THE EXECUTION OF SOCIAL RESPONSIBILITY AS AN IMAGE BUILDING STRATEGY: THE CASE OF INTERNATIONAL CENTRAL GOSPEL CHURCH

Moses Kumi Asamoah(Rev)

CENTRAL UNIVERSITY COLLEGE
DEPARTMENT OF CHURCH ADMINISTRATION,
CHRISTIAN EDUCATION AND FAMILY COUNSELLING
BOX CT3768, CANTONMENT

1. Introduction

The European Union offers what appears to be the leading definition of corporate Social Responsibility which is; "a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis as they are increasingly aware that responsible behaviour leads to sustainable business success (Amaeshi, Nnodim and Onyeka, 2013 cited European commission 2002). When articulated from the managerial standpoint, this definition calls for corporations to be ethical and promote the virtues of good corporate citizenship, as well as obey the law while striving to make profit or gain (Carroll 1991:42).

The pressure on corporate executives to pay greater attention to stakeholder concerns and make corporate social responsibility an integral part of corporate strategy has been mounting since the early 1990s. From the secular business perspective, corporate social responsibility activities has been underpinned *by* high-profile cases of corporate financial misdeeds (Enron, WorldCom, and others) and of social and environmental irresponsibility (e.g., Shell's alleged complicity in political repression in Nigeria; Exxon's oil spill in Prince William Sound in Alaska; Nike's and other apparel makers' links with "sweatshop" labor in developing countries; questions about Nestlé's practices in marketing baby formula in the developing world) have contributed to a broad-based decline in trust in corporations and corporate leaders. The public's growing reluctance to give corporations the benefit of the doubt has led to intensified scrutiny of corporate impact on society, the economy, and the environment, and a greater readiness to assume—rightly or wrongly—immoral corporate intent.

The role among corporate stakeholders to work collectively to pressure corporations is changing. Shareholders through socially responsible investing are exerting pressure on corporations to behave responsibly. Non-governmental organizations (NGO'S) are also taking increasing roles, leveraging the power of the media and the internet to increase their scrutiny and collective activism around corporate behavior.

Through education and dialogue, the development of community in holding businesses responsible for their actions is growing (Roux, 2007).

 World Investment Report (2004) maintained there were more than 60,000 multinational corporations estimated to be in the world. Perceptions about the growing reach and influence of global companies has drawn attention to the impact of business on society. This has led to heightened demands for corporations to take responsibility for the social, environmental, and economic effects of their actions. It has also spawned more aggressive demands for corporations to set their sights on limiting harm and actively seeking to improve social, economic, and environmental circumstances.

The growing activity and sophistication of "Civil society" organizations, many of which are oriented to social and environmental causes, has generated pressure on corporations to take CSR seriously. The International Chamber of Commerce, a global advocacy group for the private sector, observed in 2000 that "non-governmental organizations have gained an enormous influence" over corporate decision making, as quoted in Barrington (2000). Well-known international nongovernmental organizations (NGOs), such as Oxfam, Amnesty International, Greenpeace, the Rainforest Action Network, and the Fair Labor Association, have influenced corporate decision making in areas such as access to essential medicines, labor standards, environmental protection, and human rights. The advent of the internet has increased the capacity of these organizations—as well as a plethora of national and local civic associations—to monitor corporate behavior and mobilize public opinion. A more formal definition is "the voluntary association of citizens, promoting their values and interests in the public domain," according to Saxby and Schacter (2003). Kaldor, Anheier, and Glasius (2003) estimate that there are approximately 48,000 international nongovernmental organizations (NGOs), and that total membership in international NGOs grew by about 70% between 1990 and 2000.

The growth in "socially responsible investing(SRI)" has created institutional demand for equity in corporations that demonstrate a commitment to CSR. Recent growth in assets involved in socially responsible investing has outpaced growth in all professionally managed investment assets in the United States, even though the mainstream financial community has been slow to incorporate nonfinancial factors into its analyses of corporate value."Big investors want SRI research: European institutions to allocate part of brokers' fees to 'nontraditional' information," *Financial Times* (UK), October 18, 2004.

Friedman (1970) asserted that the business of business is business and that corporate social responsibility was a fundamentally subversive doctrine tantamount to pure and unadulterated socialism. Friedman questioned the right of managers of private corporations to set public policy on behalf of stockholders, consumers and employees. He said it was tantamount to taxing these stakeholders to satisfy the social interests of management. To him, the sole responsibility of a corporation is to its shareholders. Friedman argues that organization have only the following four basic social obligations: obey the law, provide goods and services, employ resources efficiently, and pay resource owners fairly according to the market. Since the manger of the corporation is an employee of the owners, he or she is morally bound to provide the greatest return on the owner's investments and nothing more. Pursuing any other objectives are outside the legal and ethical purview of responsibility. The primary dissenters were conservative economies who claimed that a business is most responsible when it makes money efficiently, not when it misapplies its energy on social projects. So Friedman was against corporations engaging in social action that affect corporate profit.

Thirty years after Friedman has made this statement, Wolf (2001) in support of this, said those who are still calling for greater corporate social responsibility are not only distorting business activity but are confused and misunderstand the rationale of business. The role of well run company is to make profit and not save planet, Wolf argued.

However, Steiner (2006) asserts that CSR is worthwhile because of the following: It aids recruitment and retention of talented and competent ones from the graduate market; this is the case because students ask if an organization has a CSR policy before they decide to join the organization; It helps in fund raising and community volunteerism; brand differentiation – ethical values and discipline, integrity and best practices make the organization distinct from others.

Organizations enter the private governance space with different motives in the background. Some enter this space willingly or are coerced into it by social or economic factors while others sleep-walk into the space in the form of institutional mimicry and isomorphism (Amaeshi et'al 2013 cited DiMaggio and Powell 1983). Corporations that enter the private governance space readily may articulate their actions from the standpoint of diverse normative or instrumental reasons. Some firms voluntarily engage in self-governance because they sincerely believe that it is the right thing to do, while others enter the space for some strategic reasons. Such strategic reasons may include reputational gains, sustainable innovation risk minimization, employee or customer attraction and retention and other advantages or incentives that Corporate Social Responsibility practice may offer to the bottom line. For some corporations, however, coercion from local communities and nongovernmental, pressure mounted by competitors or even threats from local or international regulators may be a compelling reason to engage in private governance externalities. (Amaeshi et'al, 2013).

Most observers will agree that religious institutions are woven deeply into the physical and social fabric of the community. In nearly every neighborhood and suburbs we find temples and churches. Churches are perhaps the oldest and most ubiquitous form of urban community (McRoberts, 2005). The church has an organization also engages in social responsibility for 'profits' in many forms which is not widely different from secular organizations. It from this perspectives that church also carries social responsibility as a business strategy for image building and for other opportunities/

1.1 Methodology, strategy and sample

Qualitative method was used for the study. It is an approach which called for an in-depth interviews used to explore a phenomenon so that detailed description could be made about it (Yen, 1994, Merrian,2000, Risjord, Moloney, & Dunbar, 2001). With this approach the researcher needs to develop a conceptual framework to understand the data that are being collected (Borg& Gall, 1993), (Badu-Nyarko, 2010). It is normally based on specific context and therefore subjective. It describes the real world settings of people to better understand social realities, processes, meaning patterns, and structural features (Flick, Kardoff & Steinke, 2004; Golafshani, 2003). Convenient and purposive sampling where the use of five main informants within Central Aid Unit of International Central Gospel Church were intentionally interviewed in-depth.   Questions asked during the interview include: What are ICGC's Social Responsibility(SR) objectives? How do you ensure your CSR activities conform to your corporate objectives? In what areas has the Church engaged in Corporate Social Responsibility? What are the challenges associated with the Church's Corporate Social Responsibility activities? What benefits have you derived from your Corporate Social Responsibility activities? How does the International Central Gospel Church assess the impact of its Corporate Social Responsibility activities?

1.2 Data analysis method

Thematic and interpretative analysis were used (Smith, Flowers & Larkin, 2009) to establish and interpret themes from interview responses. This method of analysis is used to identify, analyse and report patterns within data as well as interpreting various aspects of the research topic (Braun and Clarke 2006). One of the benefits of thematic analysis is its flexibility and can be applied across a range of theoretical and epistemological approaches (Braun and Clarke 2006). Data collection and analysis were interconnected, inextricably linked dialectical function, which is insightful, convenient and helps in building theory (Strauss & Corbin, 1990).   The thematic analysis started by looking for patterns of meaning and issues of potential interest in the data and converting them into meaningful coding schemes or groups. This was followed by isolating the different codes into potential themes. A theme was not necessarily dependent on quantifiable

measures, but in terms of whether it captures something important in relation to the overall research objective. Themes were finally refined, defined, logical connections were then made between emerging themes in a theoretical and systematic ordering, so as to obtain general categorizations (Smith & Osborn, 2003).

The analysis aimed to explore in detail how informants make sense of their personal and social world, and the meanings particular experiences, events, states and situations hold for them (Smith, et al., 2009).

2. Analysis of results

Every well established organization must have objectives for its activities. The objectives are the things it wants to achieve. Achievement of the objectives indicates a success. SR activities must be necessarily enshrined in corporate objectives.

2.1 The objectives of SR of the International Central Gospel Church are as narrated by the voice below:

We the management of ICGC have the following objectives of Social Responsibility:

To provide financial support to brilliant but needy students;

To engage in development projects that will raise the standard of living for underprivileged communities;

To provide varied support services to communities that are affected by disasters;

To provide community awareness programs that will address the challenges facing our society; and

To provide career guidance and Counseling programme to community members who need them (Interviewee 1).

2.2 Responses from how ICGC's SR activities conform to corporate objectives are categorized into three areas as follows:

2.2.1 By following the laid down policies and procedures

SR activities must not deviate from the corporate objectives, if it is to serve the purpose and achieve the objectives for which it is intended for. The systems, policies and structures must be developed to ensure that SR activities conform to the corporate objectives.

The voice below indicates it:

The areas where we engage in SR activities are determined by a policy; and procedures for approval systems are followed. Budgetary allocations for each year's activities are also predetermined by management. Government approval for a project is also sought for (interviewer 1).

2.2.2 Central Aid Department is given the sole responsibility for CSR issues

In order to ensure full control and demand accountable, a department(Central AID) is created and given the terms of reference with sufficient authority to fully manage the CSR activities of the Church.

The narrative from the participant below demonstrates it:

> We have a department called the Central Aid and it is a human development- oriented Non-governmental organisation designed to help every individual develop their spiritual potential, intellectual capacity, social sensitivity and the moral uprightness needed to become very useful citizens of society (Interviewee 1).

> The Central Aid was started in 1988 as an Educational Scholarship Scheme. It was in fulfillment of a promise by the founder and General overseer of International Central Gospel Church, Rev. Dr. Mensa Otabil – whose own secondary education was made possible by Christian benevolence – to provide financial assistance to the needy but brilliant students at the secondary level (Interviewee 2).

Organizations normally coin areas where they engage in CSR activities. ICGC is not an exception. In response to the question which areas the Church engage in SR activity the following areas were identified:

2.2.3 Educational scholarships

To ensure that SR activities conform to the corporate objectives, It is important that management makes sure that it conforms to areas where it needs to engage in SR activities as entrenched in the corporate objectives. Again, the relevant procedures, policy and approval system in relation to how to do the SR must be followed.

The voice below indicates it:

> Based on management approval, we have awarded financial assistance annually to over 1,500 needy pre-university students of proven academic ability. From boarding bursaries of GHS100, and day bursaries of GHS50 in previous years, the 328 current beneficiaries receive full scholarship covering examination fees totaling an average of GHS400 per term per student. Beneficiaries are drawn from across the country irrespective of ethnicity and religious background. We were committed to this because they were items captured in our CSR budgetary allocations.

> We have also provided free academic instruction to 2012/2013 Basic Education Certificate Examination (BECE) candidates of Abossey Okai 1 & 2 Junior High School on Saturdays at Christ Temple. This started in March 2012 and continued until they wrote the Basic Education Certificate Examination in April 2013. The Program started with 70 students and 50 students attended regularly. They had a pool of 40 teachers with a core of 16 teachers. Each student was given the following items: 1 Student Bag, 10 Exercise Books, 1 Math Set, 1Ruler, 1 Pen, 1 Pencil, and and1 English Text Book (Interviewee 3).

2.2.4 Donation for Health development and sanitation

Since financing of a project is a hard thing, ICGC must be commended for the various social philanthropy it has embarked upon. It has financially and in kind supported various health activities. The narrative below depicts it:

> ICGC has over the years provided financial support to the Ghana Heart Foundation, Princess Marie Louis Children's Hospital, Plastic Surgery Department of Korle Bu Teaching Hospital, Mammocare Ghana (a breast cancer screening project), Osu Children's Home and other orphanages. Again, the Blood donation exercises from the staff and congregation members of ICGC in collaboration with the Blood Bank of the Korle Bu Teaching Hospital which started over 20 years ago are still ongoing. Two donations are organized each year at Christ Temple. We have become one of the leading institutional donors to the Blood Bank (Interviewee 4).

We also supported the Children's Cancer Unit of Korle Bu Teaching Hospital which begun in January 2011 with a donation of GH¢5,000 per month in the first year and was augmented to GH¢6,000 per month in 2012. With a range of treatment periods of 3 months to 3 years; the cost of treatment per child ranges between GHS600 to GHS15, 000. A total of GH¢132,000.00 has been donated to the Children's Cancer Unit. The money has enabled the Unit to acquire expensive equipment that is used in treating all the children; as well stocking expensive drugs required by most of the children. The funds also make it possible for the Unit to cater for the full cost of treating children of the very needy (Interviewee 5).We also undertook the Clean Water Project which aims to provide potable drinking water by constructing 20 boreholes fitted with hand pumps for 19 deprived communities (with an estimated total population of over 12,000 inhabitants) in the Ga West Municipal Area in the Greater Accra Region. The project cost Two Hundred Thousand Ghana Cedis (GH¢ 200,000.00)

2.2.5 Recreational Facilities

The church is vitally involved in social and entertainment activities too. The voice below expresses it**:**

In 2008, we constructed a $100,000 Recreational Facility projects comprising Basketball, Volleyball and Tennis Courts for members, the community and the general public. (Interviewee 5)

2.2.6 Capital Development project

One of the focused areas of ICGC SR activities is long term capital projects within the Ghanaian society. This is financially draining and needs commendation. The voice below expresses it.

We have also construction a 50-bed 2-storey fully-furnished boys' hostel for the Osu Children's Home equipped with a modern E –learning centre, Dining Room, Staff Flat and a Sick Bay, among others. The project which cost $200,000 was handed over on 26th February, 2007 – marking the 23rd Anniversary of ICGC.

2.2.7 Career guidance and counseling programmes

Guidance and Counselling Programme is organized for students who receive schorlarship from Central university College (Interviewee 6)

It is obvious that every organization faces challenges in carrying out its social responsibility to its stakeholders. The challenges faced by ICGC could be grouped into the following:

2.2.8 Poor managerial supervisory control

One of the significant deficiencies associated with project management is poor supervision and control. Maintenance culture and accounting from the projects is always a problem. The church is depressed concerning the poor management of its projects in the communities.

The voice below indicates it:

> Some of the challenges we faced in executing our social responsibility are that some of the facilities we provided to government organizations were not properly taken care of. This is due to negligence and poor management skill. For instance the Dormitory we built for the Osu Children's home has been left to deteriorate without the adequate maintenance. We decided that we were not going to support government projects anymore (Interviewee 6).

2.2.9 Barriers to Communication and information

Another challenge associated with projects management faced by ICGC is the issue of poor communication. See the narrative below:

> Sometimes there are delays and barriers of communication between us and key stakeholders of our SR projects. This cripples initiative and creativity and slows decision making and implementation. However, we are finding a way to bridge the gap (Interviewee 4).

2.2.10 Falsification of financial data by applicants

Other challenge faced by the church is dishonesty by some of the applicants for scholarship**.** This is quite unfortunate since the church is built on integrity and transparency**.** All avenues are being used to curb this**. T**he Church is not the master or the servant of the State but the conscience of the State. It must be the guide and critic of the state and never its tool (Baldwin, 2010). This perceptible moral ground potentially makes the Church an influential authority and a change-agent in society.

The voice below shows it:

> We also have beneficiaries who usurp undue advantage of our kindness and goodness by falsifying their financial status information to qualify for the scholarship. This is a real challenge for us as a Church since it thwarts the intentions for the scholarship we offer (Interviewee 5).

On the issue of benefits derived from CSR activities to the Church and related stakeholders, the   benefits accrued to the church could be grouped into three:

2.2.11 Facilitation of evangelistic activities, increased souls, and more church planting

The voice below indicates it:

> Providing bore-holes for communities which lacked potable drinking water actually facilitated our evangelistic activities in those communities.

> Many gave their lives to Christ and this lead to the planting of more ICGC churches in those communities. Although we do not have the statistics in terms of the SR activities and membership growth, we are sure some element of membership increase is tied to our SR activities (Interviewee 1)

2.2.12 Enhancement of church image, reputation and goodwill

One of the issues that enhance favourable thought and impression of organizations   stakeholders is when they receive or are aware of the SR activities of the organization.

The narrative below expresses it:

> We do not focus on the benefits derived from our RS activities only; but we are also interested in helping others to have their needs met. However, because the church has demonstrated exemplary leadership in SR activities, it has boosted the image, goodwill and reputation of the church. It appears to us many people are in love with ICGC (Interviewee 2).

2.2.13 Acceptance, recognition and peace to operate in the community

The words below show that the church feels comfortable to run its church activities because it has the liberty and the congenial atmosphere: The narrative below shows it;

> We feel accepted and have the peace and freedom to operate our church in various communities. There is no one occasion that community members sparked any violence for us (Interviewee 2).

The above narrative attest to existing literature that posits that one of the greatest drivers causing business leaders to adopt Social Responsibility is fear with the emphasis on avoiding trouble rather than looking for opportunities (Grayson and Hodges, 2004).

It is important for any organization to assess its SR activities because; a corporate body may assume that, it is providing the exact needs of its stakeholders but may be wrong in their decision and actions.

Responses to impact assessment is grouped into three as follows:

2.2.15 Inability to monitor and assess project impact

The voice below indicates it:

> It is shameful on our part that, we do not fully monitor the beneficiaries of our SR activities. This is because we do not have data bases on the beneficiaries (especially the scholarship awards), to trace to enquire about their progress (Interviewee 6).

2.2.15 Community Needs assessment

Projects normally start with planning which commences with research or situational analysis to determine whether it worthwhile embarking on the projects especial in terms of its usefulness in the community and the financing capacities. The voice below shows it:

> Before we embark on SR activities, we engage in research to analyse the needs of the relevant prospective beneficiary. We do our SR based on the needs of the relevant stakeholders. However, we do not continue to evaluate the impact; this we think is our weakness that needs to be stopped (Interviewee 5).

2.2.16 Feedback from church members within the communities

Fortunately, some of the activities of the church receive feedback as by the narrative below:

> We also have church members who live within the communities where the projects are offered. For example, in terms of clean water project, we had members who lived in those communities and who testified to the fact that the community lacked water. So we know the impact is obvious. For example, there is a significant reduction in the amount of time and energy the women and children spend in fetching water. Also the incidence of water-borne diseases in the beneficiary communities has reduced. Finally, the attendance and punctuality of children to school has also improved tremendously (Interviewee 1).

2.2.17 **Summaries of Findings**

The results from this study show that ICGC has a very well thought-out, planned, coordinated and executed social responsibility programme. It has contributed significantly to socio-economic development in the country. The church selects a project or identifies a need in the society to help support it financially or in kind. The challenges faced by the Church's SR initiative were the inability of community leaders and government officials to maintain projects that are handed over to them in good condition. The church's SR interventions, especially the provision of bore-holes water project for communities which lacked potable drinking water actually facilitated ICGC's evangelistic activities in those communities. Church planting has also increased membership and the image of the church has been boosted.

3. Discussions

 International Central Gospel Church (ICGC) has been contributing significantly to socio- economic development in Ghana through its SR activities. In playing its role as a private sector organisation in national development, it has improved the livelihood of the people in the community. ICGC has boldly demonstrated its national development concerns; by contributing to education, health, economic and social development projects of the country.

This move by ICGC is a great one because the infant and maternal mortality rates in Ghana are still relatively high in spite of all the interventions geared towards their reduction. 40.9 babies out of 1,000 live births, still die before reaching age one, while 350 mothers out of every 100,000 live births lose their lives nationwide through delivery (CIA World fact book, 2013). Children in poor rural areas suffer most from malaria and are least likely to have access to improved sanitation facilities. The United Nations suggest that if Ghana fails to achieve Millennium Development Goal (MDG) 4 and 5, her development will be severely hampered (Ghana Business and Finance, 2013).

It worth noting that the Mainline Churches have pioneered several social intervention projects through their numerous missionary endeavours since 1472. They started schools, operated clinics and hospitals, and built vocational centers and training colleges. Until the 1950s, the missionary societies continued to be the forerunner of literacy development. At the time Gordon Guggisberg assumed the governorship in 1919, out of a total of 211 schools, 194 were mission schools representing a percentage of 97% (Larbi, 2001). Today, out of a total of about 80 universities and university colleges in the country, 30% of this belong to Christian churches.

According to a World Bank Report (2012), political governments in Africa will not be able to meet the needs of the people over time. There is the need for private social institutions to meet some of *the* needs of the society. In addition, the leader of the International Monetary Fund (IMF) Country Assessment Team, Christina Daseking, said the economy of Ghana is at a breaking point, and if the bloating expenditure and plummeting revenue is not checked, then there will be no room to allocate spending to the critical areas such as health, education and poverty reduction (Ghana Business and Finance Magazine, 2013). The caution reveals two issues: First the need to control financial expenditure and the need to engage private participation in socio-economic development.

This affirms the relevance of the church to socio-economic development.

  Clearly, ICGC has committed a lot of resources including information, time, human resources and finances to national development projects. We cannot literally value in monetary terms ICGC's impact on the

country. This shows exemplary leadership that must be emulated. The importance of this is that the stakeholders benefits and ICGC's reputation is also improved since it is built around key intangibles such as trust, reliability, quality, consistency, credibility, relationships and transparency, and tangibles such as investment in people, diversity and the environment.

ICGC has the laid down structures, policies, procedures that guide their SR activities. This means its activities are not done ad-hoc but rather based on planned and well thought actions based on their strategic objectives. This enables them to follow a system which is formalized thus influencing their success of SR actions.

Management function to ensure that SR values and relevance are embedded or entrenched in the corporate culture and properly observed. The organization itself portrays a better image quality in the minds of people by showing itself as an excellent employer which cares for its people and involves them in social responsibility activities. Kalpana (2007) maintains that management must have initiatives and policies forming the framework which underpin the culture in the business organization; create awareness towards the need to achieve business goals in the best possible manner. Nancy (2004) while discussing the role of HR in developing CSR culture in organizations emphasized that with growing importance of human capital as a success factor for today's organizations, the role of HR leadership has become more critical in leading and educating organizations on the value of CSR and how best to strategically implement CSR process and programmes domestically and abroad. Management must therefore ensure respect for cultural and developmental differences and sensitivity.

An organisation is bound to face challenges. ICGC is not an inception. It has faced a challenge of non-commitment in terms of management, supervision and control of its projects on the part community elders and government officials who have such responsibility. Serious dialogue and collaboration with key stakeholders are needed to ensure success in this area.

4. Conclusions and Recommendations

 The biggest problems of the world faced in Jesus' day are still the biggest problems today; spiritual emptiness, egocentric leadership, poverty, disease and illiteracy. Rick Warren (2013) calls all these the five global giants. They affect billions of people especially in Africa. It is therefore the Church's responsibility to help solve these problems.

Based on the study and findings, it is recommended that, the Church continues to pay close attention to the well- being of its members as well as the various communities in which it operates CSR activities. It is also recommended that, in line with the Church's mission, vision and objectives, ICGC should periodically review its SR programmes to match with the changing physical needs of its church and the communities members. Also, the International Central Gospel Church(ICGC) must engage in collaboration with other stakeholders in the community for a broader impact of its SR activities. The church must consult experts to monitor and assess the impact of its SR actions in order to correct deviations from its objectives.   Again, much as SR has been an integral part of the church spanning over 29 years, care should be taken that, its core mandate of evangelism and nurturing of the flock, raising leaders, shaping vision and influencing society are not jeopardized by overstretching its SR activities.

Management board must strengthen the social responsibility values and standards (Crafting a culture of integrity). Internal controls must be used to ensure compliance with these standards. The standard must be consistent and be effectively communicated to employees. The corporate values should be cultivated from

top down by fostering a culture in which responsible behaviour is expected and irresponsibility frowned at. Responsible behaviour by executives and other employees should be rewarded even both short and long term. The board must support self-regulatory standards and ensure that the organization meets its own goals. ICGC must tighten its code of ethics and must be observed by all staff.

Management must develope SR strategy taking into account the condition, challenges and risk specific to their core business and also define appropriate strategies and responses to these problems. Additionally, corporate philosophy about SR must be highlighted during orientation/ induction programme of newly recruited candidates. The study registered some constraints. First, the sample size was small. Second, there were some barriers to information flow from participants. Despite these limitations, the document contains valuable information which has decision and policy implications. Future research must therefore cover wider study areas and bigger sample size.

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