

An investigation into the relationships between corporate social responsibility, community-company trust, corporate performance and social performance: A case of petrochemical industry and community in Ghana

by

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Thesis

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RHD Thesis Declaration

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List of Acronyms

AMOS	Analysis of Moment Structures
AVE	Average Variance Explained
CA	Content Analysis
CCSR	Community-Company Social Responsibilities
CCD	Corporate Community Development
CCT	Community-company Trust
CE	Community Engagement
CEOs	Chief Executive Officers
CFA	Confirmatory Factor Analysis
CP	Corporate Performance
CQUniversity	Central Queensland University
CR	Composite Reliability
CSR	Corporate Social Responsibility
CV	Convergent Validity
ESMS	Exploratory sequential mixed strategy
GE	General Electric
GeSCA	Generalized Structured Component Analysis
GDP	Gross Domestic Product
GNPC	Ghana National Petroleum Corporation
ICMM	International Council of Mining and Metals
MGA	Multi-Group Analysis
MNC	Multinational Companies
MP	Marketing Performance
NFI	Normal Fit Index
OGCs	Oil and Gas Companies
OGS	Oil and Gas Sector
PLS	Partial Least Squares
SDGs	Sustainable Development Goals
SEM	Structural Equation Modelling
SMEs	Small and Medium-sized Enterprises
SP	Social Performance
SR	Social Responsibility
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
VisualGSCA	Visual Generalized Structured Components Analysis

Abstract

There has been impressive growth in output and revenue of the oil and gas companies in Ghana for the last decade. However, our current review shows that there are vulnerable and untrustworthy relationships between companies and community members in the Sekondi-Takoradi district in Ghana, which is one of the major oil and gas mining areas. Although earlier research demonstrated that Corporate Social Responsibility (CSR) influences financial growth, current CSR research does not explain CSR, community-company trust, social performance and corporate performance relationships. CSR research is highly context-specific, with limited case studies in the Ghanaian context. Therefore, this research aims to validate the CSR, community-company trust (CCT), corporate performance (CP), and social performance (SP) constructs in the Ghanaian context and examines their relationships. This study also examines the effects of gender and stakeholder differences in the hypothesised relationships.

This thesis defines CSR as the voluntary contributions of the Ghanaian petrochemical companies to the local community for the improvement of life standards and social wellbeing of the community while maintaining ethical values, ecological balances, and improving natural environment through mutual respect and better practices. CCT is defined as mutual belief aiming to work together to improve corporate business and social outcomes. CP is defined as company revenues, market share and profits; and finally, SP is defined as result-oriented outcome measures for the betterment of the society where the company is located. While CSR is corporate activities, SP is CSR's outcome measure.

The pragmatic research paradigm with the concurrent mixed-methods approach was followed. The pen and paper-based survey resulted in 211 valid responses for hypotheses testing and the one-on-one interviews involved 10 company executives and 20 community participants. The one-on-one interviews in the qualitative phase were used to explain the quantitative results. There were six causal and four mediational hypotheses that confirmed the research model of this thesis. The results of the Multigroup Analysis (MGA) also confirmed the effects of gender and stakeholder differences in the model. Survey data were analysed using the Partial Least Squares-based Structural Equation Modelling technique (PLS-SEM), and interview data were analysed through the content analysis procedure.

The study shows that both CSR and CCT influence SP, and both CSR and SP influence CP. Although CSR is found to influence CCT, CCT does not influence CP. Results also confirm that CCT and SP have partial mediational effects between CSR and CP in the study context. The results of the multi-group analysis (MGA) also show that group effects are significant due to gender and stakeholder differences. The qualitative findings also revealed that bribery, corruption, gender bias, employment discrimination and poverty are of concern in the Sekondi-Takoradi community.

The major theoretical contributions of this thesis include the definition and validation of the CSR, trust (CCT), corporate performance (CP) and social performance (SP) constructs in the contexts of the Sekondi–Takoradi petrochemical companies and communities in Ghana. There are methodological contributions to this study. These are the adoption of the pragmatic research paradigm with the concurrent mixed-methods approach, and the use of PLS-SEM in the data analysis procedure. In addition, each of the constructs included

multiple items, and those were validated statistically. Corporate managers could use the CSR, CCT, SP and CP measures for periodic checks to examine how companies are performing. These checks can inform where managers are missing issues and need to improve, and where they have improved over time. The findings suggest a strong need for a consultative or participatory approach in the governance strategies at the local, regional, and national levels to determine the priority areas of CSR activities for the local community and its outcomes (e.g., social performance) both short-term and long-term. The research suggests developing and operationalising an agreement between companies, the community, and other stakeholders in order to strengthen relationships, build mutual trust and implement the CSR programs as promised.

The findings revealed that there is a need for proper education and training programs in CSR, corporate and community relationships, governance, transparency, accountability and participation in government, in the company, and at the community level. Overall, this could enhance trustworthy and sustainable relationships. The policy implications of this study suggest, too, that Ghana should progress towards suggesting that companies become members of the International Council on Mining and Metal (ICMM) and implement strong and engaged relationships with the local community to establish trust and respect with the aim of achieving sustainable development goals (SDGs), corporate performance and social performance indicators and removal of poverty and unfair discrimination. However, this study only included two petrochemical companies and a community group located in the Sekondi-Takoradi area in Ghana, and thus the findings are formally limited to the study context.

Chapter 1: Introduction

1.1 Background and research context

Mining corporations are affected by environmental forces, including technology and fierce competition, political, organizational, and geographic dynamics, and economic and socio-cultural changes. The dynamic environmental forces influence the traditional business management models and shift their aims from being focused on maximizing corporate revenue and profitability to focusing more on social responsibilities as part of corporate value delivery. Thus, corporate social responsibility (CSR) has attracted growing interest since the 1980s among researchers and practitioners alike.

Giant corporations, including General Electric, Sumitomo Chemical, Rio Tinto, and Newmont Mining Corporation, work with Sustainable Development Goals (SDGs) as part of their CSR initiatives. General Electric (GE), for example, contributed US\$88 million in 2016 and US\$129 million in 2018 to community health and education programs (GE, 2018). In 2018, Rio Tinto invested US\$192 million in communities to achieve various SDGs (Rio Tinto, 2018). CSR has no universally accepted definition (Ko, Chan, & Wong, 2019). The literature has defined CSR as socially and environmentally friendly corporate activities not only required by laws but also going beyond compliance and providing public goods privately or by voluntarily adopting external activities (Crifo, Diaye, & Pekovic, 2016). CSR is also defined as corporate activities that are over and above legal, commercial, ethical, public and stakeholder expectations to secure a community's confidence and corporate social license (Archimi, Reynaud, Yasin, & Bhatti, 2018; Dahlsrud, 2008). Corporate obligation is not only for profit but also

an issue of how companies can use social performance in community assistance (such as the provision of health facilities, water and sanitation, etc.). This is to achieve community-company mutual trust for a better and long-term relationship – often referred to as reinforcing a win-win situation in the literature (Blowfield & Murray, 2014). Thus, the aims of CSR are to develop and strengthen community-company relationships to improve social performance and achieve community and social recognition (Andrews, 2013; Banks, Scheyvens, McLennan, & Bebbington, 2016).

Research in the CSR domain can elicit stakeholders' positive attitudes and confidence. Any company that aims for better CSR practices should focus on society and social aspects of businesses, which in turn provide the avenues for increased revenues (Boulouta, 2013). CSR research is not new, but most of the research studies have been conducted in developed country contexts such as Scandinavia (Strand, Freeman, & Hockerts, 2015b), the Netherlands (Öberseder, Schlegelmilch, Murphy, & Gruber, 2014; Strand et al., 2015b), Québec in Canada (Raufflet, Cruz, & Bres, 2014), Spain, (Vintró, Fortuny, Sanmiquel, Freijo, & Edo, 2012), Peru (Ventura & Saenz, 2015), the UK (Alshareef & Sandhu, 2015), Romania (Avram & Avasilcai, 2014), Norway (Blindheim, 2015), Sweden (Ranängen, 2013), Australia (Cho, Michelon, Patten, & Roberts, 2015), and others similarly.

The CSR literature reveals that Scandinavian companies are rated among the world's highest performing companies through higher CSR standards, with consequent results on market share and financial performance via higher social acceptance (Cerin & Dobers, 2001; Strand, 2011; Strand et al., 2015b). Mather and Fanning (2019) have stated that this recent world order has created tension globally and poses significant social risk for many corporations; hence companies

should actively work with the community both at the local and national levels to earn trust, legitimacy and social license. CSR, being a standard corporate process, respects diversity of opinion, discusses conflicting social issues to minimise social and corporate risks and thus increases performance efficiency (Guthey & Morsing, 2014). Hence a few studies have investigated CSR and corporate performance relationships in the CSR literature (Banks et al., 2016; Yuholin, 2005).

There has been ongoing criticism of CSR research for not concentrating on whether community development programmes executed by the mining or petrochemical companies provide socially responsible results, or whether they simply generate instruments of dependency that can be used to regulate the confidence and perceptions of relevant communities (McDonald & Young, 2012). Thus, Hilson (2007, p. 51) states that “CSR is simply a façade intended to deflect public criticism of industrial practices”.

CSR programs that do not focus on company and community relationship and trust building result in poor social performance. Research shows that mining and petrochemical companies’ ongoing ignorance of local community requirements and detrimental relationships with the community have often contributed to corruption, destruction of oil pipelines and company infrastructure, socio-political unrest, security threats and even the formation of armed groups, not only in Africa but also in many other places (Asogwa & Okafor, 2016; Buur & Sumich, 2019; Gillespie, Bond, Downs, & Staggs, 2016; Idemudia, 2018; Khalid, Atkins, & Barone, 2019).

Ghana is one of the newest ‘oil nations’, with over 400 oil and gas companies (OGCs or petrochemical companies) operating under the Ghana National

Petroleum Corporation (GNPC). It has been reported that Ghana's petrochemical companies yield more than 6% of GDP, 7% of total corporate income, and 21% of total government earnings, with at least one million jobs (Mohan & Asante, 2015). However, more than 28.9% of the population live below the US\$1.25 per day poverty line, with inadequate health facilities, schools under trees, inaccessible roads, and high unemployment rates (UNDP, 2019). Such inequalities are also reported in other studies that state that there are significant ethical and CSR issues of foreign corporations' activities in the lives of local communities, and this has often resulted in tensions and civil wars (see, for example, Asogwa & Okafor, 2016; Buur & Sumich, 2019; Daugherty, 2001; Hoelscher & Rustad, 2019; Idemudia, 2018; McIntosh, Thomas, Leipziger, & Coleman, 2003; Mensah & Okyere, 2014a).

CSR research in the African context is rare. Being a new-born oil and gas mining country in 2007, Ghana's CSR research is also inadequate. Research in the Ghanaian context has found that there are tensions between many companies and communities, and this is mainly because of the lack of appropriate policy and practice guidelines, and lower levels of relationship and trust between companies and communities (Andrews, 2013, 2016, 2019). As a result, research has found that there are significant differences between the perceptions of CSR initiatives of companies and their actual actions on the ground, despite impressive documentation on CSR by mining companies (Arko, 2013). The awareness of CSR engagement is lacking in many directions and has simply lost connection with the local realities in Ghana. For example:

...the notion of CSR is lacking...To solidify the argument for a grassroots-oriented process, one can argue it has lost touch with local realities in oil-affected communities. (Andrews, 2013, p. 61)

The need for Ghanaian petrochemical companies to engage with the local community to strengthen community-company relationships and apply CSR activities to meet stakeholder requirements and wellbeing has also been echoed in the literature:

There have been calls also for a new agenda for critical research on CSR, including the development of impact assessment methodologies that are people-centred and use alternative indicators of people's well-being. (Banks et al., 2016, p. 257)

Mather and Fanning (2019) highlight sectoral importance of industry–community relationships and inadequacy of CSR research, suggesting that investigations on the broader CSR context and community–company trust (CCT) could enhance the social license from the community for the company: “....the incorporation of this concept [is] a key driver for revealing and reshaping industry-community relations” (p. 275).

In summary, most of the current CSR research focuses on a single aspect of CSR, such as the community, corporations, fairness of employment, environment disclosure, accounting reporting or business ethics (Latif, Pérez, Alam, & Saqib, 2019). Thus, current research has labelled CSR research as a young field that has some growth potential and has suggested that future research should avoid a single aspect, or silo-based thinking, and instead should focus on studying the existing literature and generating more empirical evidence to discover valuable solutions (Glaeser & Van Quaquebeke, 2019).

Research in the Ghanaian context is also important because it provides new insights into how responsible the multinational petrochemical corporations are for

achieving SDGs with their major stakeholders (e.g., local communities), to what extent petrochemical corporations in Ghana follow the International Council of Mining and Metals' (ICMM) sustainability guidelines, and how relational trust can help achieve corporate objectives (e.g., revenue, market share, profit, etc.) and social outcomes (e.g., meeting basic needs, fighting poverty, etc.) in a sustainable manner.

The Ghanaian context is also important because findings of developed countries cannot be imitated for the Ghanaian context. This is mainly because CSR conceptualisation depends on study perspectives (Kim, 2019), and factors affecting CSR and its effects on corporate and society depend on corporations fulfilling legal and social responsibilities (Carroll, 1991). Thus, research in the developing countries' contexts states that CSR should look beyond the relationship between the company and the market and explore more the socio-political influences on CSR parameters in national and local cultures and their antecedents and consequences (Jamali & Karam, 2018). Previous African research has also affirmed that CSR research should consider more evidence from the African continent (Andrews, 2013, 2016, 2019; Arko, 2013; Mensah & Okyere, 2014a; Ofori, 2010). Currently, there is a dearth of literature with in-depth investigation in the CSR area. In a socio-political setting like Ghana, where current research lacks empirical evidence on company and community relationships and how their mutual trust can enhance or strengthen corporate aims and social outcomes, research on CSR and its consequences needs in-depth investigation. Given the lack of research in the Ghanaian context and in CSR and community-company trust (CCT), this thesis, therefore, aims to study the company and community perceptions of CSR and how mutual trust influences CSR, social performance, and corporate performance relationships.

This chapter consists of seven sections. Section 1.2 discusses the problem statement and motivations of the study. Section 1.3 provides a brief overview of the social licence and stakeholder theories. Section 1.4 presents the research aim, research questions and a brief methodological summary. Section 1.5 shows a brief outline of the thesis chapters. Section 1.6 presents the definitions of the study constructs. Finally, section 1.7 discusses the research delimitations.

1.2 Problem statement and motivation of the study

The Ghanaian petrochemical industry was inaugurated in June 2007 with 600 million barrels of quality crude oil produced by a USA-based oil company, Kosmos Energy. This also followed a realization that the nation's offshore oil reserves surpassed 1.5 billion barrels or greater and gave an initial indication that the country should be receiving not less than US\$1.3 billion yearly in oil revenue (and that was 40% of the total revenue of the country by 2009) (Agyemang & Castellini, 2015; Aratuo, 2014). This quickly sparked a focus on Ghana by some large corporations and oil giants, including Goil, British Petroleum, Total, Shell, Kosmos Energy, Tullow oil, and the like. There were more than 400 multinational companies recorded under the Ghana National Petroleum Corporation (GNPC) (Mohan & Asante, 2015).

The prospect of increased oil production in Ghana is high. For example, oil production from Tullow Oil's offshore Tweneboa, Enyenra and Ntomme (TEN) field in Ghana is expected to produce over 80,000 barrels of oil and 56,000 barrels of gas a day by 2020 from an estimated current reserve of 240 million barrels of oil and 60 million barrels of gas (Reuters, 2018). Because of these positive economic prospects for Ghana, the International Monetary Fund (IMF) announced that Ghana would save more than \$20 billion between 2012 and 2030

(Oxfam, 2009). Overall, studies show that the economic value of oil production is over US\$110 million (Andrews, 2013; Annan & Edu-Afful, 2015; Mitchell, 2012; Okpanachi & Andrews, 2012). Thus, the President of Ghana, John Kufour, declared to the citizens that

Oil is money, and we need money to do the schools, the roads, the hospitals. If you find oil, you manage it well, can you complain about that? Even without oil, we are doing so well, already. Now, with oil as a shot in the arm, we're going to fly... (BBC, 2007)

However, after a decade of prospects and promises, Ghana's socio-economic conditions remain volatile and challenging (Kerali, Geiger, & Tchale, 2018), particularly in the Western part of Ghana, the Sekondi-Takoradi area.

The petrochemical industry is a significant economic catalyst and engine of growth for national development in Ghana. This is realized through employment and wealth creation, contributing to Gross Domestic Product (GDP) and alleviation of poverty among its citizens (Khalid et al., 2019). However, the adverse effects, including land acquisition and displacement, unemployment, untrustworthy relationships, environmental deterioration and pollution, often lead to poor social, political and economic consequences. The adverse effects of petrochemical industry activities led to the quest for a social mitigation platform, which emanated from the need for CSR to ensure community-company co-existence and corporate performance. Thus, Arin and Braunfels (2018) state that it is the institutions that define the conditions under which resources may have positive or negative effects on economic and social outcomes.

Developed countries like Australia, Belgium, Britain, Canada, Denmark France, Germany and the USA have focused on CSR understanding and even legislated and institutionalised CSR practices, guidelines, policies, information and programs to help in championing responsible practices in the industry and community (see, for example, ICMM, 2015). In contrast, research in the Ghanaian context reveals that many mining companies and communities have experienced daily court cases with bitter relationships that have developed years of negative impacts on the economy, politics, society and environment that would have otherwise been solved by effective CSR, social engagement and trustworthy relationships (Andrews, 2016; Mensah & Okyere, 2014b). In the context of Ghana, Andrews (2016) states:

It is not a surprise that on the one hand companies do what they identify as necessary, whereas communities on the other hand claim to not 'feel' or 'see' the things companies say they do. (p. 15)

Andrews' (2016) findings in the context of CSR and Ghana's gold mining regulation revealed that companies and communities have disengagement and untrustworthy relationships that jeopardise social and economic outcomes. Ghana, being an African nation, became a member of the regional petrochemical producing countries in December 2010, when the country commissioned the Jubilee Petrochemical fields operation located in the West Three Points Cape blocks in Deep Water Tano, 60 kilometres offshore. It is also located 130 kilometres to the South of Sekondi-Takoradi, the capital of the Western region and epicentre of petrochemical development (Ferring & Hausermann, 2019). With the discovery of petrochemical raw material reserves in the Jubilee Field,

there considerable euphoria in Ghana about the prospect of petrochemical raw materials in the area. For the international petrochemical companies to be capable of managing such reactions and industry impacts in the Ghanaian local communities, adequate social structures, programs and information to enhance social responsibility for stakeholder trust and social license should have been developed. While countries such as the Scandinavians used CSR benchmarking and legislation, together with quality research practices, to sustain growth in the industry (Ferring & Hausermann, 2019; Strand & Freeman, 2015; Strand et al., 2015), Ghana has no CSR legislation and there is no common CSR direction, guiding principles, evaluation and measurement criteria for companies to guarantee the survival of the industry in the long term and with sustainable community development practices (Andrews, 2016; Mensah & Okyere, 2014a). Africa is a developing continent with unique geographic and political characteristics. Replicating developed countries' CSR practice and outcome models may be unsuitable both for the economic and social contexts. Thus, the literature suggests that CSR practices and guidelines should match local economic and industry performance measures (Li, Lin, & Yang, 2016).

There are several reasons that motivated the researcher to undertake this study. First, the petrochemical industry is just a decade old in Ghana and there is no proper CSR legislation, guiding principle or monitoring body for whatever CSR activities companies are undertaking for the community and how they are implementing those at the local level. Thus, there is a lack of CSR research in this industry in the Ghanaian context. Second, CSR conceptualisation depends on study perspective (Kim, 2019). Factors affecting CSR and its effects on corporate goals and society depend on corporations fulfilling their legal and social responsibilities (Carroll, 1991). The Ghanaian context is also important, because findings of developed countries cannot necessarily be imitated for Ghana. Thus,

research on developing countries states that CSR should look beyond the relationship between the company and the market and explore further the socio-political influences on CSR parameters in national and local cultures and their antecedents and consequences (Jamali & Karam, 2018). Third, most of the current literature finds support for CSR and the financial performance relationship, but there is a lack of CSR research examining what relationships exist between community-company trust (CCT), CSR, social performance (SP), and corporate performance (CP). Fourth, multiple views or perspectives of both community and corporations in CSR research are also lacking in current studies and have been suggested by some recent studies (Glaeser & Van Quaquebeke, 2019; Latif et al., 2019).

1.3 Theoretical backdrop

The world has seen changing expectations of societies influencing the way the petrochemical and mining industries operate in recent few decades (Bice & Moffat, 2014). Communities and special interest groups are increasingly demanding to be involved in the decision-making process, especially in the operations of mining and petrochemical companies. Communities also now expect the share they are supposed to receive, the benefits, and some assurance that the operations of these companies are being regulated (Hall & Jeanneret, 2015). The combination of the rising pressures on the performance of these companies and the associated acceptance by the society of the operations of the companies call for a focus on social license theory.

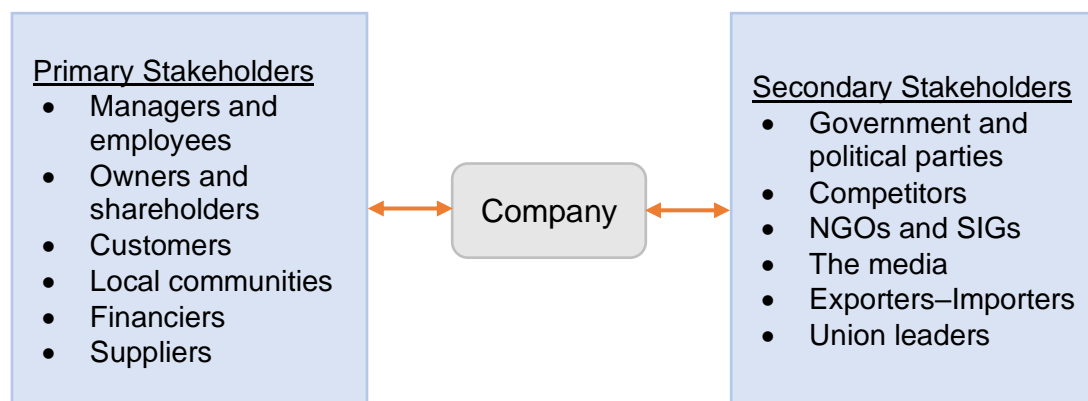
Social license theory explains that companies exist with permission from local communities and other stakeholders where they operate (Sale, 2019). Social license is also defined as the demands on and expectations for a business

enterprise that emerge from neighbourhoods, environmental groups' community members and other elements of the surrounding civil society (Cui, 2016). From a societal marketing perspective, businesses are social entities and no business can sustain itself without social approval. The social license is approval by the society and community that has been developed over the years through credible business operations and good relationships. Research states that a social license can be an effective tool to implement stakeholder-based corporate governance (Sale, 2019). However, social license theory is less helpful in explaining how social expectations are constructed, especially in the case of a development project that is as controversial and uncertain as those undertaken by industries in unconventional gas development (Cui, 2016).

Stakeholder theory suggests that the responsibility of an organization is not only to maximize revenue and profit but also to help ensure stakeholder satisfaction (Francoeur, Labelle, Balti, & Bouzaidi, 2019). Stakeholder theory recognizes that firms have obligations to a wide set of stakeholders (Francoeur et al., 2019; Roberts, 1992), who directly and indirectly influence a business's operations. Thus, the major assumption of stakeholder theory is that organizations must maintain their relationships with groups directly or indirectly affected by their decisions or whose decisions affect the organizations (Freeman, 2010). The stakeholder approach is, therefore, a simple framework that allows the organization to take a macro view of social and environmental issues and understand how various stakeholders interact within that environmental framework, and finally, satisfy those stakeholders to ensure long-term sustainability, thus reducing any surprises for the organization while also advancing its CSR. Figure 1 shows typical stakeholders of a hypothetical firm, which reflects stakeholder theory as proposed in current literature (Freeman, 2010; Francoeur et al., 2019). The primary stakeholders of a firm consist of those

stakeholders who are generally in direct contact with the company, where the company interacts with and manages relationships with them on a regular basis; in contrast secondary stakeholders have much more limited interaction with a company. Stakeholder theory highlights that a relationship-based approach between the corporation and stakeholders can ensure enduring values in society (Jones, Harrison, & Felps, 2018). There are some major strengths of stakeholder theory, including understanding how a company's actions affect the society as a whole and what reaction it might cause in return and from whom (Roberts, 1992). Thus, it helps identify the major corporate stakeholders that can cause corporate impacts and efficiency (Freudenreich, Lüdeke-Freund, & Schaltegger, 2019).

Figure 1: The stakeholders of a company



Source: Developed by the author

Stakeholder theory, therefore, is applicable in a CSR study that aims to identify the organization's stakeholders, how influential the stakeholders are, and how the organizations can be capable of managing the diverse needs of stakeholders to help in creating a relationship. Both social license theory and stakeholder theory focus on identifying stakeholders and building relationships for sustained corporate and social development. While social license theory focuses on the

community and special interest groups, stakeholder theory takes a broader perspective and includes the social license concept in that it considers all the key stakeholders and helps formulate relevant strategies to manage them. Most current CSR research is founded on the stakeholder approach. CSR and stakeholder theory are two distinct concepts but with a similar goal to incorporate their main similarities, stressing the significance of incorporating social interests in business operations (De Gooyert, Rouwette, Van Kranenburg, & Freeman, 2017). In this study, stakeholder theory also helps understand ethics and ethical responsibilities of petrochemical companies and how their moral purpose defends the companies against community distrust (Jones, Wicks, & Freeman, 2017). Hence this thesis is founded on stakeholder theory. Chapter 2, section 2.2 provides a detail discussion of the theory.

1.4 Research aim, questions, and approach

The aim of this research is to investigate and delineate the roles of trust in CSR, social performance, and corporate performance relationships in the context of the oil and gas companies and communities located in the Sekondi-Takoradi area, in Ghana. The specific research questions are:

- 1) What is the nature and extent of relationships between CSR, community-company trust (CCT), corporate performance (CP), and social performance (SP)?
- 2) How might gender and stakeholder differences influence the relationships between CSR, CCT, CP, and SP?

To examine these research questions, the methodological approach in this study is the pragmatic research paradigm within which the concurrent and simultaneous mixed-methods approach has been applied. The research concept and hypotheses are formulated through review of current literature. Quantitative research methods have been applied to examine both research questions and relevant hypotheses. Qualitative research methods have then been used to further explain the results.

1.5 Brief outline of the chapters

Chapter 1 is the introduction chapter. It introduces the concept of CSR and provides a brief global perspective of CSR in the literature and industry contexts and then focuses on the African and Ghanaian contexts to explain the research gaps. It explains the research context and theoretical backdrop, and outlines the research aim, questions, and a summary of the methodological assumptions.

Chapter 2 discusses the theoretical foundations and includes critical review of and reflection on stakeholder theory, the antecedents and consequences of CSR, and corporate performance. It then provides the same for social license theory, the role of trust and social performance. This chapter discusses stakeholder theory and its application in the CSR and corporate performance context, and includes a discussion about trust's role in CSR, and corporate and social performance from various theoretical perspectives. It also provides the research background of Ghanaian CSR research. Finally, it explains the research gaps and the research model, outlines the research aim and the research questions.

Chapter 3 defines the constructs and develops the hypotheses, and for this purpose the current literature was consulted. This chapter also provides an

overview of the research model, operational definitions and measurement variables, discussion and development of hypotheses.

Chapter 4, the research methodology, first explains the study process and diagrammatically outlines steps used to conduct this research. It then discusses the research paradigm and philosophical grounding of this research. It includes a discussion of the literature review process and explains both quantitative and qualitative research method. Finally, it includes a discussion about ethical considerations, approval, and building rapport for this study.

Chapter 5 presents the quantitative findings. First, it presents data cleaning in terms of outliers and normality tests, discusses respondents' demographics and brief descriptive statistics for better understanding of the data set. Second, it presents the results of data analysis, including test of reliability and validity tests. Third, the results of the structural model estimations are then discussed with hypothesis-testing results, mediation and moderation tests' results and model fit.

Chapter 6 qualitatively discusses perceptions about CSR of companies' executives and community members in the targeted areas and explains various forms of CSR activities and current status. It discusses interview findings as to how a better corporate–community relationship can be improved for better corporate and social performance.

Chapter 7 triangulates the findings of quantitative, qualitative and literature, and explains CSR's influence on corporate performance (CP) and social performance (SP). It also discusses the relationship between CCT-CSR-CP-SP relationships, and the moderating roles of gender and respondent (stakeholder) types in CSR-Trust-CP-SP relationships. In each section, the key theoretical, methodological,

contextual and practical contributions are highlighted.

Chapter 8 provides a summary of the study, including its key findings and contributions. It also discusses study limitations and suggests future research directions.

1.6 Research Limitations

This is an exploratory research with a small sample size both from the executives of the companies and local community members. The findings of this thesis generate some important insights that can be applied to advance theory and practice. This study does not aim to generalise its findings across all Ghanaian petrochemical companies and communities or tribes. The samples of the present study were drawn from two petrochemical companies and local community members situated in the Sekondi-Takoradi area in Ghana. Therefore, the research findings of this study are limited to the study contexts and fall within the cultural, social and study parameters.

Chapter 2: Literature Review

2.1 Introduction

This chapter provides a brief review of the literature on CSR. It encapsulates the literature and theoretical background of the study to help in the provision of the required and proper theoretical foundation. It focuses on the CSR literature to help identify current research gaps, hence allowing further conceptualization of the research. In order to find relevant literature, research databases including Google Scholar, Ebscohost, ProQuest, and Emerald were consulted. The search process used key words, including “corporate social responsibility”, “stakeholder theory”, “corporate social performance”, “social license theory”, “corporate performance”, “Ghanaian petrochemical communities”, “oil and gas companies”, and “social performance” to download and study relevant research studies. These studies were then filtered by considering purpose and relevancy to the context of the current study and year of publication. These research papers were studied to conceptualize the current research framework. This chapter is organized in the following way. Section 2.2 discusses the theoretical foundation and includes critical reviews and reflections of stakeholder theory, the antecedents and consequences of CSR and corporate performance (CP). The theoretical foundation also includes critical reviews of and reflections on social license theory, the role of trust and social performance. Section 2.3 discusses stakeholder theory in a CSR and CP context; section 2.4 includes a discussion about the relationship between community-company trust (CCT), CSR, CP and SP; section 2.5 includes the Ghanaian research context; section 2.6 explains the research gaps and conceptual model; section 2.7 outlines the research aim and research questions. Section 2.8 is the chapter summary.

2.2 Theoretical foundation: Stakeholder theory

A theory is a set of interrelated constructs or concepts, definitions, propositions or hypotheses that presents a systematic view of phenomena by specifying relations among variables with the purpose of understanding, explaining and predicting a phenomenon (Breton & Breton, 2018). In some cases, theories are used to help in challenging and extending knowledge that already exists within the critical bounding limit assumption. A theoretical foundation is the prime base to establish the research question, objectives and hypotheses, and helps in justifying the research framework. This section discusses and critically reflects on stakeholder theory and social license theory and explains how these are related to CSR, trust, corporate performance and social performance.

Stakeholder theory suggests that the obligation of an organization is not only to help in the maximization of profits but to also help in the increment of the satisfaction of the stakeholders of the organization (Francoeur et al., 2019). The theory further argues that firms are supposed to balance a multiplicity of the interests of the stakeholders. The theory recognizes the fact that firms have obligations to an intergraded and wide set of stakeholders (Francoeur et al., 2019; Roberts, 1992). The stakeholder theory emerged from four key different academic fields including ethics, sociology, politics, and economics (Wagner Mainardes, Alves, & Raposo, 2011). Freeman (2010, p. 31) states that

Stakeholders are those groups without whose support the organization would cease to exist. The list of stakeholders originally included shareowners, employees, customers, suppliers, lenders and society.

The statement from Freeman extends the concept of stakeholder theory from just a theory to a conceptual framework. The theory manages to grow out from the initial traditional strategic framework failure to help in equipping managers so that they could deal with constant rapid changes in their business. The major assumption of stakeholder theory is that organizations maintain their relationship with different groups affected by their decisions or whose decisions affect the organizations (Freeman, 2010).

Freeman argues that the present frameworks and theories are no longer capable of providing valid and adequate answers to the different challenges provided by the market and business environment. This is because new groups emerge in societies with new issues, and thus new concepts and theories with a stakeholder focus can easily unravel the complexities that recur in the market and business environment. Freeman (2010, p. 26) states the problem as follows:

The first is the need for new theories and models about certain non-traditional groups, and the need for organizational processes to put these conceptual models to work...We must understand how new issues arise and get on the agenda...We must understand how stakeholder groups and the issues of each are started, the importance of key issues and the willingness of groups to expend resources either helping or hurting the corporation on these issues.

The stakeholder theory as outlined by Freeman has its main beliefs and views that are aimed at encouraging the organizations to ensure they identify the individuals or groups who affect the achievement of the objectives of the organization then understand and identify how the achievement of the objectives

of the organization affect the constituents. The organizations are then supposed to develop specific strategies that are capable of taking the two considerations into proper decision-making. The stakeholder approach is, therefore, a simple framework that allows the organization to take a macro view of the environmental issues and understand how various stakeholders interplay within that environmental framework. The purpose is to reduce any surprises to the organization while also advancing the corporate social responsibility

Research argues that stakeholder theory can be analysed via three different approaches: instrumental, descriptive, and normative (Donaldson & Preston, 1995). The descriptive approach targets how corporations' management can handle stakeholders and their interests. The corporation in this instance is seen as the collection of stakeholders' interests and the same interests can have cooperative and competitive attributes. The instrumental approach addresses the stakeholder management process and further examines the connection between achieving the corporate goals of governance and practicing stakeholder management. The normative approach is tasked with identifying the moral and philosophical rules and guidelines that are linked with the corporation's strategic management and the operation of activities in the organization. Donaldson and Preston (1995) also state that the three-stakeholder theory approaches are mutually supportive and that the normative base of stakeholder theory is fundamental. One limitation of Donaldson and Preston's (1995) study, however, is its combination of the three approaches without clarifying and acknowledging the origin of the theory and its history. Combining the three approaches in their stakeholder theory study without providing a necessary clarification and acknowledgment of origins and history is detrimental, since it confuses the basic stakeholder theory tenets and principles in management and corporate social responsibilities. A recent study by Jones et al. (2018, p. 378) addresses how

stakeholder theory can help providing sustaining competitive advantages:

A close relationship capability (within the stakeholder approach) has the potential to lead to higher levels of joint value creation because of more efficient reciprocal coordination, knowledge sharing advantages, the ability to attract higher-quality stakeholders, reduced transaction costs, and greater moral motivation.

Jones et al. (2018) highlight that a relationship-based approach between the corporation and stakeholders can ensure enduring values in society. They also point out some of the main limitations of existing studies in their abilities to explain the performance variance of companies. For instance, the existing literature has neglected the potential downside that is associated with pursuing stakeholder relationships as costs. The main objective of the study is, therefore, to identify situations where managers and stakeholder's interaction improve both firm profits and stakeholder welfare. This study argues that a close relationship capability is rare and thus inimitable, which is characterized by cooperation and mutual trust between corporation and stakeholders for a sustained competitive advantage. Although both studies (Donaldson & Preston, 1995; Jones et al., 2018) consider the three stakeholder approaches, they were based on a literature review and thus lack empirical evidence.

The major strengths of stakeholder theory include the facilitation of how organizations understand their actions, how they react to what those actions trigger (Roberts, 1992), and identification of the major corporate stakeholders that can cause corporate impacts and efficiency (Freudenreich et al., 2019). Hence organizations need to develop a clear understanding of the emergence of

stakeholder groups, key issues that concern the organizations and the extent to which stakeholder groups are willing to go to ensure that the objectives of the organizations are not achieved due to key issues of concern. Stakeholder theory, therefore, helps organizations recognize that they are no longer self-fulfilling but depend on other constituents within the non-market environment if they are to succeed or fail. The key foundation issue is the level at which stakeholder theory is applicable in CSR study.

Some critics of stakeholder theory hold that it lacks clarity on the constitution of worse or better stakeholders and value creation and engagement processes with various types of stakeholders (Jensen, 2002). Another common criticism is that corporate executives maximize shareholders' value or wealth, but the theory is unable to explain day-to-day managerial activities and how decisions are made (Phillips, Freeman, & Wicks, 2003). In a theory study, Phillips et al. (2003) also criticize the theory for being ambiguous on the constitution and composition of a proper management structure. Tuokuu, Kpinpuo and Hinson (2019) use 31 interviews in the context of stakeholder perspectives on social policy to criticise stakeholder theory for being fragmented and unclear, mainly because what a stakeholder is in one jurisdiction may not be the same in a different jurisdiction. Key (1999) states that stakeholder theory does not provide sufficient and adequate information on the behaviours of organizations within the operational environment and does not provide a logical explanation for the relationship under observation. Key states that survival of organizations can be directly linked to the external environment of the organizations through theories of population ecology and dependency upon resources. This contention is consistent with earlier research that also argues that stakeholder theory does not provide a larger and broader understanding of the overall system's operations, including the environment within which the organizations operate (Wood, 1991).

Overall, it is evident that stakeholder theory is limited in explaining how and to what extent stakeholders' dynamics influence organization's decision-making processes and their outcomes for the organization and society as whole. Although stakeholder theory has received criticisms, it is also important to understand from the research studies conducted that the main aim of the theory is to efficiently and effectively identify the organization's stakeholders, the needs of the stakeholders, how influential the stakeholders are and how organizations can be capable of managing the diverse needs of stakeholders so as to help in creating a relationship which is harmonious with the stakeholders to achieve a win-win scenario. Therefore, there is a need to focus on the community-company relationship within the stakeholder theory parameters and explore how corporate CSR practices can help achieve the dual objectives of corporate performance and social performance and ensure a win-win situation.

Stakeholder theory is applicable in the analysis of stakeholder involvement and how stakeholder practices are managed in a bid to help achieve corporate goals and objectives (McWilliams & Siegel, 2011). Stakeholder theory is used in this thesis because it significantly and appreciably offers scientific bases and concepts that help explain what organizations are made up of, since the organizational entities are capable of being studied through organizational concepts and the perception or notion they have towards their stakeholders (e.g., society or the community). The current thesis is based on the premise that

The performance consequences for firms of highly ethical relationships with stakeholders [are] characterized by high levels of trust, cooperation, and information sharing. (Jones et al., 2018, p. 371).

Therefore, the main premise of this thesis is that organizations embracing the practices of stakeholder involvement, particularly with the local community, are likely to be successful in CSR activities, develop mutual respect and trust and achieve desired corporate performance and social performance objectives.

2.3 The stakeholder theory in CSR and CP context

Definitions of CSR are widely studied and those varied in literature in the last 70 years (see, for example, Sarkar & Searcy, 2016; Yadlapalli & Rahman, 2013). According to Sarkar and Searcy (2016), for example, early studies (1953-1982) conceptualised CSR as economic, voluntary, legal, obligation, community, stockholder, employee, ethical and social objective dimension. Studies between 1983 and 2002, included early dimensions and environmental, stakeholder, sustainable, and discretionary aspects in studying CSR definition and dimension. Finally, 21st Century studies considered all the above aspects, and included strategy, triple-bottom line and generation aspects to define and study CSR. Between 1960 and 1980, there was an important expansion of the interest of scholars in the field of CSR, and the CSR concept was developed. Appendix 1 provides the summary definitions of CSR. Later, CSR studies were extended, and models were developed. Although the emergence of CSR models opened up the debate on how managerial practices affect CSR (Scholl, 2001), a recent study stated that CSR has become a modern corporate mantra (Sarkar & Searcy, 2016, p. 1423).

The stakeholder concept has not been developed consecutively with the CSR concept. While CSR is aimed at defining the responsibilities that organizations are supposed to fulfil, stakeholder theory addresses the 'who' constituting the organization or 'whom' the organization is accountable to, thus proving the

interrelation between the two (Jones et al., 2017). The adoption of stakeholder theory in CSR is not a simple and easy step to perform and has several challenges. For example, research has conceptualized CSR as a single order construct (Boğan & Dedeoğlu, 2019; Stanaland, Lwin, & Murphy, 2011); however, current literature has also considered CSR as a multidimensional construct (Al-Samman & Al-Nashmi, 2016; Carroll, 1991; Donaldson & Preston, 1995). As a result, Kim (2019) states that CSR conceptualization depends on study perspective.

Research has found that stakeholders are more likely to have a different understanding of the meaning of CSR, and their expectations vary from organization to organization concerning CSR, and how they assess the performance of corporations (Wood, 1991). To help in creating an outcome that is balanced and acceptable to most of society, the management of organizations must consider eliminating the differences in system values and ideological position differences among the members of society. That task is hard for the managers but very necessary. Currently, the task becomes even more important with most corporations viewed as being extended enterprises that only undertake their operations at the centre of an interrelated stakeholder network that helps in the creation, sustaining and enhancement of the value created capacity (Post, Preston, & Sachs, 2002). Within the context of extended enterprises, Post et al. (2002) find that enterprises have changed the stakeholder relationships of organizations from being essential transactional to being truly relational. Such shifts and changes affect the economic performance of organizations both positively and negatively.

Research into how relationship strengths between an organization and stakeholders can be reconstructed shows that corporations implement CSR to

help in constructing a good and favourable relationship with their stakeholders, through taking actions that are socially responsible and implementing systematic and broad strategies and models that are practically operational, which help corporations in facilitating the positive environment between them and the stakeholders (Andriof & Waddock, 2017). Efficient commercial corporations are mostly concerned with the capability of the corporations and the level of performance of CSR during their evaluations. This means that, in promoting CSR, corporations tend to focus on morality, legality, ethics, economy and charitable services and activities. Undertaking and planning of activities in these particular areas ensure that these corporations can shrink or reduce the gaps between them and consumers or even stakeholders, thus elevating the performance operations. However, some researchers argue that CSR is divisive and generally biased towards companies on moral and intrinsic foundations and influences negatively national or government plans (Turner, McIntosh, Reid, & Buckley, 2019).

Fadun (2014) discusses the practices of CSR and the expectation of stakeholders from stakeholder theory in Nigerian manufacturing firms and finds that CSR activities in Nigeria demonstrate sensitivity to different stakeholders and thus enhance the corporate image and improve the competitive advantage of the corporations.

Corporate performance is the tangible result that acts as the complete reflection of an organization's social, economic and environment interest for the organization's stakeholders, classified into two different areas: perceived and archival data performance (Chen, 2015). Archival data corporate performance is where the financial performance of the organization is completely derived from the repository of the company. Perceived corporate performance is the use of

different perceptions about the performance of the company. The study by Nkundabanyanga and Okwee (2011) uses perceived indicators to help in measuring the performance of organizations, since the archival data indicators are usually considered confidential.

In the present market, which is very volatile, measures of corporate performance that are based on financial systems are not sufficient, and therefore measures that suit both financial and non-financial systems are considered to be better. Non-financial systems help in enhancing the competitiveness of the organizations by providing information that reflects the weaknesses and strengths of the organization directly. Chen (2015) examined corporate performance and sustainability in the manufacturing industry in Sweden and found that CSR practices have a positive influence on the performance of social, financial and environmental results and processes. The study collected quantitative data by surveying 75 companies that were selected. The study then used the explanatory research survey design to help in testing the existence of the relationships that were predicted, since there remains some uncertainty as to whether corporate social performance is having some influence on corporate performance of companies (Chen, 2015).

Internal CSR practices in organizations are found to have a positive relationship with the quality of work-life of the employees, which greatly influences the corporate performance. Ching, Yin, Pei, Zhi, and Pei (2015) state that both higher and lower order work-life quality and internal CSR have positive impacts on subjective performance in the organization, job satisfaction and organizational commitment. However, one major limitation of the study by Ching et al. (2015) is that it is restrictive to the service industry and it barely incorporates factors of stakeholder trust for corporate acceptance.

A study by Fu and Shen (2015) examines the relationship between CSR and financial performances of companies in food processing in China. The study bases its arguments on both contract and stakeholder theories. Some of the CSR variables that were used include staff, suppliers, government, creditors, community, consumers, and ecology. The study collected its data from 63 Chinese companies involved in food processing. Multiple regression analysis was used. The results indicated that CSR activities and practices have a positive impact on the financial performance of companies. The impact of CSR on corporate financial performance has been examined in various countries' contexts and reports that corporate social responsibility influences corporate financial performance (Fuzi, Desa, Hibadullah, Zamri, & Habidin, 2012; Tizro, Khaksar, & Siavooshi, 2015).

The concept of CSR has often been used as the reference base and integrated as part of other concepts and models. For example, Galbreath (2016) conducted research with an aim of exploring how CSR applies to society and the public sector since organizations started turning into entities that are network oriented. Galbreath used a Delphi method with an aim of measuring the diversity of the influences of CSR. The findings from the research are that senior CSR managers have both complementary and independent effects on the society. The study was mostly applied in different organizations that were turning into network-oriented entities in the United States. But Galbreath did not adequately apply a methodology that could assess how corporate outside pressures, such as demands from local society, could affect corporate resilience:

This would likely require mixed-methods research, including quantitative surveys and qualitative interviews with various board members. (Galbreath, 2016, p. 290)

CSR's effect on not-for-profit organizations is also examined by Al-Samman and Al-Nashmi (2016) with a sample size of 103 from private and public organizations. The findings show that the four components/dimensions of CSR (legal, economic, philanthropic, and ethical) have a positive relationship with organizational performance. The study borrows from the study by Donaldson and Preston (1995) on stakeholder theory by using the normative approach to discuss the legal, ethical and moral obligations of CSR and the relationship with non-financial organizations.

CSR induces stakeholder cohesion and creates the certainty that corporate activities have positive intentions that could help the needs of communities and should be accepted to operate in society (Zhang & Moffat, 2015). The relationship between society and business organizations has been studied for several decades and has identified the notion that businesses have responsibilities and duties towards society and, more importantly, towards stakeholders, and expectations have continued to increase as organizations continue to carry out their responsibility. As a result, the literature is inconclusive about CSR and its nature and dimensionalities because this varies across generations, cultures, industries and societies within which a business firm operates. This was further reflected in a study that states that CSR is a brilliant concept that means something but not always the same thing to everyone and stated that it is a legal responsibility concept, while to others it means some ethical sense. Others see social responsibility as just some charitable contribution, and some see it as some form of legitimacy (Coelho, McClure, & Spry, 2003).

Overall, the review of literature indicates that CSR has various outcomes. For instance, CSR induces stakeholder cohesion and creates the certainty that corporate activities have positive intentions, it can assist the needs of

communities and should be accepted to operate in the community. The literature also states that CSR offers positive attention to companies and builds up convincing stakeholder awareness (through social wellbeing, social needs, and general social investments) in order to command higher community-company trust than for other companies who are only focused on profit and do not act fairly to communities where they operate (Gillespie et al., 2016; Khalid et al., 2019; Moffat & Zhang, 2014; Symeou, Zyglidopoulos, & Williamson, 2018). Thus, CSR demands fairness amongst stakeholders, which instigates a debate on that fairness. Scott, Mende, and Bolton (2013) state that communities view corporate charitable and social engagement as fair, and hence they construe corporate actions as evidence of fairness in social responsiveness. But some researchers, arguing that CSR is divisive and generally biased towards companies in its moral and intrinsic foundations, and sabotages national and government plans (Turner et al., 2019), say that this reduces the noble intent to a marketing tool to interest communities (Balmer, Maignan, & Ferrell, 2001; Margolis & Walsh, 2003).

In the context of cost categorisation of CSR investments in American companies, Habib and Hasan (2019) find that tactical CSR initiatives are tools that can relieve pressures on corporate overhead expenses. In support, Ortiz-de-Mandojana and Bansal (2016) use a three-method variance decomposition (analysis of variance) in the context of organisational resilience in order to examine the link between social and environmental practices and sustainable performance in a multi-data analysis. The authors find that financial volatilities are lower in companies with social and environmental initiatives, with good stock and sales increases, compared to those companies without such practices. However, these investigations concentrate on corporate resilience, short-term profits and CSR cost types. First, these studies do not focus on the impacts of social responsibility on corporate performance in the context of community-company relationships

and local community responses in developing countries; second, they do not focus on developing and analysing social practices using measures (e.g., trust, legitimacy, social performance, etc.) that can capture more CSR data inconsistencies to adequately link CSR and corporate performance in local communities; and, third, they do not find support for a relationship between social responsibility and corporate financial performance. Habib and Hasan (2019) identify complications and limitations of the CSR data origins and suggest more clarity is required between CSR and corporate performance. No study has investigated how CSR affects corporate performance in the petrochemical industry of Ghana. Moreover, some researchers have found support for the correlation between CSR and corporate performance (Kim, 2017; Madueño, Jorge, Conesa, & Martínez-Martínez, 2016), others have found it to be negative (Hasan, Kobeissi, Liu, & Wang, 2018; Luo, Raithel, & Zheng, 2015).

In summary, this section has discussed how stakeholder theory has contributed to CSR and corporate performance literature over recent years in different contexts, industries, sectors and countries, and has identified some limitations in the CSR-performance literature. CSR research is rooted in stakeholder theory which stresses on both corporate performance and social contribution. This also shows that stakeholder theory demands a cause and effect bond between corporations and social groups, and that a better platform for CSR can ensure satisfactory and direct solutions to company and community grievances (Rhee, Park, Petersen, & Society, 2018). Therefore, the natural fit between CSR and performance can be found in stakeholder theory (Carroll, 1999).

2.4 CSR studies in petrochemical and mining firms: understanding the relationships between CSR, CCT, CP and SP

Corporate CSR engagement often allows firms to materialize the benefits of their involvement in social issues that justify the costs of CSR activities incurred (Hasan et al., 2018). In their study, Hasan et al. (2018) examine the mediating role of total factor productivity (TFP) in the relationship between corporate social performance (CSP) and corporate financial performance (CFP). Using ordinary least squares (OLS) regression, they find positive and significant effects of the hypothesized relationships, and conclude:

The firm–stakeholder relationship can be complicated. Firms taking socially responsible actions may prioritize different stakeholder groups to retain their wilful participation...Better relationships with primary stakeholders create shareholder value.... Without the continuing participation of various stakeholders, the corporation cannot survive as a going concern.
(p. 679)

Hasan et al. (2018) argue that firms should be responsible primarily to their stakeholders and should also prioritise which of the stakeholders create more value. A company gaining a social license to make a profit in contemporary communities is strongly recommended to pursue CSR engagement which entails social performance (such as provision of hospital beds, local market structures, education infrastructure, road constructions, participation in community fund raising, etc) (Du & Vieira, 2012; Hasan et al., 2018).

Corporations within society do exist and act following the requirements of society, and thus they are compelled to oblige stakeholders, employees and the public. Whenever organizations decide to act in ways that are not consistent with the expectations and values of society, they face imposed external controls over their actions in accordance with social license theory, which is regarded as the ongoing approval and acceptance of an organization's operation by local community stakeholders who influence the operations of the organization (Parker, Van Alstine, Gitsham, & Dakin, 2008). Gunningham, Kagan, and Thornton (2004) include stakeholders as members of the community as part of the social license theory:

The social license is based not on legal requirements but, rather, on the degree to which a corporation and its activities meet the expectations of local communities, the wider society, and various constituent groups. (p. 313)

The benefits of social license are mutual and organized to reduce any negative experience between the community and corporations. Through the provision of an expanded and alternative conceptualization of the construct, social license theory helps in encouraging managers not only to consider the local interests and expectations but also the broader interacting interests, influences, expectations and impacts (Joyce & Thomson, 2000). Social license theory, therefore, acts as a catalyst for those considering issues of social impact to engage with different challenges that are associated with diversity expectations. Such a move helps in conceptualizing the changes in the expectations and interest of stakeholders and consequently the identification of much-needed changes to accommodate their expectations (Bull, Petts, & Evans, 2008). However, the major weakness of social

license theory is the time frame required to build credibility, legitimacy, and trust between stakeholders and corporations.

Hall, Lacey, Carr-Cornish and Dowd (2015) examine how the social license concept is perceived in several Australian energy industries, including mining, wind, carbon dioxide capture and storage, and geothermal. The findings of the semi-structured interviews show expectations of increasing stakeholder engagement and view a social license as a basis of this engagement. This research provides evidence of how the meaning and application of a social license vary between industries. Future research is encouraged to explore community and government perspectives on social licenses. Hall and Jeanneret (2015) investigate how the social license to operate concept is currently perceived and communicated during stakeholder engagement, as an extension of CSR. Their study uses the interview method of data collection with 18 wind organization representatives who are responsible for the engagement of stakeholders in the Australian wind industry. The major focus of the questions was to understand the consultations about the social license, the perceptions of social license and the experiences regarding the engagement of communities. The study also contributes through its originality to help inform about various CSR practices that can readily assist in engaging and maintaining high stakeholder support through the social license concept and approach, and where corporate communication becomes important.

Trust in the social license is embedded for mutual corporate and social coexistence. Community trust in organizations can only be gained where the organization and the community are cooperating and working together in good faith to help develop and achieve outcomes that are mutually acceptable (Shepard, 2008). The role of trust between community and institutions to achieve

corporate and social performances is also highlighted in some empirical studies that consider trust between government and institutions (Cook & Gronke, 2005), and university and student communities (Sultan & Wong, 2014; Sultan & Wong, 2019). However, research regarding how trust can enhance CSR's effects on corporate performance and social performance, with attention to the mining community and oil and gas corporations, is absent.

Mining companies first develop legitimacy and then credibility with their local stakeholders' acceptance and then earn approval of their operations; this relationship develops into full trust, and the local community will be expected to begin to co-identify with the mining company and actively support its interests (Moffat & Zhang, 2014). Moffat and Zhang (2014) consider community trust the central tenet of the social license theory and examine its antecedents and consequences. With 142 local residents (survey participants) from Queensland in Australia, the SEM results of their study finds that quality of contract and procedural fairness positively and significantly predict community trust, which then positively and significantly predict the community's acceptance of and approval for the mining company to operate in that local community. The current review finds that the role of community-company mutual trust in the mining community is under-researched. There is also a lack of research exploring the role of trust between CSR, corporate performance, and social performance. Thus, their study concludes:

Future research may explore how stakeholders' experiences of mining impacts in additional areas (e.g., environmental and economic impacts) relate to trust and acceptance. Additional antecedents of acceptance and approval may also be examined, including economic dependency on a mine, and distributional

fairness (i.e., that impacts and benefits from mining operations are equitably shared). (Moffat & Zhang, 2014, p. 69)

The literature is inconclusive in conceptualising CSR and corporate social performance (CSP). For example, Muller and Kolk (2010), in a Mexican context, use a linear regression model and found that management commitment to ethics, regulatory focus and contract duration positively and significantly influences CSP. Conversely, ethical leadership and quality of ethics are also found to have significant and positive effect on CSR (Chen, Chen, Hsiao, & Chiu, 2016; Kim & Thapa, 2018; Stanaland et al., 2011). Thus, the literature is inconclusive about the determining factors of CSR and CSP.

The progress in CSR and CSP literature needs empirical evidence to consolidate the concept, antecedents, consequences, mediators and moderators (Riera & Iborra, 2017). However, the CSR and CSP literature is inadequate in demonstrating empirical evidence regarding the concept, antecedents and consequences, mainly because CSR and CSP have been traditionally considered as a cost, although recent studies consider CSR a management tool (Castka, Bamber, Bamber, & Sharp, 2004; Teuscher, Grüninger, & Ferdinand, 2006; Will, Brauweiler, Zenker-Hoffmann, & Delakowitz, 2019).

In summary, research finds that ethical leadership influences CSR practices (Kim & Thapa, 2018), perceived financial performance and perceived quality of ethics positively and significantly affects perceived CSR practices (Chen et al., 2016; Stanaland et al., 2011). Regarding consequences, CSR is found to have positive and significant effect on operational performance (Kim & Thapa, 2018) and commercial performance. Research also finds that customer satisfaction, corporate reputation, perceived risk, and loyalty are some of the direct and

indirect consequences of CSR (Chen et al., 2016; Kim, 2019; Stanaland et al., 2011). CSR is also found to have significant direct effect on perceived corporate reputation (Roberts & Dowling, 2002).

Our review finds that CSR literature has inconclusive evidence as to whether financial and corporate performance affects CSR or CSR influences financial and corporate performance. Research is scarce as to how community-company mutual trust strengthens the CSR-corporate performance and CSR-social performance relationship. Our review also finds that there is no research explaining how CSR influences CSP. CSR research in the context of Africa, particularly Ghana, is also scarce.

2.5 CSR studies in African nations

The fortunes of Ghana surged when the new petrochemical industry was discovered in 2007, with over 400 companies currently operating since that time (Amos, 2018; Debrah & Graham, 2015; Mohan & Asante, 2015). However, as we have noted, more than 28.9% of the population live below the US\$1.25 per day poverty line (UNDP, 2019).

Reddy and Hamann (2018), in this context, state that such disparities exist in African nations because corporations are often reluctant to induce a non-profit agenda, show responsibility for social needs, social wellbeing, and social investments, and above all provide transparency in CSR practices. For instance, some companies developed deceptive CSR tactics: e.g., blame games that supported unattended regular oil spills, a lack of concrete intent to help the community in executing projects which had little community permission, and use of some exit points of the local culture for their profit drive (Amos, 2018;

Amponsah-Tawiah, Dartey-Baah, & Osam, 2015; Overå, 2017). In this context, Mensah and Okyere (2014a) have also found that government interventions for corporate and social performance are poorly structured and often worse in Ghana. This is also echoed in a study that reports that Ghana's state assistance is poor or often absent, and extractive industries also play a shadowy role when it comes to better economic and social outcomes (Banks et al., 2016). Thus, Andrews (2016) states:

The current legal-regulatory framework for mining in Ghana is hardly in line with the broader goals of socio-economic development, poverty reduction, and the protection of the environment. (p. 15).

The community in mining areas is one of the principal stakeholders of the mining corporations (Brew, Junwu, & Addae-Boateng, 2015). Brew et al. (2015) find that some Ghanaian mining communities have acknowledged the existence of CSR activities related to health, education, community aid and livelihood, but there are concerns about how the opportunities and benefits are distributed to community-stakeholders for better social outcomes, such as employment, scholarships and the like. Based on the descriptive findings, Brew et al. suggest that future research focus on transparency in CSR practices of mining companies in Ghana. Similarly, Kasum, Felix Aveh and Titilayo Salman (2016) report that the Ghanaian community is aware of corporations' CSR activities, but that corporations have been inadequate in building trust with the community and prioritising work that the community requires as part of CSR activities and social performance. Andrews (2016) says:

The absence of a clear language around CSR in existing legislation for Ghana's mining sector speaks volumes about the discretionary manner with which the topic is treated, and the extent to which mining corporations have framed the subject in a way they see fit. It is not a surprise that on the one hand companies do what they identify as necessary, whereas communities on the other hand claim to not 'feel' or 'see' the things companies say they do. (p. 15)

This review has found some research in CSR and social license in the context of Ghana. For example, Famiyeh, Asante-Darko, Kwarteng, Gameti and Asah (2019) found that community pressure, investor pressure, mimetic pressure and normative pressure positively and significantly influence companies to initiate CSR activities and that CSR initiatives positively and significantly affect the social license in the context of some companies located in the capital city of Ghana. Famiyeh et al. (2019) did not find any moderating effect of sectoral differences (e.g., service–*versus*–manufacturing) in their model.

Nyuur, Ofori and Amponsah (2019) examine whether organizational structure, including strategy, export orientation and firm size, has any moderating effect on the CSR–firm competitiveness advantage (CA) relationship; they use purposive and convenience sampling techniques to select Ghanaian companies and use a survey to collect data from company managers and directors. The result show that there is a strong and positive relationship between CSR and CA, and that firms' export orientation and organizational structure moderate the CSR–CA relationship.

Research examining the effect of CSR on corporate image and financial

performance in the context of the Ghanaian telecommunication industry has found that CSR does not have any significant effect on financial performance; however, CSR-financial performance is significant through the indirect effect of corporate image (Adu, Muah, Asiedu, Pobbi, & Gidisu, 2018). This result conflicts with previous literature (e.g., Famiyeh et al., 2019; Kim & Thapa, 2018), but Adu et al. (2018) explain that the indirect effect of CSR-financial performance was due to the context of Ghana, where customers expect to get something in return from companies. In particular:

In the long run, CSR activities create quality brand and put the company in public domain which has the propensity of creating loyalty among customers. Some customers appreciate organizations who embark on such activities and would want to associate themselves with them. Giving back to the society is replenishing what is taken from it. That is to say, any alteration in the activities of a firm's CSR activities will affect the image and the brand of that firm and that in turn will affect the firm's financial performance. (p. 11).

In summary, there is inadequate research into CSR in Africa, particularly in the mining communities of Ghana. CSR generally appears very scanty and does not reflect local realities in the African region (Andrews, 2016; Demuijnck, 2013; Kolk & Rivera-Santos, 2018). In addition, many of these studies in the Ghanaian context are focused on legal or regulatory domain and central government controls (Andrews, 2016; Reddy & Hamann, 2018), compared to perceptions of local communities, with methodological triangulations for in-depth empirical results for theoretical advancement. Although many studies examine CSR

practices in the Ghanaian context (Brew et al., 2015; Kasum et al., 2016; Oppong, 2014), no study has ever examined how CSR influences both corporate performance CP and social performance (SP), and how trust can strengthen the CSR-CP and CSR-SP relationships.

2.6 The research gaps

Corporations have varying ethical structures and processes to address CSR activities and business ethics, and these often depend on the national culture where they are located (Thanetsunthorn & Wuthisatian, 2019). Past CSR studies mainly focused on developed countries (Quazi & O'Brien, 2000; Yang & Rivers, 2009). In this context, Quazi and O'Brien (2000) state:

Future research may be directed towards developing a sound empirical base by extending the database to include the perceptions of managers in wide range of industries and stakeholder groups such as consumers, employees, suppliers, stockholders and community leaders from various sections of countries. (p. 48).

Quazi and O'Brien suggest that future research should expand the horizon by considering developing countries, multiple companies and industries, and multiple stakeholders. In line with previous literature (Quazi & O'Brien, 2000), some recent studies (Glaeser & Van Quaquebeke, 2019; Latif et al., 2019) in this connection also suggest that previous CSR studies only consider a single aspect and thus fails to advance theory and practice with valuable solutions. Latif et al.

(2019) state:

A limiting feature of the past CSR research is that the frequent conceptualization and measurement of CSR that involved a single aspect of CSR such as community involvement, the fairness of employment or business ethicality. (p. 493)

And Glaeser and Van Quaquebeke (2019):

CSR research is a relatively young field and thus has considerable growth potential. However, for the field to gain further managerial relevance, it needs to avoid silo-based thinking and focus instead on synthesizing existing literatures to discover valuable solutions. (p. 215)

There is a dearth of literature with in-depth investigation into CSR and how it influences community-company trust and corporate and social performance in a developing country like Ghana. A lack of research in the African context is also echoed in many African studies (Andrews, 2013, 2016, 2019; Arko, 2013; Mensah & Okyere, 2014a; Ofori, 2010). For Ghana, it is stated that:

Future research indications might be the fashioning of a CSR typology for Ghanaian firms and an investigation of any possible relationships between CSR and financial performance. (Ofori & Hinson, 2007, p. 191)

Research from the Ghanaian perspective is important because it provides new

insights into how responsible the multinational oil and gas corporations are for their major stakeholders (e.g., local communities), and how co-existence can occur in a sustainable manner through mutual trust between corporations and communities in a society where there is a desperate need to reduce poverty, including food, education, shelter, health and infrastructure.

The Ghanaian context is also important because findings of developed countries cannot be imitated for the Ghanaian context (see, for example, Adu et al., 2018; Famiyeh et al., 2019; Fu & Shen, 2015; Fuzi et al., 2012; Kim & Thapa, 2018; Tizro et al., 2015). This is mainly because CSR conceptualisation depends on study perspective (Kim, 2019), and because factors affecting CSR and its effects on corporations and society depend on the corporations fulfilling legal and social responsibilities (Carroll, 1991). In the developing countries' contexts, Jamali and Karam (2018) state:

....this review makes clear that, to get a grounded understanding of CSR in the developing world, it is often necessary to look beyond the level of the corporation and the market to a range of political and social institutions that lie outside the sphere of the traditional parameters of the national business systems....authors to continue to pushforward in this fascinating domain of scholarship around CSR and its antecedents and consequences in those contexts where it is most critically needed. (p. 50).

Overall, the review of current literature in the global and Ghanaian contexts, and evidence presented in section 2.6 from CSR literature, suggest that there are clear empirical and contextual research gaps for Ghana and particularly in the Ghanaian oil and gas industries. This thesis finds that there are some critical

research gaps, and those are:

- (i) Exploring, examining, and validating perceived CSR, perceived corporate performance (CP), social performance (SP) and trust constructs and their relationships in the Ghanaian petrochemical company and community context;
- (ii) community-companyExamining whether gender (e.g., male-*versus*-female) and stakeholder type (e.g., company employee-*versus*-community member) have any influence on the hypothesized relationships.

2.7 Research aim and research questions

This research aims to validate the CSR, community-company trust (CCT), corporate performance (CP), and social performance (SP) constructs in the context of the oil and gas companies and communities located in the Sekondi-Takoradi area in Ghana and examines their relationships. This study also examines the effects of gender and stakeholder differences in the hypothesised relationships. Therefore, the specific research questions are:

- 1) What is the nature and extent of relationships between CSR, community-company trust, corporate performance, and social performance?
- 2) How might gender and stakeholder differences influence the relationships between CSR, community-company trust, corporate performance, and social performance?

To examine these research questions, the methodological approach in this study is the pragmatic research paradigm within which the concurrent and

simultaneous mixed-methods approach has been applied. The research concept and hypotheses are formulated through review of current literature. The quantitative research method has been applied to examine both research questions and relevant hypotheses. The qualitative method has been used to further explain the results.

2.8 Chapter summary

The objective of this chapter was to review the current literature, identify research gaps and research question(s), and conceptualize a research framework. Our review identified that there is no empirical evidence to explain how and to what extent stakeholder dynamics influence CSR practices for CSR outcomes, including corporate performance and social performance. Our review also finds that CSR literature has inconclusive evidence as to whether financial and corporate performance affects CSR or CSR influences financial and corporate performance. There is no research explaining the role of community-company mutual trust in CSR-corporate performance, CSR-social performance, and social performance-corporate performance relationships. Further, there is inadequate CSR research in the Ghanaian context. These identified research gaps are presented in section 2.6 and the research questions in section 2.7. The construct definition and research hypotheses are provided in Chapter 3.

Chapter 3: Construct Definitions, Hypotheses and Research Model

3.1 Introduction

This study investigates the roles of trust in CSR, corporate performance, and social performance relationships in the Ghanaian petrochemical industry. CSR is observed as occurrences where a company transforms its legal agreements and corporate interests to building consensus through initiatives that promote positive social attention to create corporate value and profits (Luu, 2019). However, the extant literature has argued that industry stakeholders live together as a family in every business endeavour where each stakeholder perception relates with others for the desires needed (Passetti, Bianchi, Battaglia, & Frey, 2019). Hence, the community-company relationship is not only important as part of business coexistence with communities to improve social performance, it also impacts on corporate performance and the overall business progress where CSR research is currently required (Habib & Hasan, 2019; Ko, Chan, & Wong, 2019; Mather & Fanning, 2019; Passetti et al., 2019).

For this study, the industry stakeholder relationship is focused on petrochemical companies and the community in which they operate in Ghana. Both in the global literature and Ghanaian context, there is no study explaining how company and community trust can play a key role between CSR, corporate performance and social performance. This is highlighted in Chapter 2. Chapter 3 defines the constructs and develops the hypotheses. For this purpose, the current literature was consulted. Section 3.2 provides an overview of the research model. Section 3.3 includes the definitions of the constructs and their measurement variables.

Hypothesis development is in section 3.4. Section 3.5 provides a summary of the chapter.

3.2 Construct definitions

3.2.1 Corporate social responsibility (CSR)

The definition of CSR is discipline specific. CSR in accounting is referred to as corporate social reporting which requires reporting of business activities and performance beyond the traditional reporting of financial statements and include more about social and environmental reporting and disclosure (Quazi, Nejati, & Amran, 2015). A recent study defines CSR thus:

Corporate social responsibility refers to all company activities demonstrating the inclusion of social and environmental concerns in business operations, and in interactions with stakeholders, also according to the ambition levels of corporate sustainability. (Oh, Hwang, & Kim, 2019, p. 309)

From stakeholders' perspective, CSR induces stakeholder cohesion and creates the certainty that corporate activities have positive intentions, can assist the needs of communities and should be accepted to operate in the community (Andrews, 2013; El-Akremiti, Gond, Swaen, De Roeck, & Igalens, 2015; Lacey, Kennett-Hensel, & Manolis, 2015). Thus, CSR can be defined as interaction or a forum of sense making between companies and societies for their common interest. CSR predominantly aims for commercial successes and follows ethical values and respects people, communities, and the natural environment (Awan, Khattak, & Kraslawski, 2018).

Therefore, this research has defined CSR as the petrochemical companies' voluntary contributions to the local community for the improvement of life standards and social wellbeing of the community while maintaining ethical values, ecological balances, and improving natural environment through mutual respect and better practices. Following this definition, items with greater factor loading (>0.7) were adapted (Hair et al., 2014) for the CSR construct. The items were adapted from the current literature (El-Akremit et al., 2015; Ferrell, Harrison, Ferrell, & Hair, 2019; Lacey et al., 2015). Table 1 shows the measurement items and their sources that are used to design the survey instruments for this study.

Table 1: CSR items and sources

Items	Sources
This company includes charity in its business activities (CSR_1)	Lacey et al., 2015
This company engages the local community (CSR_2)	Lacey et al., 2015
The local community benefits from the company's contributions (CSR_3)	Lacey et al., 2015
This company is committed to using part of its profits to assist maintenance on community culture (CSR_4)	Ferrell et al., 2019
The company is involved in corporate giving (CSR_5)	Lacey et al., 2015
The company invests in CSR education and awareness (CSR_6)	Ferrell et al., 2019
This company contributes to the well-being of community by providing help for schools, sporting events, etc. (CSR_7)	El-Akremit et al., 2015
The company assists NGOs and emergency medical services in the community (CSR_8)	El-Akremit et al., 2015
The company offers financial assistance to the poor and needy in the community (CSR_9)	El-Akremit et al., 2015
The company assists the local people in natural disasters and/or accidents (CSR_10)	El-Akremit et al., 2015

3.2.2 Social performance (SP)

Stakeholders' expectations toward corporations, their functions and contributions are ever-changing, and this has resulted in corporations contributing to the social environment (Husted, 2000). In the literature, corporate social performance has been viewed with a process and result orientation. A process approach to understand corporate social performance includes the conformation of social responsibility principles in social responsiveness, policies, programs, and observable outcomes (Wood, 1991). Husted (2000) takes a subjective approach to defining social performance from a result-oriented perspective:

Corporate social performance as the extent to which stakeholders' expectations regarding the firm's behavior with respect to those same or other relevant stakeholders are satisfied or exceeded. This definition also includes managers as stakeholders. Where stakeholder satisfaction is high, corporate social performance is high. (p. 31)

The corporate social performance definition provided by Husted (2000) is conceptual. Van Beurden and Gössling (2008) study how the literature presented the relationship between corporate social performance and corporate financial performance in various contexts, and defines corporate social performance as social concern, social action, corporate reputation rating. However, there is no empirical research validating the social performance construct in the context of Ghana.

Social performance is corporate commitment to advancing community well-being via corporate orientation and resource contribution (Trainor, Andzulis, Rapp, &

Agnihotri, 2014), and combining these with actions that could represent factor differentiations to positively acquire corporate competitiveness through stakeholder assertions. In addition, it is a tool that confirms and measures CSR practices in communities to interest stakeholders for the social license (Isaksson & Woodside, 2016; Lisi, 2018). Thus, corporate social performance (CSP) is result-oriented, for example, giving charity, help building infrastructure and better health for the community (Lisi, 2018), and associated with CSR practices. While CSR is corporate activities as perceived by the stakeholders, CSP is the actual outcome of those activities as perceived by the stakeholders. However, both CSR and CSP aim for social and community wellbeing with a view to corporate performance. Social performance items are conceptualised from the literature, and items greater than 0.7 factor loading were considered for this study context (Hair et al., 2014). Table 2 shows the measurement items and their sources. These items are used to design the survey instruments for this study.

Table 2: Social performance (SP) items and sources

Items	Sources
The activities of the company are geared towards the well-being of the society (SP_1)	Trainor et al., 2014
The company is serious on its responsibilities to the community (SP_2)	Trainor et al., 2014
CSR activities of the company are clearly visible in positive social outcomes (SP_3)	Husted, 2000
The company is innovative for social good (SP_4)	Lisi, 2018
The company is sticking to its promises to freely providing this community with needed services (SP_5)	Lisi, 2018
The company effectively performs its social functions in the community (SP_6)	Bouslah, Kryzanowski, & M'Zali, 2016

3.2.3 Community-Company trust (CCT)

Community-company relationship has been regarded as one of the key issues for the mining industry to be successful in a community (Wang, Huang, Hu, & Li, 2018). This relationship is often influenced by stakeholder groups, including environmentalists and climate change protection groups, animal welfare groups, and political parties. The community-company relationship is carefully designed in mining areas in some developed countries (e.g., Australia) due to various active groups and legislation. In contrast, this relationship is often found weak and challenging in China (Wang et al., 2018). In a developing country context, for example, the relationship between corporations and the community in Ghana is often characterised as exploitative in nature in the mineral extraction context (Andrews, 2019). This thesis did not find any empirical research on community-company trust (CCT) and how it influences corporate and social performances, and neither was there any research confirming CCT in the context of the Ghanaian petrochemical corporations and community.

The literature has defined trust as belief and confidence that service performance and satisfaction will be identical in future (Sultan & Wong, 2012). However, community-company trust (CCT) is perceived as mutual belief aiming to work together to improve corporate business and social outcomes, including community improvement, wellbeing, conservation and corporate performance. A lack of trust between stakeholders may lead to failure, and thus it is important to learn the desires of the local community in a participatory manner (Wang et al., 2018).

Adapting instruments of community-company trust for this study brought more focus on keywords such as “guarantee”, “secure”, “honest”, and “rely”. However,

this study observed that these keywords were running through the instruments of many prior studies for the trust construct (Chaudhuri & Holbrook, 2001; Delgado-Ballester & Luis Munuera-Alemán, 2005; Stanaland et al., 2011; Sultan & Wong, 2018; Zboja & Voorhees, 2006). Since the study of Sultan and Wong (2018) was most current and commanded better-worded instruments amongst the studies cited, all seven items are adapted from that study considering items' factor loading (>0.7) (Hair et al., 2014). Table 3 shows the measurement items and their sources.

Table 3: Trust (TR) items and sources

Items	Sources
I trust this company (TR_1)	Sultan and Wong, 2018
The company is dependable (TR_2)	Sultan and Wong, 2018
In all, the company is honest with the community (TR_3)	Sultan and Wong, 2018
The community feels secure with the company (TR_4)	Sultan and Wong, 2018
The company guarantees satisfaction (TR_5)	Sultan and Wong, 2018
The company authority is trustworthy (TR_6)	Sultan and Wong, 2018
The community has a strong emotional connection with the company (TR_7)	Sultan and Wong, 2018

3.2.4 Corporate performance (CP)

Corporate financial performance is often measured by using stock market data or using accounting data on earnings per share (Gregg, Machin, & Szymanski, 1993), total factor productivity (Weill, 2008), sales, profits, return on assets, and return on equity (Vo, Swierczek, & Nguyen, 2013), and return to shareholders, Tobin's q (Elayan, Lau, & Meyer, 2003). However, perceived corporate performance is defined as a corporate's general outcomes as perceived by the

stakeholders (Farouk & Jabeen, 2018) and some other performance measures or outcomes, including revenues, market share and profits (Chaudary, Zahid, Shahid, Khan, & Azar, 2016).

Corporate performance quantifies the profitability or otherwise of every entity through social responsiveness. Hence, corporate performance is a strong variable linked to profit or corporate economics, which are part of the important reasons inducing CSR engagement (Madueño et al., 2016).

The exigencies of instrument adaptations from the extant literature for further investigations have led to many empirical examples to justify omissions, rewording, and general instrument alignments and restating items to address or measure the same subjects in the furtherance of research. Hence, the study followed the literature in adapting the instruments (greater than 0.7 factor loading) (Hair et al., 2014). For this purpose, various studies were consulted (Chaudary et al., 2016; Rhodes, Hung, Lok, Ya-Hui Lien, & Wu, 2008; Stanaland et al., 2011). Table 4 shows the measurement items and their sources.

Table 4: Corporate performance (CP) items and sources

Item	Sources
The company's level of profit is high (CP_1)	Chaudary et al., 2016
The company's level of return on investment is high (CP_2)	Chaudary et al., 2016
The company's level of return on assets is high (CP_3)	Chaudary et al., 2016
The company's employees keep good relationship with the community for the company's success (CP_4)	Stanaland et al., 2011
The company's production and social welfare improvements are faster than competitors (CP_5)	Rhodes et al., 2008
The corporate culture is such that it promotes trust between the employees and the community for corporate growth (CP_6)	Stanaland et al., 2011
The company aims for community welfare (CP_7)	Rhodes et al., 2008

In summary, the measurement scales of perceived corporate and social performance are also found limited in the current literature. Besides, the relationships between CSR, CCT, CP and SP are absent in current studies; and there is nothing on the petrochemical industry. Thus, a study in the context of the Ghanaian petrochemical community and company will furnish better empirical information. Overall, this section has defined four key latent variables (or constructs) with measurable instruments and their sources and theoretical underpinnings. Although CSR is not new, it appears hard to find studies that have raised empirical models examining the relationship between CSR, trust, CP and SP in the petrochemical industry. The following section discusses the hypothesized relationships.

3.3 Research hypotheses

This section first provides the causal hypotheses and explains the relationships between CSR, CCT, CP and SP. Second, it then explains the mediating and moderating hypotheses

3.3.1 The relationship between CSR and corporate performance

Modernity has found a place in almost every corporate plan, such that corporate assistance to the society must form part of business discussions. Thus, CSR practices have direct and important connections with corporate progress (Habib & Hasan, 2019). In the context of corporate-supplier management for corporate survival, Tseng (2014) defines corporate performance as a valuation of a company's effectiveness and future business success in the society and how it actually connects with stakeholders. This shows how crucial corporate growth is – but not without positive relationships with the local communities.

The relationship between CSR and corporate performance is researched in many studies. However, this relationship is not straightforward; instead research has found that the CSR and financial performance (FP) relationship is bi-directional, meaning that CSR significantly affects FP and vice-versa (Martínez-Ferrero & Frías-Aceituno, 2015). Similar evidence was also found where the study findings show that both perceived financial performance and perceived quality of ethics statement affect perceived corporate social responsibility (Stanaland et al., 2011). Conversely, CSR was also found to influence corporate performance (Doh, 2010; Luu, 2019; Miles, 2017; Ortiz-de-Mandojana & Bansal, 2016). Doh (2010) identifies how CSR companies are rewarded with a secure market share, and cautions that a company's moving away from or adding to the social

responsibility index remains important for-profit decisions. CSR has a positive effect on corporate performance, indirectly or directly (Barcelos et al., 2015; Walsh & Bartikowski, 2013). Thus, a company which focuses on social investments can be hailed as socially responsible (Doh, 2010; Fowler & Hope, 2007) stands a strong chance of corporate performance. Habib and Hasan (2019) find that CSR practices are direct tools for lowering stakeholder demands that can naturally reflect on corporate profits. Moreover, the literature finds that CSR has significant effects on corporate performance, particularly in high-CSR rating nations like the Scandinavian countries, the USA, the UK and Australia (Ayuso, Rodríguez, García-Castro, & Ariño, 2014; Matten & Moon, 2008; Strand & Freeman, 2015). Although some current studies show mixed findings, recent research stated that CSR and corporate performance relationship has no consensus about the nature of this relationship (Marin, Martín, & Rubio, 2017). Therefore, an empirical investigation could provide more insights in the Ghanaian context.

In an oil and gas source community, it is evident that there is a direct contest between corporates and the community regarding social responsibility and corporate business activities, supporting the fact that organizations have begun to use CSR as one of the indicators of corporate performance (Zapata-Ramos & Kim, 2018). This clearly suggests that corporate social activities (CSR) contribute corporate direction to corporate performance. In the context of the Ghanaian oil and gas community, corporates' social responsibility is to ensure that the corporations cares for the local community and do their best to provide returns to the community; this in turn will reduce community-company tension and help corporates sustain themselves in the community and ensure long-term corporate performance in the forms of financial and non-financial corporate goals. Therefore:

H1: CSR has a positive and significant effect on corporate performance.

3.3.2 The relationship between CSR and social performance

The relationship between CSR and social performance is relatively new and hence studying this relationship in the context of Ghana will contribute to the current literature, not only from a theoretical perspective but also in demonstrating why social performance is an important construct as a social outcome measure for corporations and stakeholders alike, where companies are doing business with community members and accessing natural and mining resources.

Orlitzky, Louche, Gond and Chapple (2017) studied CSP using several types of stakeholders, including customers, community, shareholders, suppliers, the environment and employees, and examined how country-level, industry-level, corporate-level and time account for the variability of types of CSP. The results show that corporate-level factors are important for social performance targeted at the community, the environment and employees, and thus is an important source of corporate differences in CSP.

Strand et al. (2015) investigated CSR in the context of sustainability in Scandinavia and stated that companies should use the social performance index, including the Dow Jones Sustainability Index etc., to show communities that companies are responsible in regard to social needs, they are dependable, charitable and committed to community welfare. While CSR is the moral obligation of corporations to society, social performance (SP) is what corporations have done for the greater good of society (Swanson, 2008) and thus, CSR and SP are not synonymous (Manner, 2020). CSR is the interaction between companies and society for their common interest (Porter & Kramer,

2006). Social performance is the outcome measure that may have many facets, including customer, community, and environmental wellbeing, etc, which directly engage communities and justify their congruence with corporations.

The empirical and causal relationship between CSR and social performance (SP) in the literature is scarce in representation and it is absent in the Ghanaian context. A company with high CSR orientation attracts stakeholders to its various activities aiming at achieving social goals and engaging in the community. Social performance is a strategic move by any company to address stakeholder apprehensions on the social effects of corporate activities to upgrade collaborations between the business and communities (Distelhorst, Hainmueller, & Locke, 2016). A corporate's strategic move to solve social problems may include addressing poverty, malnutrition, social and infrastructural development, and contributions to health, education, sanitation, water, sustainable resource management, and environmental degradation. The current literature has expressed that this is the concept of social performance (Hahn, Pinkse, Preuss, & Figge, 2016). A company with a strong CSR orientation and activities gains more acceptance from society. A high CSR enhances positive perception about the corporation from the community and helps guard against negative public reactions, and thus results in higher corporate credibility. Thus, social performance is usually confirmed through CSR in communities (Boulouta, 2013; Cui, Jo, & Velasquez, 2016; Reverte, Gómez-Melero, & Cegarra-Navarro, 2016). Therefore:

H2: CSR has a positive and significant effect on social performance.

3.3.3 The relationship between CSR and trust

Trust emerges from one's judgements and is transaction specific, evaluative, affective and emotional in nature (Sultan & Wong, 2012, 2014, 2019). Since trust builds over time and is evaluative and transaction-specific, community-company mutual trust develops based on their relationship strength and through CSR practices over time in the community. Trust is a prerequisite for the creation and maintenance of long-term relationships between a company and its stakeholders (Palacios-Florencio, García del Junco, Castellanos-Verdugo, & Rosa-Díaz, 2018). Positive evaluation and perception of CSR activities in the community build favourable appraisal and a higher degree of commitment of community towards the company and build trust at the same time. While many studies identify trust as a mediating construct between independent and dependent variables (Sultan & Wong, 2012, 2014, 2019), research has also examined the role of trust as a causal factor, and CSR as a mediating construct, and perceived innovativeness and purchase intention as dependent constructs (Upadhye, Das, & Varshneya, 2019).

However, the findings show that perceived CSR does not play a mediating role between consumer trust and purchase intention and that trust has a direct casual effect on perceived CSR (Upadhye et al., 2019). Stanaland et al. (2011) define CSR from consumers' perspectives and state that CSR includes committedness towards a well-defined set of ethics principles that aims for a long-term corporate and social successes and work legally; the trust construct, however, is defined as believability in corporate information, claims and openness; and the authors hypothesize that CSR influences trust. Stanaland et al. (2011) conceptualise CSR, trust and reputation as some mediational variables between perceived financial performance and quality of ethics statement, and loyalty and perceived

risk. The results show support for all hypotheses, including CSR's positive and significant influence on trust. Although the relationship between CSR and trust has been empirically tested in various studies (Kim, 2019; Moliner, Tirado, & Estrada-Guillén, 2019; Stanaland et al., 2011), there is no consensus as to the role of trust either as an antecedent or a consequence of CSR. Thus, the relationship between CSR and trust has yet to receive sufficient analysis in the literature (Moliner et al., 2019).

CSR practices can sustainably secure community-company mutual trust which positively benefits the company. This is because philanthropic giving for a better social cause brings better social life and earns community acceptance (Yoon, Gürhan-Canli, & Schwarz, 2006). Genuine CSR practices have a higher propensity to shape the minds of community members (stakeholders) through demonstrating that the company is genuinely concerned about their welfare and should be trusted. Thus, community-company trust is sustained when the community believes that the company is socially reliable, and benevolent. Therefore:

H3: CSR has a positive and significant effect on community-company trust (trust).

3.3.4 The relationship between trust and social performance

The relationship between trust and social performance in the literature is absent. In particular, the community-company context in the oil and gas sector and the Ghanaian context are important because West Africa and Ghana are underdeveloped and the CSR practices of the multinational corporations and government rules and regulations are relatively weak (Ofori & Hinson, 2007) in their benefits of society and local community members. Thus, local communities

depend more on what corporates and government say, promote and promise. In the context of Ghana, research states:

Exercising social responsibility in small, remote centres, however, often means that international and transnational corporations must interact with rural or indigenous people who have strong emotional and historical links to the land.....companies entered communities and made promises based on what they thought communities want to hear, while communities ratcheted up expectations based on what they learned had been provided to other communities. When community expectations were not met, disillusionment and lack of trust followed. (Garvin, McGee, Smoyer-Tomic, & Aubynn, 2009, pp. 571, 582)

Acquisition of corporate moral capital in local communities directly affects the level of trustworthiness that exists within the community-company relationship. On firm innovations for stakeholder relationship, Upadhye et al. (2019) state that good corporate moral capital indicates better results on corporate assistance to stakeholders and this consequently develops trust amongst stakeholders. Social performance is recognised as the discretionary distribution of resources by petrochemical companies to resolve social needs and attention (Shahzad, Mousa, & Sharfman, 2016). While there are studies demonstrating the CSR–trust relationship (Castaldo, Perrini, Misani, & Tencati, 2009; Kim, 2019; Moliner et al., 2019; Stanaland et al., 2011), there is no study demonstrating how community-company mutual trust affects social performance. This thesis theorizes that corporate promises for greater social benefits and the work with the community members to achieve those promises build mutual respect and trust, which affects

perceived social performances. Therefore:

H4: Community-company trust (trust) has a positive and significant effect on social performance.

3.3.5 The relationship between trust and corporate performance

Trust has been identified as a major mediational construct in studies across many disciplines, including marketing, hospitality, management, human resources, and social psychology (Cheng, Fu, Sun, Bilgihan, & Okumus, 2019; Kim, 2010; Park, Lee, & Kim, 2014; Robbins, 2019). Social literature regards trust as the community's belief that corporations will act in honest and supportive ways for the welfare of the society (Levine, Lin, & Xie, 2018). However, corporate performance is a valuation of a company's effectiveness and future business successes in a society and how they actually connect with stakeholders (Tseng, 2014). Trust of stakeholders, including the local community where the business operates, is an important social license for a business firm for a long-term stay: in fact, it is the lifeline of a business and for its growth over time. The relationship between trust and firm performance is often understood as bi-directional. For example, research states that the current level of trust is associated with improved future performance and the current level of performance is positively associated with future improvement in trust (Xu, Fernando, & Tam, 2019). On the other hand, research also states that trust affects organizational performance (Gorondutse & Hilman, 2019; Guinot, Chiva, & Mallén, 2013; Salamon & Robinson, 2008). Therefore, the trust–corporate performance relationship is not new; however, the literature is inconclusive about the nature and direction of the relationship. Moreover, the nature and direction of the trust–corporate performance relationship is still unknown in the Ghanaian oil and gas community.

The Ghanaian oil and gas community is very much dependent on mining corporations for their social development, as government intervention is much less in community development programs in many African countries. Community-company mutual trust can have a tremendous effect on corporate performance, including profitability, market value, growth and efficiency. Corporations build trust over time by contributing to society, solving social issues and problems in a sustainable manner, and co-existing peacefully with the community. Although trust does not necessarily or immediately translate into corporate profit or growth, community-company trust in return allows corporations to grow in the long-term because they both get mutual benefits and values. Therefore:

H5: Community-company trust (trust) has a positive and significant effect on corporate performance.

3.3.6 The relationship between social performance and corporate performance

Conceptualisation, evaluation and measurement of corporate performance or the performance of any other social institution must be, to a great extent, culturally and temporally determined (Sethi, 1975). In this context, Sethi (1975, p. 59) also states:

A specific action is more or less socially responsible *only* within the framework of time, environment, and the nature of the parties involved. The same business activity may be considered socially responsible at one time, under one set of circumstances and in one culture, and socially irresponsible to another time, in another place and under different circumstances.

Corporate social performance (CSP) is a more specific consequence of corporate action entailing economic, ecological, social, and cultural consequences (Choi & Jung, 2008). CSP is also defined as a voluntary business action that produces social effects (Schuler & Cording, 2006). The relationship between CSP and corporate financial performance (CFP), which is referred to as firms' financial outcomes, including profitability, market value or growth, has been in debate for some time in current literature (Griffin & Mahon, 1997; Schuler & Cording, 2006). Hasan et al. (2018) address this debate by examining the mediational role of total factor productivity (TFP) between CSP and CFP, and conclude:

We thereby encourage future research to identify and uncover the underlying mechanisms in the CSP–CFP relationship and associated contingences to shed further light in this area. (p. 684).

This quote explains that there is a lack of adequate empirical evidence for the CSP–CFP relationship. Corporate performance (CP) plays a greater role than CFP. While CFP measures corporate financial outcomes (Schuler & Cording, 2006), corporate performance is measured based on return-on-equity (RoE), return-on-assets (RoA), net profit margin (NPM), market to book value (MTB), and TobinQ in the financial accounting literature (Salin, Ismail, Smith, & Nawawi, 2019). Zhu, Liu and Chen (2018) measure corporate performance as sales growth, assets growth, market growth valuation, and growth in net profit. However, the literature is inadequate in explaining the relationship between social performance and corporate performance, and particularly in the context of the Ghanaian oil and gas community where corporate social contribution is highly regarded by local community groups. In a community where social performance, such as the provision of hospital beds, drinking water and toilet facilities,

scholarships, jobs and reconstruction of roads in the community is visible, community members are also highly likely to support the corporations for their continuous growth. Corporations do not operate in isolation, but with communities, to obtain their ultimate economic and social goals. However, corporations that are tied in with communities in various social projects and community assistance programs usually are successful in terms of product and market value, increased sales and profitability. Communities regard companies that focus on their welfare as friendly and therefore:

H6: Social performance has a positive and significant effect on corporate performance.

3.3.7 Mediation and multigroup moderational hypotheses

This part of the research is avoided by many investigations, and therefore some research gaps remain unfilled. Determining the significance of the association and/or relational dispositions of variables under study may be incomplete if the mediation and/or moderation of the related variables under investigation are not conducted, because mediation and moderation tests provide an enriched understanding of ‘why’, ‘what’, ‘how’ and ‘when’ (Li, Zhou, Li, & Zhou, 2016). In general, a mediating variable reveals the relational condition between a dependent and an independent variable, whereas a moderating variable determines the extent of the relationship between a dependent and an independent variable or the prediction nature of the dependent variable. Although mediational and moderational tests are used in psychology, consumer and marketing research (O’Rourke & MacKinnon, 2015; Shen & Zhang, 2019; Sultan & Wong, 2019; Yim, Bae, Lim, & Kwon, 2019), CSR research in particular lacks adequate evidence and this is absent in the Ghanaian CSR literature.

3.3.7.1 Mediation hypotheses

CSR is a bridge between a corporation and its stakeholders. Long-term sustainable survival of corporations depends on stakeholders' interests in those corporations and how both parties work closely to solve social issues or problems where both corporate and communities reside together (Stanaland et al., 2011). Stanaland et al. (2011) conceptualise perceived CSR and consumer trust as mediators, because trust enhances confidence of consumers about corporates' ethical practices. In higher education branding research, however, trust has been found a significant mediator between perceived service quality and brand image and brand performance (Sultan & Wong, 2018).

Similarly, the mediating effects of social performance has been found in a number of related research contexts, including the relationship of stakeholder orientation-financial performance (Hu, 2014), and innovativeness-economic performance (Shin, 2018). This thesis argues that social performance (e.g., drinking water supply, hospital beds, sanitation, schools and education, games and sports, etc.) are one key outcome of CSR that the Ghanaian oil and gas community may consider for corporate growth and sustainability in the long term. Although both the mediating roles of trust and social performance are well-documented, the current literature lacks examining the mediating roles of trust and social performance between CSR and corporate performance. Therefore:

H7a: Community-company Trust mediates the relationship between CSR and social performance.

H7b: Community-company Trust mediates the relationship between CSR and corporate performance.

H7c: Social Performance mediates the relationship between CSR and corporate performance.

H7d: Community-company Trust and social performance mediate the relationship between CSR and corporate performance.

3.3.7.2 Moderational hypotheses

Hofstede's popular cultural dimension studies (Hofstede, 1984, 2001, 2019) show that Ghana scores 80 in 'power distance'. This explains that Ghanaians accept the hierarchical nature within the social and corporate structures, indicating a high-power distance exist in the Ghanaian society, and gender difference may dominate in the social and corporate structures. Traditionally, Ghana's society is patriarchal in nature, where the male plays dominant roles in family and society. Thus, gender (e.g., male and female) is considered in this research to understand how gender differences might influence the results of the hypothesised relationships. Therefore,

H8a: Gender moderates the hypothesised relationships between CSR and community-company trust.

H8b: Gender moderates the hypothesised relationships between CSR and social performance.

H8c: Gender moderates the hypothesised relationships between CSR and corporate performance.

H8d: Gender moderates the hypothesised relationships between community-company trust and corporate performance.

H8e: Gender moderates the hypothesised relationships between community-company trust and social performance.

H8f: Gender moderates the hypothesised relationships between social performance and corporate performance.

In a mining area, there is always a tension between local residents, government, corporations and other interest groups. As a result, many oil and gas companies turn to CSR to obtain legitimacy (Du & Vieira Jr, 2012). Ghana's scores in 'power distance', 'masculinity', 'individualism', and 'uncertainty-avoidance' are 80, 40, 15, and 65, respectively (Hofstede, 1984, 2001, 2019). These scores explain that there are hierarchical and autocratic structure in the Ghanaian society along with inequalities and centralization of power. Thus, in the Ghanaian society females relatively dominate, where people value equality, work-to-live, focus on wellbeing and make collective decisions, meaning that they value relationships and trust. According to Hofstede's studies Ghanaians tend to avoid uncertainty and seek more security, and they tend to work hard. Overall, the scores imply that there may be differences in perceptions between local community people and multinational corporations (here in after, 'stakeholder type') about CSR, trust, corporate performance and social performance relationships, as hypothesized in H1-H6. Therefore:

H9a: Stakeholder type moderates the hypothesised relationships between CSR and community-company trust.

H9b: Stakeholder type moderates the hypothesised relationships between community-company trust and corporate performance.

H9c: Stakeholder type moderates the hypothesised relationships between

community-company trust and social performance.

H9d: Stakeholder type moderates the hypothesised relationships between CSR and social performance.

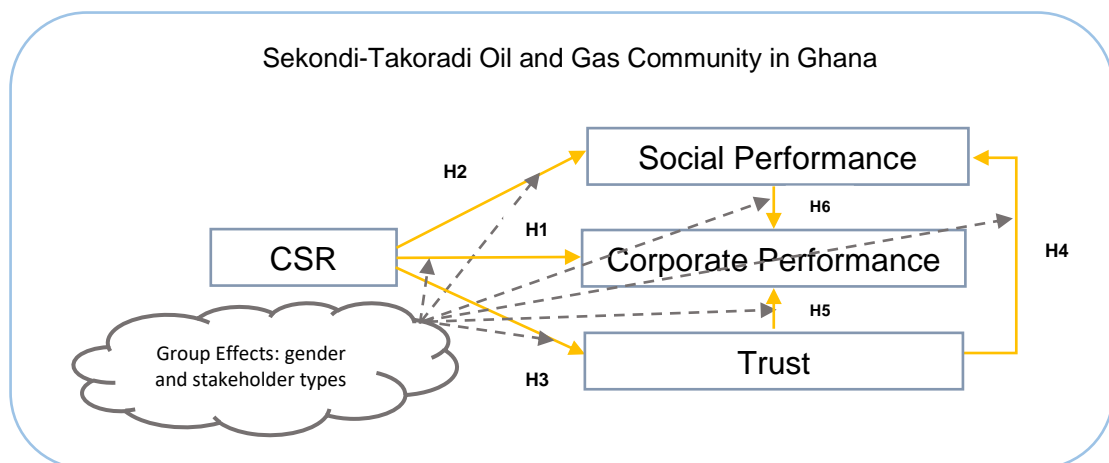
H9e: Stakeholder type moderates the hypothesised relationships between CSR and corporate performance.

H9f: Stakeholder type moderates the hypothesised relationships between social performance and corporate performance.

3.4 The research model

Figure 1 shows the research model for this thesis. It demonstrates the research questions in section 2.7 (Chapter 2). While the CSR–corporate performance relationship is not new in the literature, this thesis finds that the roles of trust and social performance in the CSR–corporate performance relationship is new to the current literature.

Figure 2: The conceptual model of CSR



Source: Developed for the study

3.5 Summary of the chapter

The study context is Ghanaian petrochemical companies in the Sekondi-Takoradi community, where two multinational petrochemical companies operate and co-exist with local communities. Given the tension between the community and corporations operating in mining areas, this study aims to examine how CSR influences corporate performance, and what roles corporate-community mutual trust and social performance play in the CSR-corporate performance relationship.

This chapter has provided definitions and operationalisation of the study constructs. The research model was conceptualised from the current literature and it developed six causal hypotheses to investigate the research questions. For this purpose, the literature was critically discussed and reflected on, following the study context and research gaps identified in Chapter 2. This study also develops mediational hypotheses. The moderational hypotheses are developed with assumptions that gender and stakeholder type moderate the hypothesised relationships. Chapter 4 discusses the research methodology.

Chapter 4: Research Methodology

4.1 Introduction

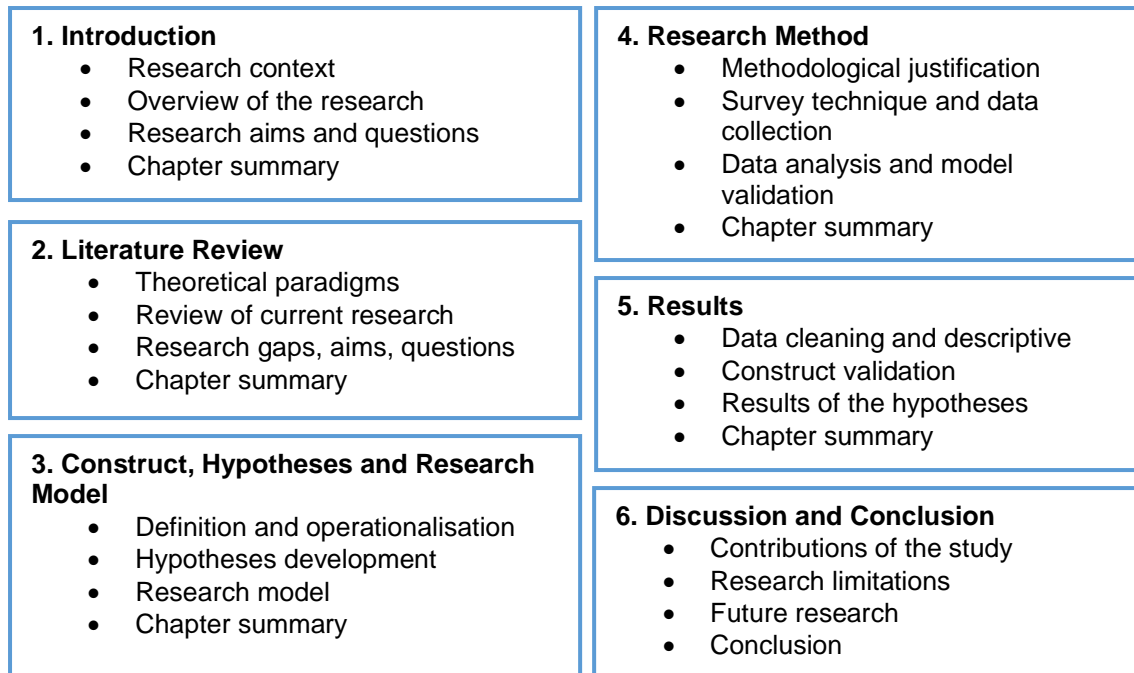
The map that is outlined to conduct research is the methodology. It is the research model with a specific paradigm; and contains basic beliefs that propel the investigator to select the appropriate investigative process over others (Jonker & Pennink, 2010; Sarantakos, 2012). Section 4.2 explains the study process and diagrammatically outlines steps used to conduct the research. Section 4.3 discusses the research paradigm and philosophical grounds. Section 4.4 includes a discussion about the literature review process. Section 4.5 details research methodologies (quantitative and qualitative). Section 4.6 discusses ethical considerations of this study. Section 4.7 summarises the chapter.

4.2 The study process

This section provides an overview of the study process. Figure 3 shows the main six steps of this thesis. First, the thesis uses a literature review focusing on CSR, corporate performance, stakeholder theory and social license theory. Social license theory is important because of the Ghanaian context: Ghanaians mostly depend on relationships and trust. In contrast, the current literature mostly studies CSR and corporate performance or financial performance relationships by using either stakeholder theory or resource-based theory. Thus, there is no study that considers both stakeholder theory and social license theory, and examines CSR, corporate performance, social performance, and trust relationships in the context Ghana.

Chapter 1 discussed the research background and highlighted the research gaps and research contexts, and included the research aims and objectives. Chapter 2 discussed the theoretical paradigms and systematically produced current research reviews and critically reflected those in the context of Ghana, and finally, identified the research gaps. Chapter 3 discussed the definitions of the study constructs and operationalisation of the constructs, developed the research hypotheses, and demonstrated the research model for this thesis. Chapter 4 discussed the research method with justifications of a particular research method employed in this study. The quantitative research method was chosen to empirically examine the research model for this study. Although there had been some open-ended questions in the survey, the findings of those open-ended questions are discussed in the discussion chapter. Chapter 5 discussed the results, including construct validation, hypotheses testing results and model validation. Chapter 6 discussed the results in consultation with the current literature and open-ended findings. This chapter also discussed the theoretical, practical, methodological, and contextual contribution of this thesis. Finally, Chapter 6 also discussed the conclusion, limitations, and future research scopes.

Figure 3: Outline of the study process



Source: Developed for the study

4.3 Research paradigm and philosophical ground

Creswell (2013) states that the choice of any research philosophical direction/approach must be justified. The philosophical dimensions of social disciplines are contingent on the paradigm that directs the research (Wahyuni, 2012). Hence, Jonker and Pennink (2010) identify the research paradigm as fundamental assumptions about the world's perception that support the cognitive framework and guide the investigator. Post-positivism (objective and quantitative outcomes), constructivism (subjective and qualitative outcomes), and pragmatism (an all-inclusive approach) are common types of research paradigms (Creswell, 2013; Lincoln, Lynham, & Guba, 2011; Phillips & Burbules, 2000). The post-positivist's orientation is objective and reductionist ideas where investigative thoughts are made lesser and more discrete set to enhance testing. It is numeric in nature (Phillips & Burbules, 2000) and can only function in the quantitative

phase of the study. Constructivism holds interpretative ideas, generally qualitative (Lincoln et al., 2011; Mertens, 2014) in nature, and is useful in only qualitative study. A pragmatic approach blends quantitative (deductive) and qualitative (inductive) methods for better conclusions than other approaches (see Table 4.3.T2). CSR research, however, has inadequate evidence regarding the blend of qualitative and quantitative research methods or the pragmatic approach in research method design. Inductive and deductive investigations are opposites. The inductive approach focuses on generality and hence starts from the specific and moves to generality, the deductive approach, on the other hand, is specific, and hence begins with the general and moves to the specific. These two opposing methods are triangulated in the pragmatic approach where the differences can complement each other for the best results (Sultan & Wong, 2012; Woiceshyn & Daellenbach, 2018).

Paradigms and assumptions work together in investigations, as they are basic beliefs guiding the investigator (Creswell, 2013; Jonker & Pennink, 2010). Hence this study followed the prior literature (Creswell, 2013; Nelson, 2006) to construct Table 5, which shows how assumptions affect the choice of a paradigm for the investigation.

Table 5: Nature of paradigms and assumptions in research

Paradigms	Assumptions		
	Ontology (Reality focus)	Epistemology (Investigator- research relationship)	Methodology (Focuses on research processes)
<i>Post-positivism</i> (Quantitative and objective believe)	Contains naïve realism which supports objectivity and independence from the investigator	Holds objective views between investigator and research	Quantitative - testing hypothesis, use of surveys, experiments, etc. Realist with deductive process
<i>Constructivism</i> (Qualitative and inductive believes)	Subjective, local, multiple and generally relativism	Holds objective views with strong partnership between investigator and research	Qualitative - use of interviews, observation, focus group discussions, etc. Inductive and Idealist believes
<i>Pragmatism</i>	Admits outside reality, and focuses on details that emanate positive results	Subjective and objective	Qualitative + Quantitative; Deductive + inductive

Source: Adapted from Creswell (2013) and Nelson (2006)

There are other paradigms/assumptions such as 'transformative' and 'axiology'. The transformative paradigm is a special group of critical theorists, Marxist, racial and ethnic minorities, lesbians, gay, transsexual, etc. (Creswell, 2013). This paradigm is outside the investigative aim of the present study in the Ghanaian context, and hence will not be used. Axiology stresses values, which is not the focus of this study.

Nelson (2006) insists that assumptions (epistemology, ontology, and methodology) are paradigms. Epistemology is seen as the comprehension and knowledge obtained via different inquiries in examinations; hence the focus is on whether the researcher considers knowledge as valid or otherwise (Hollway, 2018). Burrell and Morgan (2017) argue that ontology presents philosophical beliefs on nature of the reality, and these questions whether an investigation of reality is external to the respondent, or is socially developed, objective or stresses human perceptions. But methodology is open and all-inclusive, with considerable concentration on the type of procedures enacted by the examiner for reality discovery and is more in tune with quantitative and qualitative findings (Hollway, 2018). Hence this is the interest of this study.

The choice of pragmatic/methodological approach (see the association in Table 5) was timely. This approach identifies research problems to enforce all researchable approaches for empirical results. Its all-inclusiveness supports research triangulation (Creswell, 2013) to enhance effective investigative process. But there has never been any agreed best-fit philosophy in marketing research (Sultan & Wong, 2014), which raises debate about and justification for the choice of research methods. As such, criticisms have been raised in the marketing fraternity about the inadequate ability of theory generation, and instead a concentration on quantitative paradigms which does not create theories but only seeks theory verification (Van Hoek, Aronsson, Kovács, & Spens, 2005; Vignali & Zundel, 2003). Similarly, qualitative research method has also been criticised for being time-consuming and expensive for social investigations (Willig, 2001). Humphrey and Lee (2004) conclude that qualitative research is difficult but demanding.

This argument and others in all the studies above do not discuss Ghana and that has practically contributed to the justification of not using a single method but rather mixed methods in the Ghanaian context.

Mixed-methods research design includes both qualitative and quantitative methods. Creswell, Plano Clark, Gutmann, and Hanson (2003) state:

A mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research. (p. 165)

Current research identifies several types of mixed-methods research, including (1) qualitative methods informing quantitative measures and instruments, and results are derived mainly from quantitative findings, (2) qualitative methods that dominate the research and results are mainly based on qualitative findings, but some quantitative results are presented mainly for the purpose of making the research more attractive, (3) quantitative methods that dominate the research and results are mainly based on quantitative findings, but qualitative methods and findings are presented to help explain the quantitative findings, and, (4) both qualitative and quantitative methods and findings are used equally and in parallel (Creswell et al., 2003; Steckler, McLeroy, Goodman, Bird, & McCormick, 1992).

According to Creswell (2013), there are three approaches to data collection: the quantitative (post-positivism), the qualitative (constructivism) and the mixed methods approaches (pragmatism). A mixed-methods research design, or pragmatic paradigm, follows one of two approaches. The first is the simultaneous

or concurrent approach, where either qualitative and quantitative or quantitative and qualitative methods are followed together. The second approach is called sequential, where either qualitative methods inform the quantitative methods or quantitative methods are applied first, followed by qualitative methods (Creswell et al., 2003; Morse, 1991).

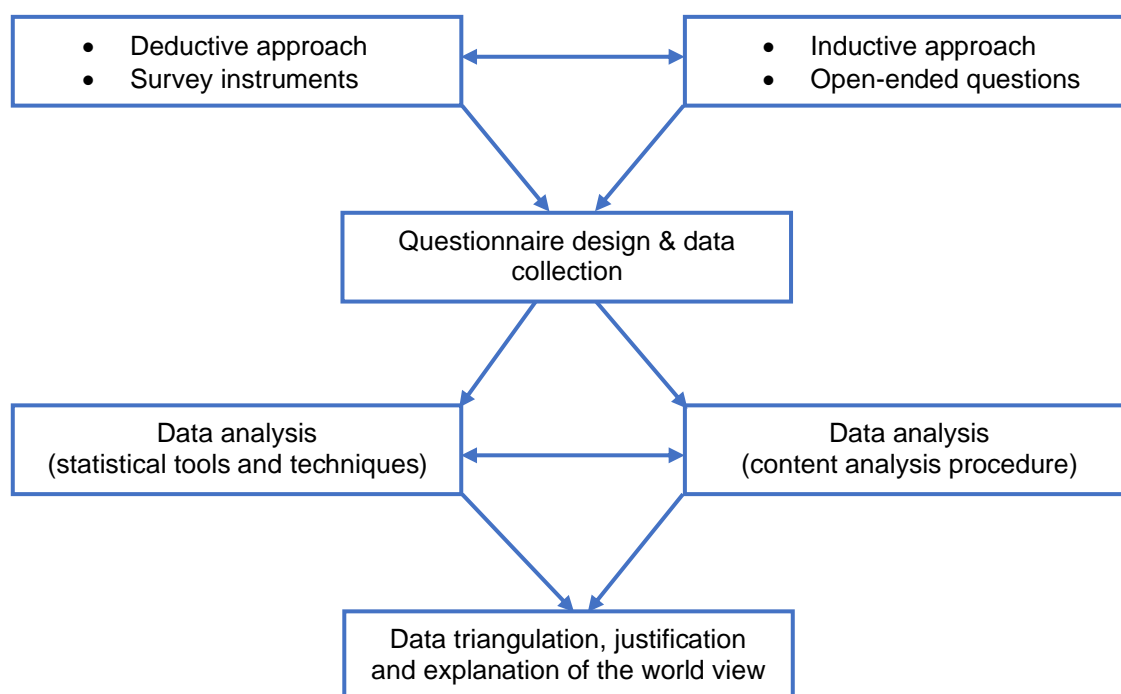
Thus, this thesis follows the current literature (Creswell et al., 2003; Morse, 1991; Steckler et al., 1992) and applies a 'simultaneous or concurrent mixed-methods approach' (see the first row, "no sequence concurrent", in Table 6). The qualitative methods, in this instance, help explain the quantitative results, particularly the research hypotheses, objectives and research questions. According to Rao and Woolcock (2003), adding qualitative findings to quantitative results help understanding the nature and causal relationships by making senses with cross-checking and replication, and thus, ensure quality and reliability of the findings. In the Ghanaian settings, for this study, the qualitative findings explained the quantitative results in greater details. Concurrent data triangulation in 'simultaneous or concurrent mixed-methods approach' takes place either in the interpretation phase (e.g., discussion) or analysis phase, with potential presence of a theoretical perspective (Creswell et al., 2003). Figure 4 shows the methodological approaches and data triangulation stages followed in this thesis within the pragmatic paradigm.

Table 6: Key decision matrix for a mixed-methods research design

Implementation	Priority	Integration	Theoretical Perspective
No Sequence Concurrent	Equal	At data collection and data Analysis	Explicit and/or Implicit
Sequential – Qualitative first	Qualitative	At data analysis and interpretation	
Sequential – Quantitative first	Quantitative	At data interpretation and combination	

Source: Adapted from Creswell et al. (2003) (p. 171)

Figure 4: The methodological approaches and data triangulation



Source: Developed for this study

CSR and corporate performance research with particular attention to stakeholder and social license theories in the Ghanaian context is relatively new, and hence it is novel. A few studies also echo this and stress the need for more in-depth qualitative and quantitative research (Andrews, 2013, 2019; Arko, 2013;

Mehmetoglu, 2004). Research in the context of a mixed-methods approach states that

The major benefit of using both (qualitative and quantitative) approaches are that the weaknesses of a set of research methods are compensated for by the strengths of the other set of research methods and vice versa. (Sultan, 2011, p. 91).

In collaboration with the literature, the choice of the mixed approach for this study was made with consideration of the study context, research background, sample area and sample size, time, budget and accessibility for the researcher (Creswell et al., 2003). Firstly, given the volatile situation between petrochemical companies and communities in the Ghanaian industry, where data collection must be tactical and gradual (Mensah & Okyere, 2014), the triangulation methods (quantitative and qualitative) were concurrent.

In summary, pragmatism allows researchers to investigate from several perspectives, realities and philosophies. Researchers enjoy freedom of choice of any specific data collection technique and procedure to better reflect and explain the phenomenon under study and blending or triangulating the data collection and data analysis techniques. This allows the researcher to better explain the research aims. The pragmatic approach in research method brings strengths and offers opportunities for future research in adopting other techniques (Creswell, 2013; Creswell & Creswell, 2017; Malina, Nørreklit, Selto, & Management, 2011; Nelson, 2006; Tashakkori & Creswell, 2007). As part of the formation of a foundational CSR literature in Ghana, this thesis used concurrent or simultaneous mixed-methods research design within the pragmatic research paradigm.

4.4 Literature review strategy

There was the need to create some steps on how the search engines could be used for the required papers. This review strategy also focused on negating the investigative bias usually found in many reviews; hence it used an analytical and inclusive-search framework which aggregates cross-referencing among researchers, with detailed examination of the required databases and applies better criteria for exclusion (Roehrich, Lewis, & George, 2014). To enhance reliability and proper literature scope and mapping, the study used the supervisors as a panel of expertise on the review strategy, where various search engines (e.g., Google Scholar, Scopus, Ebscohost, and Science Direct) were recommended for identifying current journals and articles. This panel was further used as a management review protocol for intermittent follow-ups to aid adequate search flexibility and research creativity on the results (Thorpe, Holt, Macpherson, & Pittaway, 2005; Tranfield, Denyer, & Smart, 2003).

During the search process, the study realised that selecting information within a 20-year bracket would undoubtedly lead to better research judgement, particularly for promoting examination into how CSR affects community-level outcomes and corporate performance, especially, in the Ghanaian petrochemical industry. Hence, a preliminary search through the period 2000-2020 was steered via the identified databases with some keywords (e.g., community engagement, CSR, social relationship, trust, corporate performance, community perception, stakeholder's engagement, social license, stakeholder theory, social legitimacy, local companies, etc.). These keywords effectively propounded the search string like 'corporate performance* AND CSR*'; and the citations disclosures covered in Tables 7 and 8.

The preliminary search produced more than 3501 references, after which in response to the quality criteria as suggested by Pittaway (2004) (i.e., the inclusion and exclusion criteria filtering process) the number was reduced to 1721. A further filtering process was undertaken by elimination of duplicate studies and a consideration of relevant abstracts, and this produced 510 references or studies. These were then included in the EndNote library, a reference library and database. Pittaway (2004) remarks that this limiting approach of review on title searches generates some weaknesses but is effective in conducting quality reviews where essential numbers of relevant studies can be included in a very short time.

Table 7: Inclusion criteria

Benchmark	Why included
Every Sector	For open limitation on various investigative sectors to acquire broader information on corporate performance, community-company trust, social performance and CSR.
Every national jurisdiction	For cross-social and cultural information on corporate performance, community-company trust, social performance and CSR.
Empirical and theoretical papers on corporate performance, community-company trust, social performance, and CSR.	For adequate and appropriate information coverage.

Source: Developed for this study

Table 8: Exclusion criteria

Benchmark	Why excluded
Before 2000	The study regarded current information as one of the highest standards of this study; hence, resolved any article before the year 2000 is obsolete.
Lecture notes, book reviews, trade magazines, etc.	These were considered as information that was from less highly rated sources in research.
Unrelated investigations	This cover all articles which are not related to CSR, corporate performance, community-company trust, social performance, CSR and social science, except for those in line with the research methodology and theory.

Source: Developed for this study

Following Vallström, Lindholm, and AbuBakr (2017), the current review included multiple research databases as stated above and identified relevant literature to acquire certain empirical information for the review. This particular type of search targeted two distinct literature bodies. Firstly, the search focused on methodological sources that investigate CSR to inform the study's methodological gaps. Secondly, the search also concentrated on papers published in organizational science journals that address CSR practices where communities are the major players – typically because corporate performance is a target via corporate social activities (Mensah & Okyere, 2014b).

4.5 Research methodologies

4.5.1 Quantitative method

The literature review strategy helped conceptualise the research model of this thesis (see section 3.4, above). Chapter 3 defined, outlined and explained the research constructs and instruments, and research hypotheses. In this connection, the Ghanaian context was also explained. The research/conceptual model emanated a number of hypothesis for empirical testing and verifications through survey technique, culminating into the development of model explaining how CSR influences corporate and social performances in the Ghanaian oil and gas context.

Quantitative method is directed at numeracy, testing and validating hypotheses on an existing conceptual model (Creswell, 2013). The quantitative data became the primary part of this research in which questionnaires were designed to obtain data through a survey. Creswell (2013) suggests that surveys effectively enhance numeric description of attitudes, opinions and trends of the subject under discussion, and thus they align with quantitative research. Therefore, the quantitative method aimed at validating and examining the constructs, the model and hypotheses of the research/conceptual model developed for this thesis.

4.5.1.1 Research instrument and questionnaire design

To enhance knowledge and better operationalise investigative constructs on empirical testing for the required results, the literature recommends step-by-step development of the research instrument and questionnaire design (Garg, Rahman, & Qureshi, 2014; Kull, Kotlar, & Spring, 2018; Skarmeas & Leonidou, 2013; Wang, 2011). Chapter 3 defined the research constructs and survey

instruments. The survey instruments were derived and adapted from the literature by following the systematic suggestions of current literature (Skarmeas & Leonidou, 2013). A survey is an inexpensive, quick, and prudent means of extracting information that represents the sampled population (Periyayya, Nair, Shariff, & Roland, 2016). Bryman and Bell (2015) conclude that for larger field coverage and easy and quick quantification of data, the use of questionnaires is one of the best data collection methods. Similarly, Chauvel and Despres (2002) state that survey results are statistically amenable and easily quantifiable, and hence can perfectly match with questionnaire administration.

The questionnaire (see Appendix D) contained two segments: Part A provided the demographic profile of respondents which includes age, gender, occupation, nationality, location, etc.; and Part B contained the grouped (and coded) research instruments in line with the constructs argued by the literature review and qualitative findings. For level of agreement from respondents, a seven-point Likert-type scale was used to format the items in the survey questionnaire for the data collection with a range of 1-7, where 1= strongly disagree, 2= fairly disagree, 3= disagree, 4= neutral, 5= agree, 6= fairly agree and 7= strongly agree. The draft questionnaire was reviewed by a supervisory panel and face and content validated for better research conduct. Table 9 followed Skarmeas and Leonidou (2013) and Wang (2011) in showing how the research instruments for the Ghanaian industry were developed by this study.

Table 9: The steps on instrument and questionnaire development

Step 1: Review literature	A thorough search process was undertaken to identify constructs, conceptual or research context, and eliciting the set of items of each scale (i.e., deductive approach).
Step 2: First drafting	First drafting of the questionnaire was based on the aim and objectives of the study; the results from Step 1 were used for the first draft of the questionnaire.
Step 3: Expert/supervisory input	Assessment of the draft by three scholars with CSR background on the face and content validity of the measures.
Step 4: Testing	Pilot study commissioned for effectiveness of the first draft. The test found, for instance: double-barrelled words, complex sentences and words, negative words, wrongly spelt words.
Step 5: Editing & drafting after pilot study	Second drafting took into consideration the corrections that were informed from Step 4; and the questionnaire was amended, including eliminating unnecessary items.
Step 6: Finalising the questionnaire	A careful read-through was conducted in consultation with the supervision panel. Completion of questionnaire development for final field distribution or administration was then realised.

Source: Developed for the research

4.5.1.2 Pilot testing

Pilot testing of the draft questionnaire ensures the reliability, suitability, validity and effectiveness of the questionnaire (Sultan & Wong, 2014). As such, the aim of this test was not to focus on running the model but to scrutinize the descriptive statistics via SPSS and seeing whether respondents could understand items under examination or whether the instrument should be re-aligned for a better result. Hence a pilot survey administration with 50 respondents was launched in an oil-rich village very close to Takoradi in Ghana with a small population of about

2500, for possible corrections on both the content of the questionnaire and the connection between the researcher and respondents. Purposive sampling was used to cover both company and community respondents, since this is a technique that can enhance effective time and other resource management (Teddle & Yu, 2007). All areas of the questionnaire were found suitable except for minor rephrasing of a few questions for better respondent comprehension, for example, giving examples of CSR or SP.

4.5.1.3 Scale purification and finalising the questionnaire

To obtain an overview of the dataset the kurtosis and skewness tests and descriptive statistics were examined (Hair, Black, Babin, Anderson, & Tatham, 2006). The data were cleansed of error outliers (data points resulting from inaccurate observations) with the use of a statistical package for the social sciences (SPSS v.25). Outliers often wield disproportionate effect on the substantive results on many areas of empirical investigations – particularly, the relationships between variables and false parameter estimates which can enhance wrongly rejecting/accepting hypotheses (Aguinis, Gottfredson, & Joo, 2013; Hunter & Schmidt, 2004). Aguinis et al. (2013, p. 271) say that “researchers do not have clear guidelines about how to deal with outliers properly”. Hence the errors were deleted following Worren, Moore and Cardona’s (2002) outliers and error management procedures where, through SPSS, box plots were used to locate the outliers before conclusions were drawn for solutions.

4.5.1.4 Sampling frame and sampling units

Quantitative investigators seek to engender a representative sample in line with probability sampling technique, and thus eliciting the required sample minimises

bias that abounds in the use of random sampling technique (Malik, Afzal, & Mirza, 2016; Alshebli, 2016). As such, a twin city of the southern coast of Ghana (the study area), west of the capital, Accra (Sekondi-Takoradi), with a population of about 413,000 (Plänitz, 2014) was considered. Given the limitations of the study, it was particularly important to settle on a suitable number of respondents, as all 413,000 people could not be covered for data collection.

Different sampling decisions (especially smaller sample size choices) have been suggested by various sampling approaches, where difficult measures such as indirect measurement of some variables (latent variables) through other variables can be made easy (Hair, Sarstedt, Hopkins, & Volker, 2014; Kock & Lynn, 2012). Dealing with smaller sample size decisions currently reminds the social researcher about Partial Least Squares (PLS)-based Structural Equation Modelling (SEM) analysis. This provides an acronym *PLS-SEM*, indicating SEM operating with PLS as a single statistical entity (Kock & Hadaya, 2016). While some studies agree that the use of a sample size less than 200 is appropriate for the PLS-SEM analysis (Kock & Hadaya, 2016; Low, Ong, & Tan, 2017), others agree to a sample size of 100 or less (Hartmann, 2011; Nitzl, 2016; Tyler et al., 2007). In the context of managing client dialogues and client learning, Majchrzak, Beath, Lim and Chin (2005) demonstrate success in a top journal by the use of PLS-SEM with a sample size of 85 usable responses.

Similarly, some investigations use parameter estimations to arrive at better and workable sample sizes. Jackson (2001) identifies that it is statistically reasonable to make sample size decisions out of the number of parameters estimated, such that the necessary sample size (N) is equated to the number of parameters (q), or ($N:q$). For example, Jackson (2003) estimates that, to obtain an appropriate sample size, $N:q$ is 10:1 or 20:1 (that is, 10 or 20 observations per one estimated

parameter). Further, other studies estimate five cases per parameter estimates (Jackson, 2003; Sultan, 2011). Many studies identify PLS suitable for complex models using smaller samples (Gefen, Straub, & Boudreau, 2000; Ringle, Sarstedt, & Straub, 2012). Therefore, the researcher distributed 2000 questionnaires among company employees and community members (aged 18 and above) purposively for this study. Levy and Lemeshow (2013) show that a sample frame does not necessarily have to contain the entire number/elements of the total population, hence 2000 questionnaires were distributed randomly to address the time and cost limitations (Gorard, 2010; Taylor, Sinha, & Ghoshal, 2006). The survey instruments were structured and self-administered following the seven-point Likert-type scale.

4.5.1.5 Survey administration

Pen and paper-based survey questionnaires were used to collect the data. Paper-based survey questionnaires are appropriate since they are less expensive, serve as a record, are self-administered, have wider coverage, and can be done in areas where telephone and Internet facilities are inadequate and postal services are inconvenient (Frimpon, 2016; Williams, 2015). The data collection process followed a similar typology of Malik et al. (2016) and Saunders (2011), where hard copies of questionnaires are directly distributed to respondents for research. This distribution and submission were undertaken at two separate levels and times (i.e., the company level and the community level, as explained below).

4.5.1.5.1 Company level

Both companies and their managers, and the community chief agreed to involve in the data collection process between August and November 2017. Prior to this,

the researcher contacted the company managers and the chief, and developed rapport to iron out relational issues and the data collection process. Invitation letters and consents from the companies and the community chief were obtained. The process followed the suggestions of current literature (Salanova, Agut, & Peiró, 2005).

The place, date and time of questionnaire distribution were discussed and applied in consultation with the company managers of two companies, and they then informed their employees. As a result, the employees of both companies did not find the distribution of the survey questionnaires a surprise. It was decided that 500 questionnaires for each company would be placed in an open box outside the company gate between 6 am and 9 am for three consecutive week days (Monday-Wednesday) for each company. There were separate dates for two companies. The questionnaires were distributed to companies' employees, including fieldworkers, professionals and executives who had been interested to take part in this data collection process (see Table 15). Each questionnaire was accompanied by an information sheet that included the research aim, the process to complete the survey, and the survey participants' rights to participate in this survey, including an instruction that completion of this survey would be considered as their consent. The researcher was present near the box only to provide further information, if asked by an employee. This also ensured to distribute one questionnaire per employee.

An employee who took the questionnaire wrote his/her employee number and position against a code in a workbook. When handing over the questionnaire to employees, the researcher wrote the same code on the printed questionnaire. This process helped avoiding multiple completions by a single employee. The researcher followed the same procedure for both companies, Goil Ghana Limited

and Total Oil Ghana Limited, and distributed 1000 survey questionnaires (500 for each company) to employees.

Employees were also instructed to return the completed survey questionnaire to a pre-placed box outside the company gate. This submission box was placed there between 6 am and 6 pm and was emptied every night by the researcher. This process ran for seven consecutive days from the first day of distribution. Thus, ten days were spent to collect data from each company.

4.5.1.5.2 Community level

At the community level, two stages (community entry stage and data collection stage) were also identified. The study followed Vermeulen et al.'s (2015) community entry perspective, where community entry is seen as an introductory stage of any research process involving the community and achieving trust and cooperation of the community at the first stage. Hence, the community entry stage in Ghana followed a procedure such as paying traditional homage to the chief and elders to link the research process with the community.

The data collection stage, including questionnaire distribution (with a printed unique code) and collection, covered the chiefdom, community elders, and community members. One of the elders of the chief and a community elder were motivated to help the researcher to successfully access community members and distribute 1000 questionnaires through home visits. This took about seven days. Follow-up reminders for completion and submission of the questionnaire were carried out by the researcher with the help of elders of the chief.

Return of the questionnaires followed a similar process, that is, a closed box was kept outside the chiefdom's premises and community participants were

requested to insert the completed survey questionnaire into it. This box was placed every day at 6 am and collected at 6 pm. The researcher emptied the box every night. This process ran for 10 consecutive days from the first day of distribution. Thus, this process took 10 days to collect data from the community participants.

Overall, this process also ensured anonymity, and the whole exercise took about a month. The researcher, being a member of the community, was directly involved in this process and monitored it closely for accuracy. As indicated, each questionnaire was coded with a unique identifiable printed number to avoid receiving multiple responses from a single participant. Each questionnaire was also accompanied by the information sheet. Since English is the first language in Ghana, there was no problem in understanding and interpreting the information sheet and the questionnaire.

4.5.1.6 Response rate

Although the paper-based survey achieved 307 responses (15.4%), only 249 responses were found to be complete. The incomplete questionnaires came from respondents who quit the exercise after a few attempts; and hence the research team located those unusable and deleted them before the analysis. Tyler et al. (2007) support the sample size of 100 and demonstrate that a small sample size can work with complex models to elicit better empirical results by the PLS-SEM approach. Thus, 211 cases were entered for data analysis. In PLS-SEM path analysis calculating early or late response bias is not important because PLS-SEM path analysis largely stresses on estimating and analysing the relationship between latent variables of models (Rahman, Kamarulzaman, & Muhamad, 2015). Hence, with the SmartPLS 3 software, the study initially investigated the

psychometric properties, including validity and reliability on the scales prior to testing the hypotheses. A more detailed justification for the use of PLS-SEM has been provided in section 4.5.1.8.

4.5.1.7 Data analysis

PLS-SEM is a statistical tool in data analysis process commonly used in many research areas, including health, psychology, social sciences and business. PLS-SEM is currently preferred by many studies for data analysis (Babin, Hair, & Boles, 2008). Hence, this study followed Malik et al.'s (2016) methodological data analysis by using SEM to test the hypotheses. In addition, SEM is a strong statistical tool used to effectively test hypotheses in solutions to social research problems. In this case, SEM can easily be mixed with other statistical tools like partial least square (PLS) for effective empirical evidence (Schreiber, Nora, Stage, Barlow, & King, 2006). Concentrating on developing an integrated structural model approach, Esfandiar, Sharifi-Tehrani, Pratt, and Altinay (2019) identify that PLS-SEM is currently preferred due to its many research advantages such as its resilience, appropriateness and predictive strength in not only data analysis, but also in hypothesis development and its statistics using software like SmartPLS 3. Hence, its importance to this study; PLS-SEM is specifically justified for this study.

4.5.1.8 Justification of PLS-SEM

Extant literature has located various SEM approaches; for instance, Covariance-based SEM (with MPlus, EQS, AMOS, and LISREL as its software packages), PLS (with SmartPLS, WarpPLS, VisualPLS as the packages) and component-based SEM (GeSCA or VisualGSCA also as its packages) (Fabrigar, Porter, &

Norris, 2010; Hair, Sarstedt, Ringle, & Mena, 2012; Rigdon, 2014). Chin, Peterson and Brown (2008) identify AMOS Covariance-based SEM and PLS SmartPLS as part of the most widely used by researchers. These research packages function differently at different investigations that found each important. Hence, while one study finds a package important, another may not think it useful (Henseler et al., 2014; Nitzl, 2016). Concentrating on some common beliefs of researchers on PLS to address the PLS-SEM union, Henseler et al. (2014) warn that PLS-SEM and AMOS covariance are siblings and must not be compared, since they are complementary rather than competitive, and are individually found useful in different situations. But Babin et al. (2008) declare that PLS-SEM explorations attract endless benefits in numerous top journals in many disciplines, e.g., operations management (Peng & Lai, 2012), marketing (Hair et al., 2012), management information systems (Ringle et al., 2012), strategic management (Hair et al., 2012), etc. Similarly, Hair et al. (2012) use 30 top-rated marketing investigations to assess the use of PLS-SEM in marketing management disciplines, and find it is very likely to replicate the approach in further examinations by any researcher who chooses PLS-SEM for the first time; they suggest more methodologies and analytical approach for more information.

Also supported by the findings of many studies (Felipe, Roldán, & Leal-Rodríguez, 2016; Hwang, Malhotra, Kim, Tomiuk, & Hong, 2010; Ringle et al., 2012; Wong, 2010), this study found PLS-SEM interesting as it perfectly works with exploratory studies, especially, with predictive main variables like the latent variables of this study, fits well with smaller sample sizes, empirically suits better areas where theory is inadequate or lacking (as in the new Ghanaian industry) (Andrews, 2013), and it therefore assists in theory development (Nitzl, 2016). It also provides excellent results where the research model is complex, for instance, regarding the type of relationships (moderation, mediation, and direct) in

dimensionality and within the hypothesis (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). PLS-SEM is capable of predicting with greater accuracy and operates where assurance of correct model specification is difficult to locate. Overall, PLS-SEM is very viable, efficient, and effective for researchers, as it is self-validating and does not require several test measures as do many other tools like CFA or variance-based structural modelling technique (Nitzl, 2016). As this study also demands high practical importance of the CSR and management literature, formative and solid introductory measurements (for which PLS-SEM is good in practice) are urgently required in the new petrochemical industry research of Ghana for new variables and their associations (Bisbe, Batista-Foguet, & Chenhall, 2007). Thus, Nitzl (2016, p. 8) says: “PLS-SEM allows for an easier integration of formative construct measurements into an SEM”.

Using PLS-SEM in the Ghanaian CSR research is a new contribution, with pictorially modelled for explicit conceptualization of the theory under study (Byrne, 2013). This will play an important role in analysing the survey data for a required empirical outlook (Oh, Hong, & Hwang, 2017).

4.5.1.9 Convergent validity

Convergent validity (CV) is a result of content analysis where the investigative variables of the model are measured. But content analysis is a research tool that empirically moves beyond any observable item, where the information correlations, relationships, antecedences, consequences, etc., are traced to additionally render unobservable data easy to be analyse for information validity and replication (Krippendorff, 2008). Thus, correlation of any item in each single construct was easily measured through CV. This supported the assessment procedures of PLS, as PLS is conducted via correlations of the measures of

individual constructs. This necessitated loading of the individual items to investigate their various strengths. Chapter 5 reports the convergent validity test results, including the confirmatory factor analysis (CFA), average variance extracted (AVE), and reliability test results. A general rule of thumb is that the AVE and the loadings for all items should be greater than the 0.50, and the Cronbach's Alpha (α) should be greater than 0.70 (Henseler, Ringle, & Sinkovics, 2009). For instance, in the context of using PLS-SEM on international market research, Henseler, Ringle, and Sinkovics (2009, p. 299) state:

“An AVE value of at least 0.5 indicates sufficient convergent validity, meaning that a latent variable is able to explain more than half of the variance of its indicators on average”.

The importance of using composite construct reliability in examining internal consistency of scales in models was suggested by current literature (Lii & Lee, 2012). The composite reliability and AVE of the latent variables should also be greater than 0.70 and 0.50, respectively (Van Riel, Henseler, Kemény, & Sasovova, 2017). Table 10 shows the acceptable values of convergent and discriminant validity tests.

Table 10: Acceptable values of validity tests

Measurement			Assessment/acceptable value
Multicollinearity	Level of item		VIF (Variance inflation factor) ≤ 10
Validity	Discriminant	Level of construct	AVE > the correlation between construct and other constructs→ AVE Analysis
		Level of item	Item loading under a construct > All other cross item loadings on other constructs→ Cross loading Matrix
	Convergent	Composite	Value ≥ 0.7
		Item Loading	Loading of items ≥ 0.70 t -value ≥ 1.96 and p -value < 0.05
		Average variance extracted (AVE)	Value ≥ 0.50
Weight		Item	VIF ≤ 10

Source: Hair et al. (2014)

4.5.1.10 Discriminant validity

It is very likely to experience difficulty in confirming the research hypotheses in a structural model that may arise from a poor discriminant validity (Farrell, 2010). Bove, Pervan, Beatty, and Shiu (2009) misapplied discriminant validity in examining the service-worker role in encouraging customer citizenship behaviour and consequently found incorrect conclusions. Discriminant validity is the level at which latent variable distinguishes from other latent variables (Farrell, 2010). Therefore, discriminant validity was assessed through employing a traditional and formal technique of evaluating discriminant validity, the Fornell-Larcker criterion (Fornell & Larker, 1981; Hair et al., 2014). This procedure “compares the square root of the average variance extracted values with the latent variable correlation”

(Hair et al., 2014, p.105).

Thus, the square root value of the average variance obtained from a construct must be beyond the highest correlation of others. This method led to results where the latent-trait correlations amongst constructs were considerably dissimilar from each other, suggesting discriminant validity. Supporting the results, the matrix of items loadings/cross-loadings was created. Research in this context states that

A latent construct A will correlate with observed variables, x_1 and x_2 , that theoretically relate to A. This correlation is generally referred to as a factor loading. (Farrell, 2010, p. 324).

Gefen et al. (2000) identify that item loading within the construct under measurement should be beyond its loading with other constructs in order to enhance validity. Hence, cross loading and discriminant validity locate how different each construct stands with others. This table shows the correlations for each construct are less than the square root of the AVE of the constructs, indicating adequate discriminant validity. Hair and Sarstedt (2011) support the prior literature and devise various sections of their research to infer that PLS-SEM is conducted through measures and assessment of acceptable values to elicit the required results. Therefore, this study also produced Figure 5 (see below) as a guide for more clarification.

4.5.1.11 Structural model evaluation

The structural model is seen as a set of latent constructs connected with causal relationships within a theoretical framework. The model represents the

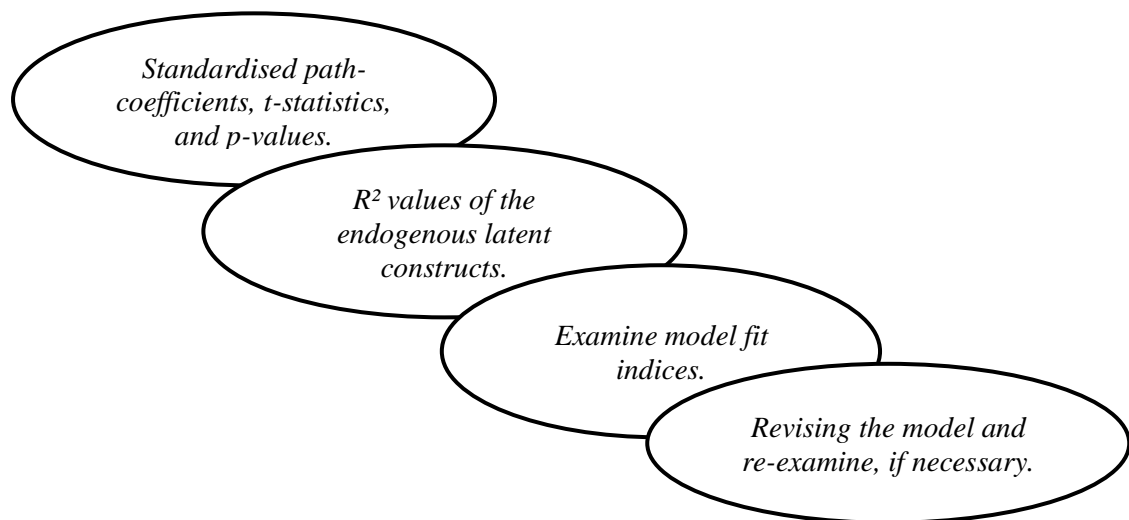
structural/hypothesized relationships that exist amongst latent variables of the research framework (Azizah, 2011; Hair, Ringle, & Sarstedt, 2013). Structural model evaluations demand a number of stages, as suggested by previous studies (Azizah, 2011; Nuruzzaman, 2013). This study used Figure 5 (see below) as a pattern of the structural model analysis.

The study first assessed the explanatory strength (e.g., R^2) of the latent variables of the investigative framework. Hence, the variance related to the latent variables was assessed. The outcome determined the variance of how CSR impacts on community level outcomes and corporate performance, where the latent variables of the model elucidated the results more clearly (see the results chapter). The next stage of the evaluation assessed how the path coefficient was directed and the value of the t -statistics (Azizah, 2011; Santosa, Wei, & Chan, 2005).

Corporate performance (CP) was the only outcome (dependent) variable of CSR, social performance (SP), and community-company trust (CCT). This indicates the structural model contains a dependent construct and three independent constructs, where PLS-SEM was used to evaluate the relationships existed amongst the variables in the framework. Thus, eliciting the R^2 values (as one of the main targets of using PLS) also indicated how the dependent latent construct was explained by the three independent latent constructs (Azizah, 2011; Hair et al., 2017; Santosa et al., 2005) of the Ghanaian industry. The R^2 values revealed the explanatory power of the dependent construct in the model through the variance assessment in the latent variable described by the correspondent independent variables. The value of 0.10 and more can be regarded as the acceptable values of R^2 (Azizah, 2011; Nuruzzaman, 2013; Rai, Patnayakuni, & Seth, 2006).

The hypothesis testing was next in the structural estimations, where the latent variable relationships were ascertained. Evaluating for the t -value, as well as the path coefficient, were part of the key statistics, which were elicited from the measures of bootstrapping. Through the PLS, the bootstrap method, using 2000 sub-samples, was considered. However, nonparametric estimation of significance for t -statistics in the significance examination on the model structural paths is bootstrapping (Azizah, 2011; Nuruzzaman, 2013; Rai et al., 2006). Thus, all the hypotheses in Chapter 3 were examined with their level of significance

Figure 5: Diagram showing the structural model estimations



Source: Developed for the study

4.5.2 Qualitative method

4.5.2.1 One-to-one interview in the concurrent mixed-methods approach

This thesis used concurrent or simultaneous mixed-methods research design within the pragmatic research paradigm. In this study, therefore, the qualitative phase was used to further support the quantitative findings and was a part of the

survey. Studies (Bell, Bryman, & Harley, 2018; Creswell, 2013; Gunasekaran, Yusuf, Adeleye, & Papadopoulos, 2018; Mills, Harrison, Franklin, & Birks, 2017) state that the choice of blending qualitative data with quantitative findings is effective, because qualitative data often can explain a phenomenon or a relationship better than is found in the quantitative examination, and allows for more exploration and interpretation of the data and results.

A concurrent or simultaneous mixed-methods research design can explain everyday life exigencies of the hypothesised models by providing in-depth information and assist researchers to easily understand the research context and make future research proposals. Thus, it helps generating and extending theories. Schaltegger and Burritt (2018) state that qualitative case study has the propensity to investigate a phenomenon in its primary and actual situations. Supporting this statement, Ketokivi and Choi (2014) state that qualitative case study also helps the researcher to avoid bias and actively assisting in collecting data for better analysis (Ketokivi & Choi, 2014; Pagell & Wu, 2009; Rymaszewska, Helo, & Gunasekaran, 2017). Focus groups, interviews, observation, documents and artefact analysis are some important qualitative study methods but Mills et al. (2017) and Yin (2014) identify that focus groups and interviews are most commonly used and best practised by qualitative case study researchers.

Table 11 shows a comparison of one-to-one interviews and focus group discussion. In-depth Interviews generate significant and extensive data on any social phenomenon under investigation and allow respondents to supply their clear understanding on the examination in a positive interrogative atmosphere with the researcher. In this context, Öberseder, Schlegelmilch, and Murphy (2013) stated that face-to-face interviews over focus groups minimize self-

presentational concerns and reduce the pressure on the interviewees to do and say the right thing, and thus, reduces social desirability bias. Creswell (2013) also states that real-life information can be obtained in qualitative research, particular where the researcher and respondents have direct contact. This shows the importance of interview questions, as the questions can become the instruments to ensure such direct contact.

Table 11: Differences between interviews and focus groups

Literature	Tools and their differences	
	One-to-one interview	Focus group discussion
Keeley et al. (2016)	Enhances confidentiality and anonymity	Poor confidentiality and anonymity
Flick (2018)	Provides in-depth of data	Elicits peripheral details from respondents
Iatridis and Kesidou (2018), Keeley et al. (2016)	Devotes more time for respondents (60-90 minutes).	Has very little time for the individual respondent
Brace (2018)	Any difficulty or emergency (e.g. interviewer, respondent fatigue) can be negotiated.	Apart from being difficult to truncate, it is difficult to negotiate with the interviewees.
Reflections	Easy to cover the interest of vulnerable respondents (e.g. dying/palliative people, chiefs).	Hardly exist to have chiefs/palliative respondents in a focus group discussion.

Source: Developed for the study

Though interviews also incur some financial costs (e.g., training interviewers) and time (e.g., travelling), they have a role to eliciting primary data (Opdenakker, 2006) on perceptions and impacts of CSR practices from the Ghanaian petrochemical companies and communities.

The use of one-to-one interviews enhances data access from specific respondents (e.g., CEOs, managers, and chiefs) who hardly have time for focus group discussion. Kajornboon (2005) reveals that one-to-one interviews are very effective in extracting primary data, align well with qualitative research, and allow free expression of respondents. Research has stated that an interview is not simply concerned with collecting data about life: it is a part of life itself; its human embeddedness is inescapable in literature (Cohen, Manion, & Morrison, 2000). Therefore, this study conducted one-to-one interviews with two petrochemical companies in Ghana, the Goil Ghana Limited and the Total Oil Ghana Limited; and the members of the local community, Sekondi-Takoradi community. To the best of our knowledge, there is no study that has used a concurrent or simultaneous mixed-methods research design to study CSR and its impact on corporate performance and social performance in the Ghanaian oil and gas community context.

4.5.2.2 Sampling frame and sample unit

Research reported the unpredictable nature of collecting information in the mining communities of Ghana due to challenging relationships of some companies with their local communities and other stakeholders (Andrews, 2016). In addition, a successful research design also depends on the research context and research objectives, research budget, and timeframe (O'Leary, 2004). The budget for the overseas travel, the thesis timeline and other financial support were limited for this study. The situation in the Ghanaian petrochemical sector is volatile among companies and communities; hence any data collection must be ethically minded and carefully designed to avoid discomfort or dislike to the respondent (Mensah & Okyere, 2014a; Öberseder et al., 2013). This suggested that recruitment of interviewee participants from two companies, Goil Ghana Limited and Total Oil

Ghana Limited, and community members, needed context-specific qualitative data collection techniques. Hence, the concurrent or simultaneous mixed-methods approach was adopted, and one-to-one interviews were conducted.

Regarding the sample size decisions for interview technique, research states that smaller sample sizes are flexible and can obtain the objective of the study through in-depth investigation (Whitehead, Julious, Cooper, & Campbell, 2016). For instance, Lee, Mellahi, Mol and Pereira (2019) use an 11-sample size with semi-structured interviews in discussions on CSR in supply chain and collaborative governance to finally achieve the required results and use a convenience sampling technique. Also concentrating on informal businesses and CSR scholarship, Wong and Bustami (2019) conducted research using purposive sampling with 30 respondents as the sample size in one-to-one in-depth interviews through semi-structured questionnaires. For the purpose of this study, the appointment dates with the company executives were determined earlier in consultation with the company executives, who agreed to participate in the interview process. This process included a few trials and company executives only agreed based on their availability and convenience during their weekdays. Thus, both purposive and convenience sampling procedures were applied to find the study participants on the company premises.

In a similar fashion, community members, including the chief and elders in the Sekondi-Takoradi area were approached for one-to-one interviews during the survey questionnaire distribution. However, the inclusion criteria for this process included the educational background, age (>18), and personal interest to take part in this interview. Investigating an informed consent procedure from rural African context, Tindana, Kass and Akweongo (2006) report that chiefs and elders in Ghana are seen as custodians of land and, people, and the home of

researchable information that a social researcher must obtain – hence, their inclusion for the data collection.

Table 25 provides demographic details of the interview participants. The one-to-one interviews with both company executives and community members asked some open-ended questions, including: (1) What are the current states of corporate responsibility of the oil and gas companies in your area? (2) In recent years, what kinds of corporate social activities you have seen in your area? (3) What factors would you consider assessing oil and gas companies' social responsibilities for your community? (4) What might happen to both companies and local communities if corporate and community work collaboratively? It is noteworthy to state that the first language of Ghana is English. The interviews were recorded using a recorder and transcribed in an electronic file. Both audio and verbatim transcriptions were cross-checked by the researcher and the expert panel for greater accuracy.

4.5.2.3 Analysis of qualitative data

The qualitative data analysis aimed to complement the quantitative results, particularly for the expansion of the quantitative results by providing a range of context-specific possible responses that were not pre-determined. For this purpose, content analyses procedure was used, since it extracts necessary factors and their relationships. Content analysis is a research tool which confirms responses or inferences from the study area through coding, interpretations, and works well with qualitative studies (Krippendorff, 2012; Quaddus & Xu, 2005). Hence, this study used content analyses to systematically present the written communications from the respondents.

The written and verbatim responses were extracted in an Excel file and categorised under the four questions identified above. The researcher then read and re-read the responses to ensure a meaningful understanding and to organise those under some major themes to support the quantitative findings. The appropriateness and consistency of the qualitative data analysis procedures are important when corresponding findings are presented (Krippendorff, 1980, p. 70).

Consistency in content analysis was ensured through repeated answers (two or more) during the content analysis process, and any discrepancy was minimised through formal decision-making, including a further discussion with the respondent or the supervisory panel (Krippendorff, 2012, p. 275). This process also ensured appropriateness of relevant responses, themes, or constructs (Krippendorff, 1980, p. 70).

A reference sheet (the Excel file with verbatim responses) was maintained during the coding process, which also included the process of highlighting, annotating, creating and capturing the essence of the response. It is relatively easier to code short and open-ended answers compared to a larger piece of discussion (e.g., a focus group discussion), and thus a few words and short phrases are often used to code the responses (Weber, 1990, p. 120). The coding of the open-ended responses was straightforward and consistent due to the nature of specific open-ended questions. Table 12 shows the steps followed in this study for qualitative data analysis.

The accuracy of meanings (often referred to as semantic validity) with which the written responses to the open-ended item are categorized was also examined during the data analysis process. For this purpose, the words or phrases that often appeared in the text were noted, and response-categories were developed

based on the thematic similarities of the recurring words and phrases. These thematic categories allowed for a systematic interpretation of the qualitative data (Krippendorff, 2012).

The content analysis of the qualitative data was executed manually because of the involved critical nature of the context and its assessment, and consideration of the written answers in the survey questionnaire that required examination and contextualisation to the quantitative findings. This phase of the analysis also involved cleaning of the written responses for irrelevant information and typographical errors. Overall, the analysis of the qualitative data followed the suggestions of current studies (Krippendorff, 2012; Neuendorf, 2016; Sarantakos, 2012).

Table 12: Steps showing content analysis procedure of interview data

No	Steps	Procedure
1	Verbatim transcription	Interviews were put into writing/notes of meaning; but with large margins/spaces provided for relevant labels/notes.
2	Highlighting/Brack eting/raw analysis of transcript	Marking/bracketing points of interpretations and manually analysing the transcripts to uncover patterns/themes and produce key words/relevant phrases.
3	Re-reading for a better understanding	Rereading for more information, interpretation and to contextualise the discussion and emerging themes to support the quantitative findings.
4	Coding	Labels/categories were produced, where appropriate.
5	Developing a framework or links	Comparing the quotes to develop analytical framework or group relevant themes.
6	Consultation, and appropriateness and consistency	Consultation was made with relevant literature and supervisors. A few phone calls were made at some points to some company/community respondents for their check on themes/summaries created for confirmation and to also clear up some ambiguous sense/sentences. All these ensured appropriateness and consistency.
7	Writing the findings	Writing the findings included to extract the worldview of respondents in consultation with the quantitative findings.

Source: Adapted from Gale, Heath, Cameron, Rashid, and Redwood (2013) and Liamputtong (2009)

4.5.2.4 Triangulation

Triangulation can demonstrate better community-company perceptions, and generate more insights for better understanding (Golafshani, 2003; Kezar, 2003). Practically, triangulating both qualitative and quantitative data in this study has revealed that, in applying both qualitative and quantitative methods, they must not be viewed as opposing ends but complementary in the research continuum.

This is why their triangulation has been exemplified in many studies (Bell et al., 2018; Chouksey & Karmarkar, 2019; Moure, 2019; Peterlin, Dimovski, Uhan, & Penger, 2011; Villiers, Dumay, & Maroun, 2019). In their examination on research methods, Svensson and Teorell (2007) identify that the concentration of investigators on the differences, rather than more focus on the practical mixture, of qualitative and quantitative methods, leads to definitional congestions that build misunderstanding and research confusion. This study supported this argument *inter alia* and provides some theoretical aspects of triangulation to open up the methodological direction of this study. In addition, this section reports how triangulation was practically used and how a concurrent mixed-methods approach within the pragmatic research paradigm was formulated to establish linkages from literature review and quantitative results to the qualitative findings for research conclusions. How the research framework could be triangulated depends on the researcher's interpretation (Natow, 2019). Writing on the choice of research approaches, Creswell and Creswell (2017) state that triangulation can be used in different ways and solutions, contingent on the examiner's practical triangulation framework and interpretations. Overall, this study provides a major methodological contribution in the CSR literature by including a concurrent mixed methods approach within the pragmatic research paradigm.

4.6 Ethical Consideration

Ethical attention in research started in the 1950s and has currently received significance such that it consequently has become a part of research validation (Mladenovic, Martinov-Bennie, & Bell, 2019). Ethical consideration can be identified as moral uprightness or social perception regarding good behaviour of individuals (Martin & Cullen, 2006), researchers (including students) and university educators (Grönlund, Söderberg, Dahlqvist, Andersson, & Isaksson,

2019; Mladenovic et al., 2019). In the context of project framework and ethical data studies, Saltz and Dewar (2019) state that ethical consideration is about how data science is conducted on moral and socially accepted manner. But Saltz and Stanton (2017) describe data science as the gathering, organising, analysing, imagining/conceptualising, and protecting information in trust or in a socially acceptable way. This indicates ethical consideration's importance in social science is focussed on avoiding data misuse, discomfort, harm, human rights violation, invasion of privacy, etc. in pursuance of information (Boyd, Levy, & Marwick, 2014; Pascalev, 2017).

Martinov-Bennie and Mladenovic (2015) examine ethical sensitivity and judgement with 193 operational responses in an Australian context to demonstrate that better ethical education improves student and researcher ethical sensitivity and professional prowess. However, in their investigation on data discrimination and recurrent consequences, Boyd et al. (2014) warn that the importance attached to ethical conduct is such that securing the opportunity to obtaining data from a site body/site is not a panacea to using the data outside agreed consent. The authors add that any research misconduct in this regard can affect professional or organisational credibility and information validity and/or reliability. Hollway (2018) also uses field observations and interviews to discover that methodological arguments by researchers on handling respondents (subjectivity and objectivity) expose ethical dimensions of investigations to enforce validity and reliability. Supporting this, Walliman (2017) declares that field respondents must feel respected and safe before, during, and after examinations to conclude both the research's and the researcher's integrity and good results.

Even though the above investigations are in line with the current study, none of the investigations explained 1) the form or direction ethical consideration could

take in the context of Ghana, 2) how that could impact on data collection tools, such as the design of the questionnaires and interviews etc., 3) how that might affect a study under consideration, or 4) how that impacts on future research and relationship development for research purposes. Answering these four limitations presents interesting results on ethical considerations in the petrochemical industry of Ghana. For coordination and better relationship between respondents in the Ghanaian industry and this study, the petrochemical companies and communities have been in close contact with the researcher before, during, and after the study. The comments below show the good relationship that still exists between the researcher and the respondents, and how risks were addressed:

“We’ll be happy to see you back; when are you coming?” (A company head).

“Given a chance, we would’ve referred such visitors to talk to you about our cultural approaches before they meet us” (A chief’s elder).

Hence, success of this study forms part of filling the four gaps enumerated. Given how ethical considerations have become important requirements of both academic and professional investigations (Flint, 2005), this explains why CQUniversity should consider the ethics application of this study in the African countries. Therefore, prior to data collection in Sekondi-Takoradi of Ghana, research ethics approval was acquired from the CQUniversity Human Research Ethics Committee (Ref. No. 20589) as an affirmation of ethical understanding and research validity.

4.7 Building rapport in field visits

Although the researcher is a community member of the Sekondi-Takoradi community in Ghana, there were some challenges in data collection both from the companies and community members. A substantial time for meeting relevant persons was invested to assure them that this research is only for knowledge-seeking purposes and that only aggregate results will be presented without disclosing participants' personal details. The company managers and elders were shown the approval of the CQUniversity's ethical clearance document, along with the consent form, information sheet, questionnaire, and interview questions. It was found that many of the managers, in particular, often could not keep to the agreed day and time of meeting with the researcher. This was mainly due to the nature of their job and also because of the company and community tension that had been persisting for some time in the Sekondi-Takoradi area. However, the researcher was persistent and committed in meeting the managers and building a relationship, which resulted in the researcher travelling to their offices many times and often returning with no response at all. Overall, this resulted in approaching several company managers and finally resulted in 10 managers for interviews. For the survey questionnaire, it was found that only 32 employees returned the completed questionnaire from two companies. Such a low response rate was due to job nature, current community-company tension, reluctance of the respondents in completing the survey questionnaire and time constraints.

The situation was also common among the community participants; however, the researcher was privileged in being a community member and it was relatively easier to access community members. It was perceived that there is a serious lack of trust between community members and company managers, and thus a person meeting both company managers and community members should be

very careful, as such activity may be seen as betrayal in the community. The researcher communicated with the chief, elders and community members about the purpose of the research and how this can benefit the wider community. Therefore, the researcher was careful in building rapport first and then continuing to the interview phase as well as never disclosing the interview findings of one person to another.

4.8 Summary of the chapter

The study aims to examine the roles of trust in CSR–social performance–corporate performance relationships in the context of the Ghanaian petrochemical companies and communities located in the Sekondi-Takoradi area of Ghana. This chapter detailed the philosophical bases and guidelines followed and justified the pragmatic research paradigm with the concurrent mixed-methods approach. It highlighted the key processes of the literature review to conceptualise the research model and explained how constructs were operationalised for that. It then explained the quantitative research methods, including sampling, data collection, data analysis processes. The qualitative phase was used to support the quantitative results of this study and hence four open-ended questions were included in the survey. Overall, this chapter has detailed the quantitative and qualitative research methods.

Chapter 5: Quantitative Results

5.1 Introduction

This chapter discusses the findings of statistical analyses based on the data set obtained through the paper-based survey. The objective was to validate the constructs in the Ghanaian settings, examine the research hypotheses, and confirm the theoretical model for this research context. The data analysis process included a rigorous process, including data cleaning, checking of outliers and normality tests, descriptive and non-parametric tests, construct validation including reliability, convergent validity and discriminant validity tests, and examination of the structural model, hypotheses, predictive validity and model fit indices. For this purpose, the Statistical Packages for Social Sciences (SPSS) version 25 and the Partial Least Squares (PLS) based Structural Equation Modelling (SEM) were employed. The SmartPLS 3 was used for PLS-SEM procedure.

Section 5.2 presents data cleaning in terms of outliers and normality tests, discusses respondents' demographics and provides brief descriptive statistics for better understanding of the data set. Section 5.3 discusses the results of data analysis including tests of reliability and validity tests. The structural model estimations are then discussed in section 5.4, including hypothesis testing, mediation, moderation tests and model fit. Section 5.5 summarises the chapter.

5.2 Data cleaning, demographics, and descriptive statistics

This section provides information about the data set that was primarily entered

for analysis purposes. The first stage of data analysis was data cleaning to ensure adequate legitimacy (Pallant, 2011). Procedural details were used in the cleaning and screening the data, treating the missing values, detection of outliers, and normality tests. The following paragraphs provide more details.

5.2.1 Survey response

This research distributed 2000 questionnaires to both the community and company participants and received 307 responses. Though this number was envisaged, the team expected more due to the positive signals initially received in the field. The study, however, had a small response rate and found an overall low interest in participating due to apathy arising from previous poor relationships between companies and communities on related exercises, information sharing and poor cultural adherence by previous visitors. There were 249 completed responses, with 58 found incomplete and unusable, as discussed previously. The incomplete questionnaires came from respondents who quitted the exercise after a few attempts; and hence, the research team regarded those unusable and deleted before the analysis.

5.2.2 Cleaning and screening preliminary data

After feeding the raw data into SPSS version 24.0, the data set was tested for missing values due to input errors. A boxplot analysis was also carried out to detect values that were not within the acceptable range (Pallant, 2011). At this point, some values were identified as outside the range and hence deleted. For data entry errors, a double-check process was carried out and frequency analysis was conducted for verification and data assessment purposes.

5.2.3 Missing data

It is very important to scrutinize for missing data before conducting specific data analysis technique to support any research question (Pallant, 2011) because missing data is the most prevalent problem in any dataset (Tabachnick & Fidell, 2007). Hence a statistical analysis procedure (e.g., frequency analysis) was employed to locate any missing data. The results show no missing values in the dataset. This was due to a double-checking process carried out in the earlier phase.

5.2.4 Assessment of normality and outliers

The normality and outlier's tests within SPSS revealed 38 responses as univariate and multivariate outliers. Most of these responses were found to have taken extreme positions constantly for each of the measured variables. As these might affect overall statistical interpretation, these responses were deleted. Thus 211 cases were entered for further data analysis.

5.2.5 Nonparametric test (Gender and Stakeholder type)

Following Delacre, Lakens and Leys (2017), an aspect of nonparametric test (the Mann Whitney test) was found fit for this study. The Mann Whitney test validates inferences to ensure that wrong decisions are reduced to the barest minimum. It is an independent sample t-test, which operates on ranked data (Fischer & Oja, 2015). In this study it has been applied to examine whether gender and stakeholder characteristics influence responses. Tables 13 and 14 show the tests' results that indicate significance of both gender and stakeholder types, where the significance is at the 0.001 level in most instances, except a few at

0.05 level. Therefore, the non-parametric tests for the sample profile of this study show that gender and stakeholder type differences are significant for the measured variables identified in this study.

Table 13: Mann-Whitney tests for gender

Items	Mann-Whitney U test	Z test	Asymp. Sig. (2-tailed)
The company includes charity in its business activities (CSR_1)	2781.000	-2.015	.044
This company engages the local community (CSR_2)	2787.500	-1.934	.053
The local community benefits from the company's contributions (CSR_3)	2225.500	-3.702	.000
This company is committed to using part of its profits to assist maintenance on community culture (CSR_4)	2484.000	-2.812	.005
The company is involved in corporate giving (CSR_5)	2099.000	-4.070	.000
The company invests in CSR education and awareness (CSR_6)	2164.000	-3.768	.000
This company contributes to the well-being of community by providing help for schools, sport events, etc (CSR_7)	2097.000	-3.965	.000
The company assists NGOs and emergency medical services in the community (CSR_8)	2216.000	-3.624	.000
The company offers financial assistance to the poor and needy in the community (CSR_9)	2178.500	-3.896	.000
Our company assists the local people in natural disasters and/or accidents (CSR_10)	2219.000	-3.774	.000
I trust this company (TR_1)	2194.500	-3.752	.000
The oil company is dependable (TR_2)	2030.000	-4.231	.000
In all, the company is honest with the community (TR_3)	2072.000	-4.106	.000
The community feels secure with the oil company (TR_4)	2305.500	-3.416	.001
The company guarantees satisfaction (TR_5)	1827.500	-4.881	.000
The company authority is trustworthy (TR_6)	2179.500	-3.895	.000
The community has a strong emotional connection with the company (TR_7)	2468.500	-2.841	.004
The company's level of profit is high (CP_1)	2246.500	-3.482	.000
The company's level of return on investment is high (CP_2)	1930.500	-4.508	.000
The company's level of return on assets is high (CP_3)	2279.500	-3.483	.000
The company's employees keep good relationship with the community for the company's success (CP_4)	1878.000	-4.702	.000
The company's production and social welfare improvements are faster than competitors (CP_5)	1824.500	-4.730	.000
The corporate culture is such that it promotes trust between the employees and the community for corporate growth (CP_6)	1921.000	-4.489	.000
The company aims for community welfare (CP_7)	2444.000	-2.982	.003
The activities of the company are geared towards the well-being of the society (SP_1)	1891.000	-4.641	.000
The company is serious on its responsibilities to the community (SP_2)	1658.500	-5.264	.000
CSR activities of the company are clearly visible in positive social outcomes (SP_3)	2122.000	-3.961	.000
The company is innovative for social good (SP_4)	1905.500	-4.467	.000
The company is sticking to its promises to freely providing this community with needed services (SP_5)	1954.000	-4.425	.000
The company effectively performs its social functions in the community (SP_6)	2063.500	-4.103	.000

Table 14: Mann-Whitney test for stakeholder type

Items	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
The company includes charity in its business activities (CSR_1)	3565.500	-3.158	.002
This company engages the local community (CSR_2)	3550.000	-3.102	.002
The local community benefits from the company's contributions (CSR_3)	3623.000	-2.952	.003
This company is committed to using part of its profits to assist maintenance on community culture (CSR_4)	3366.500	-3.516	.000
The company is involved in corporate giving (CSR_5)	3739.000	-2.632	.008
The company invests in CSR education and awareness (CSR_6)	3749.500	-2.535	.011
This company contributes to the well-being of community by providing help for schools, sport events, etc (CSR_7)	3448.000	-3.300	.001
The company assists NGOs and emergency medical services in the community (CSR_8)	3388.000	-3.468	.001
The company offers financial assistance to the poor and needy in the community (CSR_9)	3070.000	-4.462	.000
Our company assists the local people in natural disasters and/or accidents (CSR_10)	3485.000	-3.361	.001
I trust this company (TR_1)	3452.500	-3.359	.001
The oil company is dependable (TR_2)	3448.000	-3.352	.001
In all, the company is honest with the community (TR_3)	3320.500	-3.683	.000
The community feels secure with the oil company (TR_4)	3493.000	-3.257	.001
The company guarantees satisfaction (TR_5)	3636.500	-2.885	.004
The company authority is trustworthy (TR_6)	3306.500	-3.834	.000
The community has a strong emotional connection with the company (TR_7)	3472.000	-3.227	.001
The company's level of profit is high (CP_1)	3108.000	-4.123	.000
The company's level of return on investment is high (CP_2)	3361.000	-3.556	.000
The company's level of return on assets is high (CP_3)	3488.000	-3.259	.001
The company's employees keep good relationship with the community for the company's success (CP_4)	3651.000	-2.832	.005
The company's production and social welfare improvements are faster than competitors (CP_5)	3324.500	-3.575	.000
The corporate culture is such that it promotes trust between the employees and the community for corporate growth (CP_6)	3277.000	-3.732	.000
The company aims for community welfare (CP_7)	3271.000	-3.823	.000
The activities of the company are geared towards the well-being of the society (SP_1)	3529.000	-3.133	.002
The company is serious on its responsibilities to the community (SP_2)	3213.500	-3.886	.000
CSR activities of the company are clearly visible in positive social outcomes (SP_3)	3597.500	-2.973	.003
The company is innovative for social good (SP_4)	3365.000	-3.455	.001
The company is sticking to its promises to freely providing this community with needed services (SP_5)	3370.500	-3.522	.000
The company effectively performs its social functions in the community (SP_6)	3720.500	-2.631	.009

5.2.6 Demographic profiles of the respondents

It is imperative to use demographic information from the survey to develop a workable profile of the sample population for any organised analysis, as this aids a clearer picture of different types of respondent and much more for empirical studies (Linc, Dinca, Tatar, & Bucur, 2017). Descriptive statistics provide an overview of the dataset, give a sample's profile and help explain the results. Hence the descriptive statistics of this study were considered after the data cleaning process, including assessment of outliers and normality. The resultant 211 cases were fed for the descriptive statistics and additional statistical assessments. The results showed that the mean statistics is above 2 for each item, which proves respondents did not exceed the 'neutral' position; that is from 1 to 3, which secured the disagreed zone for each of the items on the scale. In addition, the standard deviation differs between 1.49 and 2.127, as data of the variables were fed on a seven-point Likert type scale that was propelled by the respondent rating between strongly disagree (1) and strongly agree (7). The dispersion from the mean values was between 1.49 and 2.127.

Table 15 presents demographic profiles of the respondents and Table 16 provides the descriptive statistics of the research instruments. This covers gender distribution of respondents, ages of respondents, occupation, and highest level of education, employment status, working organization, monthly income, location of company or residence, the length of stay or operating of respondents in the community were chosen for the background characteristics of respondents for the study.

Table 15: Demographic profile of the respondents

Variable	%	Variable	%
<u>Gender</u>		<u>Level of Education</u>	
Male	81.0	No formal qualifications	1.9
Female	19.0	Primary school	0.5
		Secondary school	3.3
<u>Age</u>		Trade qualifications	0.5
18-22	34.6	University/Polytechnic	83.4
23-27	43.1	Postgraduate qualification	10.4
28-32	6.6		
33-42	12.8	<u>Current Employment</u>	
43-47	0.9	Full-time	24.6
48-52	0.5	Part-time	2.8
53-57	0.5	Casual	1.9
58-62	0.9	Self-employed	1.9
		Student	64.5
<u>Occupation</u>		None	4.3
Professional	13.3		
Executive	10.9	<u>Organisation</u>	
Fieldworker	1.9	Total oil company	2.4
Homemaker/Housewife	1.9	Goil oil company	12.8
Own business	1.4	Different Organization	13.7
Student	68.2	Self-employed	2.8
Seeking employment	1.4	Student	58.3
Other	0.9	None	10
<u>Monthly household income</u>			
Below 100 GH¢	26.1		
100-499 GH¢	19		
500-999 GH¢	22.7		
1000-1,499 GH¢	9.5		
1,500-1,999 GH¢	10.4		
2,000-2,499 GH¢	7.1		
2,500-2,999 GH¢	0.9		
3,000-3,499 GH¢	1.9		
4,000-4,499 GH¢	1.4		
5,000 GH¢ and above	0.9		

Table 16: Descriptive statistics

Research Instruments/Items	Mean	S.D.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	S.E.	Statistic	S.E.
The company includes charity in its business activities (CSR_1)	2.5071	2.12775	1.210	.167	-.024	.333
This company engages the local community (CSR_2)	2.5166	1.98649	1.212	.167	.158	.333
The local community benefits from the company's contributions (CSR_3)	2.4929	2.08708	1.259	.167	.100	.333
This company is committed to using part of its profits to assist maintenance on community culture (CSR_4)	2.6825	2.07677	1.149	.167	-.088	.333
The company is involved in corporate giving (CSR_5)	2.5877	2.15266	1.158	.167	-.198	.333
The company invests in CSR education and awareness (CSR_6)	2.5972	1.95760	1.281	.167	.350	.333
This company contributes to the well-being of community by providing help for schools, sport events, etc (CSR_7)	2.6682	2.02928	1.174	.167	.059	.333
The company assists NGOs and emergency medical services in the community (CSR_8)	2.5166	1.87298	1.264	.167	.444	.333
The company offers financial assistance to the poor and needy in the community (CSR_9)	2.3128	1.93139	1.403	.167	.592	.333
Our company assists the local people in natural disasters and/or accidents (CSR_10)	2.3507	1.89240	1.255	.167	.283	.333
I trust this company (TR_1)	2.4597	1.89788	1.211	.167	.275	.333
The oil company is dependable (TR_2)	2.4645	1.85226	1.219	.167	.378	.333
In all, the company is honest with the community (TR_3)	2.3981	1.83168	1.317	.167	.565	.333
The community feels secure with the oil company (TR_4)	2.3365	1.82197	1.432	.167	.912	.333
The company guarantees satisfaction (TR_5)	2.4645	1.95239	1.224	.167	.149	.333
The company authority is trustworthy (TR_6)	2.3507	1.97610	1.394	.167	.582	.333
The community has a strong emotional connection with the company (TR_7)	2.5118	1.64566	1.234	.167	.709	.333
The company's level of profit is	2.6303	1.49470	.980	.167	.409	.333

Research Instruments/Items	Mean	S.D.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	S.E.	Statistic	S.E.
high (CP_1)						
The company's level of return on investment is high (CP_2)	2.3602	1.58358	.996	.167	.060	.333
The company's level of return on assets is high (CP_3)	2.3033	1.58953	1.158	.167	.673	.333
The company's employees keep good relationship with the community for the company's success (CP_4)	2.5118	1.89576	1.122	.167	.102	.333
The company's production and social welfare improvements are faster than competitors (CP_5)	2.6967	1.67984	1.163	.167	.638	.333
The corporate culture is such that it promotes trust between the employees and the community for corporate growth (CP_6)	2.4787	1.66570	1.058	.167	.261	.333
The company aims for community welfare (CP_7)	2.4218	1.74501	1.071	.167	.118	.333
The activities of the company are geared towards the well-being of the society (SP_1)	2.4645	1.84711	1.219	.167	.381	.333
The company is serious on its responsibilities to the community (SP_2)	2.5782	1.83544	1.176	.167	.356	.333
CSR activities of the company are clearly visible in positive social outcomes (SP_3)	2.5118	1.82668	1.017	.167	-.091	.333
The company is innovative for social good (SP_4)	2.8009	1.75613	.931	.167	-.111	.333
The company is sticking to its promises to freely providing this community with needed services (SP_5)	2.4550	1.74072	1.121	.167	.265	.333
The company perfectly performs its social functions in the community (SP_6)	2.5355	1.87272	1.073	.167	-.061	.333

5.2.6.1 Gender

A total of 211 cases were entered in SPSS for descriptive analysis. The results showed that a majority of the respondents (81%) were males, and 19% were females. This is not surprising, as Seymour and Peterman (2017) have found that

men are regarded as sole decision makers in the Ghanaian culture and hence decisions on who would respond to the survey naturally attracted more numbers in the men. The results show a sample relatively skewed in favor of male with 171 responses to 40 female responses.

5.2.6.2 Age

The study revealed that most of the respondents (77.7%) were between the ages of 18 and 27 years, with the age range 23-27 prominent. Forty-one respondents representing 19.4% were between the ages of 28 and 42 years. According to these age classifications, the study found most respondents were young adults.

5.2.6.3 Occupation

Table 16 shows the occupational status of respondents. More than half the respondents (68%) were students; 1.4% were seeking jobs.

5.2.6.4 Education

The results from Table 16 captured six categories of educational background of the respondents; namely: no formal qualifications, primary school, secondary school, trade qualifications, university/polytechnic and postgraduate qualification. The majority of respondents (83.4%) were university/polytechnic graduates and 22, representing 10.4%, were postgraduates. The result shows that about 97% of respondents were well-educated and very knowledgeable, which served as a positive signal for eliciting informed and credible information.

5.2.6.5 Employment

The results in Table 16 outline categories of occupations of the respondents: 31.3% of the sample were employed, including full time, part time, casual and self-employed. Interestingly, the majority (64.5%) were students. The results show that more than half the respondents were studying. Of 211 respondents, 15.2% were working in the Goil and Total Companies, and 13.7% were working in various organizations.

5.2.6.6 Income

Table 16 illustrates the monthly household income of respondents in Ghana Cedis (AUD\$1 = GH¢ 3.30). The result shows that majority of the respondents (26%) earn below GH¢ 100, followed by 22.7% earning GH¢ 500-GH¢ 999, a salary which represents 22.7%, 19% for 100-499 GH¢, 10% for 1,500-1,999 GH¢, etc. Fewer than 1% earn a higher salary 2,500-2,999 GH¢, signifying that there is high income inequality between high-and-low income earners.

5.3 Construct Validity

Measuring the model should first commence with testing validity and reliability. This study conducted convergent and discriminant validity tests, since the PLS-SEM technique is self-validating and thus does not require several test measures as in many other tools like CFA or variance-based structural modelling technique in AMOS (Ringle et al., 2012). Therefore, the validity tests were performed using the SmartPLS 3 software. The paragraphs below discuss the validity tests and their findings.

5.3.1 Convergent validity test

The Cronbach's Alpha value for each construct is over 0.70. This proves that constructs are reliable (Ramayah et al. 2011). According to Hair et al. (2011), convergent validity can be assessed by using factor loadings, average variance extracted (AVE), and composite reliability (CR). Table 17 shows the loadings for all items that exceeded the recommended value of 0.5. The AVE is in the range of 0.796–0.882. The AVE measures the variance captured by the indicators relative to measurement error, and it should be greater than 0.5 to justify using a construct (Hair et al., 2011). The CR values for all constructs of this study are between the range of 0.965 and 0.982, which are above 0.7, as suggested by Van Riel et al. (2017), thus indicating an adequate level of convergent validity of the model.

Reliability of a construct shows the level at which the results obtain consistency over time and how such results are representative of the population from which a sample is drawn. The consistency and uniformity of measurement is termed reliable and hence valid. Golafshani (2003) declares validity as an assessment of how accurately the measurement can be seen as reliable. Therefore, assessing or measuring the model can be calculated as estimating the reliability coefficients and also examining the discriminant and convergent validity of the research instrument. The convergent validity firmly relates to the reliability test, while construct reliability entails measurement of the latent construct reliability, which signifies the examination of the composite reliability (internal consistency) of the construct indicators. Golafshani (2003) observes that model measurement delivers the information on how well a set of observable indicators mirrors the common latent construct. How better and usable a construct is assumed to be can easily be determined from how much higher the construct is reliable and

measurable. The results of the measurement model can be found in Table 17.

5.3.2 Discriminant validity test

Discriminant validity refers to the degree to which items measure different concepts. Discriminant validity can be assessed by: (1) examining whether items were loaded strongly on their own constructs in the model; (2) comparing the square root of all average variance extracted values (AVE) for each construct so that they exceed all the inter-factor correlations between that and each other construct, or by comparing the AVE with the squared correlation estimates; and (3) conducting cross-loading of items of the constructs (Gefen, 2000; Nuruzzaman, 2013; Pechorro, Castro, Hoyle, & Simões, 2018). Table 18 shows that the correlations for each construct are less than the square root of the AVE of the constructs (see the diagonal bolded values), showing adequate discriminant validity. Thus, the discriminant validity is the propensity of a measure to be distinct from measures of unrelated concept (Sultan, 2011). It was confirmed using the Fornell and Larker's (1981) procedure. Therefore, we can conclude that the measurement model is valid and reliable.

Cross-loading matrix on items of the constructs can also be a criterion for discriminant validity examination. Discriminant validity criterion is satisfied when items loadings of a construct are more than the loadings of items of other constructs in the same column (Sultan & Wong, 2012). The results presented in Table 19 proved that all items achieved higher loadings on the construct they are measuring than other constructs of the model under examination. This connotes validity as it shows the reflective constructs are different each other and empirically supported.

Table 17: Results of the measurement model

Construct	Item	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE) ^b
Community-company Trust	TR_1	0.936	0.978	0.981	0.882
	TR_2	0.941			
	TR_3	0.949			
	TR_4	0.948			
	TR_5	0.944			
	TR_6	0.939			
	TR_7	0.916			
Corporate Performance	CP_1	0.842	0.957	0.965	0.796
	CP_2	0.879			
	CP_3	0.890			
	CP_4	0.885			
	CP_5	0.909			
	CP_6	0.906			
	CP_7	0.930			
Social Performance	SP_1	0.934	0.979	0.982	0.843
	SP_2	0.935			
	SP_3	0.902			
	SP_4	0.905			
	SP_5	0.920			
	SP_6	0.913			
Corporate Social Responsibility	CSR_1	0.890	0.963	0.970	0.843
	CSR_10	0.913			
	CSR_2	0.931			
	CSR_3	0.918			
	CSR_4	0.931			
	CSR_5	0.897			
	CSR_6	0.918			
	CSR_7	0.928			
	CSR_8	0.914			
	CSR_9	0.937			

Table 18: Construct validity

Constructs	Community-company Trust	Corporate Performance	Corporate Social Responsibility	Social Performance
Community-company Trust	0.939			
Corporate Performance	0.871	0.923		
Corporate Social Responsibility	0.917	0.856	0.918	
Social Performance	0.888	0.892	0.857	0.918

The diagonal bolded values represent the square root of AVE

Table 19: Cross-loadings of items

Items	Corporate Performance	Corporate Social Responsibility	Social Performance	Community-company Trust
CP_1	0.842	0.674	0.782	0.677
CP_2	0.879	0.706	0.813	0.722
CP_3	0.890	0.782	0.782	0.785
CP_4	0.885	0.774	0.863	0.789
CP_5	0.909	0.748	0.829	0.768
CP_6	0.906	0.831	0.835	0.850
CP_7	0.930	0.823	0.853	0.838
CSR_1	0.764	0.890	0.786	0.839
CSR_10	0.781	0.913	0.782	0.840
CSR_2	0.774	0.931	0.784	0.840
CSR_3	0.826	0.918	0.834	0.849
CSR_4	0.785	0.931	0.763	0.843
CSR_5	0.770	0.897	0.759	0.820
CSR_6	0.794	0.918	0.804	0.856
CSR_7	0.792	0.928	0.779	0.842
CSR_8	0.780	0.914	0.788	0.835
CSR_9	0.792	0.937	0.785	0.854
SP_1	0.855	0.798	0.934	0.830
SP_2	0.869	0.826	0.935	0.830
SP_3	0.838	0.793	0.902	0.827
SP_4	0.818	0.738	0.905	0.753
SP_5	0.858	0.783	0.920	0.828
SP_6	0.845	0.780	0.913	0.823
TR_1	0.835	0.855	0.838	0.936
TR_2	0.805	0.844	0.828	0.941
TR_3	0.826	0.878	0.867	0.949
TR_4	0.808	0.875	0.832	0.948
TR_5	0.843	0.887	0.856	0.944
TR_6	0.845	0.881	0.848	0.939
TR_7	0.762	0.803	0.763	0.916

5.4 The Model

5.4.1 Model fit

Model fit was evaluated using PLS measures, such as SRMR, Exact fit criteria (d_ULS and d_G), NFI and Chi-Square (χ^2). For the approximate fit indices, such as the values of SRMR and NFI, the outcomes of the PLS or PLS model estimations are reported in Table 20.

Table 20: The fit summary

<i>Criteria</i>	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.034	0.034
d_ULS	0.525	0.530
d_G1	1.651	1.658
d_G2	1.222	1.224
Chi-Square	1,260.537	1,261.973
NFI	0.877	0.877

A value less than 0.10 or of 0.08 on Standardized Root Mean Square Residual (SRMR) is a good fit. Table 20 shows that the SRMR is 0.034, which clearly depicts a strong fit. SRMR hinges on transforming both the sample covariance matrix and the predicted covariance matrix into correlation matrices. SRMR is the difference between the observed correlation and the model implied correlation matrix. Thus, it allows for the avoidance of model misspecification and encourages assessment of the average magnitude of the discrepancies between observed and expected correlation as an absolute measure of the fit criterion (Henseler et al., 2014). The Normal Fit Index (NFI) results in values between '0' and '1'. The closer the NFI to 1, the better the fit (Kenny & McCoach, 2003). NFI value above 0.90 usually represents acceptable fit. Table 20 shows that the NFI indices are very close to fit (NFI>0.90).

5.4.2 Hypotheses test results

5.4.2.1 Main effects

Structural model evaluation is the assessment of the predictive or causal relationship between constructs in the model. The empirical model (Figure 5) was assessed after checking for validity and reliability of the constructs in the research model. Firstly, the measurement model was evaluated by running the PLS Algorithm to examine the standardized β -values of the paths and R^2 . In the next stage, a bootstrap re-sampling procedure (with 2000 sub-samples) was used to generate the standard errors and t -values (Figure 6), which permits the β values (path coefficients) to be made statistically significant. This step involved testing the statistical significance of each path coefficient; and to provide confidence levels for all parameter estimates in particular context.

The model was examined in the community-company context of Sekondi-Takoradi. Table 21 demonstrates the hypotheses test results (main effects). The relationship between CSR and CP is significant ($\beta=.182$, $t=2.715$, $p<.01$), supporting H1. The results also support H2 significance, where the relationship between CSR and SP was discovered ($\beta=.267$, $t=122.744$, $p<.01$). Similarly, such a positive relationship was found between CSR and Trust ($\beta=.917$, $t=49.160$, $p<.01$), supporting H3; while the relationship between Trust and SP also proved positive ($\beta=.644$, $t=6.984$, $p<.01$), hence supporting H4. In addition, the test also found the relationship between SP and CP positive ($\beta=.668$, $t=8.090$, $p<.01$) with H6 consequently being supported. However, the relationship between Trust and CP was not significant ($\beta=.112$, $t=1.130$, n.s), hence H5 was not supported. Therefore, in sum, the results fully supported the proposed model.

Figure 6: PLS-SEM model with STD path coefficients

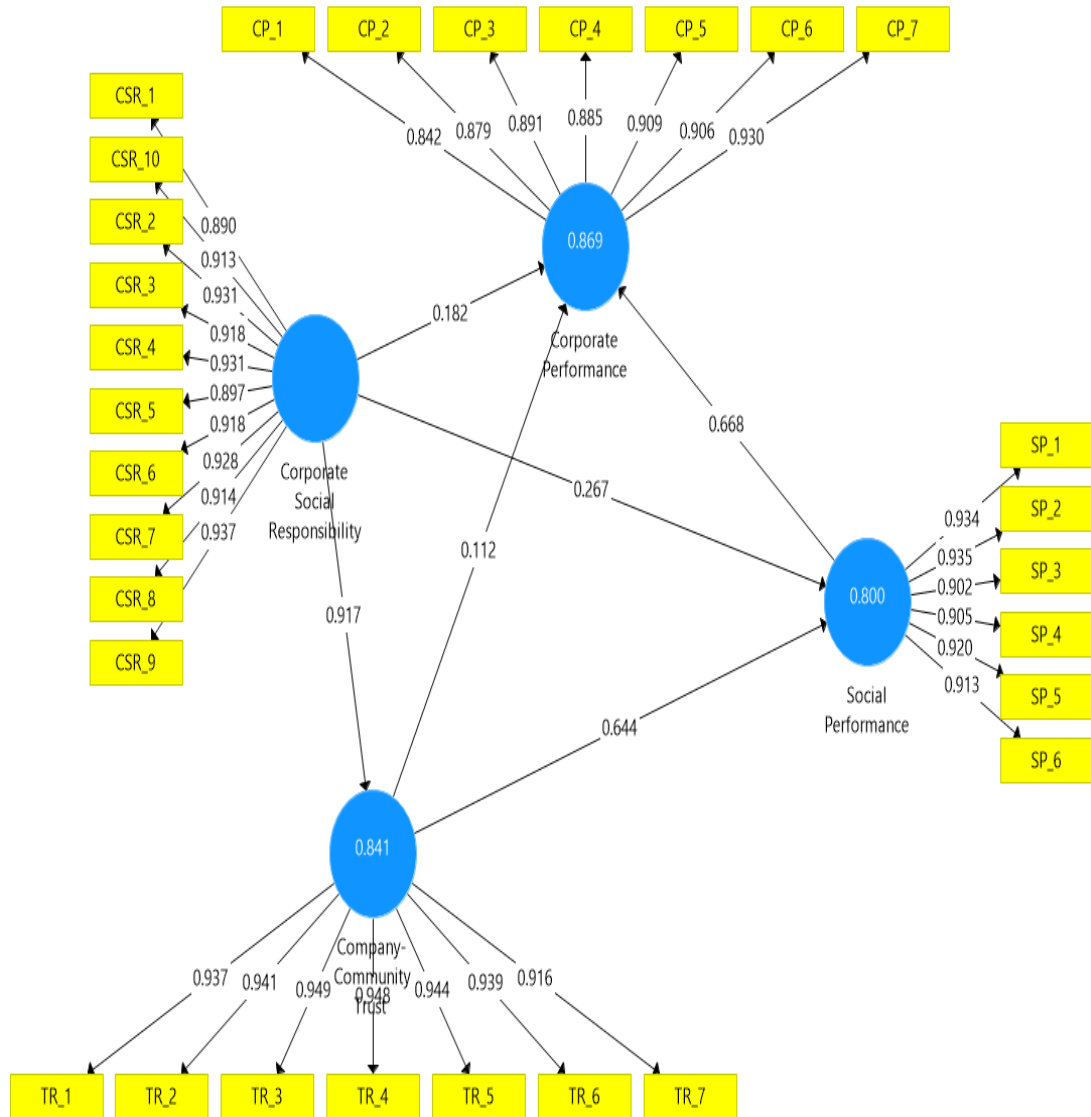


Figure 7: PLS-SEM model with t-statistics for the hypothesis

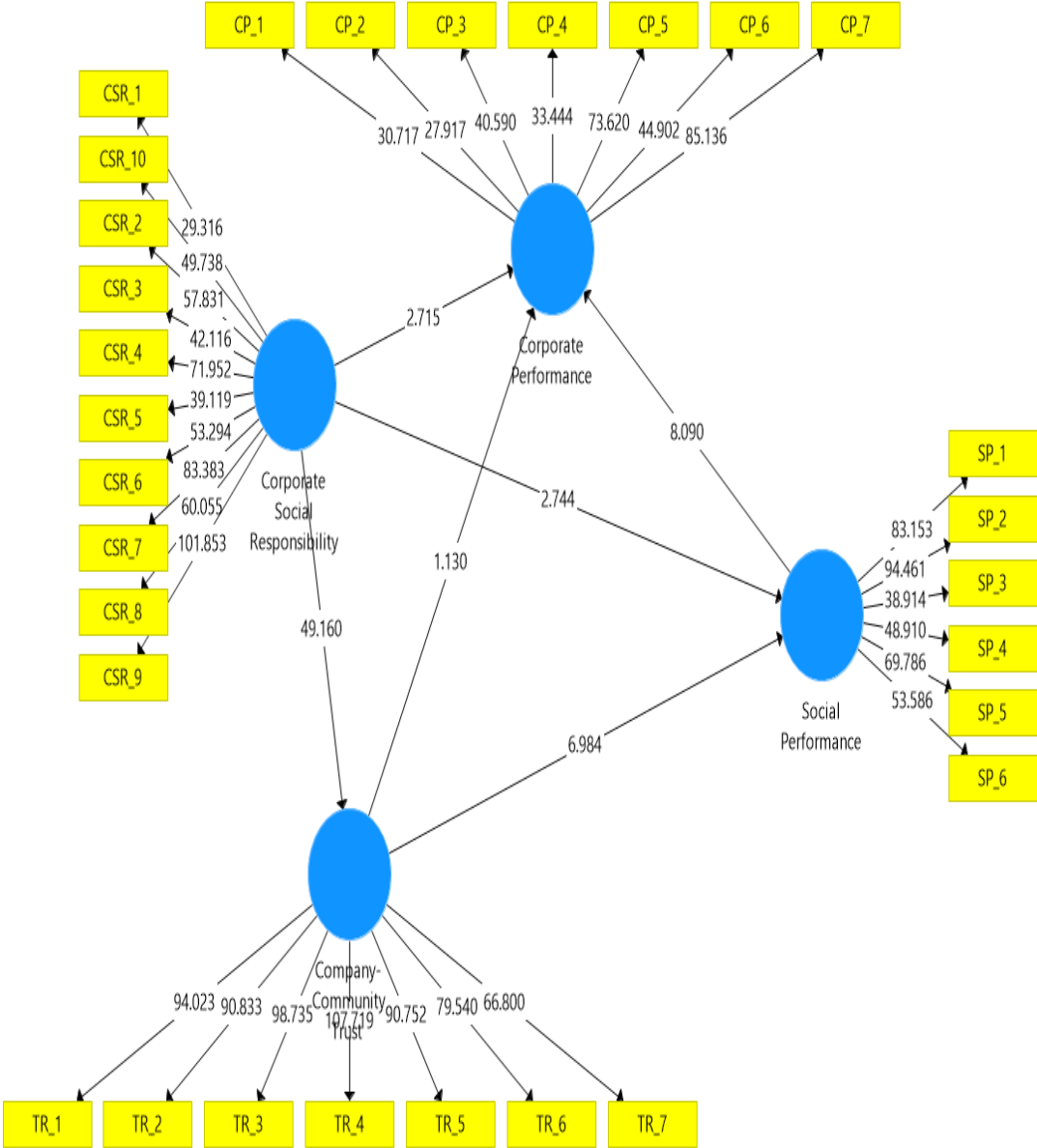


Table 21: Hypothesis test results (main effects)

Hypotheses	Paths	Standardized path coefficients (β)	t-value	p-value	Results
H1: Corporate social responsibility (CSR) has a positive and significant effect on corporate performance (CP)	CSR→CP	0.182	2.715	0.007	Supported
H2: Corporate social responsibility (CSR) has a positive and significant effect on social performance (SP)	CSR→SP	0.267	2.744	0.006	Supported
H3: Corporate social responsibility (CSR) has a positive and significant effect on company–community trust (CCT)	CSR→CCT	0.917	49.160	0.000	Supported
H4: Company–Community Trust (CCT) has a positive and significant effect on social performance	CCT→SP	0.644	6.984	0.000	Supported
H5: Community-company trust has positive and significant effect on corporate performance	CCT→CP	0.112	1.130	0.259	Not Supported
H6: Social performance has a positive and significant effect on corporate performance	SP→CP	0.668	8.090	0.000	Supported

5.4.2.2 Mediation test results

Mediation occurs when a third variable intervenes between two other related constructs. This indicates that, mediator variables govern the nature (i.e., the underlying mechanism or process) of the relationship between constructs (Ringle et al., 2012). Mediation has three criteria that are used to elicit better results: (1) the predictor must have a significant relationship with the mediating variable; (2) the mediating variable must have a significant relationship with the criterion variable; and (3) the predictor must have a significant relationship with the criterion variable when the mediator variable influence is absent (Akter, D'Ambra, & Ray, 2011; Larosiliere, & Carter, 2016). The study also found Zhou, Zhang, Su

and Zhou's (2012) method of comparing tabular analysis for mediation test results interesting. Hence this investigation used Table 21 to support more clarity on the mediating effects on the dependent and independent variables.

The results of Table 21 show that H2 is supported; and similarly, when CCT mediates the same variables - CSR and SP, the result was significant ($\beta = .591$, $t = 7.175$, $p < 0.01$), supporting H7a. Second, Table 21 also found H1 supported, and when SP mediates the same variables - CSR (dependent variable) and CP (independent variable) in Table 22, the result was also found significant ($\beta = .591$, $t = 7.175$, $p < 0.01$), supporting H7c. Third, however, when CP mediates the same variables - CSR (dependent variable) and CP (independent variable) in Table 22, the result is found not significant ($\beta = .103$, $t = 1.125$, n.s), consequently not supporting H7b. Interestingly when SP co-mediate with CCT between CSR and CP in Table 22, the result is significant ($\beta = .394$, $t = 6.045$, $p < 0.01$), supporting H7d. These results suggest that CCT can only play a partial mediating role with SP between CSR and the criterion variable CP. Thus, CSR can also influence CP through indirect effect of CCT and SP.

5.4.2.3 Multigroup moderation effect (Gender)

Following Zhou et al.'s (2012) moderation criteria, this examination conducts multigroup analysis with gender differences (see Table 23). Among the six hypothesized paths, gender differences only moderate three paths and these are: CSR→CCT, CCT→SP, SP→CP. However, male was found significant in CSR→SP, CSR→CP, CCT→CP paths, as opposed to female.

5.4.2.4 Multigroup moderation effect (stakeholder type)

Similarly, the study also considered stakeholder type and conducted multigroup

analysis. Table 24 shows that ‘company employees’ find positive moderating effects on all the paths. However, ‘community respondents’ did not find moderating effects on CCT →CP, CSR → SP, CSR→CP paths.

Table 22: Hypothesis test results (mediation effects)

<i>Hypotheses</i>	<i>Paths</i>	Beta (β)	<i>t</i> -value	<i>p</i> -value	<i>Results</i>
H7a: Community-company Trust mediates the relationship between corporate social responsibility and social performance	CSR→C CT→SP	0.591	7.175	0.000	Supported
H7b: Community-company Trust mediates the relationship between corporate social responsibility and corporate performance	CSR→C CT→CP	0.103	1.125	0.261	Not supported
H7c: Social Performance mediates the relationship between corporate social responsibility and corporate performance	CSR →SP→ CP	0.178	2.525	0.012	Supported
H7d: Community-company Trust and social performance mediate the relationship between corporate social responsibility and corporate performance	CSR→C CT→SP →CP	0.394	6.045	0.000	Supported

Table 23: Multigroup moderating effects (gender differences)

<i>Hypotheses</i>	<i>Male</i>			<i>Female</i>		
	β -value	<i>t</i> -value	<i>p</i> -value	β -value	<i>t</i> -value	<i>p</i> -value
H8a: The moderating role of gender on CSR → CCT relationship	0.897	30.15	0.000	0.948	77.27	0.00
H8b: The moderating role of gender on CSR → SP relationship	0.285	2.93	0.004	0.228	0.73	0.46
H8c: The moderating role of gender on CSR → CP relationship	0.269	3.17	0.002	-0.028	0.15	0.87
H8d: The moderating role of gender on CCT → CP relationship	0.192	1.63	0.104	0.156	0.70	0.48
H8e: The moderating role of gender on CCT → SP relationship	0.655	6.75	0.000	0.580	1.95	0.04
H8f: The moderating role of gender on SP → CP relationship	0.492	5.34	0.000	0.842	7.74	0.00

Table 24: Multigroup moderating effects (stakeholder types)

<i>Hypotheses</i>	<i>Company</i>			<i>Community</i>		
	β -value	<i>t</i> -value	<i>p</i> -value	β -value	<i>t</i> -value	<i>p</i> -value
H9a: The moderating role of stakeholder type on CSR → CCT relationship	0.901	35.07	0.000	0.92	28.68	0.000
H9b: The moderating role of stakeholder type on CCT → CP relationship	0.234	2.19	0.028	-0.12	0.78	0.433
H9c: The moderating role of stakeholder type on CCT → SP relationship	0.552	5.86	0.000	0.77	4.25	0.000
H9d: The moderating role of stakeholder type on CSR → SP relationship	0.345	3.07	0.002	0.14	0.81	0.414
H9e: The moderating role of stakeholder type on CSR → CP relationship	0.227	2.26	0.024	0.16	1.54	0.122
H9f: The moderating role of stakeholder type on SP → CP relationship	0.508	4.98	0.000	0.90	8.46	0.000

5.5 Chapter summary

This chapter discussed the results of statistical analyses employed to establish a sound and valid model. Hence preliminary data cleaning and screening were done prior to model assessment. For this purpose, SmartPLS 3 and SPSS v24 were used. The tests of reliability and validity for the constructs in the model were determined and found satisfactory. Overall, the hypotheses tests generated significant results through the main effects, mediation, and moderation effects. Therefore, the results support the conceptual model.

Chapter 6: Qualitative Findings

6.1 Introduction

The aim of this thesis is to study how CSR practices of the oil and gas companies influence corporate performance and social performances in the Ghanaian context. Particularly, the research objectives are: (1) to study how CSR influences corporate performance and social performance, (2) to explore and examine the role of trust in CSR–corporate performance–social performance relationships, and finally, (3) to study the effects of gender differences and major stakeholder types on hypothesized relationships. For the first objective, this study developed six (6) causal hypotheses. Similarly, there were four (4) hypotheses for the second research objective, and six (6) hypotheses each for gender and stakeholder types for the third objective, respectively.

This chapter presents the qualitative findings. The qualitative part of data collection and analysis has further strengthened the quantitative findings, and thus contributed to explaining the research hypotheses. As explained, this study undertook a concurrent mixed-methods approach, where four open-ended questions were placed at the end of the survey questionnaire for the targeted respondents, including the workers of two petrochemical companies in Ghana (Goil Ghana Limited and Total Oil Ghana Limited), and the local community (Sekondi-Takoradi community). These open-ended questions inquired about: (1) the current states of corporate social contributions of the Oil and Gas companies in Sekondi-Takoradi area/community, (2) the nature/kind of corporate social activities, (3) perceptions of the participants' about Oil and Gas companies' social contributions to the community, and (4) possible mechanisms to work together to

achieve better corporate and social outcomes. It was found that 30 respondents had attempted to answer these open-ended questions, including 10 from the two targeted companies and 20 from the community members. Due to anonymous coding systems, the respondents' demographics remained unidentified. Section 6.2 discusses perceptions about CSR of the targeted companies in the targeted areas. Section, section 6.3 explains various forms of CSR activities. Section 6.4 discusses what a better corporate–community relationship can bring to society.

6.2 Demographics of the respondents

There were 30 participants for one-to-one interview (Table 25), of whom 20 were from the Ghanaian community. There were 14 males and 6 females. Their ages varied between 20-and-62-years age. There were 10 respondents from Goel and Total companies, of whom 8 were male and 2 female participants. The corporate participants were all international and mostly from the U.S.A.

Table 25: Demographic profile of the interview participants

<i>No</i>	<i>Age</i>	<i>Gender</i>	<i>Nationality</i>	<i>Roles</i>
<i>Community</i>				
1	62	Male	Ghanaian	Rtd.
2	40	Male	Ghanaian	Farmer
3	51	Male	Ghanaian	Farmer
4	21	Female	Ghanaian	Student
5	28	Female	Ghanaian	Farmer
6	26	Male	Ghanaian	Student
7	20	Female	Ghanaian	Student
8	22	Male	Ghanaian	Student
9	27	Male	Ghanaian	Farmer
10	39	Male	Ghanaian	Farmer
11	34	Male	Ghanaian	Teacher
12	29	Female	Ghanaian	Actnt.
13	46	Male	Ghanaian	Trsp. Off
14	32	Male	Ghanaian	Actnt.
15	50	Female	Ghanaian	NGO Wrk.
16	28	Male	Ghanaian	Govt Emp
17	45	Male	Ghanaian	Trsp. Off
18	38	Male	Ghanaian	Teacher
19	53	Female	Ghanaian	Teacher
20	47	Male	Ghanaian	Teacher
<i>Company</i>				
21	43	Male	American	Goel Mgr.
22	37	Male	American	Goel Mgr
23	28	Male	American	Goel Sup.
24	32	Female	Canadian	Goel Mgr
25	29	Male	Danish	Total Sup.
26	35	Male	American	Total Mgr
27	38	Male	French	Total Mgr
28	30	Female	Bangladeshi	Total Sup.
29	29	Male	Danish	Total Mgr
30	42	Male	American	Total Mgr.

6.3 Perceptions about CSR, CP, SP in Sekondi–Takoradi area

This section discusses how CSR, corporate performance (CP), and social performance (SP) were viewed by the study participants, and the role and extent of satisfaction and trust in CSR, CP and SP relationships.

6.3.1 The nature of CSR, CP and SP

The participants of this study perceive CSR as activities undertaken by corporations to help communities to overcome difficulties regarding basic needs, such as boreholes for water supply, mosquito nets, hospital beds, school building etc. In this context, R21, a company executive stated:

For instance, if boreholes are provided, portable water will be accessible to improve the community. However, our company does not benefit from a tangible CSR (thus, it is an intangible benefit). Also, we donate to the orphanages so that we can be regarded as a socially responsible company. We also sponsor made-in-Ghana goods. Apart from the provision of hospital beds and boreholes, we also provided a vehicle to the blood bank, money to orphanages, school for the deaf and dumb and also some secondary schools. (R21, Male)

R24 observed:

We know CSR means the company is committed to using part of

its profits to assist the community, such as maintenance on community culture and social innovation, constructions and many other huge financial expenditures. But I am sorry at this stage. For big financial development like road constructions, building of markets, hospitals and employment are simply the portion of the Ghanaian government; as we pay taxes and royalties. (R24, Female).

Thus, corporates' view of CSR in the Ghanaian community is that CSR is an intangible benefit to the community where the corporates operate their business. It is not tangible because such activities do not directly contribute to corporate sales, profit and market share. Community participants also viewed CSR as philanthropic activities that benefit the community people in their daily lives, including health, education, employment, food supply and drinking water.

Corporate performance (CP) was viewed as financial and market performance by both community and corporate participants:

Corporate performance talks about our effectiveness and resistance regarding the market and how strong we operate for profit. (R1, Male)

Our measure of the corporate performance is how effective we are in the market. (R2, Male)

We use our financial performance and improvement of the quality

of life of employees to measure our corporate performance. If the year ends and our staff have no accidents. (R4, Female)

Corporate performance is measured with the profit. (R25, Male)

I can say corporate performance is how the companies become strong in their profit acquisition. (R24, Female)

Thus, corporate performance was found to show how effective and resilient the company is in the global market, and how strong it is in meeting corporate objectives, including profit, quality of lives of employees. However, social performance (SP) was viewed quite broadly by interview participants:

Social performance, as the name suggests, is how are recognized in the society through what we provide them (e.g. donations) to relate well with them. (R1, Male)

Social performance is measured by the level of the happiness of the community. (R5, Female)

Social performance is measured by how effective both live together. Example, if there is peace among them. (R8, Male)

It depends on the satisfaction of community about the company. It also depends on fulfillment on their promises to the community. It is also how committed they are in their dealings. (R12, Female)

.... Social performance is if we are happy and satisfied with them,
....If we trust each other too,....If our relationship is also good then
that all can serve as a measure. (R13, Male)

Social performance is how the company help us; but they don't
even engage us. We don't exist, do you understand? So, how can
I measure their social performance? There is nothing to show and
so I cannot measure anything. Don't even talk about their profits
because they will soon leave here. (R14, Male)

Peaceful co-existence, acceptance of the company in the
community, cordial relationship that exist between both parties,
(and) when transparency exist between the parties. (R22, Male)

Therefore, social performance (SP) was perceived as how communities
recognize and patronize a company, how happy and satisfied a community is with
the performance and contribution of the company through cordial and
consultative co-existences, the extent of trust that the company and community
will keep their promises, and finally transparency and accountable relationships
between community and company in a society.

6.3.2 Current status and the role of trust in company-community relationship

It was found that there are two different sets of feedback regarding the current
status of corporate social contributions of the Oil and Gas companies in the
Sekondi-Takoradi area. For example, most responses from the community

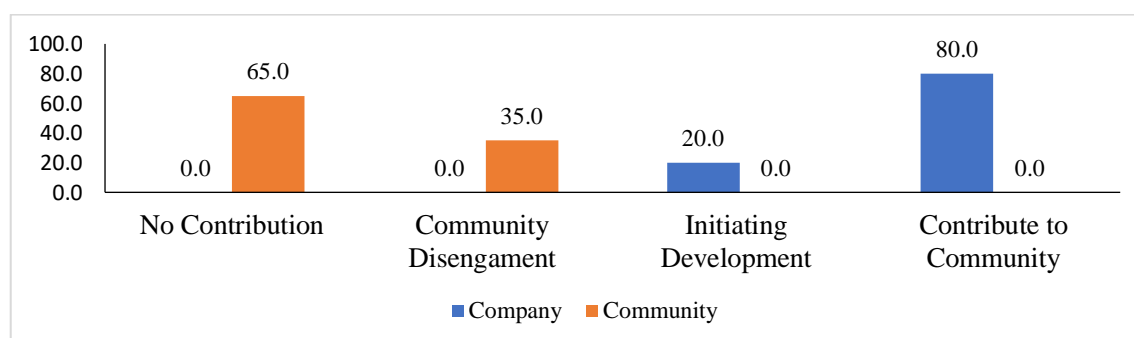
participants stated that the corporations are only interested in profit making and do not even ask for approval from traditional landowners, including the Chief and Elders of the community. Thus, the community participants took two positions: 13 responses were identified as ‘no contribution, and 7 responses were identified as ‘community disengagement’. In contrast, most corporate participants stated that they contribute to the communities and provide boreholes (for accessing underground water), organize blood donation programs, pay taxes and offer hospital beds, while others stated that they had been initiating some development activities, such as building roads and rails for easy accesses to the hospitals and schools. Table 26 and Figure 7 portray the findings at a glance.

Table 26: Perceptions about the current states of CSR activities

	<i>Frequencies</i>		<i>Proportion in Percent</i>	
	<i>Community</i>	<i>Company</i>	<i>Community</i>	<i>Company</i>
No Contribution	13	0	65.0	0.0
Community Disengagement	7	0	35.0	0.0
Initiating Development	0	2	0.0	20.0
Contribute to Community	0	8	0.0	80.0
Total	20	10	100.0	100.0

Source: Qualitative findings, developed for this study

Figure 8: Perceptions about the current states of CSR activities



Source: Qualitative findings, developed for this study

Some verbatim qualitative feedback from the community participants include:

As to the oil companies, only Tullow oil Ghana that is known in this community. For example, Tullow usually help the community. That oil company is really assisting us. But all other oil companies are not just connected to us as a community. Such oil companies are not recognized here, and they are nowhere near assisting us. But Shell and Goil, I don't know what they are into. (R13, Male)

They told us we do not have the skills to obtain their employment, we used our little resources to go to oil schools for oil courses, yet we come back only to still roam on the streets and cannot even approach them. I have a second class in electrical electronic engineering. So, they do not contribute to anything in this community. (R6, Male)

There is no support from any of these oil companies. They usually sometimes put up a little to show off or calm nerves. We need scholarships. When you send a proposal to them for help, they will pass you through their bureaucratic processes but later not even solve the problem sent to their offices. There is no participation. The social participation oil companies should be real. (R19, Female)

When I look at their behaviour, they are only interested in making profit. We need portable drinking water (pipe-borne water) but how

can they come and start digging boreholes without any better consultations. (R4, Female)

If the opinion leaders are not opened to the company, then the process becomes difficult, e.g. if a company sponsors a scholarship, opinion leaders bring only their family members.....trust is another because when there is no trust, the company/community will not want to be part in the CSR project. (R13, Male)

Some verbatim qualitative feedback from the corporate participants includes:

In fact, Takoradi community is not our focus though we sometimes provide some help like the hospital beds and boreholes. (R21, Male)

We pay taxes as a law-abiding company. We use part of our profit to contribute the society yearly.....Particularly, we identify problem areas of the community for the process, e.g., blood donations, procuring hospital beds. Last year, we provided 1000 beds to various Ghanaian hospitals, including 150 beds to Takoradi hospital. (R22, Male)

Our contribution focuses on safety only. We do the safety program yearly in collaboration with Ghana Fire Service (GFS). This is education on safety issues particularly on lorry stations regarding

education of drivers on safe driving. (R24, Female)

Our first and prime contribution is selling oil resources to the community; thus, we ensure availability of petrol, gas etc. in the community at affordable and agreed world prices. (R29, Male)

These quotes clearly portray a tension between the corporations and communities regarding the expectations and actual performance of CSR in the community. The findings also imply that a lack of trust and mutual respect exists between the community and corporate participants. The corporations view CSR activities as their contributions to the community in the forms of infrastructure building, hospitals beds, boreholes and supply of gasoline. In contrast, the community perceived that corporates' contributions had not been enough compared to the resources they had been taking, particularly, when corporations do not contribute in employment, consultations and sustaining economic activities. Overall, the divergent findings and tensions between the two major stakeholders, local communities, and oil and gas companies, clearly signify that mutual trust between company and community is lacking in Sekondi-Takoradi.

6.3.3 The extent of satisfaction and trust in Sekondi-Takoradi community

As indicated in section 6.2, there are clear expectational gaps between corporate and community members regarding CSR activities. In most instances, the qualitative findings show that community participants did not find oil and gas companies contributing meaningfully to their communities. Community participants stated:

They are not doing anything anywhere in this community. But we do not blame them because our government is in bed with them regardless what we feel. That is why we are suffering and there are no rules to bring them back to book. (R20, Male)

We only heard on radio and TV about CSR several months ago, but they didn't even explain it. The radio and TV people only say companies use it to help communities on education and awareness. But as you can see, we're abandoned here. The companies only talk to the Government. We don't even exist! Our community is called the oil city, tell us; does it look like even a village? (R12, Female).

There is no trust. The government is very much aware of our situation and yet they enjoy with the companies! Hence, we will no longer deal with the government and the Metro Assembly. What is so annoying is when they beautifully talk about our relationship on TV, radio and newspapers on how they are actually helping this community! (R9, Male)

...though, I don't know the meaning of that CSR, but what I know is that any fore-thinking company in Takoradi here will definitely not only regularly and voluntarily help the progress of this community and her members, but also find a permanent platform that we can be talking together or meet...this can bring a lot of good things. But this arrogant companies are not even to be

trusted. (R11, Male)

They don't help in any way; and don't even ask questions on jobs. Some of the companies can only offer security roles but that will secretly depend on a clandestine condition that you become a gay or lesbian. As such, many of our youth see it as a stigma to work with them currently and far from trust- it is that bad. If you can reach the government who did this to us, tell them that this can never continue in future; as they don't even respect our culture and who we are as people. (R9, Male).

That's why we have a big problem with these oil companies. Because, they are trying so hard to neutralise the gender power and culture of this community with some clandestine perpetuation of alien cultures like gay and lesbian groupings through their job opportunities. Let them know we're aware. So, my wife and sister can only talk to you if I say so! (R13, Male).

....the companies are just involved in politics here to perpetuate their business. If you know you are connecting well with the people, why do you usually always work with police/soldiers? It is just recently I saw them coming to the chief's palace and now providing "their boreholes. (R12, Female)

...For Goil and Total, they do nothing to our community. Buy they have huge pipelines connected from the oil world mouth to their

huge depots. (R14, Male)

We trust our leaders, but money sometimes can change minds; hence how our leaders deal with mediation between members of the community and the company is important. (R4, Female)

In this connection, corporate participants stated:

...We are rated as number 1 in OMC award. The award came from the Second-Takoradi Metropolitan Assembly and the government on our social responsibility. Hence, the trust here is strong. (R24, Female)

Angry fingers have been pointing at any of our vehicles and employees ever since we were unable to heed to the hospital beds appeals from the community chief as part of our plans on social responsibility. The company is effectively performing its social functions in the community; but they will not notice it now. They see our company as not socially responsible because we are not charitable or freely assisting them. I accept that on our ninth year now, we should be aware that the people need our support; but we really need to gain our financial fitness before we can start giving sustainable help to anybody. (R22, Male)

The people are keeping their distance from us and yell at us at any chance of meeting them. They claim that we are not helping

them; but they don't know that we have plans to solve their water problems in the next two to five years as part of our social responsibility. Look, modernity is fast catching up and our profits will finally be the receiving end if we're not responding to some of these problems of this 'impatient' community. (R21, Male)

The community participants found that the oil and gas companies located in their community maintain an active and strong relationship with the Ghanaian government, including the traditional Elders and Chiefs as compared to their local community. The community members and elders were frustrated and dissatisfied with the practice of employment, bribery, and unethical corporate practices.

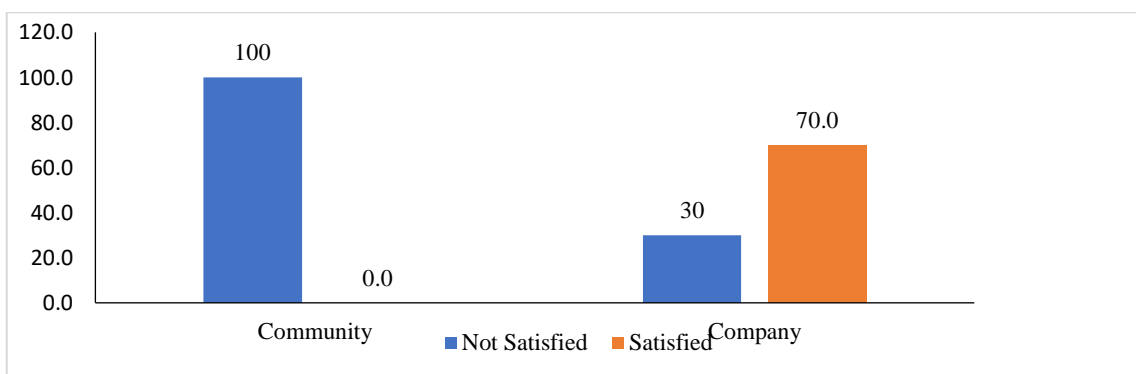
The Ghanaian community is hierarchical in nature: traditional chiefs and elders lead and rule a community. Similarly, males are the decision makers in a family and community, in general, which also explains why most of the qualitative responses were derived from males. Thus, the findings revealed that local leaders, who represent the local community and mediate between the community and companies during tensions, discussions and negotiation are often managed by money (i.e., bribery). This also implies that the hierarchical nature of social and familial systems inhibits the voices of the general public. This perhaps explains why communities find Goil and Total companies limit their social contributions to basic infrastructure development and maintenance, including water access through boreholes and hospital bed supplies, in consultation with the chiefs, elders and government. Table 27 and Figure 8 are based on the qualitative findings. The findings also revealed that the community and corporate participants are not happy with each other.

Table 27: The extent of satisfaction with the current CSR practices

	<i>Frequencies</i>		<i>Proportion</i>	
	<i>Community</i>	<i>Company</i>	<i>Community</i>	<i>Company</i>
Dissatisfied	20	3	100.0	30.0
Satisfied	0	7	0.0	70.0
Total	20	10	100	100

Source: Qualitative findings, developed for this study

Figure 9: The extent of satisfaction with the current CSR practices



Source: Qualitative findings, developed for this study

For example, the community participants stated:

As you can see, we are currently not happy with them. But how can you be happy with a company you are in court with? Our current relationship is not good but as they've started coming to our leaders and providing boreholes, may be there could be something better in future. (R7, Female)

They only donate bags of rice if there is a disaster. But if no

disaster there, there is nothing coming to us. The oil companies are not doing anything. Only NGOs. Goil and Total have never done anything. They are not connected with us at all. Goil and Total can't even take care of the safety needs of their workers not to talk of the community. (R13, Male)

We are not satisfied since they have even come with strong foreign currency and raised prizes. Besides, they are using the natural environment with their pollutants with a careless attitude that give us serious health hazards. (R20, Male)

This is observed when the companies fail to show good faith. Example, if a 6-classroom block is promised but later a 3-classroom block is given.....so, there is no trust, the company/community will not want to be part in the CSR project. (R6, Male)

Similarly, the corporate participants stated:

The people must also respect us and try to understand our way of operation. They are harsh and sometimes issue threats and this puts fear in us although we are now talking. (R23, Male)

Takoradi is currently out of our coverage in terms of CSR, though we are operating in this community. The community will soon be covered.....Our relationship in this community is currently not

good, that is why we are now initiating discussion with the chiefs and elders for improvement. Not good because they say we are not helping them and has even taken us to court. We've however resolved the court issue. (R30, Male)

We are currently experiencing not good relationship in that place since the people are refusing to understand that we need to make some profit to enable us to resolve some community problems. (23, Male)

Overall, the above verbatim quotes explain that there is a clear gap in understanding what community expects from the oil and gas companies and what companies expect from the local communities. The local community expects that companies should engage them in local economic and income generating activities, along with education, shelter, health, infrastructure and water supplies. However, companies expect that communities should allow them the smooth functioning of their business activities and contribute to the local community based on their capacities. The local communities expect more from the companies, perhaps because of the weak relationship between local people and their government, and they also found that companies maintain good relationships with the government and sometimes with the chiefs and elders. Overall, this situation made the local community vulnerable.

6.4 Importance and forms of CSR activities

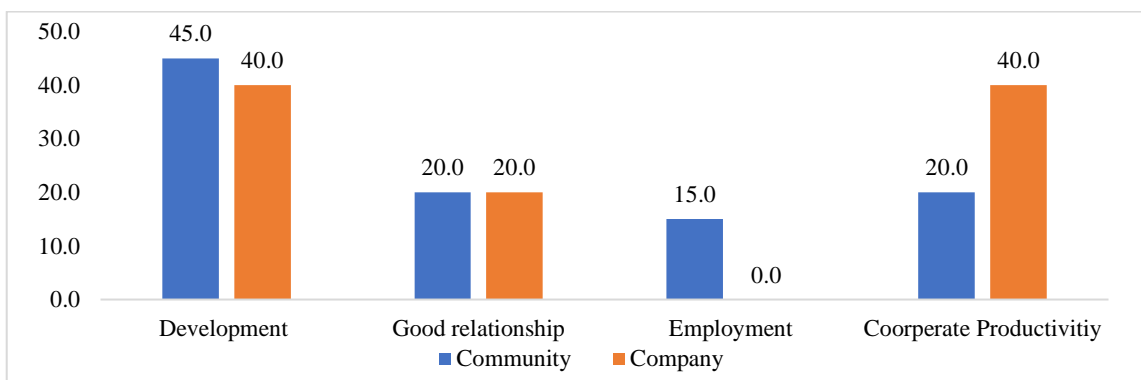
The study participants were asked about the various forms of current CSR activities that they observe in their communities. Most of the corporate and community participants stated that CSR activities are important both for community and companies. Table 28 and Figure 9 show some aspects, based on word frequencies of qualitative findings, as to why CSR is important.

Table 28: Some identified aspects showing the necessity of CSR in community

	Frequencies		Proportion	
	Community	Company	Community	Company
Development	9	4	45.0	40.0
Good Relationship	4	2	20.0	20.0
Employment	3	0	15.0	0.0
Cooperate Productivity	4	4	20.0	40.0
Total	20	10	100	100.0

Source: Qualitative findings, developed for this study

Figure 10: Some identified aspects showing the necessity of CSR in community



Source: Qualitative findings, developed for this study

Thus, both the company and community participants agreed that CSR activities help community development, including economic and social developments, establishing good relationship between various stakeholders, including company and community, creating sustainable economic activities, such as employment, and increasing overall corporate productivity.

While the participants agree that CSR improves the overall community-company relationship and increases productivity, the current extent and depth of various forms of CSR activities of Goel and Total were limited in the Sekondi-Takoradi area. The following section discusses various forms of CSR activities offered by Goel and Total and how those are perceived by the study participants. The findings are organized in sub-sections, including various types/forms of CSR practices that participants had experienced and their overall evaluations. Company participants reported:

Our focus has not covered Takoradi, but our CSR observation can only be recounted on the boreholes and 150 hospital beds I told you a while ago. (27, Male)

We ensure that fuel and petroleum are not a hazard to the community. We provide waste bins to the community for waste disposal. (R25, Male)

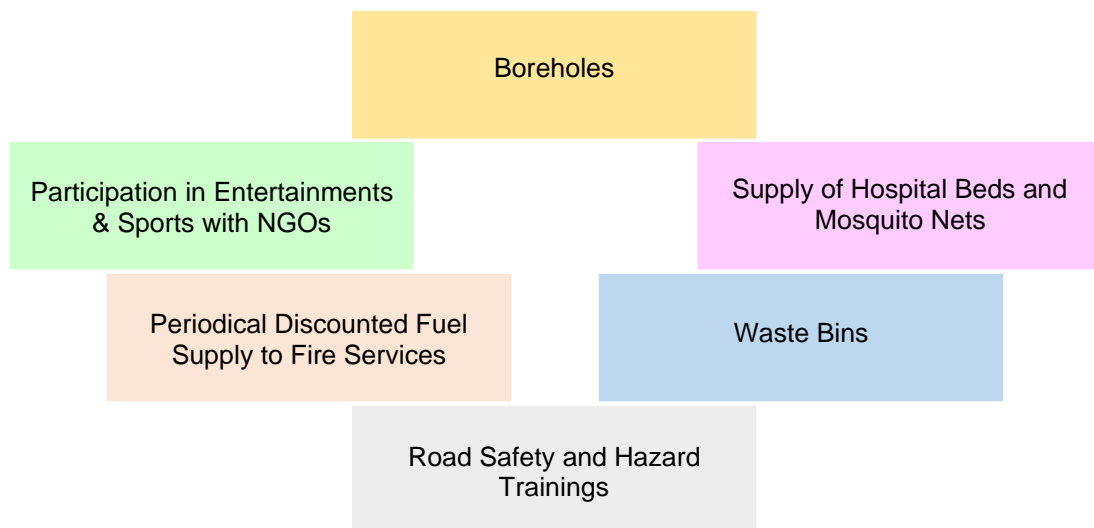
Road safety programs for basic school children last year assist fire service of Ghana with fuel. (R28, Female)

Road safety programs were done in Takoradi. Mosquito nets were also provided to a few community members who benefited during the world malaria day in Takoradi. (R26, Male)

We participate in community entertainment and sports with other NGOs; but Total was engaged only in educating safety issues. (R24, Female)

Thus, the company participants stated that their CSR includes the following aspects to benefit the community:

Figure 11: Various forms of CSR activities offered by Goil and Total companies



Source: Qualitative findings, developed for this study

However, most community participants (about 90%) stated that they did not observe any major social activities that benefit their communities, particularly from the Goil and Total oil and gas companies. In this context, one participant stated:

There is nothing on CSR here. But the Jubilee partners (i.e., Tullow, Kosmos, etc) sometimes adopt some hospital wards to regularly paint them on renovation. I must say that Goil and Total are dormant and sleep dogs. (R6, Male)

There were some opposing findings from the community participants as compared to company participants. Some community participants stated that their community receives some help from Vodafone Ghana and Tullow oil company, and such help or benefit include boreholes, school buildings, blood donation, maintaining some areas in sea beaches, providing scholarships and royalty payments to chiefs. A few participants stated:

There is no CSR around except the Jubilee partners who are cleaning the beaches and giving some scholarships to the community. But Goil & Total have not shown any CSR projects. (R3, Male)

We have a safety education in Takoradi 2016. But I am not aware of any again. (R15, Female)

The oil companies are not connected as I told you. Only Tullow

Ghana is who we know. Hence, there is nothing to observe. Thus, they don't help us in any way. Even the media says nothing about from Tullow. It is only the non-oil companies like Vodafone Ghana who are helping us. (R13, Male)

Overall, the findings show that community participants are not well aware of Goil and Total oil and gas companies' social contributions in the Sekondi-Takoradi area, though the company participants stated that they contribute to this area in various forms. Community participants may find companies' contributions insignificant for two major reasons, including, for example, the companies' contributions are not enough and visible, and the companies ignore the true needs of the community. It was also found in the verbatim quotes that participants named two companies that work for their communities and they found those two companies their true community friends.

6.5 Factors influencing a better relationship

A better community-company relationship is a challenge in a community of country like Sekondi-Takoradi in Ghana, where some basic needs remain unfulfilled. Ghanaians in this part of the world still suffer from lack of available drinking water, basic healthcare facilities and education. In this context R5 stated:

Government cannot meet every need of the community; hence CSR has priority. Example, building schools can support the education of the community or road crossing education will save lives of the community. (R5, Female)

The qualitative findings in the above sections reveal that there is a trust-gap in what Goal and Total companies do for the Sekondi-Takoradi communities and what communities perceive as corporates' social contributions are for the same community as a whole. The qualitative findings also reveal that mutual respect and trust and understanding mutual needs can better established and ensure a corporate–community relationship.

Participants were asked how to establish a better corporate–community relationship, and what might happen as a result of that. Both corporate and community respondents reported that building schools, boreholes, health facilities and exchange of dialogues would allow both parties to be a part of each other and work together for a better cause.

6.5.1 Avenues for a better corporate–community relationship

Regarding how to establish a better corporate–community relationship, corporate participants stated:

....we can only demonstrate engagement through our current approach. You know Takoradi and communities are very poor and have many problems which the government's responsibilities are. So, our engagement structure is that we only wait to heap where government fails. So, we target poor areas. Takoradi is therefore not in our plans yet. If we do anything in Takoradi, then it's just out of charity. Another way we engage is that, the people must request before we give. We do not have the time to go around our

communities searching for their problems. If not, they will put all their problems on us; which is not our responsibility. They must contact government and government will use the taxes that we pay to help them. (R21, Male)

We know without helping the people in their needs, our relationship with them will be negative, but vice-versa will help forming a better relationship. Our relationship in this community is currently not good, that is why we are now initiating discussion with the chiefs and elders for improvement.... (R24, Female)

I think we need to put more attention on their needs once and for all. Mediation by their community friends will help. They need to understand that we also need their support to support them. Though we already have a structure to perform in communities; but we can device a specific performance and negotiation structure for Takoradi community. Engaging good CSR staff will also do but this is certainly not now because our CSR orientation is just within this decade. Ghana itself has just known CSR. Many don't even know what is called CSR. Hence, it's just a hard area you are studying. (R26 Male)

By opening our doors to the community. Listening to the concerns and solving of their problems. By giving the community employment as the people are poor. (R29, Male)

Doing research to know the needs of the community. Also going through the right channels (e.g., district assemblies, government, the community). (R24, Female)

On the other hand, community participants stated:

Look, can you see any better public toilet? People do it in the bush and you know what it means to health.....Besides, they are not even aware that they are investing in their profits when they make jobs available. (R15, Female).

It's about 10 years now and there is no engagement from them at all. But they can do stakeholders meeting if they are to come and they can announce of the meeting. (R13, Male)

We trust our leaders, but money sometimes can change minds; hence how our leaders deal with mediation between members of the community and the company is important....You know the natural resources belong to the people; hence you can't just come in and do business without letting the people to also enjoy the profits. As such, a good oil organization will certainly also concentrate on the welfare of the people (e.g., providing jobs, create or rehabilitate road networks, etc.) in this community. (R4, Female)

That is what I stand for. You don't just do business without taking

care of the impacts that your business will cause on the lives of the people. They are only thinking about their profits but not the people. Our roads are bad & they don't even care but they also use the roads. Their big and heavy trucks negatively even affect the roads to result in floods in Sekondi-Takoradi whenever it rains.... they should introduce some programs involving the community & advertising community problems and that can win the hearts of the community. (R11, Male)

By interacting with the community. By advertising what they can do to community so that their existence will be known. By engaging in radio discussions. They can use identification of stakeholders to do interaction so that they could locate areas of need and assistance. (R17, Male)

Overall, a few insights were observed in the verbatim quotes. Corporate participants are aware that the Sekondi-Takoradi community are poor in economic and income generating activities but that they have natural resources. It is apparent from the findings that this community is not well looked after by the government, and hence the community depends more on corporates' social contributions. Corporations have their own protocols, agreements, provision and avenues for social contributions, given that they earn handsome profit. Given this scenario, it was found that corporations need to listen to the community periodically to know what their crying needs are and how better to solve those in a sustainable manner. For this purpose, corporations should aim for better consultative approaches and find avenues to engage relevant stakeholders,

including government and local leaders, community elders and chiefs, media and general public.

6.5.2 Outcomes of a community-company relationship

Regarding the outcomes of a good community-company relationship, corporate participants stated:

We will be part of the community, and gain goodwill and patronage from the community, and finally it becomes an avenue to educate and promote our product/brand. (R24, Female)

Peace and unity between us and the community. (R25, Male)

Certainly, if the community and the company have no good talks, corporate performance can't be the same as if we are relating well with each other. At this state, social performance is poor since Takoradi has not yet been our priority. (R27, Male)

Community respondents stated:

....It will be peaceful co-existence between us. Everybody would be satisfied in whatever we do together. (R10, Male)

Good relationship will ensure the safety of the people. There will be peace to translate CSR activities. (R3, Male)

For the community, it will raise the standard of living and create employment for the community. Income would have even been generated from providing certain amenities like recreational centres. For companies, they will receive good name and receive better support from both government and the society.... and later will be promoted through advertisements. They will be perceived as law abiding companies. (R16, Male)

Concentration on CSR activities would establish good relationship, trust, and satisfaction. (R14, Male)

Company is going to have the 100% support of the community. More profits will be obtained, and the community will serve as the mouthpiece of the company. It brings the company out to the limelight. Community will gain support at all time when in need. Community members can obtain employment to upgrade their financial status. (R15, Female)

Peaceful co-existence and this can result in more profit. The company will receive goodwill from the people. Trust will be built between the community and the company. The company will win confidence in operation since the community is behind its operation. There will be satisfaction between all parties in the relationship. (R19, Female)

Goodwill will be gained by company. Company will operate in

peace; this gives company room to operate. It alleviates poverty in the community. Example, if good and portable drinking water is provided, it will save the income that should have been used in treating diseases carried by dirty waters. It could also save them from misusing their productivity to walk long distances for water. It helps develop the community. (R20, Male)

Acceptance [will be increased in society]. There will be less conflicts. There will be expansion in the companies through increased profits from the peace. Community will obtain social amenities, land appreciation value; decrease in land use, happiness will prevail, less social vices. (R3, Male)

Overall, both corporate and community respondents stated that a better community-company relationship can provide goodwill to the company and increase corporate performance and social performance. A good community-company relationship can ensure peaceful co-existence, and increase safety, trust, satisfaction, and can ensure environmental sustainability as well in the form of decreases in land use and violence.

A bad community-company relationship, on the other hand, can lead to poor performance of the companies, social and political unrest and civil war. In this connection, a few community participants stated:

....Good track record of companies makes them accepted in communities.... If the community is undermined.....we can be at

war and set fire on the company property. (R8, Male)

Are they surviving in isolation? If they are not supporting, we'll just rise against them and that will end business. (R17, Male)

Their performance will be weak because there will not be any confidence in the company since poor relationship with the community exist. It will not motivate both the company and the community. It will make the company credit worthy. (R14, Male)

The community members see them as enemies, hence, will never give any support. There will be attacks and war situations which will affect their profits. The company can be seized to operate in this community. (R19, Female)

In summary, the qualitative findings of this study brought some insightful discussions about CSR, and the extent of community-company relationships of the Sekondi-Takoradi community. The findings are triangulated both from company (executives) and community participants, which supports the quantitative results reported in Chapter 5. Chapter 7 will further explain how the research questions are answered and objectives are met and how quantitative and qualitative findings supported the research objectives and hypotheses.

6.6 Chapter summary

This chapter discussed the qualitative findings with particular attention to provide insights into perceptions about CSR, corporate performance, social performance and the role of trust in community-company relationships in an oil and gas rich community located in the Sekondi-Takoradi community. This chapter also provided a discussion as to why participants perceive CSR activities as important in their community and various forms of current CSR practices. For future actions, this chapter also discusses participants' perspectives about the factors that might influence a better community-company relationship, including some avenues identified by the corporate executives and community participants, and some possible good and bad outcomes of a good or bad corporate–community relationship, respectively. Thus, this study is a platform to bring both stakeholders (corporate and community participants) together to find improved corporate–community relationship.

Chapter 7: Discussion and Contribution

7.1 Introduction

Chapters 5 and 6 presented quantitative results and qualitative findings, respectively. Chapter 7 triangulates quantitative results, qualitative findings and relevant literature, and demonstrates the theoretical, methodological, practical and contextual contributions of this study. The specific research questions of this were: (1) What is the nature and extent of the relationship between CSR, community-company trust, corporate performance, and social performance? and (2) How might gender and stakeholder differences influence the relationship between CSR, community-company trust, corporate performance, and social performance? For research question 1, this study validated the four constructs and developed and examined six causal hypotheses. Accordingly, four mediational and six moderational hypotheses were tested for research question 2. Figure 12 shows the final model, and Table 29 shows the summary of the findings.

Figure 12: The empirical model

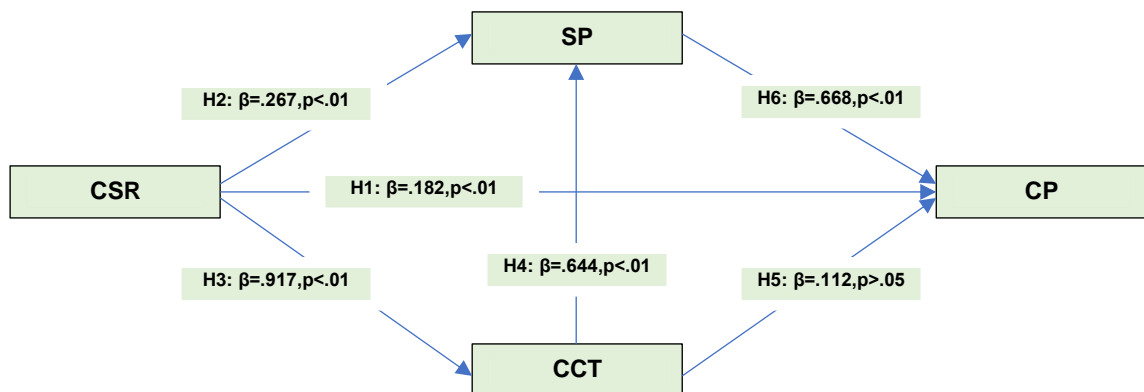


Table 29: Summary of the findings

RQs	Brief Methods	Hypotheses	Results/Findings
(1) What is the nature and extent of the relationship between CSR, community-company trust, corporate performance, and social performance?	<ul style="list-style-type: none"> Review of literature, Quantitative method, including survey, reliability, convergent and discriminant validity tests, PLS-SEM measurement model analysis, structural model analysis, and hypothesis testing. 	H1) Corporate social responsibility (CSR) has a positive and significant effect on corporate performance (CP) H2) Corporate social responsibility (CSR) has a positive and significant effect on social performance (SP) H3) Corporate social responsibility (CSR) has a positive and significant effect on company–community trust (CCT) H4) Company–Community Trust (CCT) has a positive and significant effect on social performance H5) Community-company trust has positive and significant effect on corporate performance H6) Social performance has a positive and significant effect on corporate performance	H1: ($\beta=.182$, $t=2.715$, $p<.01$) (supported) H2: ($\beta=.267$, $t=122.744$, $p<.01$) (supported) H3: ($\beta=.917$, $t=49.160$, $p<.01$) (supported) H4: ($\beta=.644$, $t=6.984$, $p<.01$) (supported) H5: ($\beta=.112$, $t=1.130$, n.s) (not supported) H6: ($\beta=.668$, $t=8.090$, $p<.01$) (supported)
(2) How might gender and stakeholder differences influence the relationship between CSR, community-company trust, corporate performance, and social performance?	<ul style="list-style-type: none"> Qualitative method, including interviews and content analysis procedures. Data triangulation. 	H7a) CCT Mediates the relationship between CSR and SP H7b) CCT mediates the relationship between CSR and CP H7c) SP mediates the relationship between CSR and CP H7d) CCT and SP mediate the relationship between CSR and CP H8a) The moderating role of gender on CSR → CCT H8b) The moderating role of gender on CSR → SP H8c) The moderating role of gender on CSR → CP H8d) The moderating role of gender on CCT → CP H8e) The moderating role of gender on CCT → SP H8f) The moderating role of gender on SP → CP H9a) The moderating role of stakeholder type on CSR → CCT H9b) The moderating role of stakeholder type on CCT → CP H9c) The moderating role of stakeholder type on CCT → SP H9d) The moderating role of stakeholder type on CSR → SP H9f) The moderating role of stakeholder type on SP → CP	H7a: ($\beta=.591$, $t=7.175$, $p<0.01$) (supported) H7b: ($\beta=.103$, $t=1.125$, n.s) (not Supported) H7c: ($\beta=.591$, $t=7.175$, $p<0.01$) H7d: ($\beta=.394$, $t=6.045$, $p<0.01$) <i>Gender-Female Moderation:</i> (H8e: $M: \beta=.655$, $t=6.75$, $p<.01$, $F: \beta=.58$, $t=1.95$, $p<.05$; H8a: $M: \beta=.897$, $t=30.155$, $p<.01$, $F: \beta=.948$, $t=77.273$, $p<.01$; H8f: $M: \beta=.492$, $t=5.341$, $p<.01$, $F: \beta=.842$, $t=7.746$, $p<.01$). (positive) <i>Gender-Male Moderation:</i> (H8c: $M: \beta=.269$, $t=3.170$, $p<.01$; H8b: $M: \beta=.285$, $t=2.932$, $p<.01$). (positive) <i>Gender-Female Moderation:</i> (H8c: $F: \beta=-.028$, $t=0.155$, n.s, H8b $F: \beta=.228$, $t=0.737$, n.s). (not positive) <i>Stakeholder type (Male-Female):</i> (H9c: $M: \beta=.552$, $t=5.865$, $p<.01$, $F: \beta=.770$, $t=4.257$, $p<.01$; H9a: $M: \beta=.901$, $t=35.078$, $p<.01$, $F: \beta=.920$, $t=28.698$, $p<.01$; H9f: $M: \beta=.508$, $t=4.987$, $p<.01$, $F: \beta=.908$, $t=8.468$, $p<.01$). (positive) <i>Stakeholder type (Male):</i> (H9b: $M: \beta=.234$, $t=2.198$, $p<.05$; H9e: $M: \beta=.227$, $t=2.267$, $p<.05$; H9d: $M: \beta=.345$, $t=3.077$, $p<.01$). (positive) <i>Stakeholder type (Female):</i> H9b: $F: \beta=-0.124$, $t=0.785$, n.s; H9e: $F: \beta=0.160$, $t=1.548$, n.s; H9d: $F: \beta=0.140$, $t=0.817$, n.s) (no effect)

Chapter 7 is organized in the following way. Section 7.2 discusses CSR's influence on corporate performance (CP) and social performance (SP), with critical reflections and triangulations of the literature, quantitative results, and qualitative findings, and highlights the key contributions of this study. Section 7.3 discusses the roles of trust in CSR-CP-SP relationships and triangulates the study findings and highlights the key contributions of the study. Section 7.4 discusses the moderating roles of gender and respondent (stakeholder) type in CSR-Trust-CP-SP relationships and highlights the key contributions of this thesis. Section 7.5 summarises the chapter.

7.2 CSR, SP, CP constructs and their relationships (RQ1)

7.2.1 Corporate social responsibility (CSR)

CSR is defined as the responsibilities of corporations for their primary and secondary communities within which they operate, and without expecting any financial return for the costs incurred for social responsibilities. The literature defines CSR as responsible business practices adopted voluntarily by firms that support sustainable economic, social and environmental development over and above the required levels to comply with government regulations (Kim & Yeonsoo, 2017). While some studies conceptualise CSR as an independent construct (El-Akremit et al., 2015; Kim, 2019; Lacey et al., 2015; Nainggolan & Handoyo, 2019), others conceptualise CSR as a multidimensional construct comprising economic development, social equality and environmental protection (Alvarado-Herrera, Bigne, Aldas-Manzano, & Curras-Perez, 2017; Dell'Atti, Trotta, Iannuzzi, & Demaria, 2017). Building on previous work on corporate co-

existence with stakeholders (Harvey, Tourky, Knight, & Kitchen, 2017; Miles, 2017; Provasnek, Schmid, & Steiner, 2018), this study has used both quantitative and qualitative research methods to understand how CSR is perceived by companies and communities in Ghana.

The CSR construct was conceptualised as a single-order construct in this study and was operationalised with 10 items adapted from current studies (El-Akreimi et al., 2015; Ferrell et al., 2019; Lacey et al., 2015). The PLS-SEM results confirmed that the factor loadings were all within the suggested values that ranged between 0.890 and 0.937. The Cronbach's Alpha value was 0.963, composite reliability was 0.970, and average variance extracted (AVE) was 0.843. Thus, the convergent and discriminant validity tests confirmed the construct's unidimensional nature.

The qualitative phase included both corporate and community perspectives and the findings of this study stated that CSR is an intangible benefit to the community in which the corporates operate their business. It is not tangible because such activities do not directly contribute to corporate sales, profit, and market share. Community participants also viewed CSR as philanthropic activities that benefit community people in their daily lives, such as health, education, employment, food supply and drinking water. Therefore, both quantitative and qualitative findings reveal that CSR, in the context of the Ghanaian petrochemical companies and communities, is perceived as the companies' voluntary contributions to the local community for the improvement of living standards and social wellbeing of the community through mutual respect and better practices, and these supports the quantitative findings and current literature.

7.2.2 Social performance (SP)

Social performance (SP) was viewed as stakeholders' perceptions of firms' behaviours (Husted, 2000). Social performance was also viewed as social concern, action and reputational ratings (Van Beurden & Gössling, 2008). In the current thesis, social performance was conceptualised as an outcome measure of social responsibility with six items conceptualised from the literature. Although there is a lack of studies demonstrating the operationalisation and validation of the social performance construct; the current thesis conceptualised the social performance construct from conceptual research papers (Bouslah et al., 2016; Husted, 2000; Lisi, 2018; Trainor et al., 2014).

The quantitative findings show that the items' loadings on the latent construct varied between 0.902 and 0.935. The Cronbach's Alpha coefficient was 0.979, the composite reliability was 0.982 and AVE was 0.843. The quantitative findings reveal social performance as those activities of the corporations that are geared toward the wellbeing of the community, corporates' visible activities for the greater benefit of the communities, and corporates' innovative practices for social good and keeping promises. Thus, both convergent and discriminant validity tests confirm the unidimensional nature of the construct.

The interview participants in the qualitative phase also supported the current contentions of social performance, as explained in conceptual papers cited above. In particular, interview participants viewed social performance as how the Sekondi-Takoradi mining community in Ghana recognize and patronize a company, how happy and satisfied a community is with the performance and contribution of the company through cordial and consultative co-existence, and

the extent of transparent and accountable relationships between the community and the company. This study, then, validated the social performance construct.

7.2.3 Corporate performance (CP)

Current literature defines corporate performance (CP) as share value, earnings per share, sales, profit margin, return on asset, return on equity (Gregg et al., 1993; Vo et al., 2013; Weill, 2008). However, the conceptualization of perceived corporate performance is relatively new in the literature (Chaudary et al., 2016; Madueño et al., 2016). This thesis adapted seven items from various studies (Chaudary et al., 2016; Madueño et al., 2016; Rhodes et al., 2008; Stanaland et al., 2011). The PLS-SEM results show that the factor loadings were all within the suggested values that ranged between 0.842 and 0.930. The Cronbach's Alpha value was 0.957, composite reliability was 0.965 and AVE was 0.796. The validity tests also confirm the construct's unidimensional nature.

The study participants also pointed out that corporate performance refers to financial and market performance. Therefore, both the quantitative and qualitative findings validated the conceptualisation of the corporate performance construct for this study context, which is defined as how effective and resilient the company is in the global market, and how strong it is in meeting corporate objectives, including profit, quality of lives of employees. This study empirically tested three causal hypotheses and one mediational hypothesis to examine the relationships between CSR, SP and CP.

7.2.4 The relationship between CSR and CP (H1)

The relationship between CSR and corporate performance is studied in many studies (Doh, 2010; Luu, 2019; Miles, 2017; Ortiz-de-Mandojana & Bansal, 2015). Research has also found that CSR and financial performance (FP) (a form of corporate performance) relationship is bi-directional, meaning that CSR significantly affects FP and vice-versa (Martínez-Ferrero & Frías-Aceituno, 2015). Doh (2010) observes that CSR companies are rewarded with a secure market share (i.e., a measure of corporate performance).

In the context of the Ghanaian telecommunication industry, CSR was found to have an insignificant effect on financial performance (Adu et al., 2018). This result conflicts with previous literature (e.g., Famiyeh et al., 2019; Kim & Thapa, 2018), but Adu et al. (2018) explain that the indirect effect of CSR-financial performance through corporate image is due to the context of Ghana, where customers expect to get something in return from companies.

Although the CSR–CP relationship has been widely studied in the literature, there is still no consensus about the nature of this relationship (Marin et al., 2017). In the context of the Ghanaian petrochemical companies and communities, the findings show that the CSR–CP relationship is absent. The study results in the context of the Ghanaian petrochemical companies and communities show that CSR has a significant positive effect on CP ($\beta=0.182$, $t=2.715$, $p<0.01$), which supports the first hypothesis (H1). The qualitative findings also support this relationship (see section 6.5.2). The interview findings reveal that a better CSR practice is grounded in a better community-company relationship, which results in a better corporate performance, and that a bad CSR practice can lead to poor

corporate performance. Overall, the results in the context of the Ghanaian petrochemical companies and communities supported the findings of the current literature.

7.2.5 The relationship between CSR and SP (H2)

Corporates work in a society and design corporate social activities for their community, where they carry out their business. Current literature, however, is inadequate in defining and measuring the social performance construct. The literature is also inadequate for confirming the relationship between CSR and SP. The major contention is: does CSR activity really bring any social good to the community in the form of social performance? This study answered that question by examining the relationship between CSR and SP. A corporate's social responsibility and a corporate's social performance are not synonymous (Manner, 2010). CSR is viewed as corporate activities for society without expecting any financial return and SP is viewed as an outcome measure to assess the extent of 'social good' brought about by corporate social responsibilities. Section 3.3.2 detailed the current discourse in the literature.

The quantitative results, in particular the convergent and discriminant validity tests results, confirmed that both CSR and SP are individual constructs, and both are unidimensional in nature. The hypothesis test result also confirms that CSR has a positive and significant influence on SP ($\beta=0.267$, $t=122.744$, $p<0.01$) in the context of the Ghanaian petrochemical companies and communities. The qualitative findings also support this relationship. Both community and corporate participants agree that the better CSR activities such as boreholes, school

buildings, health facilities and the like could enhance the wellbeing of the community members, and thus strengthen social performance. The study findings, then, support the current research that states that corporate-level factors are important for social performance targeted at the community, the environment and employees (Orlitzky et al., 2017). Indeed, this study has extended Orlitzky et al.'s (2017) study and has found that corporate social performance is the outcome of CSR.

7.2.6 The relationship between SP and CP (H6)

A corporate's social performance (SP) is a more specific consequence of a corporate's actions (Choi & Jung, 2008), which is a voluntary business action that produces social effects (Schuler & Cording, 2006). The relationship between a corporate's social performance and a corporate's financial performance (CFP) (e.g., profitability, market value etc.) has been in debate for some time in current studies (Griffin & Mahon, 1997; Schuler & Cording, 2006). A recent research study by Hasan et al. (2018) includes total factor productivity (TFP) between SP and CFP, and concludes that future research should identify the underlying mechanisms in the social performance and financial performance relationship. Thus there is a lack of empirical evidence for the SP–CFP relationship. A lack of research has been clear in the current literature in explaining the relationship between social performance (SP) and corporate performance (CP) in the context of the Ghanaian oil and gas community, where corporate social contribution is highly regarded by the local community groups.

The study results in the context of the Ghanaian petrochemical companies and

communities show that social performance has a significant positive effect on overall corporate performance ($\beta=0.668$, $t=8.090$, $p<0.01$), which supports the hypothesis H6. The qualitative findings also supported this result. One corporate executive, for example, stated:

....we donate to the orphanages so that we can be regarded as a socially responsible company. (R21).

The findings suggest that perceived corporate social performance in the form of what communities need to improve their overall health, education, lifestyle wellbeing has a greater influence on corporate performance in terms of profitability, market share, and the like. This is also evident in the quantitative results that show that the path coefficient between SP and CP is relatively stronger than the path coefficients of CSR-CP and CSR-SP relationships.

7.2.7 CSR–CP relationship is mediated by SP (H7c)

The mediational effect of social performance (SP) was documented in the stakeholder orientation–financial performance relationship (Hu, 2014) and the innovativeness–economic performance relationship (Shin, 2018). However, there is no evidence of a mediational effect of social performance between CSR and corporate performance (CP) in the literature.

The quantitative results show that SP has a mediational effect between CSR and CP ($\beta=0.178$, $t=2.525$, $p<0.01$). The results of H1 find that CSR has a direct causal relationship with CP ($\beta=0.182$, $t=2.715$, $p<0.01$). This explains that SP has

a partial mediational effect between CSR and CP. The qualitative findings of R13 further explain this:

As to the oil companies, only Tullow oil Ghana that is known in this community. For example, Tullow usually help the community. That oil company is really assisting us. But all other oil companies are not just connected to us as a community. Such oil companies are not recognized here, and they are nowhere near assisting us. But Shell and Goil, I don't know what they are into. (R13, Male)

This quote explains that companies that work for the community through their CSR activities are perceived well in the community, which in return provides sustainable community-company co-existence and ensures corporate performance in the long run. The theorization of SP's mediational effect between CSR and CP is new and both qualitative and quantitative findings supported this in the Ghanaian oil and gas company and community context.

7.2.8 Summary and contributions

Some studies assert that CSR, SP and CP are synonymous and often complementary (Porter & Kramer, 2011; Strand & Freeman, 2015). However, the present study empirically examined this through qualitative and quantitative research methods and validated CSR, SP and CP constructs in the contexts of the Ghanaian oil and gas companies and communities. The present study found that these three concepts or constructs are independent and self-governing. For example, perceived CSR is a set of activities that companies implement for the

community without expecting a financial return. Perceived SP is result- or outcome-oriented and measures the extent of visibility, happiness and effectiveness of those CSR activities that companies implement for the community. Finally, CP is referred to as financial and market performance.

In terms of the relationships between CSR, SP and CP, this research found support for all three causal hypotheses and one mediational hypothesis. In particular, the beta-coefficient for the SP-CP relationship was stronger than for the CSR-SP and CSR-CP relationships. This finding is typical for any mining community, particularly a community that is deprived of some basic needs, including food, shelter, education, medicine, security, and the like. The results show that the Sekondi-Takoradi mining community perceives that a corporate's social performance that is visible and beneficial for the community will result in better corporate performance. The mediational effect also showed the effect that social performance mediates between CSR and CP, which supports the views of Adu et al. (2018) that the Ghanaians expect to get something in return from corporations because corporations use their minerals to make profits.

The major contributions are as follows:

- The definition and scope of the CSR, SP and CP concepts and constructs as perceived by the Ghanaian oil and gas companies and communities further contribute to the current knowledge that CSR, SP and CP are individual or self-governing constructs and that these concepts are not synonymous.
- There are other theoretical contributions in CSR-SP-CP relationships. The

theorization and examination of CSR→SP, SP→CP, and CSR→SP→CP relationships are new in the current CSR literature. In the CSR literature, most studies discuss the CSR→financial or firm performance relationship, and thus leave research gaps in understanding the CSR, SP and CP concepts and their relationships. SP is an important indicator to determine how a company is connected to a community in a sustainable manner and whether or not a company is behaving in accordance with the social requirements of the community. Therefore, the current study demonstrated that CSR is an antecedent to both SP and CP, SP is an important antecedent of CP, and SP mediates CSR and CP.

- This study is the first in its kind in the Ghanaian petrochemical company and community contexts. Much research observes that there is a lack of research in the African context (Andrews, 2013, 2016, 2019; Arko, 2013; Mensah & Okyere, 2014a; Ofori, 2010). This research fills that gap with empirical evidence. The Ghanaian context is also important because the government's resource constraints, and reactive and defiant nature drive Ghanaians to expect something from corporations in return (Adu et al., 2018; Garvin et al., 2009).
- Research (Quazi & O'Brien, 2000) has suggested that future research should include the perceptions of managers, community leaders and other stakeholders. The current study is a platform where both company executives who implement CSR activities and community participants who receive the benefits of them were brought together to understand CSR-SP-CP concepts and their relationships.

- Use of the concurrent mixed-methods approach also adds value to finding support for the quantitative results and for understanding current perceptions and future strategies to improve the community-company relationship in order to strengthen CSR and its outcomes.
- The practical contributions of the CSR, SP and CP constructs are included in the application of these concepts. The scales can be used as an index to periodically examine how companies are performing in the community and identify where they are lacking and where they have improved over time. Thus, the managerial implications of the scales are mostly relevant in how the scales are implemented, including governance strategies and relevant stakeholder involvement and intentions to improve community-company relationships. For a better CSR-SP-CP relationship, this research suggests that corporations, in consultation with the community leaders, elders, chiefs, general members, and government, should determine the priorities of social performance indicators in the short and long term. Our findings clearly demonstrate that a consultative and needs-based approach in CSR can produce better and long-term effects on both social performance and corporate performance. Thus, corporations should follow the inclusive-governance approach to include relevant stakeholders in this regard, and implement, monitor, measure and communicate with all relevant stakeholders.
- Although a few studies use single-item measurement (Helgesen & Nasset, 2007; Marzo Navarro, Pedraja Iglesias, & Rivera Torres, 2005), the current study used multi-item measurements for each construct.

- In most instances, the literature considers CSR from company management's perspectives, which is a one-way insight. This study included community members and company managers in an effort to understand how CSR influences corporate and social performance, and to learn what role trust plays in enhancing corporate and social performance.
- Company, community and other relevant stakeholders should consider developing mutually agreed documentation outlining their responsibilities to achieve a better relationship, and to enhance social performance goal and corporate outcomes. For example, communities can actively take part to assisting companies, such as in provision of voluntary community 'watch-dog' groups to ensure corporate security and interests for corporate performance.
- A 'compliance group/committee' could also be created as an aggregation of representatives of all stakeholders (including government). In Ghana, there exist local and traditional law enforcement people controlled by the chiefs. However, national law enforcement is controlled by the government. For effective compliance of all CSR-related promotion and agreement, this 'compliance group/committee' should have members of the two law enforcement groups, including representatives of companies. This committee's duties must be unambiguous, with regular reporting to all community members and other stakeholders.
- The study findings, particularly the qualitative findings, revealed that there is an urgent need for proper education and training programs on CSR,

corporate and community relationships, governance, transparency, accountability and participation at government, company and community levels. This could enhance a better, sustainable relationship.

7.3 The relationship between CSR-CCT-SP-CP

The foundation of research conceptualization for this thesis was review of the current literature. In the context of Ghana's gold mining, a qualitative study has stated that companies entered communities with huge promises, but these were not delivered, and this created mistrust and misunderstanding (Garvin et al., 2009). This led to conceptualising this study and examining the roles of trust in CSR-SP-CP relationships in the context of Ghana's oil and gas company and community. In the African context, and particularly the Ghanaian context, there arose the need for mutual trust and respect as the foundation of relationship, and this is mainly because of the socio-political and religious structures of the country. It is also because the Ghanaian government has neglected the rural community historically and, as a result, community members perceive the corporates' roles as those of patrons who will provide something in return to the community for their mineral resources (Garvin et al., 2009). According to Hofstede's theory of cultural dimensions (1984, 2001, 2019), research examining how Hofstede's cultural dimensions affect corporate social performance (CSP) in CSR, states:

Higher CSP is significantly associated with cultures characterized by higher power distance (less likely to tolerate questionable business practice), more collectivist societies, more masculine, and more uncertainty avoidance. (Ho, Wang, & Vitell, 2012, p. 431).

Ghana's social and corporate structures have inequalities and centralized power. Ghanaians seek security and wellbeing, and, most importantly, they value relationship and trust. Thus, this research conceptualized that trust in corporate–community (CCT) can further improve CSR-SP-CP relationships. To this end, this study developed three causal hypotheses and three mediational hypotheses.

7.3.1 The relationship between CSR and CCT (H3)

Previous research confirms that CSR does not play a mediating role between consumer trust and purchase intention and that trust has a direct casual effect on perceived CSR (Upadhye et al., 2019). In contrast, research also defines trust as believability in corporate information, claims and openness, and finds support for the CSR→trust relationship (Stanaland et al., 2011). The relationship between CSR and trust (CCT) has been empirically examined in numerous studies (Kim, 2019; Moliner, Tirado, & Estrada-Guillén, 2019; Stanaland et al., 2011). However, there is no consensus as to the role of trust either as an antecedent or a consequence of CSR. Thus, a recent study suggests more examination of the relationship between CSR and trust (Moliner et al., 2019).

The empirical results of the present study show that CSR has a positive and significant effect on trust (CCT) ($\beta=0.917$, $t=49.160$, $p<0.001$). The qualitative findings of the community participants revealed that most interviewees do not trust the Goel and Total oil and gas companies in their community, but they trust other companies like Vodafone Ghana, Tullow Oil in Ghana and Kosmos Energy (see R6, R13). Most community participants stated that they do not trust Goel and Total because of their current level of support and contributions in their

community. This was also affirmed by corporate executives (e.g., R30, R21) who stated that the Sekondi-Takoradi community is not their current focus, although they had provided some support to the community. The survey results, however, produced some important findings. Firstly, they support Stanaland et al. (2011) that CSR influences trust. Secondly, the survey results emphasised that corporate engagement, charity and support for education, health, water supply, etc., help build community confidence and trust in corporates.

7.3.2 The relationship between CCT and SP (H4)

There is a lack of research investigating the relationship between trust and social performance in literature. Corporate and community mutual trust (CCT) that a corporate works for the wellbeing of the community and that community cares about the corporate's growth and success are important for overall social performance (SP). Relational and experiential trust is important in the West Africa and Ghanaian context, as the rules and regulations governing multinational corporations, NGOs and government are weak (Ofori & Hinson, 2007).

The results show that CCT has a positive and significant effect on SP ($\beta=0.644$, $t=6.984$, $p<0.001$). The qualitative findings of the community participants revealed that most respondents associated social performance with whether they are happy, satisfied and trust the companies (R13) and whether companies fulfilled their promises or commitments (R12). In this context, one corporate executive also asserted that mutual support and trust helps understanding the needs of the respected parties. R26 stated:

I think we need to put more attention on their needs once and for all. Mediation by their community friends will help. They need to understand that we also need their support to support them....Engaging good CSR staff will also do but this is certainly not now because our CSR orientation is just within this decade. Ghana itself has just known CSR. Many don't even know what is called CSR. Hence, it's just a hard area you are studying. (R26 Male)

This quote also explains that corporations like Goel and Total need to engage good CSR staff to close the trust and relational gaps between corporations and communities, although R26 stated that they are about to close their CSR orientation by the 2020s. It was also apparent that the concept of CSR in Ghana is not familiar to most of the relevant stakeholders.

7.3.3 The relationship between CCT and CP (H5)

The trust (CCT) and corporate performance (CP) relationship has been examined in some studies, including a recent study, where Xu et al. (2019) found that trust and performance have bi-directional relationships. Research also finds that trust influences organizational performance (Gorondutse & Hilman, 2019; Guinot, Chiva, & Mallén, 2013; Salamon & Robinson, 2008). Therefore, there is no conclusive evidence as to whether trust affects corporate performance or vice-versa. There is no evidence in the Ghanaian context either. The study findings show that community-company trust (CCT) has a positive but insignificant effect on corporate performance ($\beta=0.112$, $t=1.130$, $p>0.05$), and thus this hypothesis

was rejected.

This is an interesting finding in the context of the Sekondi-Takoradi community and corporate participants. While the results for H4 show that CCT has a positive and significant effect on SP, H5 shows that CCT has an insignificant effect on CP. The results explain that corporates aiming to achieve social performance should achieve community-corporate trust in the first stage. Community-company trust (CCT) is significant for SP, which will lead to long-term sustainable existence in the society, but CCT is not found significant for CP (e.g., profitability, revenue, etc.). This is important in the Sekondi-Takoradi community because most community participants stated that they do not trust companies like Goel and Total. Mistrust between corporates and the community may lead to growing conflict (Garvin et al., 2009).

7.3.4 CSR–SP relationship is mediated by CCT (H7a)

The role of trust as a significant mediator has been documented in literature (Stanaland et al., 2011; Sultan & Wong, 2018). However, there is a lack of literature examining the mediational role of trust (CCT) between CSR and SP. This study conceptualized CSR as a set of corporate activities for the community that aims for social good without expecting a direct contribution to corporate revenue or profit. SP, on the other hand, is conceptualised as an outcome measure of CSR activities.

The results show that CCT has a significant mediational effect between CSR and SP ($\beta=0.591$, $t=7.175$, $p<0.001$), thus H7a is accepted. The results of H2 show that CSR also has a direct causal relationship with SP ($\beta=0.267$, $t=2.744$,

$p < 0.01$). This implies that CCT has a partial mediational effect between CSR and SP. In this regard, R3, R6 and R13, who had been the community participants for this study, stated:

There is no CSR around except the Jubilee partners who are cleaning the beaches and giving some scholarships to the community. But Goil & Total have not shown any CSR projects.
(R3, Male)

The oil companies are not connected as I told you. Only Tullow Ghana is who we know. Hence, there is nothing to observe. Thus, they don't help us in any way. Even the media says nothing about from Tullow. It is only the non-oil companies like Vodafone Ghana who are helping us. (R13, Male)

There is nothing on CSR here. But the Jubilee partners (i.e., Tullow, Kosmos, etc.) sometimes adopt some hospital wards to regularly paint them on renovation. I must say that Goil and Total are dormant and sleeping dogs. (R6, Male)

The findings explain that participants recognised social performance like cleaning beaches and giving scholarships to communities as part of the CSR activities of corporations like Vodafone, Tullow and Jubilee in the Sekondi-Takoradi community. The participants were found to have developed a trustworthy relationship with these companies, as compared to Goel and Total companies.

7.3.5 CSR–CP relationship is mediated by CCT (H7b)

The relationship between CSR and CP was examined in a few studies (Doh, 2010; Luu, 2019; Miles, 2017; Ortiz-de-Mandojana & Bansal, 2015). However, there is no empirical evidence examining the mediational effect of community-company trust (CCT) in the CSR and CP relationship. The results show that CCT has no mediational effect between CSR and CP ($\beta=0.103$, $t=1.125$, $p>0.05$). Thus, H7b was rejected. This finding confirms the earlier literature that CSR has a direct and positive effect on CP (H1), and that CCT in the context of the Sekondi-Takoradi company and community does not mediate CSR's effect on corporate performance. The qualitative findings, both from the company and the community, also confirm this finding. In particular, R4, R19 and R21 stated that:

There is no support from any of these oil companies. They usually sometimes put up a little to show off or calm nerves. We need scholarships. When you send a proposal to them for help, they will pass you through their bureaucratic processes but later not even solve the problem sent to their offices. There is no participation. The social participation oil companies should be real. (R19, Female)

When I look at their behavior, they are only interested in making profit. We need portable drinking water (pipe-borne water) but how can they come and be digging boreholes without any better consultations. (R4, Female)

In fact, Takoradi community is not our focus, though we sometimes provide some help like the hospital beds and boreholes. (R21, Male)

Profit, growth and overall wellbeing were some of the measurement variables of corporate performance. The qualitative and verbatim quotes state that corporates (Goel and Total) had been interested in increased profit, and that their focus is not the Sekondi-Takoradi community. The current bureaucratic processes of solving a community's social issues take a much longer time and do not produce any visible benefit to the community. This has resulted in mistrust and misunderstanding between the community and companies. Both qualitative findings and quantitative results show that the current level of trust does not have a significant effect on the CSR–CP relationship.

7.3.6 CSR–CP relationship is mediated by both CCT and SP (H7d)

The result of H7b was insignificant, but for H7c was significant. This research hypothesized that CSR influences CP through CCT and SP in H7d and found it positive and significant ($\beta=0.394$, $t=6.045$, $p<0.001$). Thus, H7d was supported. The results indicate that corporates in the Ghanaian socio-political context aiming for overall corporate performance in the long run should design CSR to achieve community trust and do good to the community through visible social performance outcomes. In this connection, two corporate executives stated:

We know without helping the people in their needs, our relationship with them will be negative, but vice-versa will help

forming a better relationship. Our relationship in this community is currently not good, that is why we are now initiating discussion with the chiefs and elders for improvement.... (R24, Female)

I think we need to put more attention on their needs once and for all. Mediation by their community friends will help. They need to understand that we also need their support to support them. Though we already have a structure to perform in communities; but we can device a specific performance and negotiation structure for Takoradi community. Engaging good CSR staff will also do but this is certainly not now because our CSR orientation is just within this decade. Ghana itself has just known CSR. Many don't even know what is called CSR. Hence, it's just a hard area you are studying. (R26 Male)

These quotes signify the importance of building relationships and mutual trust with the community in order to achieve an outcome.

7.3.7 Summary and contributions

The second research question was to examine the roles of community-company trust (CCT) in CSR-SP-CP relationships. Trust (CCT) was found to have a significant mediational effect in CSR-SP-CP relationships, although some of the hypothesized relationships were insignificant (e.g., H5 and H7b) that included trust as a significant predictor of corporate performance and trust as a significant mediator between CSR and corporate performance (CP). The findings have

some contributions to knowledge and practice, and these are as follows:

- This research uncovered causal and mediational relationships and contributed to current literature and knowledge, particularly in the context of the Ghanaian oil and gas companies and communities. First, the theoretical contribution of this study demonstrated that CSR influences trust positively and significantly, and trust influences social performance (SP) positively and significantly. This is a significant finding because it establishes CSR→Trust, and Trust→SP relationships that are relatively new to the CSR and mining literature and in the context of Ghana. Second, trust was also found to have a significant mediational effect between CSR and SP (CSR→Trust→SP), and both trust and social performance were found to have significant mediational effects between CSR and CP (CSR→Trust→SP→CP). The mediational findings in CSR, mining and Ghana's contexts are relatively new. Third, trust was found an insignificant predictor of CP, and an insignificant mediator between CSR and CP relationship. This also supports the findings of the existing literature that CSR has a direct effect on CP. Thus, this study empirically established the role of trust (CCT) in CSR, social performance (SP) and corporate performance (CP) relationships.
- The International Council on Mining and Metals (ICMM) developed 10 principles and associated corporate directions as part of a sustainable development framework. ICMM recognizes that mining companies need to be proactively *engaged with communities* to build a *strong relationship* based on *“trust and respect”* and build long-term *mutually beneficial*

relationships to minimise negative impacts and maximise benefits (ICMM, 2015). Our findings support ICMM's mission and support those through empirical evidence from Ghana. Both qualitative findings and quantitative results supported that a sustainable long-term relationship between corporations, government and community members in Ghana should emphasize building trust, mutual respect and relationships.

- Our qualitative findings also reveal that bribery, corruption, employment discrimination and gender bias are prevalent to some extent with the two sampled mining companies, Goel Ghana and Total Oil and Gas companies. Corporate participants also realized that they need to include a consultative approach with community elders and chiefs and prioritize the needs of community members when planning for CSR and SP indicators. Implementing good practices through inclusive and transparent consultative procedures to improve social performance, corporate performance, and reduce unfair discrimination and poverty has been suggested in the ICMM strategy document (ICMM, 2015).
- Currently ICMM has 27 leading mining and metals companies as members aiming to address core sustainable development challenges in various countries and communities where they operate. However, mining and metal companies operating in Ghana, including Goel and Total Oil and Gas companies, are not associated with ICMM. Our research findings suggest that Ghana should address this seriously and urgently ask its current mining and metal companies to become a part of ICMM and implement the SDGs to improve social performance and reduce unfair

discrimination and poverty.

7.4 Gender and stakeholder influences in the Model (RQ2)

This thesis considered the stakeholder theory perspective, and particularly considered two core stakeholders, community members and corporate executives located in the Sekondi-Takoradi area in Ghana. The aim of this research was to examine the role of community-company trust (CCT) in CSR, SP and CP relationships. While both sections 7.2 and 7.3 discussed the hypotheses related to causal and mediational effects of the model, section 7.4 discusses the multigroup analysis (MGA) to examine the influence of gender and stakeholder differences in the model. Thus, this section discusses the findings of the third research question: the influence of gender and stakeholder differences in the model. There were six causal hypotheses in the research model, and so MGA was performed for each of the six hypotheses by considering gender differences (male-*versus*-female) and stakeholder differences (community-*versus*-company). Results were presented in Chapter 5.

7.4.1 MGA of gender and stakeholder differences on CSR→CCT

Both gender (male and female) and stakeholder (company and community) differences were found to have significant effects on CSR's influence on community-company trust (CCT). The beta coefficients are all greater than 0.85 and significant at the 0.001 level, meaning that participants, either male or female, and either company employees or community members, find that CSR has a significant positive effect on CCT. This signifies that CSR programs should aim

to achieve mutual trust irrespective of gender and stakeholder differences.

7.4.2 MGA of gender and stakeholder differences on CSR→SP

It was found that male has a significant influence on CSR's effect on social performance, and female shows insignificant influence. Ghana's community is patriarchal and high-power distance in nature, where tribal chiefs and local elders lead a community. Therefore, tribal chiefs, local elders and males in a family play major roles in decision making. Corporations aiming to improve social performance through CSR activities should appropriately consult with the key role players in the Ghanaian community. This was also reflected in the qualitative findings (see section 6.5.1, R24, R26, and R29), where company executives realised that they should start discussions with chiefs, elders, and community people to design CSR programs for the community and to build a good sustainable relationship. This process was reflected in the ICMM's Goal 3: "respect the culture, customs, heritage of local communities, including indigenous people" (ICMM, 2015, p. 4). When it comes to company participants, the results show a significant effect on CSR→SP but the community participant group shows insignificant effect. This is also consistent with the qualitative findings, where most community participants did not find any significant corporate contribution of Goel and Total oil and gas companies in the Sekondi-Takoradi community.

7.4.3 MGA of gender and stakeholder differences on CSR→CP

This is also consistent with the findings of MGA of gender and stakeholder differences on CSR→SP. It was found that male has a significant influence on CSR's effect on CP, and female shows a negative and insignificant influence. For

stakeholder differences, company-participant shows a positive and significant effect on CSR→CP but community-participant shows an insignificant effect. This shows that males are probably more aware than female about some corporate performance aspects (e.g., growth, sales, profitability) of companies in the Sekondi-Takoradi community. Corporate respondents find that CSR has a positive and significant effect on CP, but the community respondent group shows an insignificant effect.

7.4.4 MGA of gender and stakeholder differences on CCT→CP

Only the company participant group shows a significant effect of CCT on CP, whereas male, female and community show an insignificant effect. Community participants in general were not found to have trustworthy relationships between the company and the community, and hence the MGA effect is consistent. However, the effect of company participants on the CCT→CP relationship was found positive and significant, implying that mutual community-company trust would contribute to corporate performance in the long run.

7.4.5 MGA of gender and stakeholder differences on CCT→SP

Both gender (male and female) and stakeholder (company and community) differences were found to have significant effects on the CCT's influence on SP. The beta coefficients are all greater than 0.55 and significant at the 0.001 level, meaning that participants, either male or female and either company employees or community members, find that CCT has a positive and significant effect on SP. This again proves the roles of trust in the model. This indicates that mining companies in the Sekondi-Takoradi area in Ghana should establish mutual trust

to achieve overall social performance, irrespective of gender and stakeholder differences.

7.4.6 MGA of gender and stakeholder differences on SP→CP

Similarly, male and female within gender, and company and community groups within stakeholder, were found to have significant effects on the SP's influence on CP. The beta coefficients are all greater than 0.49 and significant at the 0.001 level, meaning that participants, either male or female and either company employees or community members, find that SP positively and significantly influences CP. Thus, corporates aiming for a better corporate performance and sustainable presence in a society should work at improving social performance indicators, irrespective of gender and stakeholder differences. This would comply with Goal 9 of ICMM that states that corporates should pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities (ICMM, 2015, p. 6).

7.4.7 Summary and contributions

RQ3 examined the multigroup effects of gender and stakeholder differences in the research model, and section 7.4 discussed the findings. Both gender and stakeholder differences were found to have positive and significant effects on CSR→CCT, CCT→SP, and SP→CP paths in the model. Only males within gender and only company participants within stakeholder have positive and significant effects on CSR→SP and CSR→CP paths. Finally, only company participants within stakeholder have positive and significant effects on CCT→CP path. The major contributions are as follows:

- The current literature does not show gender and stakeholder differences between CSR and corporate performance. The current study, however, has a major theoretical contribution to the literature. The MGA results have confirmed the paths $CSR \rightarrow CCT \rightarrow SP \rightarrow CP$, irrespective of gender and stakeholder differences in the Ghanaian mining community located in the Sekondi-Takoradi community.
- The major practical contribution is that companies should engage appropriate personnel and strategies to engage relevant stakeholders, including government representatives, local elders, chiefs, NGOs, media and other interest groups in order to understand and prioritise social performance indicators and build long-term relationships and mutual-trust to work together to achieve social performance and corporate performance.
- Mining and metal companies in Ghana should be encouraged to follow the guiding principles and strategic directions of ICMM, and particularly Goal 9 (ICMM, 2015) in the current study context that aims to achieve social performance through partnerships and collaborations with local community, government, NGOs and other stakeholders.

7.5 Chapter summary

The present study employed concurrent mixed-methods approach to study the roles of corporate-community trust (CCT) in CSR, SP and CP relationships. This chapter triangulated both quantitative and qualitative findings, and findings of the

current literature and industry's (ICMM) sustainable development framework and guidelines. Many studies assert that CSR, SP and CP are synonymous and often complementary, but the current thesis empirically validated CSR, CCT, SP and CP constructs in the contexts of the Ghanaian oil and gas companies and communities. Thus, the present study found that these three concepts or constructs are independent and self-governing. Overall, the results of the three research questions show the corporate-community's mutual trust and social performance are important mediators between CSR and corporate performance for a long-term sustainable presence in the society like the Sekondi-Takoradi community. The findings particularly complement the industry guidance as specified in the ICMM document.

Chapter 8: Conclusion, Limitations and Future Research

8.1 Conclusion

The aim of this thesis was to study the role of trust in CSR, corporate performance, and social performance relationships in the context of the petrochemical (oil and gas) companies and community located in the Sekondi-Takoradi area of Ghana. The research questions of this study led to explanations of the definitions and the nature of the relationship between CSR, corporate performance and social performance, and the effects of gender and stakeholder differences in the hypothesised model. A pragmatic research paradigm with the concurrent mixed-methods approach was followed. A survey resulted in 211 valid responses for hypothesis testing and the interview program involved 10 company executives and 20 community participants. The interviews in the qualitative phase were used to explain the quantitative results.

There were six causal and four mediational hypotheses that confirmed the research model. The MGA results also confirmed the effects of gender and stakeholder differences in the model (the hypotheses). Thus, the major theoretical, methodological, and contextual contributions are as follows.

8.1.1 Major theoretical, methodological, key findings, and contextual contributions

- 1) The study defined and validated CSR, trust (CCT), corporate performance (CP) and social performance (SP) constructs in the contexts of the petrochemical companies and community in Ghana.
- 2) The study made novel findings, including a positive and significant CSR→SP relationship, CCT→SP relationship, and SP→CP relationship. The findings also supported existing literature and re-confirmed CSR→CP and CSR→CCT relationships in the Ghanaian context. However, this study did not find support for CCT→CP relationship.
- 3) Novel mediational effects confirmed that SP has a partial mediational effect between CSR and CP, and CCT has a partial mediational effect between CSR and SP. Although the results show that CCT alone does not mediate the relationship between CSR and CP, the results confirm that both CCT and SP together have a mediational effect between CSR and CP.
- 4) The study shows novel findings in MGA test results. For example, the paths CSR→CCT→SP→CP were found to have significant group effects due to gender and stakeholder differences in the study context.
- 5) Many studies in CSR only consider a single stakeholder context, but the present thesis considered two major stakeholders: company executives of two petrochemical companies and community members

in the Sekondi-Takoradi area in Ghana. It analysed and compared their perceptions and validated the research model.

- 6) Research in the Ghanaian context, and particularly in the context of CSR in the petrochemical industry context in Ghana, is lacking. This research filled that contextual research gap.
- 7) One of the major methodological contributions includes the use of the pragmatic research paradigm with the concurrent mixed-methods approach, where both survey and one-to-one interview processes were conducted simultaneously to complement or support and explain the findings of the quantitative results.
- 8) Another methodological contribution is in the survey data analysis process, where the Partial Least Square based Structural Equation Modelling (PLS-SEM) technique was applied. PLS-SEM follows a rigorous process to analyse a multi-variate regression model consisting of multiple-dependent and multiple-independent variables at a single time. This is a contribution because many studies in the past either used Ordinary Least Square (OLS) or stepwise regression models.
- 9) The study considered multiple items to measure each of the latent constructs and validated the study constructs statistically.

8.1.2 Major practical, managerial, and policy-related contributions

- (i) The CSR, CCT, SP and CP scales, measures and constructs can be used as an index or as periodic checks to examine how companies are performing in a community.
- (ii) The items within a scale or measure or construct can assess where they are lacking and where they need to strengthen their resource allocation, and also where they have improved over time. Thus, the managerial implications of the scales are mostly relevant to how the scales are implemented.
- (iii) The findings suggest a strong need for a consultative, participatory approach with the company, government, community chiefs and elders, and general members of the public to determine the priority areas of CSR activities and their outcomes (social performance), both in the short and the long term, in the form of a legal document, and to develop relationships and build mutual trust.
- (iv) The qualitative findings revealed that there is an urgent need for proper education and training programs on CSR, corporate and community relationships, governance, transparency, accountability and participation at government, company and community levels. Overall, this could enhance a better and sustainable relationship.
- (v) The qualitative findings revealed that bribery, corruption, gender bias, employment discrimination, and poverty are some of the concerns in

the Sekondi-Takoradi community. Thus one of the major policy-related contributions of this study is that it suggests that Ghana's mining and metal companies, including gas and oil companies, should become members of the ICMM organisation and implement a strong and engaged relationship with the community in order to establish trust and respect with the aims of achieving sustainable development goals (SDGs), corporate performance and social performance indicators, and removing poverty and unfair discrimination.

In sum, this research study implemented rigorous investigative methods and strategies to explore the roles of trust in the CSR-SP-CP model in the petrochemical companies and community context in Sekondi-Takoradi area, Ghana. It is expected that the findings will have interest and applications for researchers, Ghanaian policy makers and managers of Ghana's petrochemical industry.

8.2 Limitations

There are a few limitations in this study. First, there are more than 400 petrochemical companies in Ghana that are in different oil and gas mining areas of the Ghanaian enclave. The present study could not cover the entire country and all her companies; and was confined to only two companies located in the Sekondi-Takoradi area; otherwise known as the Oil City of Ghana. This study was time bound with limited budget that covered only the return airfares between Melbourne and Ghana and part of accommodation allowances. As this study was limited to only two companies and one community in Ghana, the study does not

generalise its findings across all the petrochemical companies in Ghana and communities/tribes.

Second, the survey generated 211 usable cases for data analysis, but only 32 from companies (Goel and Total) and 179 from the community. It is to be noted that there were 171 male and 40 female respondents in the survey. The interview technique used convenience sampling and found 22 male and 8 female respondents. It found an exceptionally low interest of participants in participating both in the survey and in interviews. This may be due to poor relationships between companies and communities on related exercises, frustration of the participants due to poverty and lack of openness in sharing information in the Ghanaian society.

Third, the female respondents, in particular, were reluctant to participate in this research. This is because of cultural settings, where males (as a family head) decide whether a female will discuss with a researcher or not. Therefore, the research findings of this study are limited to the study context and within the cultural, social and study parameters.

8.3 Future research

Future research should include larger sample sizes, including more company participants and community participants. Ethnographic qualitative studies could provide important findings about corporate–community relationships. It was also observed that there is considerable difference in male and female roles in the Ghanaian social structure, particularly at the family and community level. When approaching to a female participant, an elderly participant stated to the

researcher:

Don't worry, my friend. This woman is reluctant to answer your questions because of the respect we have for our culture. You know, women can only participate in such discussions only if their husbands, fathers, brother's or any male family member allows it.

(R13)

Thus, future research should include more female participants in a manner so that gender balance can be achieved with more female perspectives about CSR and company and community relationships. Future investigations could also focus on validating the model in other industries and countries that share common research contexts, and hence contribute to the CSR literature. Interesting findings could arise if researchers also focus on longitudinal examinations based on this study.

The qualitative findings revealed important CSR outcomes, including goodwill, reputation, and the like. Future research could include more interviews and validate the constructs and their relationship with CSR, CCT, SP and CP. Using different blends of theories and methodologies, such as using meta-analyses with the quantitative method (Cortina, 2019; Valipour, Noraei, & Kavosh, 2019), future research could inform new CSR discoveries. This study used concurrent or simultaneous mixed-methods study. Future research could employ sequential mixed methods study to further strengthen the model and advance the findings.

It was found that corporate and community participants in Ghana had been

reluctant in responding to the survey questionnaires and take part in the one-one-one interviews. This study had a budget limitation and hence could not provide incentives to the participants. Future research could include a budget for the participants' incentives to increase participation rate and response rates. Incentive for study participant is suggested in literature (Dillman, 2011). This incentivise could work effectively in the poverty-stricken Ghana.

The qualitative findings also identified some issues, such as community attitude towards lesbianism, gays, bi-sexual, transsexuals and racism, etc., in employment practices in some companies in Ghana. It was sensed that these activities often foment tension and violence, as they are unethical and anti-religious practices in many African countries, including Ghana. This concern could negatively impact on the community and community relationships and trust building process. Future research should conduct an in-depth study about the extent and consequences of such practices and their impact on social and corporate outcomes.

CSR integrates environmental and social concerns in business operations (Frolova et al., 2015). CSR, as a multidimensional construct, including economic, social, stakeholder, environment etc. (Al-Samman & Al-Nashmi, 2016; Carroll, 1991; Donaldson & Preston, 1995) needs further validation in the context of Ghana's petrochemical companies and communities. Future research should also examine reverse and bi-directional causality between CSR, CCT, CP and SP and validate their relationships.

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Appendices

Appendix 1: Evolution of CSR definitions

S.No	Source	Definition
1	Bowen 1953	The obligations of business man to pursue those policies, to make those decisions, or to follow those lines of actions which are desirable in terms of the objectives and values of our society (p. 6)
2	Davis 1960	Business actions and decisions must be made on grounds beyond economic and technical interests of the company, at least partially (p. 70)
3	Frederik 1960	Social responsibility is a civic attitude that includes not only human and economic resources but also the desire to use these resources in various social purposes, and not simply for personal or business interests.
4	McGuire 1963	The idea of social responsibility implies that business is not only economic and legal obligations, but also certain responsibilities to society that extend beyond these obligations.
5	Friedman 1970	To use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud (p. 125)
6	Davis & Blomstrom 1975	CSR is the managerial obligation to take action to protect and to improve both the welfare of the society as a whole and the interest of organisations (p. 6)
7	Sethi 1975	Implies bringing corporate behaviour up to a level where it is congruent with the prevailing social norms, values, and expectations of performance (p. 62)
8	Crawford & Gram 1978	The outcome of transactions between the firms and social interest organisations (p. 883)
9	Carroll 1979	Encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (p. 500)
10	Jones 1980	Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stock- holders and beyond that prescribed by law or union contract (p. 59-60)
11	Drucker 1984	To tame the dragon, that is to turn a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth (p. 62)
12	Gray, Owen, & Maunders 1987	The process of communicating the social and environmental effects of organizations economic actions to particular interest groups within society and to society at large
13	Andrews 1989	Sensibility to the social costs of economic activity and to the opportunity to focus corporate power on objectives that are possible, but sometimes less economically attractive than socially desirable (p. 257–258)
14	Epstein 1989	Business organizations have societal obligations which transcend economic functions of producing and distributing scarce goods and services and generating a satisfactory level of profits for their share- holders (p. 585)
15	Frederick 1994	The obligation to work for social betterment is the essence of the notion of corporate social responsibility (p. 151)
16	Robbins 1994	A business firms obligation, beyond that required by the law and economics to pursue long-term goals that are good for society (p.123)
17	Boone & Kurtz 1995	Social responsibility is management's acceptance of the obligation to consider profit, consumer satisfaction and societal wellbeing of equal value in evaluating the firms performance (p. 54)
18	Lee 1997	A company's commitment to operate in an economically and environmentally sustainable manner, while acknowledging the interests of a variety of stakeholders and maximizing economic, social and environmental value
19	British Department	British Department for International Development talked about CSR as a means to protect workers and the environment from the undesired

	(DIFD) 1997	consequences of the otherwise desirable fostering of international trade.
20	Brown & Peter 1997	The organization's status and activities with respect to its perceived societal obligations (p. 68)
21	MacLagan 1998	Corporate social responsibility 'may be viewed as a process in which managers take responsibility for identifying and accommodating the interests of those affected by the organization's actions' (p. 147)
22	Davidson & Griffin 1999	The set of obligations an organisation has to protect and enhance the society in which it functions (p. 127)
23	Khoury et al. 1999	Corporate social responsibility is the overall relationship of the corporation with all of its stakeholders. These include customers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental stewardship and financial performance
24	WBCSD 2000	The continuing commitment by the business to behave ethically and contribute to economic development while improving the quality of life of the workplace and their families as well as the local community and the society at large
25	European Commission 2001	A concept where by companies integrates social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (p.4)
26	McWilliams & Siegel 2001	Actions that appear to further some social good, beyond the interests of the firm and that which is required by law (p. 117)
27	Kok et al. 2001	The obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society, taking into account the society at large and improving welfare of society at large independent of direct gains of the company (p.288)
28	CORE Bill 2002	corporations should take all reasonable steps to minimise any negative environmental, social and economic impacts
29	Whetten et al. 2002	Societal expectations of corporate behavior; a behavior that is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of a business (p. 374).
30	Swean 2002	a global attitudinal judgement about the different dimensions of CSR realized by consumers
31	CSR Europe 2003	The way in which a company manages and improves its social and environmental impact to generate value for both its shareholders and its stake holders by innovating its strategy, organisation and operations.
32	Schermerhorn 2002	An obligation of the organization to act in ways that serve both its own interests and the interests of its many external stakeholders (p. 157)
33	Anderson 2003	Extending the immediate interest from oneself to include one's fellow citizens and the society one is living in and is a part of today, acting with respect for the future generation and nature
34	IBLF 2003	Open and transparent business practices based on ethical values and respect for employees, communities and the environment, which will contribute to sustainable business success
35	Hopkins 2003	Treating the stakeholders of the firm ethically or in a responsible manner.
36	Smith 2003	Obligations of the firm to society, or more specifically, the firm's stakeholders—those affected by corporate policies and practices.
37	US Committee for Economic Development	The Committee described CSR as being 'related to products, jobs and economic growth; related to societal expectations; and related to activities aimed at improving the social environment of the firm' (referred in Wheeler et al, 2003)
38	van Marrewijk	Company activities—voluntary by definition—demonstrating the inclusion of social and environmental concerns in business operations and in

	2003	interactions with stakeholders
39	CIPD 2003	Chartered Institute of Personnel and Development (CIPD) considers CSR to involve corporations taking responsibility for their 'impact economically, socially, environmentally and in terms of human rights' (referred in Wright 2010)
40	Waddock 2004	Corporate responsibility is the degree of (ir)responsibility manifested in a company's strategies and operating practices as they impact stakeholders and the natural environment day to day
41	world bank 2004	The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life, in ways that are both good for business and good for development (referred in Blowfield 2005)
42	UK Government 2004	The Government sees CR as the business contribution to our sustainable development goals. Essentially it is about how business takes account of its economic, social and environmental impacts in the way it operates – maximising the benefits and minimising the downsides. Specifically, we see CR as the voluntary actions that business can take, over and above compliance with minimum legal requirements, to address both its own competitive interests and the interests of wider society (referred in Jones 2009)
43	Bendel 2005	CSR as a descriptor of actions taken by businesses to improve their relations with society (including environmental as well as social aspects), which are not directly mandated by law.
44	Kotler & Lee 2005	A commitment to improve community well-being through discretionary business practices and contributions of corporate resources (p. 3)
45	Nijhof et al. 2005	The incorporation of issues such as human rights, labor rights, environmental protection, consumer protection and fighting corruption in corporate practices
46	Robins 2005	The basic idea of CSR is that business should act and be held accountable for more than just its legal responsibilities to shareholders, employees, suppliers and customers. That is, business should be 'expected' to acknowledge and take full responsibility for the non-economic consequences of its activities with respect to wider society and the natural environment.
47	Molteni 2006	CR according to its voluntary nature, its distinction from charity – i.e. allocating only a minimal amount of working resources – and our inability to restrict CR simply to a number of practices, such as an ethical code, social and environment certification, the sustainability report and cause-related marketing.
48	Scherer & Palazzo 2007	Businesses should 'contribute to the development and proper working of global governance' (p. 414)
49	Connor 2008	CSR (a) is a combination of socially responsible business practices and campaigns to engage issues which impact their lives, (b) must be marked by longevity and consistency, (c) makes the most sense when linked to core business practices, (d) is distinct from philanthropy, and (e) is evaluated using a blend of rationality and emotionality
50	Crane et al. 2008	CSR has recently been identified as modern business meeting obligations from increasingly demanding ethical, environmental, legal, commercial and public standards, as defined by wider society
51	Waddock 2008	CR will include that companies' major impacts tend to be vested not in the charitable, or, arguably, even the political, activities of the firm, but in the ways that the firm chooses to implement its business model.
52	ISO 2010	the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and

		the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization and practiced in its relationships.
53	Michael Hopkins 2010 updated	Corporate Social Responsibility is concerned with treating the key stakeholders of a company or institution ethically or in a responsible manner. 'Ethically or responsible' means treating key stakeholders in a manner deemed acceptable according to international norms. Social includes economic and environmental responsibility. Stakeholders exist both within a firm and outside.
54	Amponsah-Tawiah 2011	CSR as the strategic decision of an organisation to voluntary act upon the social factors that have the potential of militating against the fulfilment of corporate goals
55	European Commission 2011	The responsibility of enterprises for their impacts on society', with the aim of 'maximizing the creation of shared value for all stakeholders and society at large'
56	Forsman-hugg 2013	A concept of collectively standardised business activities of a company to pressures from stakeholders.

Source: Yadlapalli & Rahman (2013)

Appendix 2: Evolution of the stakeholder theory

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
Francoeur et al., (2019)	To investigate whether gender diversity boards (GDB) are associated with greater Corporate Social Performance (CSP) toward five categories of stakeholders, namely the environment, employees, contractors, customers, and the community	Quantitative research with a final data set of 1542 obtained from 500 companies of Fortune data base in USA	The results show that the impact of GDB on CSP differs across the five CSR dimensions. The study also found that GDB are only associated with greater CSP toward the environment, contractors, and the community.	The results may not be representative as the sample is composed of the largest US companies. Further studies could examine research GDB and CSP and GDB relationship among smaller firms and in other states where the distribution of power between stakeholders could differ from the USA.
Jones et al. (2018)	To examine how and under what circumstances a stakeholder management strategy, based on a refined set of ethical norms associated with IST, is likely to lead to sustainable competitive advantage.	Qualitative	Amongst other, the study found that assessing stakeholder relationships requires measuring the behaviours and attitudes of both the firm and particular stakeholders, as well as measuring how those relationships change in time	A limitation is that the analysis and theory may not apply to cultures other than those found in North America. Future studies could investigate whether it is possible for a firm with a firmly entrenched relational ethics strategy based on an agency or corporate egoist culture to successfully adopt a CSRE strategy and, thus, develop a close relationship capability with a stakeholder.

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
Freudenreich et al., (2019)	The paper investigates the application of the framework to business models for sustainability	Qualitative	Amongst others, the study found that the value for stakeholders remains obscured although it is essential to the development and implementation of effective sustainability solutions	This study proposed that any analysis of a Business Model for Sustainability (BMfS) should be preceded by an in-depth analysis of its stakeholder network as proposed by the framework developed in this paper.
Stanaland, Lwin, & Murphy (2011)	This study investigates the effect of corporate marketing communication in ethics statements of consumers' perceptions of the organisation's level of social responsibility and the resultant effect on perceptions of purchase risk, reputation, consumer loyalty and trust.	Quantitative with 443 respondents on online survey questionnaires. The constructs were finally measured through 7-point Likert scales whilst CFA and SEM were used for various tests/analysis	Amongst others, the examination found significant support that perceived financial performance and perceived quality of ethics influence perceived CSR; which in turn affects consumer trust, perceptions of corporate reputation, and loyalty. It also found consumer trust and loyalty together reduce the perceived risk that consumers experience in buying and using products	The study found that the multi-faceted posture of corporate social responsibility depicts loyalty and reputation tend to be more pragmatic motives for engaging in the social practice while consumer trust could be viewed as morally supported.
Glaeser & Van Quaquebeke, (2019).	The aim is to argue that performance-contingent incentive schemes represent a double-edged sword for firms' corporate social responsibility and thus should be a factor in research on CSR	Qualitative	The study found that: 1. reliance on incentive schemes contradicts the main aim of a firm's responsibilities and possibly hinders its triple bottom line of economic, environmental, and social outputs. 2. the sincerity and viability of a firm's CSR can be better judged by analysing its compensation and benefits schemes. Etc.	CSR research could use post hoc analysis to maximize its insights into 350 instances of failed organizational responsibility. CSR researchers could further investigate how a firm's systems influence individual irresponsibility. Etc.

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
Fadun (2014)	<p>The study investigates stakeholders' expectations of organisation's CSR initiatives in Nigeria.</p> <p>Thus, the objectives were to examine the concept of CSR, highlight components of CSR via Carroll model, and identify stakeholders and stakeholder needs in corporate social responsibility</p>	Quantitative research method using survey questionnaire where a data set of 158 was obtained from a sample size of 240. SPSS was as part of the analytical tools used for the results.	Among others, the study found that stakeholders focus more on economic, legal and ethical responsibilities than on philanthropic components of CSR. The results also show that corporate social responsibility is focus on serving stakeholders ethically; and thus, business should defend wide range of stakeholders' interest.	<p>The study was limited to businesses in Nigeria.</p> <p>Implication for practice is that organisations need to locate relevant stakeholders and assimilate primary stakeholders' needs into firm strategic planning.</p>
Tuokuu et al. (2019)	This paper examines how critical stakeholders (e.g., government regulators, mining company officials, and host community members) perceive, experience, and practice sustainable	Qualitative	Amongst others, this paper found that in order to successfully implement a common concept of sustainability, the opinions and contributions of key stakeholders are necessary for the development of a regulatory framework that will align with UN Sustainable Development Goals.	The sample only included gold mining companies operating in the Western and Central regions of Ghana. Future studies should focus on other mining areas within Africa in order to widen the scope of the research. As the study was limited to qualitative examination, other

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
	development within the gold mining industry in Ghana.			studies could consider quantitative methods to generalise the findings.
Ching et al. (2015)	This research examines the effects of work life balance, education and training, health and safety, human rights and workplace diversification on Malaysian service organisations' employees' quality of work life (QWL)	Quantitative research with a data set of 273 from a survey questionnaire for the analysis	The study found among others that human rights is the most significant determinant of QWL from our target respondents who are highly educated.	The results were only limited to service industry but not applicable to other industries such as manufacturing industry. Hence other industries could be selected for further examinations.
Boğan & Dedeoğlu, (2019)	This paper investigates the moderating role of employees' self-experienced social responsibility perceptions in the relationship between employees' community- and environment oriented social responsibility perceptions and trust in an organization	Quantitative method with the use of 438 questionnaires in all 5-star hotels in Alanya of Turkey. Data test/analysis tools such as partial least squares method of structural equation modelling. Multiple group analysis was used. This paper also used the stakeholder approach.	The paper found employees' community- and environment-oriented social responsibility (SR) perceptions have a significant effect on trust. It shows the effect of employees' community-oriented SR perceptions on trust in the firm was shown to be stronger in the group of employees with high self-experienced SR perceptions. But environment-oriented SR perceptions and trust in the firm could not be found using same moderating effect.	Among others, the paper was limited to hotel employees and could obtain generalizable findings when investigated on employees in different businesses

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
Kemp, Owen, & Van de Graaff, (2012)	This paper engages in the idea of accountability as a relational process that encourages cross-functional connections and collaborative internal relationships for improved accountability.	Qualitative, telephone interviews	Among others, it was identified that a community-led audit could offer another perspective of corporate social performance, as seen in the perceptions or views from the community	It was suggested a community-led audit may provide an alternative perspective of corporate social performance, as grounded in the perceptions of how processes and impacts are viewed from within the community
Al-Samman & Al-Nashmi (2016)	This paper examined whether there is a nexus between corporate social responsibility and nonfinancial organizational performance (NFOP) of Yemeni private and for-profit public enterprises known as state-owned enterprises (SOEs)	Quantitative method using a survey sample of 103 for data collection. Multiple regression analyses and t-test analysis were as part of the data analysis tools.	The paper found four CSR components (i.e. legal, economic, philanthropic and ethical) have positive and significant relationships with NFOP if measured separately in private firms and in both SOEs and private firms as one entity. It however found insignificant influence of CSR on NFOP when investigated distinctly in only SOEs. The study also found no significant difference between private firms and SOEs relating to the level of adopting periodically corporate social responsibility practices	The study was majorly limited to the potential personal preferences of participants about their responses which are affected by the participants' social propensities, educational backgrounds, and personal experiences about the different measurable variables. The study proposed future focus on exploring more the factors that could make for-profit public and private enterprises think seriously to adopt CSR attributes and practices.
Kim (2019)	The paper investigates how important it is in the process of carrying out corporate social responsibility for companies to adopt	Quantitative research where a sample of 930 consumer respondents in an online survey was led. For various tests, CFA, parallel multiple mediation	Among others, the study found that the degree to which consumers identify with the company had little impact on the enduring effects of CSR informativeness on corporate reputation. The paper also found all CSR communication	The results of this paper are limited on a representative sample of US consumers in terms of gender, ethnicity, and age ratios. Hence, for generality future papers should investigate other

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
	consumer expectations toward CSR communication.	model, and conditional process model were used for the results.	factors directly relate to reputation without a mediation of consumer engagement and that there was no positive consumer engagement impact on reputation.	cultures and stakeholder groups. The paper also proposed selective interpretation and confirmatory bias to explaining the role of Consumer–company identification (CCI) in the process of CSR communication.
McWilliams & Siegel, (2001)	This paper explores the 30-year journey taken by mining giant, Alcoa of Australia, as they addressed their social and environmental responsibilities.	Literature review, Survey	In conclusion, this research reveals that the company adopted a strategic perspective in viewing CSR as a business case and also from a political perspective, in that it viewed its role and responsibilities as a political actor as important and, through incorporating partnership objectives and relationship outcomes, its goals became broader than pure profitability	A criticism of CSR research has been that it does not focus on whether community development programmes implemented by mining companies actually deliver socially responsible outcomes, or whether they simply create mechanisms of dependency that can be used to control communities
(Turner et al., 2019)	The research investigates modern developments in the usage of CSR initiatives by organizations and to understand how these shifts impact public perceptions of the firm.	Qualitative study with the use of 10 theoretical propositions	The study found among others that using socially controversial CSR practices may have implications for compensation above traditional CSR practices. The study also revealed that controversial CSR practices are likely to develop stronger response than traditional CSR practices	The results are limited to theoretical propositions where discussion of prior research and empirical data is scant could helped to elucidate stronger research results. Also, the study also suggest examinations on how the controversial nature of some CSR practices may result in strongly positive or strongly negative ideas from the public and how

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
				such ideas could initially change the relationship of CSR to human resource management and ultimately organisational performance.
Raufflet et al., (2014)	This paper investigates what CSR practices are implemented by best-in-class companies in the MOG industries in response to international CSR frameworks.	Literature review, case study, interviews	By examining institutional CSR expectations and firms' claimed CSR practices, it was identified that the best practices spread across our sample of companies that were homogeneous, relatively sophisticated, and developed in response to international CSR frameworks.	It was believed that future studies that aim to unveil how regulatory scripts are produced and reproduced in this field could adopt a longitudinal approach and use a historical perspective.
Fuzi, Desa, Hibadullah, Zamri, & Habidin (2012)	This study examines the corporate social responsibility (CSR) practices and CSR performance in Malaysian automotive industry	Quantitative examinations using survey questionnaire in data collection; and SPSS and SEM with AMOS were used to the data analysis	The stated CSR has a strong and positive relationship with environmental performance, among others.	The study hoped that the findings will be used to investigate CSR research further.
Rhee et al., (2018)	The paper provides analysis on two aspects of CSR activities from the stakeholder perspective; thus, how stakeholder pressures initiate and affect a response from businesses.	Quantitative study using 7-point Likert-type scale in an online survey questionnaire where 177 data set was realised and SMART PLS was used as part of the analysis.	The paper found that as an antecedent factor of Korean foreign business subsidiaries' CSR practices, primary stakeholders influence had a positive impact on responsive CSR rather than on strategic CSR. The paper also found primary stakeholders have no significant influence on strategic CSR.	Among others, the paper also found the use of subjective perception-based data to measure the variables was a limitation. It suggested future research to test the use of objective metrics on managerial perceptions. The paper also suggests the use of a case study method for deeper understanding on

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
				the connection between stakeholder pressure and corporate CSR practices
Tizro, Khaksar, & Siavooshi (2015)	The paper measured social responsibility of companies and its effect on the corporate performance	Qualitative research through survey type of data collection where regression was done with ANOVA	The relationship between social responsibility and performance was found positively correlated. Thus, increasing social responsibility enhances corporate performance.	The study proposed examination on comparative studies amongst public and private companies
Brunnschweiler (2008)	his paper re-examines the effects of natural resource abundance on economic growth using new measures of resource endowment and considering the role of institutional quality.	Literature review, qualitative	The paper identified a positive direct empirical relationship between natural resource abundance and economic growth.	Further research is needed to analyse normative aspects, including more case studies of how resource-rich countries have developed their natural wealth to supplement the findings of large cross-country studies
Hasan et al. (2018)	This paper focus on firm discretionary cash and organizational risk as contextual variables moderating the mediated CSP-CFP relationship	Quantitative research using regression analysis for the results	The paper found that a firm can engage in CSR activities responsively so that it can adjust its socially desirable actions to address the evolving concerns of external stakeholders	Future studies were suggested on identifying and uncovering the fundamental mechanisms in the corporate social performance (CSP) and corporate financial (CFP) relationship and associated contingences to shed further light in this area.

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
Gill & Pinto, (2005)	The research examines why with the help of a conceptual framework drawn from the growth, capital flows and crisis literature for developing countries with access to the international capital markets.	Literature review	t identified that, while the chances of another generalized debt crisis have receded since the turbulence of the late 1990s, sovereign debt is indeed constraining growth in MACs, especially those with debt sustainability problems.	Future research was suggested on why the market allows over borrowing, especially by debt intolerant countries
Sultan & Wong (2014)	The paper investigates how perceive service quality affects university brand image, university brand performance and behavioural intention	A quantitative research which took an attitude-loyalty framework and considers three phases. The study used an online student survey to obtain 528 data set for the analysis. As part of the analysis, PLS was used to validate the model for the result.	Amongst others, the study found that UniBrand performance, student satisfaction, UniBrand image and trust mediate the relationships between perceived service quality (PSQ) and behavioural intentions	As the study focused on only one university and has also achieved a low response rate that could formulate bias, the results could be unrepresentative for all universities. Thus, the study warned further studies not to extrapolate the model on different cultural, universities, geographic, contexts due to the potential moderating effects of study mode, gender, ethnicity/nationality, courses of study, level of maturity, and study level in overall estimation of the model.
Öberseder, et al (2014)	The objective of this research is to develop a comprehensive scale that measures CPCS	Literature review	Among others, the research found out that the multidimensionality of the CPCS construct confirms that the totality of CSR is probably too abstract for consumers to fully grasp and that they consequently split	Future research may investigate the antecedents of consumer perceptions of CSR, as this area has received limited research attention

Author, year, industry & Country	Aim/objective of the study	Research method (qualitative, quantitative, samples, data analysis)	Major findings	Major limitations/future research
			the concept into several sub-domains	
Aryee, (2001); Mulangu, Miranda & Maiga (2015)	Review the extent to which the "Resource Curse" phenomenon has characterised the re-emergence of the importance of Ghana's mining sector	Qualitative, Survey	The evidence provided by the survey therefore suggests that some tangible positive economic contributions (e.g. a sum of US\$79 million revenue was received by government from corporate contributions on tax, royalties, dividends, customs duties) which can be associated with mining in Ghana	As a result of some financial difficulties, the research resorted to review literature; but suggested more investigations into mining companies' activities in terms of mining laws compliance
Mohan & Asante, (2015)	The thrust of this paper, amongst other things, is to explore how transnational capital flows can shape domestic political coalitions and with it the prospects for inclusive development. We do this in the context of Ghana's recent discovery and rapid exploitation of its offshore oil.	Literature review, Qualitative	It was found out that the discovery of oil has not radically altered the nature of Ghana's political settlement, which remains of a competitive clientele's form within which in situational functioning and policy actors are heavily influenced by the need of political elite to secure success in increasingly tightly-fought elections	The paper called for more studies on greater transparency in oil contracting and revenue allocation should be welcome, as it helps to make clearer the size of the cake that is being distributed.

Appendix 3: Information sheet

The relationship between corporate social responsibility and corporate performance: understanding the role of community engagement with particular attention to the Ghana's oil and gas companies

What is this research about?

The aim of this study is to investigate how corporate social responsibility (CSR) affects community-level outcomes and corporate performance in the Ghanaian petrochemical industry. This research project, number..... has full ethical clearance from the Human Research Ethics Committee of the Central Queensland University, Australia. Your participation in this project is a significant contribution to generating valued insights for researchers, practitioners and policy makers.

What are your rights?

You are invited to participate in this research project; and will be enquired to either sign a consent form preceding the interview, or verbally show your consent at the start of the interview which will be digitally documented. You can freely withdraw from this study at any time up to the point at which the interview data is collected. Any participant suffering discomfort, fatigue, inconvenience and/or distress arising from this study is encouraged to withdraw from participation in the process.

Who can participate?

Both the employees of the two oil (Goil Ghana Limited and Total Oil Ghana Limited) and the oil community members who are 18 and above of age can be participants of this interview.

How can I participate?

This will be a one-to-one in-depth interview which should not exceed more than 20 minutes.

How does this research maintain respondents' confidentiality/anonymity?

The respondent's name, email and/or phone number will not be recorded; instead, a unique code will be used for each respondent for this research. This is to ensure confidentiality/anonymity. Cumulative responses will be analysed for the purpose of potential publication of journal articles, report writing and/or conference papers.

Who to contact for more information?

Please, below is a contact information; should you have any query about this project.

Research Division (Bldg 32 Level 2)
CQUniversity Australia, Bruce Highway
North Rockhampton, QLD 4701, Australia

Appendix 4: Consent form

I consent to participation in this research project and agree that:

- 1) An Information Sheet has been provided to me and that I have read and understood;
- 2) I have had all questions answered about the project to my satisfaction by the Information Sheet and any further verbal explanation provided;
- 3) I understand that my participation or non-participation in the research project will not affect me in anyway.
- 4) I understand that I have the right to withdraw from the project at any time prior to the point at which interview data is collected, without penalty;
- 5) I understand the research findings will be included in the researcher's publication(s) on the project and this may include conferences and articles written for journals and other methods of dissemination stated in the Information Sheet;
- 6) I am aware that a Plain English statement of results will be available to be sent to me, if I indicate this below;
- 7) I agree that I am providing informed consent to participate in this project.

Signature: _____ Date: _____

Where relevant to the research project, please check the box below:

	YES	NO
I wish to have a Plain English statement of results posted to me at the address I provide below.		

E-mail Address: _____

Appendix 5: Guiding interview questions

The one-to-one interviews with both company executives and community members asked some open-ended questions, including:

- (1) What are the current states of corporate responsibility of the oil and gas companies in your area?
- (2) In recent years, what kinds of corporate social activities you have seen in your area?
- (3) What factors would you consider assessing oil and gas companies' social responsibilities for your community?
- (4) What might happen to both companies and local communities if corporate and community work collaboratively?

Appendix 6: The survey questionnaire

Please be assured your information is STRICTLY SECURED AND CONFIDENTIAL. It is however important you answer all the questions, even if some similarities occur. Each section has instructions that could guide you to successfully answer the questions.

Section 1

This section is about the demographic profile of respondents. This information is required for the validation purpose of the questionnaire. Please, provide a tick (☐) mark on the appropriate answer box (☐) of each question below:

1. What is your gender?

- ☐ Male
- ☐ Female

2. Please indicate which age group you belong to:

- | | |
|--------------------------------|---------------------------------------|
| <input type="checkbox"/> 18—22 | <input type="checkbox"/> 53—57 |
| <input type="checkbox"/> 23—27 | <input type="checkbox"/> 58—62 |
| <input type="checkbox"/> 28—32 | <input type="checkbox"/> 63—67 |
| <input type="checkbox"/> 33—37 | <input type="checkbox"/> 68—72 |
| <input type="checkbox"/> 38—42 | <input type="checkbox"/> 73—77 |
| <input type="checkbox"/> 43—47 | <input type="checkbox"/> 78—82 |
| <input type="checkbox"/> 48—52 | <input type="checkbox"/> 83 and above |

3. Which of the following best describes your current occupation?

- | | |
|--|--|
| <input type="checkbox"/> Professional (e.g. Teacher? Doctor/Lawyer/Journalist, etc.) | <input type="checkbox"/> Homemaker/housewife |
| <input type="checkbox"/> Executive (e.g. Administrator/manager, etc.) | <input type="checkbox"/> Own business |
| <input type="checkbox"/> Security (e.g. Army/Police, etc.) | <input type="checkbox"/> Student |
| <input type="checkbox"/> Fieldworker (e.g. social worker/salesman/technician etc.) | <input type="checkbox"/> Unemployed/seeking employment |
| <input type="checkbox"/> Other (please specify): _____ | <input type="checkbox"/> Retired |

4. Please indicate your level of education below:

- ☐ No formal qualifications
- ☐ Primary school (or below year 10)
- ☐ Secondary School (or year 12)
- ☐ Trade qualifications
- ☐ University/Polytechnic degree (i.e. HND, Bachelor)
- ☐ Postgraduate qualification (i.e. Master, DBA or PhD)

5. What is your current employment status?

- ☐ Full-time
- ☐ Part-time
- ☐ Casual
- ☐ Self-employed
- ☐ Student
- ☐ None

6. Which organisation do you work with?

- ☐ Total
- ☐ Goil
- ☐ I am working with a different organisation
- ☐ Self-employed
- ☐ Student
- ☐ None

5. Which of the following represents your monthly household income (in Ghana cedis- GH¢)

- | | |
|--|--|
| <input type="checkbox"/> Below 100 GH¢ | <input type="checkbox"/> 2,500—2,999 GH¢ |
| <input type="checkbox"/> 100—499 GH¢ | <input type="checkbox"/> 3,000—3,499 GH¢ |
| <input type="checkbox"/> 500—999 GH¢ | <input type="checkbox"/> 3,500—3,999 GH¢ |
| <input type="checkbox"/> 1,000—1,499 GH¢ | <input type="checkbox"/> 4,000—4,499 GH¢ |
| <input type="checkbox"/> 1,500—1,999 GH¢ | <input type="checkbox"/> 5,000 GH¢ and above |
| <input type="checkbox"/> 2,000—2,499 GH¢ | |

6. Indicate the location of your company/community or residence below:

- ☐ Secondi
- ☐ Takoradi
- ☐ Secondi-Takoradi
- ☐ None

7. How long have you been operating / living here

- ☐ Below one year
- ☐ 1—2 years
- ☐ 2—3,499 GH¢
- ☐ 3—4 years
- ☐ 1—2 years
- ☐ 4—5 years
- ☐ 5 and above

Section 2

In this section, it is important you provide appropriate responses that are relevant to your experiences. It must be noted that there are no right or wrong answers in this section.

Corporate Social Responsibility

CSR is simply the interaction and relationship between companies and the society for their common interest. Please evaluate each of the following items and place a tick mark that suits your opinion. Please note the following: 1=strongly disagree, 2=fairly disagree, 3=disagree, 4=neutral, 5=agree, 6=fairly agree, 7= strongly agree.

Items	1	2	3	4	5	6	7
The company includes charity in its business activities (CSR_1)							
This company engages the local community (CSR_2)							
The local community benefits from the company's contributions (CSR_3)							
This company is committed to using part of its profits to assist maintenance on community culture (CSR_4)							
The company is involved in corporate giving (CSR_5)							
The company invests in CSR education and awareness (CSR_6)							
This company contributes to the well-being of community by providing help for schools, sport events, etc (CSR_7)							
The company assists NGOs and emergency medical services in the community (CSR_8)							
The company offers financial assistance to the poor and needy in the community (CSR_9)							
Our company assists the local people in natural disasters and/or accidents (CSR_10)							

Trust

Trust is an emotional belief that a company is sincere on the improvement of community's wellbeing, and that community is also supportive to company's business activities. Please evaluate each of the following items and place a tick mark that suits your opinion. Please note the following: 1=strongly disagree, 2=fairly disagree, 3=disagree, 4=neutral, 5=agree, 6=fairly agree, 7= strongly agree.

Items	1	2	3	4	5	6	7
I trust this company (TR_1)							
The oil company is dependable (TR_2)							
In all, the company is honest with the community (TR_3)							
The community feels secure with the oil company (TR_4)							
The company guarantees satisfaction (TR_5)							
The company authority is trustworthy (TR_6)							
The community has a strong emotional connection with the company (TR_7)							

Corporate Performance

Corporate performance is perceived financial and market successes. Please evaluate each of the following items and place a tick mark that suits your opinion. Please note the following: 1=strongly disagree, 2=fairly disagree, 3=disagree, 4=neutral, 5=agree, 6=fairly agree, 7= strongly agree.

Items	1	2	3	4	5	6	7
The company's level of profit is high (CP_1)							
The company's level of return on investment is high (CP_2)							
The company's level of return on assets is high (CP_3)							
The company's employees keep good relationship with the community for the company's success (CP_4)							
The company's production and social welfare improvements are faster than competitors (CP_5)							
The corporate culture is such that it promotes trust between the employees and the community for corporate growth (CP_6)							
The company aims for community welfare (CP_7)							

Social Performance


Social performance is corporate contribution to advancing community well-being via corporate orientation and resource contribution. Please evaluate each of the following items and place a tick mark that suits your opinion. Please note the following: 1=strongly disagree, 2=fairly disagree, 3=disagree, 4=neutral, 5=agree, 6=fairly agree, 7= strongly agree.

Items	1	2	3	4	5	6	7
The activities of the company are geared towards the well-being of the society (SP_1)							
The company is serious on its responsibilities to the community (SP_2)							
CSR activities of the company are clearly visible in positive social outcomes (SP_3)							
The company is innovative for social good (SP_4)							
The company is sticking to its promises to freely providing this community with needed services (SP_5)							
The company effectively performs its social functions in the community (SP_6)							

We thank you for your participation and completion.

Appendix 7: Research permission and Acceptance from the Chief of Western Nzema Traditional Council, Ghana

WESTERN NZEMA TRADITIONAL COUNCIL



Date: 2nd May, 2017

Our Reference: _____

Dear Fuseini Inusah,

CHIEF'S ACCEPTANCE

On behalf of the Western Nzema Traditional Council and the people of Jomoro in Secondi-Takoradi, I write to accept you to the Jomoro Community to undertake your data collection.

We hope that your work will go a long way to foster development of the community in future.

We look forward to seeing you.

Yours Truly,

The Chief's Linguist and Secretary

For: _____

Appendix 9: Research permission and Acceptance from the Total Oil Company



Date: 28th April, 2017

Our Reference:

Dear Mr Inusah,

RE: Mr Fuseini Inusah's PhD study and data collection

I acknowledge management approval of your data collection with TOTAL Ghana.

As an international oil company in Ghana, we strongly welcome research on Corporate Social Responsibility (CSR) as key to co-exist with our communities for business transformation.

Do let us know when you should be expected in our office.

Best regards,

Managing Director

Appendix 10: Definitions and concepts of stakeholder

SOURCE	CONCEPT	FOCUS
Early unclarity in stakeholder definition		
The Stanford research Institute, 1963	"Those groups without whose support the organization would cease to exist." (Freeman and Reed, 1983)	power dependence: stakeholder dominant
Rhenman, 1964	Those who "are depending on the firm in order to achieve their personal goals and on whom the firm is depending for its existence." (Mitchell et al., 1997)	Power dependence: mutual power
Ansoff, 1965	Objectives of the firm should be derived balancing the conflicting claims of the various "stakeholders" in the firm: managers, workers, stockholders, suppliers, vendors	Objective stakeholder theory
Ahlstedt & Jahnukainen, 1971	Those who "are driven by their own interests and goals are participants in a firm, and thus depending on it and on whom for its sake the firm is depending."	Power dependence: mutual power
Dill, 1975	The move today is from stakeholder influence toward stakeholder participation.	stakeholder relationship
Mitroff et al., 1979	"In contrast to stockholder analysis, stakeholder analysis asks a manager to consider all the parties who will be affected by or who affect an important decision. It asks the manager to list as many parties or interest groups as he or she can who have a stake in the policy under consideration."	stakeholder analysis
Jones, 1980	"The notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract, indicating that a stake may go beyond mere ownership."	Stake
Freeman & Reed, 1983	Those who "can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives."	Power dependence: firm dominant
1980s: beginning of stakeholder concept		
Freeman, 1984	"Any group or individual who can affect or is affected by the achievement of the organization's objectives."	a broad definition, power dependence
Freeman & Gilbert, 1987	The stakeholder has power over the firm, can affect or is affected by a business.	Power dependence:

		stakeholder dominant
Cornell & Shapiro, 1987	"Claimants" who have "contracts".	Legitimacy of relationship: contractual relationship
Evan & Freeman, 1988	Those who "have a stake in or claim on the firm", "benefit from or are harmed by, and whose rights are violated or respected by, corporate actions."	Legitimacy of relationship: claim
Bowie, 1988	"Without whose support the organization would cease to exist."	Power dependence: stakeholder dominant
Alkhafaji, 1989	"Groups to whom the corporation is responsible"; the stakeholder has a claim on the firm.	Legitimacy of relationship
Carroll, 1989	An individual or group that "asserts to have one or more of these kinds of stakes", "ranging from an interest to a right (legal or moral) to ownership or legal title to the company's assets or property."	Stakeholder interests
1990s: The flourishing concept of stakeholder		
Freeman & Evan, 1990	Contract holders	Legitimacy of relationship: contractual relationship
Thompson et al., 1991	Stakeholder groups in "relationship with an organization."	Relationship exists
Savage et al., 1991	Those who "have an interest in the actions of an organization and ... have the ability to influence it."	claimants vs influencers
Brenner & Cochran, 1991	"The stakeholder theory of the firm posits that the nature of an organization's stakeholders, their values, their relative influences on decisions and the nature of the situation and all relevant information for predicting organizational behaviour."	Descriptive stakeholder theory
Hill & Jones, 1992	"Constituents who have a legitimate claim on the firm ... established through the existence of an exchange relationship" who supply "the firm with critical resources (contributions) and in exchange each expects its interests to be satisfied (by inducements)".	Legitimacy of relationship: contractual relationship

Carroll, 1993	"An individual or group that asserts to have one or more of the kinds of stakes in business", "may be affected or affect"	Power dependence: stakeholder dominant
Brenner, 1993	"Having some legitimate, non-trivial relationship with an organization [such as] exchange transactions, action impacts, and moral responsibilities."	Relationship exists
Clarkson, 1994	"Voluntary stakeholders bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm", "Involuntary stakeholders are placed at risk as a result of a firm's activities".	Legitimacy of relationship: risk-taking
Freeman, 1994	Stakeholder participants in "the human process of joint value creation".	Relationship exists
Wicks et al., 1994	Stakeholders "interact with and give meaning and definition to the corporation".	Relationship exists
Langtry, 1994	The firm is significantly responsible for the stakeholders' well-being, or stakeholders hold a moral or legal claim on the firm.	Power dependence: firm dominant
Starik, 1993	Those who "can and are making their actual stakes known", "are or might be influenced by, or are or potentially are influencers of, some organization".	claimants vs influencers
Brenner, 1995	"Those who are or which could impact or be impacted by the firm/organization."	claimants vs influencers
Clarkson, 1995b	Those who "have, or claim, ownership, rights, or interests in a corporation and its activities."	Legitimacy of relationship: claim
Näsi, 1995	"Those who interact with the firm and thus make its operation possible."	Power dependence: stakeholder dominant
Jones, 1995	If firms contract with their stakeholders on the basis of mutual trust and cooperation, they will have a competitive advantage over firms that do not.	Instrumental stakeholder theory
Donaldson & Preston, 1995	Those who "identified through the actual or potential harms and benefits that they experience or anticipate experiencing as a result of the firm's actions or inactions."	Legitimacy of relationship: claim
Phillips, 1997	Competing stakeholder claims, stakeholder identification and the duty of fair play .	Normative approach: fairness
Donaldson and	"Relevant socio-political communities are a	Legitimacy of

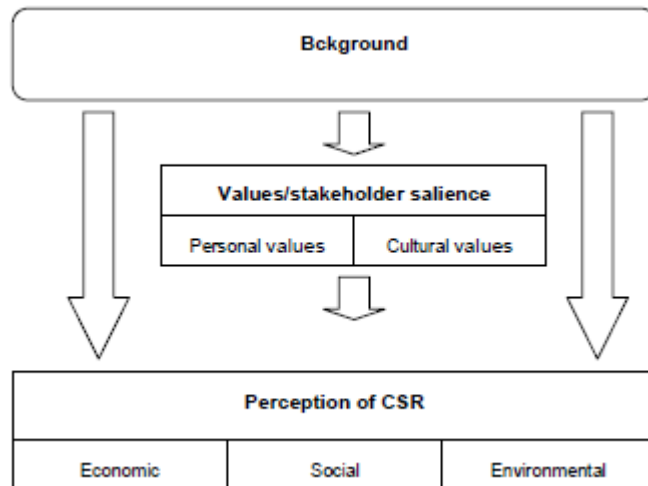
Carroll, 1993	"An individual or group that asserts to have one or more of the kinds of stakes in business", "may be affected or affect"	Power dependence: stakeholder dominant
Brenner, 1993	"Having some legitimate, non-trivial relationship with an organization [such as] exchange transactions, action impacts, and moral responsibilities."	Relationship exists
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Starik, 1993	Those who "can and are making their actual stakes known", "are or might be influenced by, or are or potentially are influencers of, some organization".	claimants vs influencers
Brenner, 1995	"Those who are or which could impact or be impacted by the firm/organization."	claimants vs influencers
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Phillips, 1997	Competing stakeholder claims, stakeholder identification and the duty of fair play .	Normative approach: fairness
Donaldson and	"Relevant socio-political communities are a	Legitimacy of

	constituencies that it is dependent on for its success".	dominant
Visser et al., 2007	"Ethics and value questions are at the core of managing for stakeholders", "stakeholder theory places concerns for ethics at the heart of capitalism".	Normative approach
Freeman et al., 2010	stakeholder capitalism is "based on freedom, rights, and the creation by consent of positive obligations." The principles of stakeholder cooperation, stakeholder engagement, stakeholder responsibility, complexity, continuous creation, emergent competition are included in this approach.	stakeholder capitalism
Freeman et al., 2010	This company stakeholder responsibility approach looks at business and society as intertwined, and it looks not just at corporations, but at many different forms of organizations, and promotes a pragmatic focus on managing the relations with all the organization's stakeholders as a primary task for success.	company stakeholder responsibility

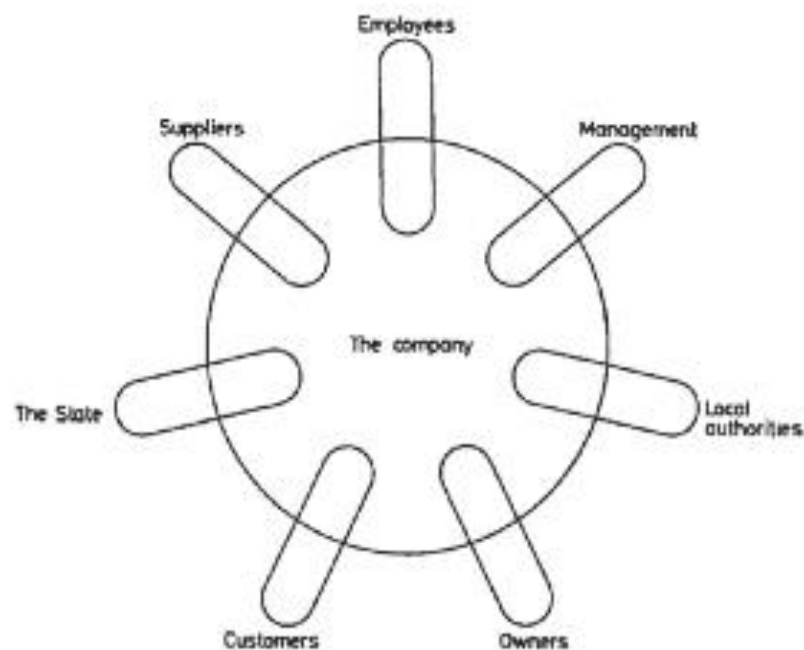
Source Wang (2011)

Appendix 11: Key empirical models in CSR and stakeholder literature

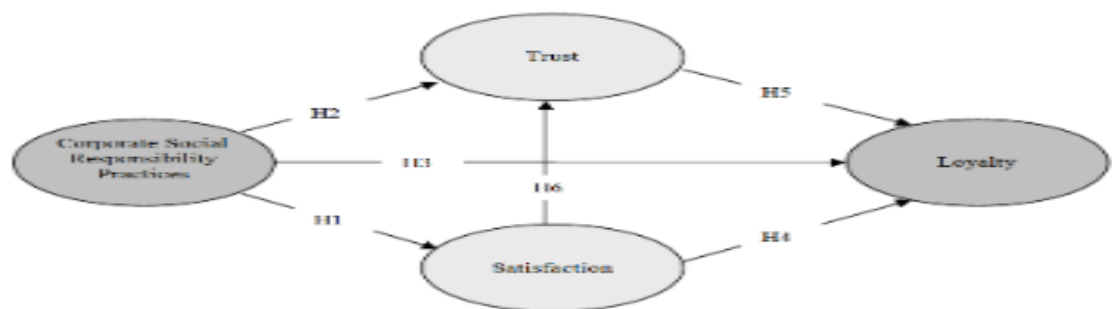
An extension of stakeholder theory on CSR perception with a value focus
(Wang, 2011)



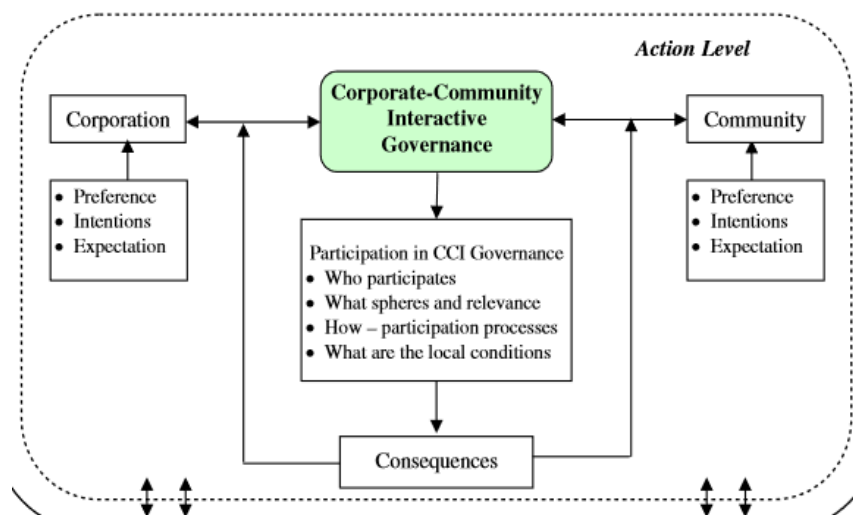
An extension of stakeholder theory on corporate advantage (Strand et al., 2015)



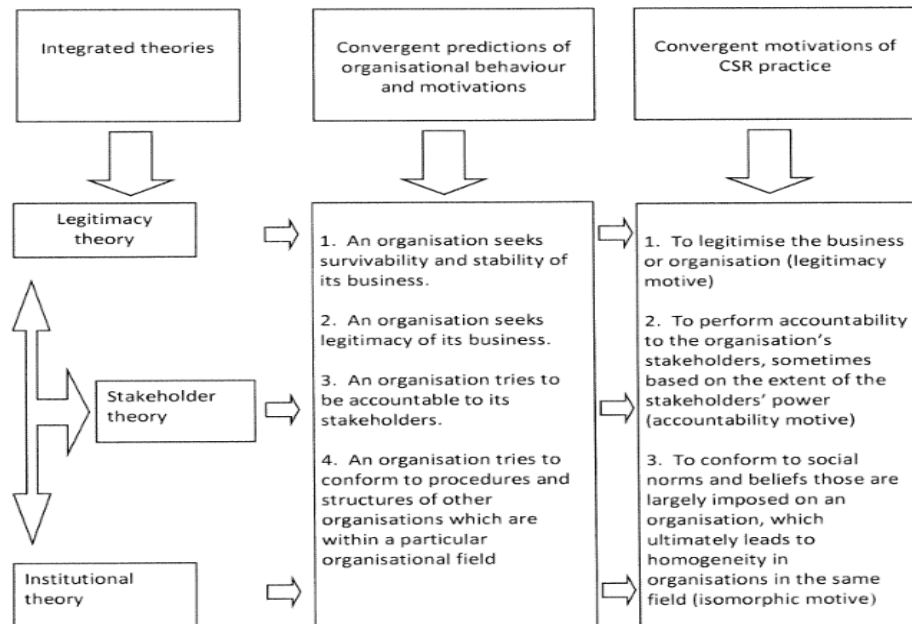
An extension of stakeholder theory on banking CSR practices (Barcelos et al., 2015)



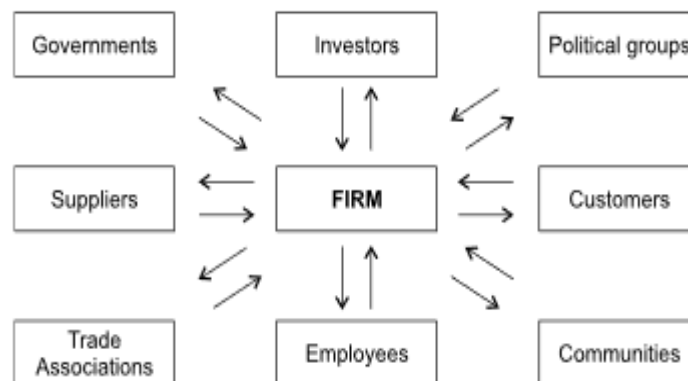
An extension of stakeholder theory on community participation in corporate-community involvement (Muthuti, Chapple, & Moon, 2009)



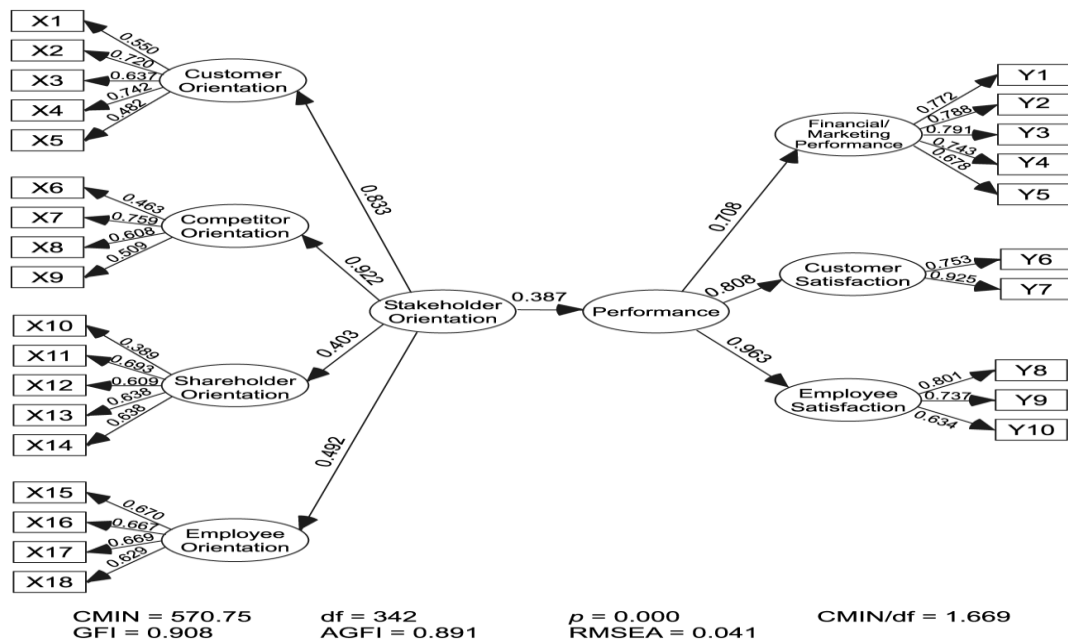
An extension of stakeholder theory on theoretical framework for CSR practices (Fernando & Lawrence, 2014)



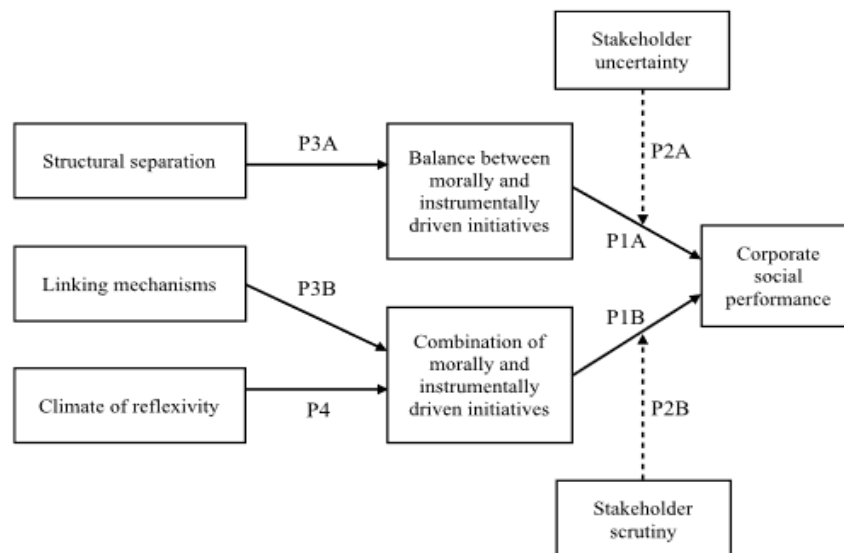
An extension of stakeholder theory on corporate governance from the perspective of stakeholder theory (Kooskora, 2006)



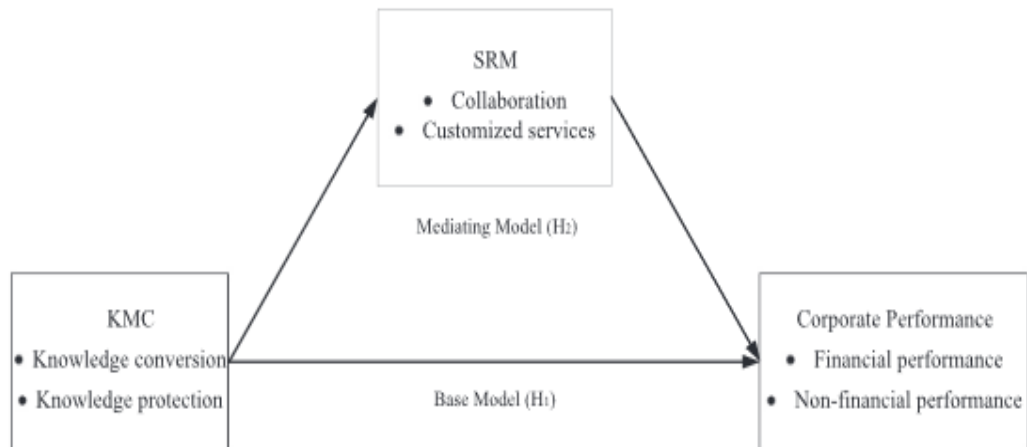
An extension of stakeholder theory on developing a scale for stakeholder orientation (Yau et al., 2007)



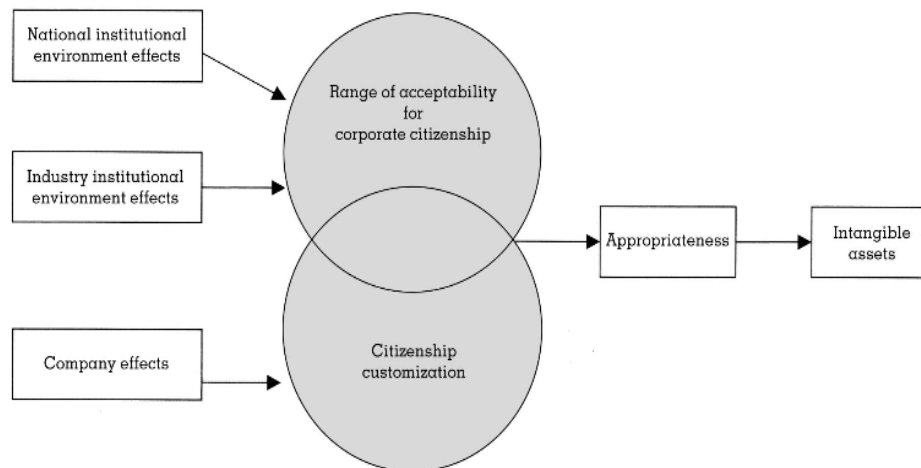
Determinants of achieving higher social performance (Hahn et al., 2016)



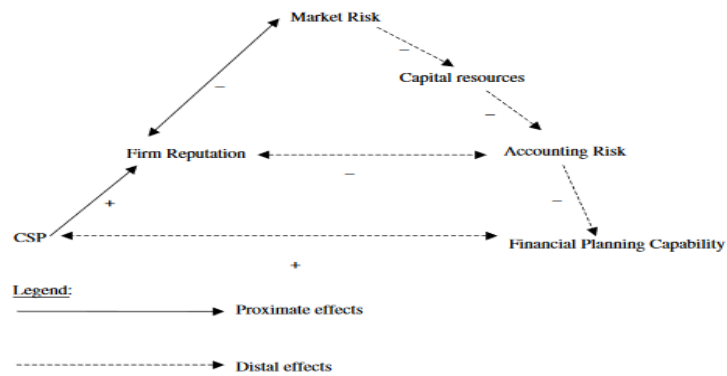
A test of knowledge management capabilities on corporate performance
(Tseng, 2014)



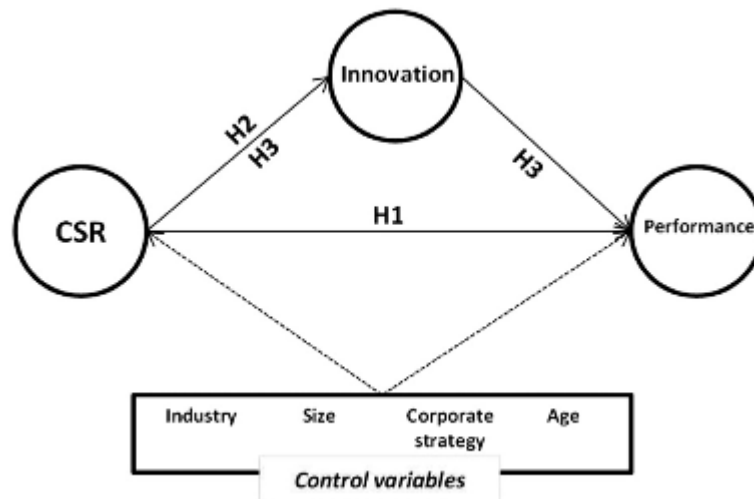
Corporate citizenship and creating of intangible assets (Gardberg & Fombrun, 2006)



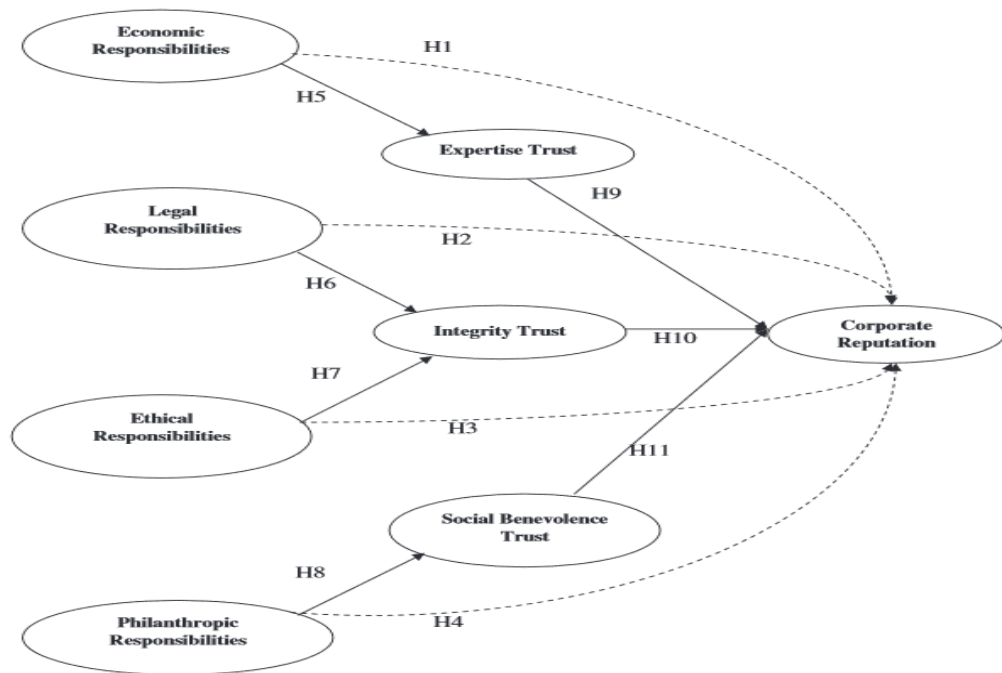
Corporate Social performance and firm risk relationships (Orlitzky & Benjamin, 2001)



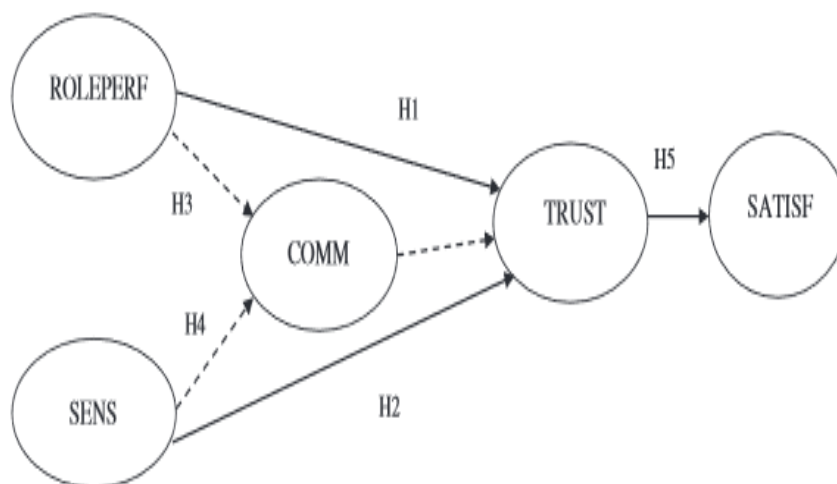
CSR and organisational performance (Reverte et al., 2016)



CSR, consumer trust and corporate reputation (Park et al., 2014)



Franchisees trust in and satisfaction with franchise partnerships (Altinay et al., 2014)



Notes: ROLEPERF=Role Performance, SENS=Cultural Sensitivity, COMM=Communication, TRUST=Trust, SATISF=Overall Satisfaction. Dashed lines denote mediation hypotheses.