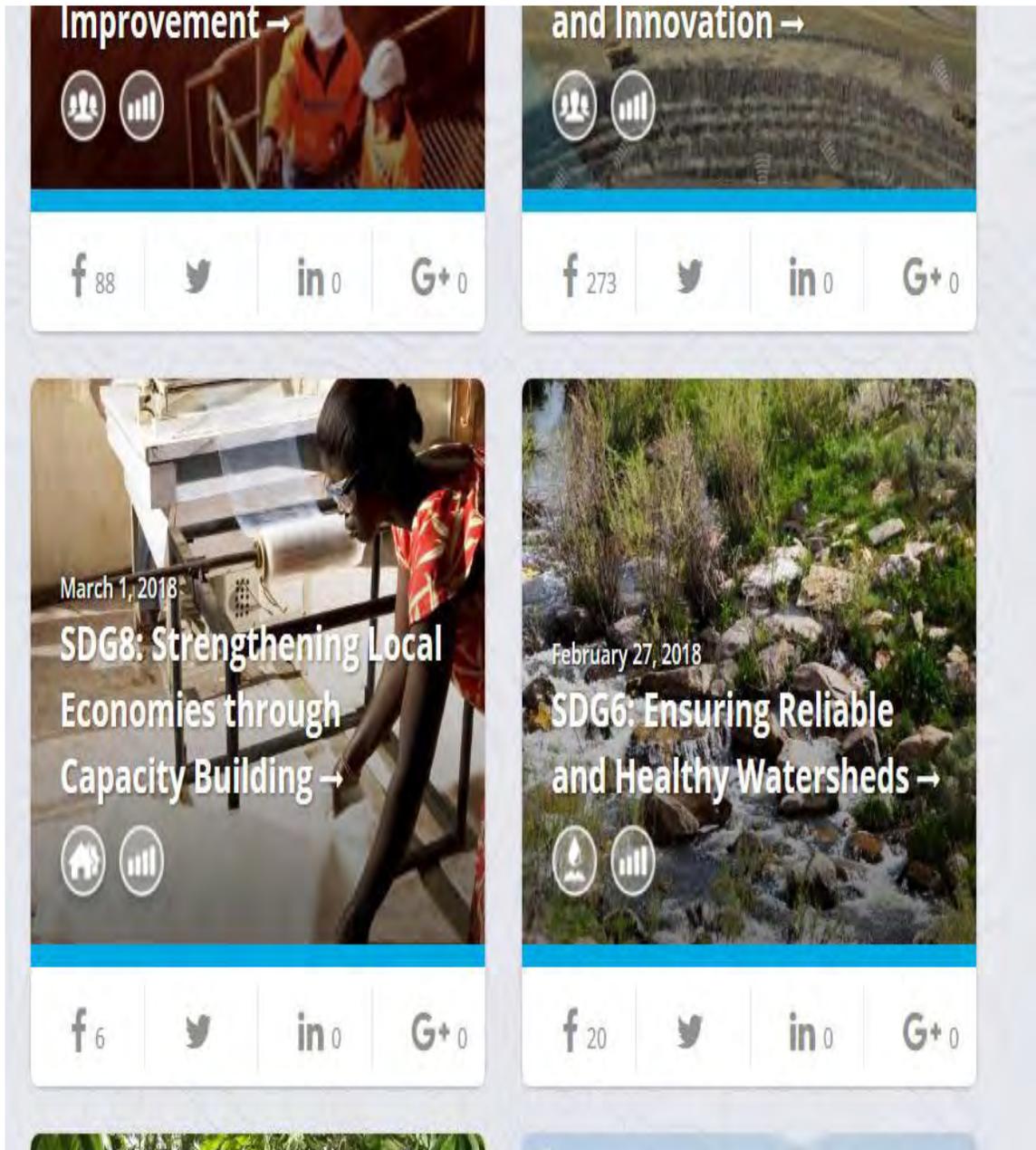


Online Data, 2014 Source: (www.newmont.com. Accessed, 22nd September, 2017)

4.2.2 Blog (Interactional)

The blog site is one of the platforms through which Newmont Ghana Gold Limited disclose information on CSR. Articles on CSR were grouped into news stories where stakeholders could easily access. A comment section was on every CSR article on the blog where stakeholders were encouraged to voice out their opinions and concerns. The comment form included 'Name', 'Email', 'Comment' which are areas to fill out to be able to send information to the organisation. Once messages were sent from the blog the organisation then engages in a dialogue with the sender via the user's email account. Communication via the blog was interactional, a two-way communication where both parties engaged in a dialogue to meet stakeholder demands. The interviews discovered that the organisation responded to every comment that were sent to them through the blog. The interview also proved that the organisation started the blog as a medium through which they could actively communicate to all kinds of stakeholders about their CSR activities. This resonates with the Stakeholder Involvement Strategy of Morsing and Schultz' (2006) communication strategies which says that interaction between the company and its stakeholders are ongoing until an agreement is arrived at. Influence on both parties keeps interchanging until a common understanding is reached. The corporation engages frequently and actively in dialogue with the stakeholders, and makes changes whenever it is necessary.

Picture 5. Image of the blog page of Newmont Ghana Gold Limited.



Online Data, 2018 Source: (www.newmont.com. Accessed, 22nd September, 2017)

Pictures 6 and 7. Image of the blog page of Newmont Ghana Gold Limited.

Blog Theme

Community

Environment

People

Performance

Regions

Africa

Australia

North America

South America

Date Range

From ▼

To ▼



April 26, 2017

Two New Projects Extend Profitable Production at Ahafo in Ghana

[Read more](#)

Africa, Community, Performance



April 19, 2017

NADeF named Ghana's Corporate Foundation Philanthropist of the Year

[Read more](#)

Africa, Community



April 12, 2017

Responsibility at the Core of Daily Operations in Ghana

[Read more](#)

Africa, Performance



March 30, 2017

Female Engineers from Newmont Ghana Encourage Girls to Pursue

[Read more](#)

Africa, Community, People



February 17, 2017

Training Program in Ghana Is Effective in Preventing Newborn

[Read more](#)

Africa, Community



January 12, 2017

Women's Consultative Committee Promotes Gender Equality in Ghana

[Read more](#)

Africa, Community, People



December 8, 2016

Newmont Ghana's Ahafo Mine Ranked Mining Company of the Year

[Read more](#)

Africa, Community, Performance



December 1, 2016

Newmont Ghana Recognized for Local Content Development

[Read more](#)

Africa, Community, People, Performance



October 25, 2016

Newmont Ghana's Women and Allies Network Joins Global Fight Against

[Read more](#)

Africa, Community, People



September 8, 2016

Newmont Ghana's Akyem Mine Ranked Best Performing Company in

[Read more](#)

Africa, Performance

< 1 2 3

Picture 8. Image of the comment section beneath every article on the blog.

Post a Comment

Your email address will not be published. Required fields are marked *

Comment

Name *

Email *

Submit →

Connect with Us /  RSS  YouTube  Twitter  Facebook  LinkedIn

© Copyright 2018 Newmont Mining Corporation | www.newmont.com

 Print

Online Data, 2014 Source: (www.newmont.com. Accessed, 22nd May, 2017)

4.2.3 Twitter (Interactional)

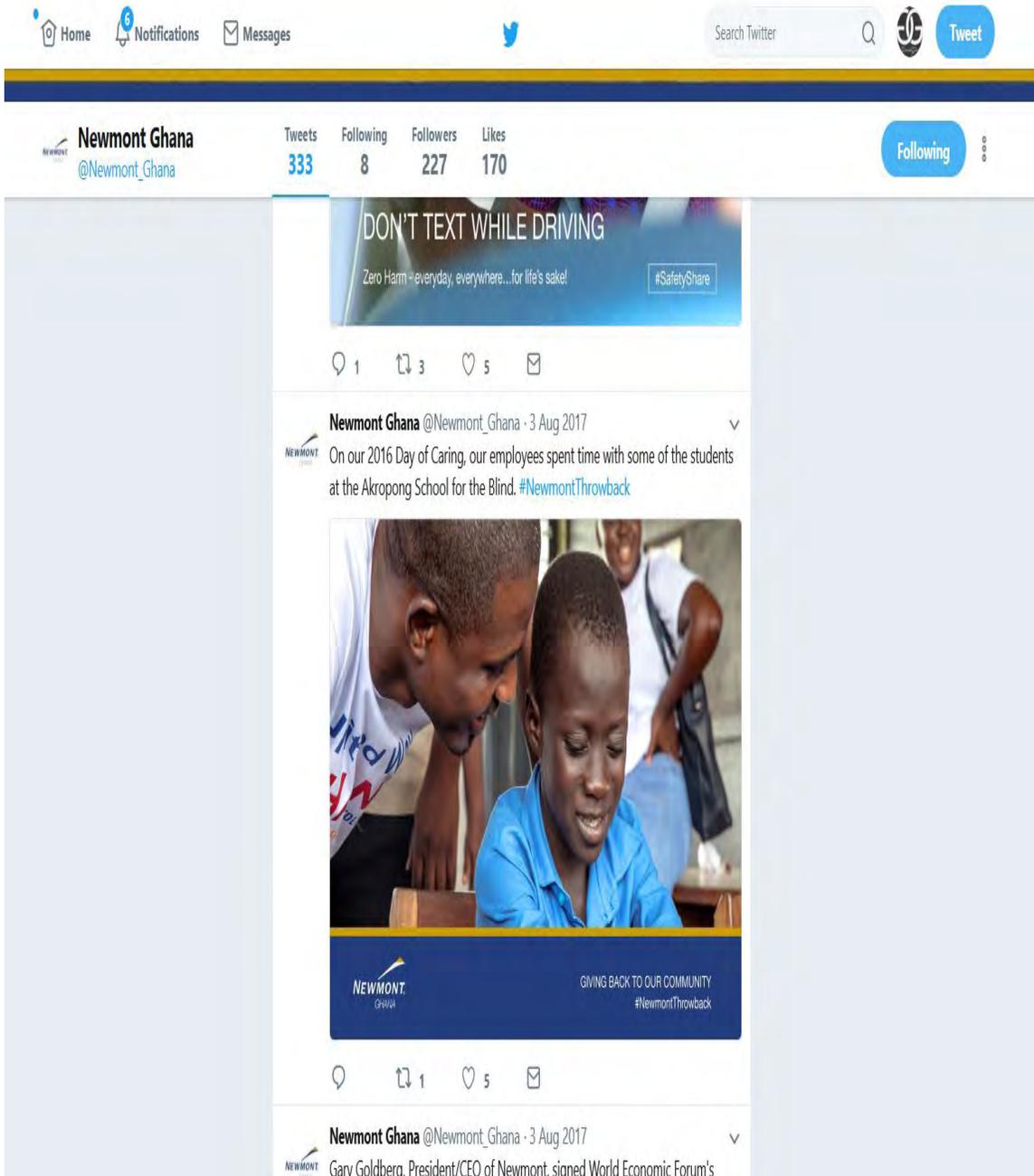
In spite of the fact that there are other microblogging destinations, the most prevalent administration is Twitter. Propelled in 2006, Twitter is a microblogging administration where clients send updates or tweets that generally relate to contemplations or thoughts to ideas to a network of followers from a variety of devices for example; smart phones, tablets, laptops. Tweets are content based presents of up on 140 characters long. The default setting for tweets is open, which grants individuals to tail others and read each other's tweets without giving shared consent. Every client has a Twitter page where every one of their updates are totaled into a solitary rundown (consequently the name microblogging). Midha (2014) conducted a survey on Twitter which sampled 12,000 users, it was revealed that 80 percent of the people surveyed had mentioned a brand in their Tweets at least once during a five-month period (Midha, 2014). Stakeholders acknowledge organisations on Twitter, thus making the social media platform one of the most used by organisations to communicate with stakeholders. In twitter, users keep profile about themselves and there is open profile which contains the full name, the location, a web page, a brief life history, and the user number of tweets. The people who follow the user and those that the user follows are also listed.

Twitter recorded the highest number of CSR related information disclosed by Newmont Ghana Gold Limited. Information on CSR communicated on other social platforms was communicated extensively on Twitter. The communication strategy found on the Twitter page of Newmont Ghana Gold Limited was interactional. This is due to the fact that on Twitter, the organisation encouraged quick feedback from stakeholders who had received

CSR information. Communication on twitter was not a balanced two-way communication even though it was interactional. On Twitter, it was discovered that the organisation did not reply to comments that were posted on the information they shared on the platform. In reference to the Three CSR Communication Strategy (Morsing & Schultz, 2006), CSR communication on twitter is in accordance with the Stakeholder Response Strategy. This strategy is a partial two-way communication flow where the initiator of the communication only wants the other party in the communication to respond to the message that is conveyed. On Twitter, stakeholders mostly retweeted and shared posts. Comments were not replied.



Picture 9. Image of the twitter page of Newmont Ghana Gold Limited.



Online Data, 2014 Source: (www.twitter.com. Accessed, 15th June, 2017)

Pictures 10 and 11. Images of the twitter page of Newmont Ghana Gold Limited.



Our Integrity Value:- We behave ethically and respect each other and the customs, cultures and laws wherever we operate.
[#NewmontValues](#)



Newmont Ghana has been ranked the top mining company and one of the top 10 companies to work for in Ghana. Thanks to our employees for their hard work and continuous support to our purpose of creating value and improving lives through sustainable and responsible mining.



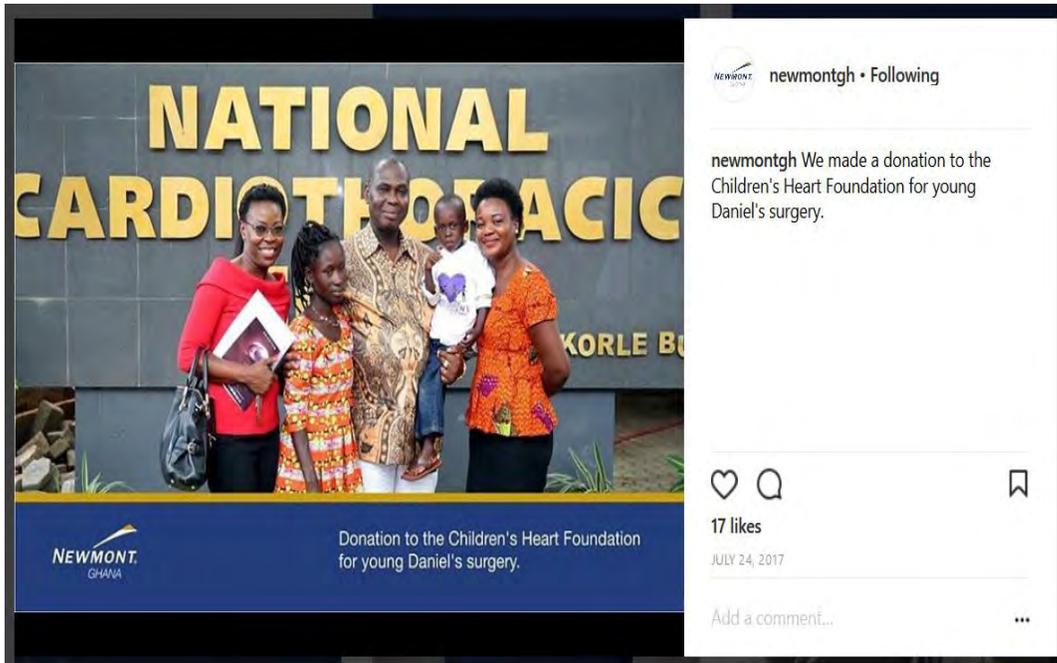
Online Data, 2014 Source: (www.twitter.com. Accessed, 15th June, 2017)

Pictures 12 and 13. Images of the twitter page of Newmont Ghana Gold Limited

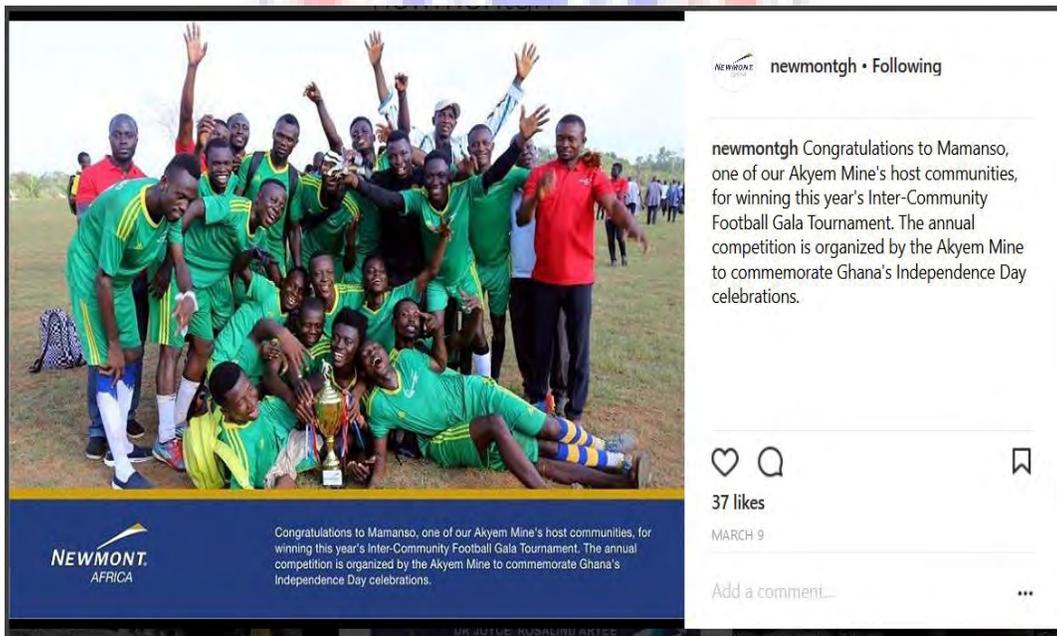


Online Data, 2014 Source: (www.twitter.com. Accessed, 15th June, 2017)

Pictures 14 and 15. Images of the twitter page of Newmont Ghana Gold Limited



The image shows a Twitter post from the account 'newmontgh'. The main image is a photograph of five people standing in front of a large sign that reads 'NATIONAL CARDIOTHORACIC' and 'KORLE BU'. One woman is holding a young child. Below the photo is a blue banner with the Newmont Ghana logo and the text: 'Donation to the Children's Heart Foundation for young Daniel's surgery.' To the right of the photo is the Twitter interface, showing the profile 'newmontgh • Following', the text of the tweet: 'We made a donation to the Children's Heart Foundation for young Daniel's surgery.', and engagement metrics: '17 likes' and 'JULY 24, 2017'. There are also icons for liking, replying, and bookmarking, and a comment input field.

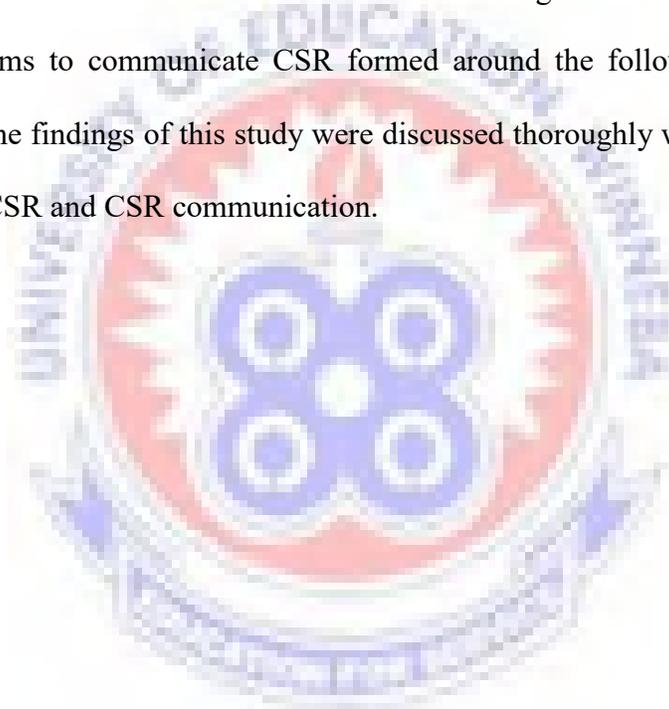


The image shows a Twitter post from the account 'newmontgh'. The main image is a photograph of a football team in green and yellow kits celebrating with a trophy on a field. Below the photo is a blue banner with the Newmont Africa logo and the text: 'Congratulations to Mamanso, one of our Akyem Mine's host communities, for winning this year's Inter-Community Football Gala Tournament. The annual competition is organized by the Akyem Mine to commemorate Ghana's Independence Day celebrations.' To the right of the photo is the Twitter interface, showing the profile 'newmontgh • Following', the text of the tweet: 'Congratulations to Mamanso, one of our Akyem Mine's host communities, for winning this year's Inter-Community Football Gala Tournament. The annual competition is organized by the Akyem Mine to commemorate Ghana's Independence Day celebrations.', and engagement metrics: '37 likes' and 'MARCH 9'. There are also icons for liking, replying, and bookmarking, and a comment input field.

Online Data, 2014 Source: (www.twitter.com. Accessed, 15th June, 2017)

4.3 Chapter Summary

This chapter has presented the findings and discussions of the study. It starts by answering the first research question which sought to investigate the nature of CSR information that Newmont Ghana Gold Limited communicated online. It was uncovered that Newmont Ghana Gold Limited disclosed CSR information online in relation to the following subjects: ethical, environment, social, philanthropy, economic and stakeholder. Finally, it was revealed that the communication strategies exhibited on the discovered online platforms to communicate CSR formed around the following areas: linear and interaction. The findings of this study were discussed thoroughly with reference to extant literature on CSR and CSR communication.



CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter summarises the entire research work, draws conclusions and finally suggests recommendations on the online communication of CSR by Newmont Ghana Gold Limited. This chapter also discusses the communication strategies that are exhibited on the online platforms of the organisation. Carroll's (1991) Four Part theory and Morsing and Schultz (2006) Three CSR Communication Strategy were the theories that guided the study.

The research approach and design for this study were qualitative (Denzin and Lincoln, 2000) and case study (Yin, 2009) respectively. The methods of data collection were document analysis and interviews. Eight coding categories were established, drawing references from the literature and previous research works. This was later developed into six themes to content analyse the CSR information communicated by Newmont Ghana Gold Limited online.

5.1 Summary of Findings

This research set out to investigate the online platforms of Newmont Ghana Gold Limited to discover CSR related information communicated. The findings of RQ1 revealed that the organisation communicated CSR mainly on three platforms including the website, a blog and Twitter. The study revealed that CSR information communicated on these online platforms were ethical, environmental, philanthropic, economic, social and

stakeholder related. The findings of RQ2 also revealed that the communication strategies that were exhibited on the online platforms of Newmont Ghana Gold Limited were linear and interactional.

5.2 Limitations

This study set out to examine the online communication of CSR by Newmont Ghana Gold Limited to discover the online platforms and also the communication strategies exhibited on their online platforms. The study encountered a few limitations.

The organisation had not enough CSR information on their online platforms, which meant I had to stretch the period of study to two and half years to be able to gather some data. Also, getting staff of the organisation for personal interviews for the study was a huge challenge thus ending up having an interview with just one of the participants. Although data were collected from all five enlisted social media platforms, most excerpts retrieved from the social media platforms of the organisation were from Twitter as the organisation shared Facebook and Instagram posts on Twitter with the tweets providing in-depth information as compared to the others. The tweets were the version of posts that captured full messages on CSR since they were linked to news stories posted on other platforms not belonging to the organisation. Stories on Facebook and Instagram were captured in pictures with few words. However, these limitations did not take away the credibility of the study as it has implications for further studies.

5.3 Recommendations

The following recommendations are made based on the findings of the study.

As the concept of CSR continues to grow in Ghana, stakeholders expect to contribute in decision making processes of CSR. Organisations have to strengthen their online presence (for example social media) as the phenomenon of social media has been a mainstay in organisational communication.

Organisations should invest more in the communication of their CSR agenda on their online platforms the same way they appear on other platforms for their online appearances offer a more affordable way of reaching an unimaginable number of people within a short period of time.

Also, organisations should devote a considerable amount of space on the website pages to communicate their CSR agenda and they should encourage feedback from their stakeholders to facilitate development of their CSR initiatives.

Policy makers should review corporate regulatory mechanisms within mining corporations to strengthen the culture of CSR practices in the country.

5.4 Suggestions for further research

In view of the challenges and opportunities I encountered while reviewing literature and collecting data for the study, I make the following suggestions for future research so that the knowledge base of online CSR communication among the mining sector in Ghana will be increased and also serve as a repository for researchers.

A similar work may be done taking into consideration a higher number of mining companies in Ghana; the study could be extended using a multiple case to compare online CSR communication among other companies in the mining sector since companies in

these two industries are the most recognised organisations who practise corporate social responsibility.

Also, a study may be conducted investigating the online CSR communication of a small scale mining company in Ghana since Newmont Ghana Gold Limited is a multinational company. Further studies can be on a comparative study of a mining company and a telecommunication company on the use of social media to communicate CSR.

5.5 Conclusion

The key findings that were discovered from the content analysis of the data to answer the research questions led to several conclusions.

The research sought to explore the nature of CSR information that Newmont Ghana Gold Limited communicated on their online platforms. The findings revealed that the CSR communication information are: economic, environment, ethical, philanthropic, social and stakeholder inclined. These were discussed thoroughly and explicated with references to Carroll's (1991) Four Part theory. The content analysis also showed that the nature of CSR information communicated online by Newmont Ghana Gold Limited were largely philanthropic. This reconciles with Amo-Mensah and Tench's (2015) finding that majority of companies in Ghana limit their CSR activities to philanthropy. Again, the organisation's CSR issues communicated were stakeholder driven and also on social issues. There were also issues on environment reported as part of the CSR agenda of Newmont Ghana Gold Limited, a finding contrary to the findings of Amo-Mensah and Tench (2015) who recorded that most Ghanaian companies were "yet to embrace environmental issues" (Amo-Mensah and Tench, 2015. pg. 14) in their online CSR com-

munication. Even though CSR information retrieved on the online platforms of the organisation had examples of economic and ethical issues much improvement on the areas should be addressed due to the low numbers recorded.

It was deduced that the organisation do communicate their CSR agenda to the stakeholders in various forms which include text, images and videos. The communication strategies discovered are linear and interactional.

In conclusion, the idea of corporate social responsibility has become increasingly more typical in strategic approaches and stakeholders today pretty much envision organizations to be socially mindful. To sustain a competitive upper hand to improve profits and establish strong stakeholder relationships, businesses ought to incorporate corporate social responsibility strategies into management decisions.



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APPENDIX

Interview guide

1. How does your institution understand Corporate Social Responsibility (CSR)?
2. Do you communicate your CSR activities to your stakeholders?
3. What is the motivation for communicating your CSR to your stakeholders?
4. Why do you communicate your CSR online?
5. How do you communicate your CSR online?
6. How has communicating CSR online heightened or elevated your institution?
7. Do you have specific stakeholders you communicate your CSR to?
8. Do you interact with your stakeholders about your CSR activities?
9. Do you communicate your CSR yourself?
10. After going through your posts I realized that you do not comment on your social media posts why?
11. Do you have specific CSR projects that you communicate?
12. You always communicate your CSR on your social media platforms with images, what is the rationale behind it?
13. Are there any other thoughts on CSR that you would like to share with me?