

Institutional Drivers for Corporate Social Responsibility of Ghanaian Firms

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ABSTRACT

The concept of corporate social responsibility (CSR) has dominated the academic space with a significant number of studies focusing on attempting to establish the relationship between corporate responsibility and firm performance. Minimal empirical attention is, however, accorded to attempting to establish what drives corporate responsibility among firms. This study sought to examine the institutional drivers for CSR practices of firms in Ghana using a mixed-method approach. An interview was conducted with personnel in charge of executing their respective firm's corporate responsibility initiatives to obtain a firsthand insight into the level of appreciation for CSR among Ghanaian firms as well as to identify the drivers for CSR. The drivers for CSR were classified into internal and external institutional drivers. The study sourced for data for its analysis by administering questionnaires to 100 respondents. Responses were quantitatively analyzed using a regression technique. Among the internal drivers for CSR, it was found that only board commitment to CSR was a significant and positive driver of corporate responsibility. International trade relations, the media, and the local community were similarly found to be significant and positive drivers of CSR among the external drivers. Regulations was found to be a significant driver for CSR but impacted on corporate responsibility negatively. It is recommended that incentives by the government, award schemes, and enforcement of CSR reporting be implemented to drive a broad adoption of CSR among firms in developing nations.

Keywords: Corporate social responsibility, Corporations, Institutional drivers, Ghana, Stakeholders.

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I. INTRODUCTION

The complexities of the modern world raise concerns of the need to embrace all aspects of one's immediate environment. With this analogy, organizations as members of the broader society have a strong interactions with a larger number of stakeholders. More recently, corporations in most parts of the world are battling with new roles and responsibilities that are indirectly associated with their functional goals [1]. In some instances, these assumed roles are contradictory in nature to the core functions of firms [2], [3]. Key among the assumed roles and responsibilities expected of firms is the need to address the issues of the present generation without compromising the capacity of the next generation to address their own peculiar needs [4]. Furthermore, firms are being entreated to assume certain liabilities resulting from the manner in which their activities sway communities.

The ramifications of balancing social, environmental, economic, and ethical issues of firms in dealing with its ecosystem of stakeholders elucidates the concept of

corporate social responsibility (CSR) [5], [6]. The intricacies of CSR centers on the interactions and interrelationship existing between organizations and the society as a whole, and the need for organizations to align their core functions with societal needs in a bid to avoid frictions and derive some tangible and intangible gains [7]. Corporations' voluntary contribution to sustainable development beyond the prescriptions of any existing legal framework constitutes actions deemed as CSR [8], [9]. In recent times, there have been growing expression of interests in corporate responsibility towards the society and the environment due to increased sensitivity to ethical issues among stakeholders [10].

A. Problem Statement

Studies into CSR has dominated the academic space in the developed economies [11]-[13] whilst for many developing countries, there has been a steady growth in the number of studies examining the integration, promotion, and adoption of CSR among corporate bodies in these countries [14]-[16]. A great deal of theoretical studies has focused on the consequences of CSR where researchers have attempted

to study the impact of CSR on variables such as employee morale, corporate financial performance, customer loyalty, and corporate reputation [10], [17], [18]. A vast majority of these studies have accordingly fitted their models where CSR was assigned as an independent variable where its impact was examined on some dependent variables [19]. In sharp contrast, less attention has been accorded to treating CSR as a dependent variable where some factors were investigated to assess their bearing on firm's social responsibilities [20]. Over the past few decades, there is an emerging trend in literature which has begun to bridge the theoretical gap and is seeking to examine institutional determinants of socially responsible actions of firms [21]. This has become apparent for the following two reasons. First, an understanding into the antecedents of CSR could assist to predict socially responsible behavior of business organizations [20]. Also, identifying the drivers for CSR, could assist policy makers, researchers, and managers to critically evaluate the efficacy of factors that have a bearing on socially responsible acts of firms. The study seeks to determine the internal and external institutional drivers for CSR using Ghana as the study's empirical setting.

B. Research Objectives

The broad objective of the study seeks to examine the institutional drivers for corporate social responsibility of firms in Ghana. This will be achieved by investigating the following specific objectives:

1. To identify the internal institutional drivers for CSR among Ghanaian firms.
2. To identify the external institutional drivers for CSR among Ghanaian firms.
3. To propose a framework to promote the implementation of CSR among Ghanaian firms.

II. LITERATURE REVIEW

A. Overview of Corporate Social Responsibility

Overtime, several scholars and management theorists have attempted to define CSR from perspectives that support their research objectives and exhibits trends of CSR practices of firms as of the time of their investigation. Reference [22] asserts that the classical standpoint of CSR was originally centered on philanthropy, however, in recent times, CSR embodies business-society interrelations particularly with respect to the contributions of corporations towards solving societal needs. Reference [23] notes that some authors perceive CSR as denoting "corporate citizenship", "corporate philanthropy", "corporate giving", and "corporate-community involvement". These descriptions highlight the nexus in firm-community interrelations.

Reference [1] opined that CSR involves the discretionary, economic, ethical, and legal practices of firms that meets societal demands. Reference [24] explicated the idea of CSR from the societal point of view and asserted that CSR entails the obligations of a business entity towards advancing the needs of the community. Reference [25] looked beyond the traditional drivers of CSR such as legal and economic to establish that CSR encompasses firms' recognition of and response to issues that accomplishes some set of mutual

benefits to the society. Reference [17] explains CSR as the link between the firm and the society such that the firm acts in such a way as to balance its goal of profit maximization with meet needs of the society. This study adopts a definition of CSR as put forward by [26] as actions that go beyond some minimum requirements to contribute to the welfare of a firm's key stakeholders.

Identification of the crucial areas to target for social intervention activities plays a pivotal and a frontline role in firms' implementation of their CSR agendas. Exponents of [27]'s shareholder theory backs the assertion that provision of employment opportunities to community members, creating an economic activity, and meeting tax obligations ought to be the only focal area of firms toward meeting the needs of the society. Reference [28], however, stipulates that recent advocates of CSR focuses on a wide range of issues such as employee welfare, community relations, human rights, corporate ethics, environmental concerns, and consumers. Reference [17] equally asserts that legal instruments exist to bind firms to promote the welfare of employees through employee social security initiatives and also to protect the environment via the use of environmental-friendly methods and equipment.

Within a developing world context, [14] identifies three levels of the drivers of CSR initiatives as the voluntary drive, accountability drive, and an enabling environment drive. These three drivers of firm's social responsive actions are in tandem with the four-scale categorization of social responsibilities advanced by [1]. The voluntary aspect of CSR has been argued be the most effective driver of CSR as it is asserted that regulations mostly interfere with liberations of firm decisions and undermine a conscious effort by firms to be socially responsible [23]. The accountability aspect is needed to support the voluntary drive for CSR to compel firms that often takes more resources from the society and those whose activities mostly leaves the environment in a devastated condition to give back to the society. An enabling environment devoid of unnecessary bureaucracies and with the required CSR supportive structures in place has also been argued to contribute immensely towards a sound implementation of social actions by firms in developing economies.

In a study to ascertain the challenges to the implementation of CSR initiatives, [29] notes that the issues of ethics and ethical considerations in business practices is exaggerated as some CSR enthusiasts generally asserts. Observers of CSR trends among different nations and firms have discovered that CSR is often perceived as a mysterious endeavor since acts related to it faces limitations in the areas of its capability to influence society positively. Absence of a robust system to hold firms accountable for their actions that have a detrimental effect on the environment has been cited as a failure of CSR to address societal problems. To inculcate high sense of responsibility among businesses, [29] advocates that there is the need to implement mandatory CSR legislations whilst examining the role of government and public policy in inducing corporate behavior and practices.

B. History of Corporate Social Responsibility in Ghana

The sub-Saharan region of the African continent is characterized with having a social institutionalization system where well-endowed individuals, groups or entities provide some sort of assistance to the poor, needed and resource lacking persons or entities. This unique trait has over the years formed an inherent aspect of the region's socio-cultural beliefs and hence influenced the way of life of its dwellers. Despite this phenomenon, [30] stipulates that in this region, there was often no indigenous sense of corporate responsibility. This is further corroborated by [29] as he explains that the notion of CSR seemingly appears to be a rather recent development in Ghana. Although firms in Ghana had traditionally been engaged in some sort of social activities such as tree planting exercises, offering scholarship to wards of employees, providing a conducive working atmosphere, and assisting the poor, the actual concept of CSR was not well understood and practiced. This essentially came on the back of the absence of robust structures to hold firms accountable to the community.

Reference [29] documents that available evidence suggests that the evolution of CSR in Ghana dates back to the late 2001 during which a major cyanide spillage by a large mining firm in Ghana was detected and accordingly reported by affected community. Subsequent actions taking by the mining firm which included assisting to construct a road network, provision of boreholes and school structures is believed to have been the genesis of CSR in Ghana [29]. Reference [26] explains that stakeholder demands on businesses have heightened afterwards at such an intense rate. Consequently, the massive pressure given by the society has resultantly led to firms of all sizes increasingly finding it difficult to escape from honoring their bargain of the social contract. The prevalence of poverty among many developing countries is highlighted by [31] as being a crucial contributory element which binds firms to partake in alleviating poverty whilst serving as development partners for the government.

C. Empirical Review

Reference [20] undertook a mixed-method study to establish the institutional drivers of CSR among businesses in China. The researcher developed an internal and external institutional framework to explain why firms act in socially responsible manner. Data was sourced through an in-depth interview section with corporate managers where the author obtained firsthand knowledge on CSR practices of firms in China as well as through a survey study of 225 Chinese firms. Data obtained was analyzed quantitatively through a regression methodology. The findings of the study revealed that ethical corporate culture and top management commitment were the internal institutional factors that have the capacity to influence firms' corporate responsibility actions. The external institutional factors that have a likelihood to affect firm's adoption of CSR practices included globalization pressure, political embeddedness, and normative social pressure.

Reference [32] examined how specific stakeholder groups in South Korea influenced multinational enterprise's (MNE) CSR practices in the Asian country. The researcher classified the stakeholders of firms into primary

stakeholders consisting of customers, staff, and business collaborators and secondary stakeholders also consisting of the government, the media, local community, and non-governmental organizations (NGO). The study solicited for data by administering questionnaires to 1531 MNEs. The data was quantitatively analyzed using an ordinary least squares (OLS) regression technique. It was observed that the secondary stakeholders; local government, the media, community, and NGOs had positive and significant impact on CSR. Customers and staff had significant and positive relationship with CSR whilst business collaborators had a significant and negative impact on CSR practices of firms in Korea.

Reference [33] investigated the role of formal strategic planning and firm culture in influencing firms' corporate responsibility actions among a sample of heterogeneous firms in Australia. Data was sourced from 3000 Chief Executive Officers of manufacturing and service rendering firms in Australia. A survey instrument was developed and utilized to solicit for data from the respondents. The study measured CSR using the four dimensions to CSR as developed by [34]. The study's analysis and testing of hypotheses was carried out in two stages; confirmatory factor analysis and hierarchical regression analysis. The findings of the study uncovered that six formal strategic planning variables comprising of external orientation in planning, internal orientation in planning, functional coverage in planning, resources provided in planning, and analytical techniques in planning had a positive and significant impact on CSR. Additionally, humanistic culture was found to have a significant and positive impact on CSR.

Reference [3] explored how the actions of socially responsible investors (SRI) are likely to play a significant role in shaping the perceptions and behaviors of SRIs towards CSR. The authors sought to identify the demographic characteristics of SRIs to ascertain the relationship of these traits with their CSR attitudes through a cross country study of 2464 individuals sampled from 20 countries. SRI traits examined included level of education, age, income levels, and gender. Survey data obtained from the respondents were quantitatively analyzed using generalized ordered logistics regression. The study found that females and younger SRIs considered CSR as important as a firm's financial performance. It was also discovered that females with high incomes perceive that firms ought to be accountable to stakeholders as much as they are accountable to their shareholders.

III. METHODOLOGY

A. Hypothesis Development

1. Internal Institutional Drivers

The internal institutional drivers for CSR contribute enormously towards defining the direction of firms' socially responsible actions, although this area has received scant attention from researchers [20]. The internal drivers for CSR are founded on the instrumental, relational, and moral needs of those stakeholders with direct link to the firm [35]. The internal drivers for CSR are essentially those elements that lead corporations to willingly accept social responsibility

without an external influence. Drawing on the frameworks of agency and stakeholder theories, the study examines three internal institutional drivers for CSR.

a. Board Commitment to CSR

The performance of corporations is affected by their strategic decision making and operations in the environment [18]. There is a growing debate, however, on the extent to which the boards of firms ought to give preference to social and environmental factors in decision making. Currently, boards are increasingly seen as responsible for issues relating to CSR and sustainability [36], [37]. The board of any organization are those set of individuals who have been selected to represent the interest of the owners and are responsible for key governance and strategic decision making of the institution [3]. Where the views of the owners and the board are aligned towards a particular course, the firm will be expected to be well-focused in achieving such a course [38]. Thus, for any organization, the board is obviously in the best position to direct and promote CSR initiatives where the owners and board members are individuals who are highly dedicated to leaving a positive impact on the society. The board also act as dispensers and keepers of the corporate governance structures of business organizations. Decisions centered on CSR are best promoted when it forms a part of the corporate governance structures of a firm. Clearly laid out policy framework on a firm's interaction with its immediate environment helps to drive or guide firm-society interrelationships. Based on this premise, the first hypothesis is formulated as;

Hypothesis 1: a greater board commitment to CSR will increase firm's adoption and practice of corporate responsibility.

b. Management Attitude to CSR

The generally accepted notion that business executives are key drivers of CSR originated from the corporate world itself [39]. The literary origin to this assertion dates back to the 1950s following calls by corporate leaders and academics in the United States for organizations to act as trustees of social wellbeing [40]. Reference [41] asserts that corporate responsibility encompasses decisions in the corporate environment that goes beyond a firm's direct economic interest. Reference [10] asserts that a paradox exists such that managers ought to devise strategies that makes their respective firms competitive whilst simultaneously minimizing those acts that stakeholders find it as offensive. It has been argued among researchers that managers ought to first recognize ethics as a crucial contributory factor towards the success of any business before they can wholly accept and pursue responsible acts [42]. Where the management team of an organization possess a positive attitude towards CSR, there is an intense pressure for the adoption of socially responsible behavior across the organization [43]. Under such environments, policies aimed at carrying out and promoting socially responsible activities are repeatedly adhered to, as such policies are aligned to the managers' vision [44]. Reference [45] opines that managers of businesses ought to have an awareness of the content and potential instrumental value of CSR activities and accordingly drive sanctions and

motivations needed to carry out such functions. Managers of firms draw in employees' efforts towards a common agenda by setting standards for rewards and punishments that help define acceptable behavior [46]. This cumulatively helps to create a platform that projects the importance of ethical issues and define the organizational culture. From the foregone, the study hypothesizes that;

Hypothesis 2: a positive management attitude to CSR will increase firms' adoption and practice of corporate responsibility.

c. Corporate Culture and Ethics

Corporate culture refers to those set of values, beliefs, and principles governing the members of an organization that defines the blueprint of how employees and management interacts and handle outward business transactions and interactions [47]. These traits define the extent to which an organization is conducted responsibly or otherwise [33]. Business and management ethicists opine that the normative obligations imposed on firms by social contract requires constructive responses to the needs of owner and non-owner groups [48]. Ethical corporate culture assists in strengthening organizational capacities that are required to induce more socially responsible actions [49]. The degree to which ethics are institutionalized in the organizational structure implies the magnitude to which ethics are integrated into corporate decision making through codes of ethics, training on ethics, and ethical leadership [20]. Consequently, ethical corporate culture offers incentives to motivate practices which may help to enhance, sustain or undermine a firm's social responsibility [50]. From the foregone, the study hypothesizes that;

Hypothesis 3: a rigorous corporate culture and ethics centered on corporate responsibility will increase firm's adoption and practice of CSR.

2. External Institutional Drivers

Aside the internal drivers pushing firms into social responsibility paths, there exist some external institutional drivers for CSR resulting from the social context within which firms form an integral part [20]. Demands for corporate responsibility are significantly attributable to external stakeholders such as the state with overt requirements or the society with broad expectations of social legitimacy [33]. The external institutional drivers for CSR constitute firms' response to social pressures which resultantly allows firms to legitimize themselves within a given society. Acquired legitimacy enables corporations to function with the general consent of the society and its dwellers [51].

a. Regulations

Universally, governments seem to have an overriding oversight responsibility over the behavior of corporations. These oversight responsibilities essentially seek to exert pressures on businesses to act as good corporate citizens [32]. Establishing a regulatory framework which seeks to enforce fair competition, environmental protection, promotion of labor rights, good working conditions, and product quality is fundamental for attaining responsible corporate behavior [20]. The government's capability to implement laws and monitor corporate behavior upon

additional role in effective promotion of socially responsible corporate behavior [10]. Government's responses to CSR have traditionally centered on mandating, facilitating, partnering, and endorsing practices that are CSR friendly and equally reprimanding those actions that are otherwise [7], [52]. Resultantly, governments' have in recent times been perceived as a critical change agents with the capability to affect corporate actions by setting guidelines for corporate actions [53]. In the context of a developing nation such as Ghana, public sector authorities play varying roles to provide an enabling environment for the promotion of CSR activities. The government seeks to coerce organizations to undertake various socially responsible practices by putting in place the needed legislation that defines the minimum standards for business performance. Additionally, the government facilitates corporate responsibility by offering various incentives to organizations carrying out such activities which aims at driving social and environmental improvements. Thus, the role played by the government is essentially catalytic and supportive of CSR [7]. The foregone discussion leads to the generation of the next hypothesis;

Hypothesis 4: a greater involvement of the state in enforcing corporate responsibility will increase firm's adoption and practice of CSR.

b. International Trade Pressure

Economic integration and international trade have resulted in strengthening global economic ties among different nations with an increase in the adoption of western-styled governance principles and structures [20]. Globalization has created a platform for firms to enter into different countries for diverse reasons. This has, however, often been met with some costs and demands. Sovereign nations and economic unions often require certain standards to be met before allowing the entry of a firm and/or its products and services into their jurisdictions. Promotion of corporate responsibility has remained high on the agenda of most host countries. Demands centering on the promotion of good corporate citizenship often revolves around adoption of sustainable business practices, use of green technology & methods, abolition of child labor, promotion of gender balance, ensuring good working conditions, and among others. In some instances, the exporting company is made to publish their initiatives for promoting good corporate responsibilities as requirements for continuous engagement. Past literatures have demonstrated several avenues through which firms' dealings with international organizations and foreign economies maybe beneficial in terms of the promotion of corporate citizenship [54]. It affords local organizations to obtain international experiences which enables them to recognize the value of achieving higher social and environmental standards which are mostly a qualification for gaining access into an international market [55]. Corporations engaged in international businesses with developed nations are able to tap into the rich approaches to CSR being adopted in those countries [56]. Owing to this, a hypothesis is proposed that;

Hypothesis 5: a firm with a greater exposure to international trade is more likely to act in a responsible way.

c. Media Pressure

The media has repeatedly been considered as an inducer of change in the society and in business organizations by stimulating public opinion and impacting on public policy processes [32]. Intense media coverage of incidences of corporate misconduct in CSR, mostly leads to deterioration in public confidence against the affected firm. Issues bothering on damage to the environment, ill treatment of employees, faulty production leading to consumer inconveniences mostly attracts media attention and scrutiny [10]. In countries with a robust and transparent business environment, corporations that disregards certain socially responsible practices are often called out and attacked by the media. The media in particular continue to play key roles in bringing to the fore high profile cases of corporate misconducts such as oil spills, sweatshops, food poisoning, and a host of others. The media has emerged as a demanding stakeholder in ensuring socially responsible behavior from firms and exerts a tremendous amount of pressure on firms. Accordingly, this study examines the hypothesis that;

Hypothesis 6: a greater media attention to corporate responsibility issues will increase firm's adoption and practice of CSR.

d. Peer Imitation Pressure

Business organizations all over the world are distinct entities characterized by several unique identities. Firms in the same industries are equally distinct in terms of their approaches to issues, production processes, labor relations, society interactions, and others. Whilst these differences exist among closely related firms, organizations do not operate in a vacuum. Smaller firms attempt to imitate and learn from the much bigger and well-established ones. Local and foreign-based firms similarly learn from the individual idiosyncrasies identical to each other. Prominent domestic firms have been found to mostly serve as blueprints of appropriate CSR behavior for other community participants [57]. Imitating the good business practices of peers have saved most business entities from financial sanctions, and generation of economic gains for the businesses [20]. Foreign-based firms operating in a host country as well as bigger firms tends to have a comprehensive approach to CSR owing to experiences picked up over the course of time. These business entities, accordingly, serve as role models for younger, smaller, and inexperienced firms which enables them to pick up certain traits of socially responsible practices. Thus, CSR is not only the behavior of an individual firm but also a social action influenced by the behavior of others [20]. Where a consensus is reached on the form and structure of CSR within an industry or among a group of firms, common practices serves as a template for imitation and adoption by inexperienced and less exposed firms. Resultantly, this study argues and hypothesizes that;

Hypothesis 7: a rigorous imitation of the CSR practices of peer firms will increase the adoption and practice of corporate responsibility.

e. Local Community

The local community in which a firm is situated plays a crucial role in influencing firms' socially responsible practices since they are the direct bearers of the firms'

operations. What is usually considered as the required level of social involvement by corporate decision makers depends partly on the local norms, the magnitude of identification with the community, awareness of societal needs, and the level of connectivity between local firms and indigenes [57]. A study conducted by [58] demonstrated that over 90% of companies in the US reported some level of influences being melted out by local norms on their philanthropic initiatives. By satisfying a set of social standards and requirements of the local community, corporations are recognized as members of the community with accompanying reputation, trust, and legitimacy conferred on the firm [59]. The gains that accrue to firms following compliance with laid down community demands spans from obtaining licenses to operate, access to resources & infrastructure, and acquiring human capital. The influences exerted by the community on firms to act responsibly may either be well-structured accompanied by appropriate sanctions or informal in which case the community has its own ways to reprimand corporate misconducts. In the event that the community obtains the appropriate backing of the state, CSR structures and initiatives are well adhered to as each party knows what is required of them. Thus, it is hypothesized that;

Hypothesis 8: a greater pressure exerted by the local community for firms to act in a responsible manner will increase CSR adoption and practice.

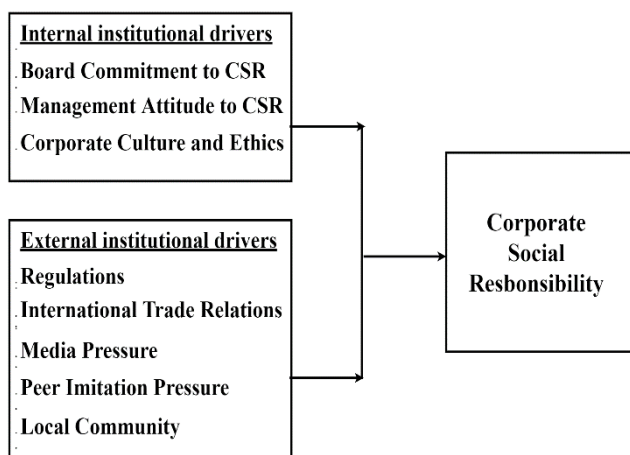


Fig. 1. Conceptual framework. Source: Author's own construct (2020).

B. Instrumentation

The study was carried out in two phases. The initial phase was to obtain firsthand information of how CSR is carried out in Ghana by some firms in the extractive line of business who are actively involved in CSR activities. This was carried out using open-ended semi-structured interviews which were conducted between August and September 2020. Top executives or persons with CSR responsibilities of 10 firms engaged in extractive activities were identified for this exercise. These firms were randomly selected from a pool of firms that have won a CSR related award in Ghana or had been recognized for CSR related activity by a reputable institution or person in Ghana. Each interview section lasted for 30 minutes to an hour. Interviewees were asked to describe CSR, explain the modalities for carrying out their respective firm's CSR activities, and to identify some internal and external drivers for their CSR activities.

Through a review of the pertinent literature as well as responses obtained from the interview sections, a closed-ended questionnaire was developed in the next phase of the study to solicit for responses capable of answering the research objectives. The questionnaire was structured into two major sections. The first section aimed at gathering basic demographic information about the respondent's firm. It sourced for information on the ownership structure of the company (local/foreign), number of years in existence, primary economic activity, number of employees, and employee turnover. This section of the questionnaire required respondents to choose an option as applicable to their respective firms. The second section was sub-divided into nine parts. The first part sourced for details of CSR practices of the respondent's firm based on a number of CSR issues identified in Ghana by [7]. The next three sub-sections elicited for information about the contribution of the board, management, and ethical corporate culture to each firm's CSR. The remaining five sub-sections similarly solicited for information on the contribution of regulatory environment, international trade, the media, peer imitation, and local community pressures to each firm's CSR prospects. This section of the questionnaire constituted statements scored on a 5-point Likert scale ranging from very strongly disagree (1) to very strongly agree (5).

C. Sampling and Data Collection

Due to the relatively infinite structure of the study's target population, the researcher adopted the number of firms that made it to the list of the 2019 edition of the Ghana Club 100 as its sampling frame. A census study was carried out on the 100 firms of the 2019 edition of the Ghana Club 100 award scheme. The Ghana Club 100 is an annual compilation of the top 100 firms operating in Ghana which serves as a model of corporate excellence to all other firms, especially to small and medium scale enterprises. The initiative helps to develop a uniform criterion for evaluating firm performance and to serve as an annual catalogue of the top 100 performing entities in Ghana in any given year.

Each of the 100 firms within the sampling frame were contacted via an email, telephone call, or by a formal letter where the intentions of the researcher were made known to the appropriate authority in charge. The researcher requested that each firm nominate an individual who plays a key role in the firm's decisions and implementation of its CSR policies and strategies, preferably the head of human resource, the chief executive officer, the chief operating officer, or the head of any relevant department of the organization. The questionnaires were delivered to the respondents in person where appropriate and where it was difficult to reach a respondent, the researcher administered the questionnaire via an email or via a postal service depending on the preference of the respondent. Given the nature of the issues examined in this study, respondents in the two phases of the study were assured of anonymity to encourage effective communication and trustworthy responses.

The researcher conducted a pilot study involving executives of ten small and medium scale enterprises (SMEs) prior to the final administering of the questionnaires. This enabled the researcher to assess the

clarity of the requests placed on the questionnaire and also to identify any irregularities in the process of administering and collecting the questionnaire. Feedbacks obtained were accordingly integrated into the final questionnaire. After the final questionnaires were administered, respondents were informed that collection was due in the next two weeks. However, respondents were made to understand that two follow-up notices were to be sent which will also seek to address challenges and concerns that will be raised in the process of answering the questions.

D. Data Analysis Procedure

The study employed several statistical tools for the purpose of describing the dataset, and for making inference about the target population. The Cronbach's alpha and the Pearson's pairwise correlation matrix was utilized to ascertain the internal consistency of the scales placed in the questionnaire and the degree of association among the study variables respectively. The variance inflation factor was also estimated to test for the presence of multicollinearity among the independent variables to establish the suitability of the variables to be included in the regression model. A descriptive analysis using frequencies was utilized to describe the dataset as well as to discover any phenomenon in the dataset. The study's objectives were met through an ordinary least squares regression technique which was employed to test the significance of the independent variables.

IV. RESULTS

The study carried out its statistical analysis using information sources from 88 valid responses obtained from the questionnaires issued to the 100 respondents. This represents a response rate of 88% and remarkable for a Ghanaian empirical setting [26]. To test for statistical significance of the study's independent variables to ascertain the internal and external institutional drivers of CSR, an OLS regression technique was utilized. However, prior to this, a number of tests were performed to describe the dataset as well to establish the suitability of the dataset for the regression analysis.

Table 1 depicts some basic characteristics of the sampled firms in terms of the ownership structure, age, primary business activity, staff size, and employee turnover. It is demonstrated that there were quite a good number of local businesses; that is, firms with its majority shareholding structure held by Ghanaians and/or indigenous enterprises, more than firms with foreign majority shareholders.

Accordingly, the results of the study will depict the level of general adoption of corporate responsibility practices among local indigenous businesses. It is further discovered that a larger number of firms that are well-established and make to the Ghana Club 100 rankings have been in existence for at least 25 years. These firms have overtime been able to withstand intense competition and might have obtained diverse exposures to corporate responsibility practices. An investigation into the primary business activity of the sampled firms revealed that there were scarcely a smaller number of firms engaged in the provision of services as compared to non-services rendering firms such as

manufacturing, mining, and construction. Overall, a significant majority of the sampled firms kept a staff strength in excess 100 employees comprising of both permanent and temporal staff. Finally, it was uncovered that a large majority of the sampled businesses had a low employee turnover which could mostly be attributed to the well-established structures of the firm as well as proper governance practices which are in place to guide general firm behavior. It must, however, be noted that these constituents of the sampled firms may be unidentifiable to the many SME businesses that have sprung throughout Ghana since businesses that make it to the list of the Ghana Club 100 in any given year have been selected based on certain criterion that could only be met by well-structured and governed institutions.

TABLE I: DESCRIPTION INFORMATION OF RESPONDING FIRMS

Item	Number	Percentage (%)
Ownership Structure		
Local	66	75.0
Foreign	22	25.0
Age		
<10	6	6.8
10-25	18	20.5
26-50	23	26.1
>50	41	46.6
Primary business activity		
Manufacturing	22	25.0
Services	26	29.5
Construction	16	18.2
Trade	15	17.0
Agriculture	9	10.2
Staff size		
<50	6	6.8
50-100	20	22.7
101-250	20	22.7
>250	42	47.7
Employee turnover		
Very high	1	1.1
High	18	20.5
Low	39	44.3
Very low	30	34.1

Source: Responses from questionnaire (2020).

Table 2 illustrates the means and standard deviations of the study's key variables as well as how the variables are correlated. CSR is shown to have a mean of 3.796 indicating that well-established firms in Ghana largely engages in some form of CSR practices and have systems to address issues of firm-community relations, sustainable practices, gender, and discriminatory actions. CSR was observed to be positively correlated with all the other variables demonstrating that corporate actions move in tandem to their corporate responsibility objectives. The regulatory (REG) environment enforcing corporate responsibility and sustainable practices was observed to possess the highest mean score which reveals that there has been a significant drive to improve regulations that seeks to regularize CSR and make its adoption widespread in Ghana. This has come through enactment of rules and ensuring compliance. Local community pressure (COM) on the contrary recorded the least mean mark which may give an indication of low firm-community relations, minimal societal pressure, and absence of corporate accountability to the society.

TABLE II: DESCRIPTIVE STATISTICS AND CORRELATION MATRIX

	Mean	Std. Dev.	1	2	3	4
CSR (1)	3.80	1.08	1			
BOD (2)	4.08	0.64	0.672**	1		
MGT (3)	3.76	1.12	0.875**	0.571**	1	
ETH (4)	3.77	1.11	0.922**	0.628**	0.930**	1
REG (5)	4.19	0.61	0.693**	0.694**	0.623**	0.635**
INTL (6)	3.75	1.20	0.938**	0.569**	0.834**	0.881**
MED (7)	3.84	1.02	0.928**	0.639**	0.811**	0.861**
PER (8)	3.94	0.85	0.898**	0.642**	0.799**	0.851**
COM (9)	3.70	1.05	0.910**	0.545**	0.795**	0.837**
CSR (1)	3.80	1.08				
BOD (2)	4.08	0.64				
MGT (3)	3.76	1.12				
ETH (4)	3.77	1.11				
REG (5)	4.19	0.61	1			
INTL (6)	3.75	1.20	0.713**	1		
MED (7)	3.84	1.02	0.758**	0.936**	1	
PER (8)	3.94	0.85	0.777**	0.897**	0.907**	1
COM (9)	3.70	1.05	0.686**	0.868**	0.896**	0.881**

Source: Research findings (2020).

The correlation analysis which determined the degree of association among the study's variables revealed that a substantial number of the study variables were significantly correlated. Consequently, a test for the presence of multicollinearity was carried out using the variance inflation factor (VIF) to ascertain the presence of high collinearity which has a tendency to affect the statistical significance of the regression coefficients. The results of the VIF showed values ranging between 1.089 and 4.957 with none of the variables having a VIF greater than 5. Hence, all the variables were included in the regression model. A test for reliability using the Cronbach's alpha to measure the internal consistency of the items in the primary data collection tool revealed a mark of 0.899, suggesting that the items had a relatively high internal consistency.

TABLE III: OLS REGRESSION RESULTS (N = 88)

	Coefficient	Std. Error	t	Sig	VIF
(Constant)	-0.264	0.211	-1.250	0.215	
BOD	0.286	0.062	4.600	0.000	2.587
MGT	0.093	0.061	1.513	0.135	2.796
ETH	0.104	0.080	1.303	0.197	4.957
REG	-0.226	0.075	-3.010	0.004	3.500
INTL	0.307	0.070	4.378	0.000	2.680
MED	0.169	0.089	1.896	0.062	4.819
PER	0.017	0.084	0.198	0.843	1.595
COM	0.238	0.061	3.898	0.000	1.896
OWN	0.083	0.060	1.380	0.172	1.137
AGE	0.070	0.034	2.078	0.041	2.398
SIZE	0.029	0.039	0.726	0.470	2.501
PBA	0.008	0.051	0.164	0.870	1.089
R ²	0.961				
Adjusted R ²	0.955				
F-Value	153.970				

The regression analysis yielded an F-value of 153.97 with an associated probability value (p-value) of 0.0 which rejects the null hypothesis that the regression model is insignificant in establishing the relationship between the dependent variable and the independent variables. This implies that the model is significant for modeling the relationship between the variables. The regression analysis

also yielded an adjusted R-squared value of 0.955 indicating that 95.5% of the variations in the dependent variable are explained by the independent variables. This is remarkable as predictions to be made by the model will be close to certainty.

The study's regression analysis established that Board commitment to CSR (BOD) was the only internal institutional driver of CSR that had a significant bearing on corporate responsibility. BOD yielded a p-value of 0.00 with a positive coefficient of 0.286 thus affirming that board commitment to corporate responsibility initiatives increases firm's adoption and practice of CSR.

Four external institutional drivers of CSR were unearthed to have a significant impact on CSR implementation and practice. Regulations (REG), international trade pressures (INTL), pressure from the media (MED), and pressures from the local community (COM) yielded p-values of 0.004, 0.00, 0.06 and 0.00 and thus affirming that these four variables had a significant bearing on firm's corporate responsibilities. INTL, MED, and COM generated positive coefficients of 0.307, 0.169, and 0.238 whilst REG surprisingly generated a negative coefficient of 0.226.

The number of Years that a firm had been in existence (AGE) was the only control variable shown have a significant and positive bearing on CSR. This indicates that older firms have a greater propensity to understand, conceptualize, and implement their CSR policies. Other variables such as management attitude to CSR (MGT), corporate culture & ethics (ETH), and peer imitation pressure (PER) generated p-values which indicated these values had an insignificant bearing on CSR. Similarly, Ownership structure (OWN), Firm Size (SIZE), and Primary Business Activity (PBA) were observed to have no significant bearing on CSR.

TABLE IV: SUMMARY OF HYPOTHESIS TESTING

Hypothesis	Impact on CSR
H1: Board commitment to CSR	Supported (+)
H2: Management attitude to CSR	Not Supported
H3: Corporate culture and ethics	Not Supported
H4: Regulations	Supported (-)
H5: International trade relations	Supported (+)
H6: Media pressure	Supported (+)
H7: Peer imitation pressure	Not Supported
H8: Local community relations	Supported (+)

V. DISCUSSION

Within the context of the internal institutional drivers of CSR, board commitment to corporate responsibility was found to positively influence firms' adoption of CSR practices. Conventionally, boards of corporations are tasked with formulating and implementing the strategic decisions and policies of organizations with the aim of ensuring that the core objectives and functions of the corporation are met. Thus, crucial decision making resides at the board level. A board with a strong commitment to firm-society interrelations, one that regularly receives the requisite training on corporate responsibility practices, and one that has a large number of its members as individuals with a high inclination to the welfare of other stakeholders are some basic traits needed to drive board commitment to CSR. A

sturdy board commitment to CSR is further characterized by placing corporate responsibility as a critical item on board's agenda and accordingly allocating the required resources towards achieving these objectives. These actions are able to push a robust CSR agenda from the very top through to all levels of the organization. A strong board commitment to issues concerning corporate responsibility affects people's attitude, guides corporate behavior, and define courses of action for the attainment of the CSR objectives of the business. Accordingly, the finding of the study in this regard confirms that a strong and positive commitment of the board to CSR will exert a positive influence on the firm's corporate responsiveness. Board involvement into issues of corporate responsiveness is also demonstrated to increase CSR reporting which raises awareness of the level of firm-society interactions. Firms that promote corporate responsiveness from the board level do so to achieve some specified goals. Interviewees from companies 1 and 6 respectively assert that;

"Our board of directors serve as a major driver of our CSR activities mainly due to nature of our business as a mining firm, which often tend to affect the environment negatively. The board take a keen interest in our interactions with the society so as to relate well with all other external stakeholders. These are carried out through various initiatives to ensure sustainability as well as to give back to the community for the use of their resources."

"The board members of our company are committed to overseeing our CSR activities. The composition of the board is structured in a way that we have opinion leaders from the local community having a representation on the board. There is also a conscious effort to maintain a gender balance on our board as well as a representation from the local traditional council. I think this composition pushes the board to be generally skewed towards giving back to the society and ensuring that our firm is CSR complaint."

The discovery of a significant and positive relationship between board commitment to corporate responsibility and CSR practices is in consonance with discoveries made by [60], [61] who found that the presence of independent directors contributes positively towards enhancing corporate responsiveness and CSR reporting. Similarly, studies conducted by [62], [63] in Hong Kong and Australia respectively found through quantitative studies that director's role in CSR had a positive impact on the CSR practices of firms in those countries. Reference [64] found that a relatively larger board structure provides a platform for firms to acquire a more diverse and crucial means to carry out their CSR policies. Reference [37] established that sound board commitment to corporate responsibility and governance was a necessary supporting pillar for CSR after their investigation into corporate governance and CSR found a positive impact between the variables.

As against expectations, regulations were found to have a significant but negative impact on CSR adoption and practice. This observation corroborates any earlier assertion made by [23] who explained that regulations mostly interfere with liberation of firms' decisions and undermine a conscious effort by firms to be socially responsible. This discovery, however, departs from the legal conceptualization in the definitional model as suggested by

[34] who stipulates that a resilient regulatory environment acts a trigger of corporate responsibility. Quite often, society expects firms to fulfill their economic mandates within the framework of legal requirements which are expected to guide firms' actions. However, within a developing country context such as Ghana where there is a lax in enforceability of sustainable practices and corporate responsibilities, most firms define their own courses of actions where there is no governing document or policy to prescribe the actions of firms towards the environment and the community. The discovery of a negative impact of regulations on CSR adoption and practices among firms in Ghana suggest that existing rules and legislations seeking to encourage corporate responsibility has not been adequate, however, it seems to be deterring firms from intensely engaging in CSR practices. Sanction regimes accompanying CSR regulations may either be too stringent in which case, firms are able to devise means to elude or misreport their social engagement initiatives or are too relaxed to ensure proper adherence. Notwithstanding, this discovery ought not to be looked at as a worrying observation solely as the negative discovery also suggests that firms in Ghana generally engage in corporate responsibility ventures with or without regulations. This is, however, contingent on the fact that Ghanaian firms have widely adopted and practiced CSR extensively. Transcripts from the interviews suggested that CSR regulations in Ghana is at its nascent stages. Executive from company 9 asserts that;

"I haven't cited any comprehensive national policy on CSR nor any related regulation on it. We, as an industry on the other hand is trying to come up with generally accepted and guiding framework on CSR for members. Members are committed to this course and many are already acting on it."

The discovery of a negative relationship between regulations and CSR adoption and practices is at variance with research findings of [32] who in examining stakeholder influences on CSR, found out that a positive relationship existed between local governments regulations and CSR practices of multinational enterprises in the Korea republic. Albeit, [20] established that political embeddedness had a positive and significant effect on market responsibility of firms in China. Reference [20]'s regression model on the contrary found a negative but insignificant bearing of government's interaction with firms on other measures of CSR such as employee and community responsibility. The establishment of a positive effect of regulations and government actions in these two studies exhibits the effectiveness of rules and regulations in enforcing corporate responsibilities in well industrialized and formalized economies. Meanwhile, in a study to compare the CSR practices of local and foreign-owned firms in Ghana, [23] found out that foreign-owned businesses in Ghana are guided mainly by legal requirements in their CSR adoption decisions more than their local counterparts.

Most countries in the Sub-Saharan African region heavily depends on revenues generated through the export of raw materials and other products as a major source of foreign exchange. International trade relations between countries as well as firms from different parts of the world has given rise to the assumption of certain practices that are conventionally

alien. In recent times, there have been growing calls from overseas trade partners for local firms to embrace practices such as corporate social responsibility, environmental sustainability, protection of human rights, and among others. The study found that international trade relations had a significant and positive relationship with the adoption and practice of corporate responsibility. Thus, the level of interrelationship between a local firm and a foreign trade partner is demonstrated to be a significant driver of corporate social responsibility. The influence of international trade and globalization of the world economy on corporate responsibility is achieved by trade partners setting some minimal requirements expected to be achieved by their counterparts from developing economies. Globalization is pressuring local firms to act in more responsible ways through increased safe & healthy production, customer satisfaction, increased productivity, as well as environmental protection. These pressures positively influence firms to espouse corporate responsibility in order to stay in business. The influence of international trade relations increases CSR reporting as communications on corporate responsibility brings to the known the various CSR activities of local firms. Executive from company 10 asserted that until his firm began engaging with an international partner, CSR was given less attention;

"We have been in existence for more than 10 years, but in our earlier stages, our CSR activities was not as robust as we are currently pursuing now. Of course, we like our peers has regularly provided some form of assistance to a few stakeholders. When we expanded and subsequently contracted a major foreign partner, maintaining a resilient corporate responsibility was a key demand towards maintaining this partner, we had to therefore step up our game."

This finding confirms an earlier study conducted by [20] who likewise found that globalization pressure was a key positive driver of corporate responsibility among Chinese firms. Globalization pressure was found to positively influence market responsibility of firms in China. Reference [23] found that health & safety, environmental issues, social welfare, and human rights were the issues on the international agenda that often drove firms to pursue corporate responsibility. However, for both local and foreign-owned firms in Ghana, only health & safety, environmental issues, and human rights drove the differences between the adoptions of CSR practices of these two distinct group of firms.

More recently, the media has been viewed as an agent of change as they are constantly dedicated to raising awareness of wrong doing on the part of individuals, entities, and governments. The focus of today's media is not skewed towards highlighting irresponsibility alone as they also serve as a platform for rewarding responsible and good actions. The findings of the study showed that the media remained as a positive driver of corporate responsibility. Accordingly, awareness of corporate irresponsible actions brought to bear by the media is demonstrated to positively impact on the adoption and practice of CSR among Ghanaian firms. Intense media coverage of corporate wrong doing may have a long-term retrogressing impact on the image and reputation of firms. Firms in attempting to avoid media

scrutiny, often intensifies their corporate responsibility initiatives whilst engaging the media to sell their CSR practices. The media also help to increase CSR reporting among firms. Exposure by the media of firm's rigorous CSR initiatives serve as a valuable platform to safeguard against liabilities that firms may face with external parties. It is therefore of no surprise that the media is an essential driver of CSR.

A comparable study undertaken by [32] found that although the influence of Korean local media impacted positively on CSR, the relationship was insignificant. The study established that much of media attention on firms in industrialized nations are targeted at large firms who are already engaged in arduous corporate responsibility activities and hence the media is rarely able to induce such firms to carry out additional responsibilities. This phenomenon is, however, different from a developing economy context such as Ghana, where firms are expected to act in line with the communal culture settings existing in the local community. Thus, the media mounts pressures on all firms engaged in corporate misconduct. Executive from company 9 clearly indicated that intense media coverage of a corporate misconduct led to a revision of their CSR policies;

"In the early 2000s, we were hit by a major cyanide spillage which attracted intense media attention. Even though, we continually engages the society in key development issues, this incidence led to a revision of our CSR strategies to a more strenuous one."

Finally, in line with expectations, local community pressure was uncovered to be a significant and positive driver of corporate responsibility among firms in Ghana. The local community is mostly the primary recipient of CSR initiatives of firms. Therefore, for societies lacking in development and certain key social amenities, their agitation and call for firms to act as citizens of the land helps to drive CSR actions of firms. Particularly for most African societies which are characterized by communal activities, businesses are perceived as joint-development partners who ought to contribute to solve societal problems. The general underdevelopments occurring in these regions coupled with inefficient assistance from national governments gives rises to frequent calls for firms to step in to support the government. Where the actions of a firm lead to a deterioration of the environment, puts consumers at risk, and are not in the interest of employees, pressure mounted by the community members helps to put the firm in check. Subsequently, due to the key roles firms play in the society aside the meeting their economic mandates, local community pressure often serves a good platform to drive firms to assume corporate responsibility. Executive of company 5 described how the local community influences their CSR practices as;

"The communities where we operate from drives most of our firm-society interactions. We had opinion leaders from the community often call upon us to present to us areas that they need our assistance to help address. Overtime, we have come to terms with this arrangement so it's a normal phenomenon to us now."

This discovery agrees with the findings of an exploratory study conducted by [16] who found that a significant

majority of respondents in selected mining communities in Ghana expected considerable development initiatives by mining institutions in their localities. The general assertion was that since the local community bore the brunt of the negative impacts of their operations, the society was entitled to some level of compensation. Reference [20] similarly found that normative social pressure had a significant and positive impact on CSR adoption among Chinese firms. Reference [32] also discovered that the local community served a significant and positive driver of CSR actions of firms.

VI. CONCLUSION AND RECOMMENDATION

A. Conclusion

In line with expectations, a good number of the identified institutional drivers of CSR were found to have a significant impact on the adoption and practice of corporate responsibility among Ghanaian firms. The direction of the relationship widely pointed to a positive interaction between the drivers of CSR and its adoption and practice.

As boards of companies are vested with the authority to formulate key strategic plans of the business, an incorporation of corporate responsibility initiatives into firm's vision and mission statements at the board level is well able to drive corporate responsiveness. Consequently, to ensure a widespread adoption of CSR among firms in Ghana, there is the need to make efforts aimed at integrating aspects of CSR at the board level. The dynamics of modern businesses and the increasing call for corporate responsibility has attracted actions such as formulating a subcommittee at the board level to oversee CSR practices. Reference [65] found that environmental and sustainable committees instituted at the board level among some firms in Australia had a positive effect on CSR practices.

The disparity between business practices among nations leads to transfer of knowledge as well as adoption of foreign best practices. With the concept of CSR perceived as more of an alien concept among firms in Ghana, trade across national borders can lead to widespread adoption of corporate responsibility and sustainable practices. Demands of most international trade relations require undertaking some minimal requirements for continuing engagement. These minimal requirements mount pressures on local businesses to enhance their corporate responsiveness. Business expansion across boards and international trade relations, therefore, drives the adoption of CSR practices.

The role of the modern media goes beyond reporting news items to effecting changes in the society. The observation of a positive impact of media on corporate responsibility comes as no surprise due to the crucial role of the media in ensuring that societal needs are met. Expansion and independence of the media is required to maintain firm responsibility and accountability.

The local community equally exerts some form of pressure on corporate bodies to take up some corporate responsibility. The norm in an African setting is that businesses organizations are perceived as citizens who ought to contribute their quotas towards solving societal needs. The discovery of a positive impact of local community

pressure on CSR practice therefore supports this assertion. Consequently, the community can induce more development and corporate responsibility by holding and demanding firms to assume some roles in society building.

The discovery of a negative impact of regulatory environment for CSR on corporate responsibility is a worrying development. However, the absence of national policy and rules & regulations on CSR explains this observation. National and industry-specific CSR policies are needed to compel firms to adopt some predefined minimal level of corporate responsibility.

Developing a framework for a broader adoption of CSR practices among all firms in Ghana calls for the implementation of strategies such that certain key drivers of CSR impacts positively on corporate responsibilities. The role of managers in carrying out their respective firms' CSR objectives needs a critical review. Management attitude towards CSR may be strengthened by giving priority to corporate responsibility issues. Board supervision and training are also essential towards instilling a sense of corporate responsibility in managers.

It was rather surprising that corporate culture and ethics was found to have an insignificant impact on the adoption of CSR as it is an indication of the fact that the general communal attitude of the average Ghanaian is not affected when scores of individuals function as a group. Inducing corporate culture and ethics to impact on corporate responsibility entails that the attitude of the board and management instills a sense of corporate responsibility throughout the organization. Rewards, sanctions, and training may also serve as avenues for inducing firm culture and ethics to positively influence CSR adoption.

Peer imitation was not a competent driver of CSR among Ghanaian firms generally due to the underperformance in corporate responsibility among firms in Ghana which means that comparable firms may not be ideal towards influencing peer firms to practice corporate responsibility. However, a broader adoption of CSR initiatives among firms in Ghana has a probable effect of amplifying to influence comparable firms as well as emerging firms to embrace CSR.

B. Recommendation

The study proposes the following recommendations based on the findings to enrich literature as well as practice and for making policy guidelines. Corporate responsibility in this part of the world has been perceived as enterprise only to be carried out by the much bigger firms who possesses the financial might to engage in society enhancing ventures. This misconception needs to be addressed through a collaboration by corporate Ghana and local communities. A firm-society engagement will create the platform to sensitize all firms that corporate responsibility actions needs to be exercised by all. Small and medium scale enterprises equally need to be encouraged to engage in corporate responsibility to appeal to the society, boost its image, and legitimize their establishment.

The national government can persuade corporate institutions to adopt and enhance their corporate responsibilities through incentives and reward schemes. The discovery of a negative impact of regulations on CSR practice is a disturbing observation which needs a careful

assessment. Incentives through tax holidays, reduction in corporate tax rates, subsidies, grants, and affordable government loans to corporate institutions that aggressively pursues CSR will help drive regulations and government interventions to impact positively on firm's responsibility to the society. Award schemes by the government and quasi government institutions such as the Ghana Club 100 award to the most responsible firm will also further help to instill the culture of CSR among Ghanaian firms.

Peer imitation pressure as a driver of corporate responsibility can serve as a significant positive driver of CSR through encouraging firms to report their CSR activities on their websites, financial statements, and other corporate publications. CSR reporting helps to create awareness of corporate responsibility initiatives which may challenge other firms to also engage in such practices. Some minimum requirements need to be set for listed firms as well as firms engaged in the extractive line of business to report on their environmental, social, and governance practices.

At the firm level, managers and employees whose actions seems to promote corporate responsibility needs to be recognized and awarded to both enhance the attitude of managers and employees towards CSR as well as inculcate a sense of morality and ethical behavior throughout the firm. Rigorous strategies made to impart CSR into firms' structures affects the firm's corporate culture and ethics and drives employees' actions to assume responsibilities.

As studies on CSR remain relatively limited in Ghana and other developing nations compared to studies conducted on this subject matter in developed and highly industrialized nations, there is the conscious need to increase studies on CSR for developing countries. Future studies may seek to investigate CSR penetration and how to increase CSR adaptability among Ghanaian firms. Future studies may also attempt to examine the CSR practices of small and medium scale enterprises.

C. Limitation of Study

The findings of the study are challenged as it sought to compare with discoveries of existing studies which would have otherwise helped to enrich the study's discussions. The barely nonexistence of comparable studies within a developing world context meant that the findings of the study could not be paralleled to existing literature to uncover how the phenomenon has evolved over time.

The use of primarily primary data also meant that the study suffered from one of the main limitations with survey studies: relying on self-reported perceptual measures as the single source of information. Notwithstanding, the researcher employed several tactics including using reviewers to validate the data collection process, data capturing, analysis, and reporting of results.

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