Investigating the barriers facing corporate social responsibility in the built environment: Ghana’s perspective from a qualitative approach

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Abstract

Purpose – Several organisations dedicate a portion of their budget and business websites to corporate social responsibility (CSR) events. This illustrates the significance attached to CSR events. In Ghana, a social disconnection may exist between the community and the construction sector. Therefore, this research aims to investigate the benefits of CSR in the construction industry, the implementation challenges and measures to enhance CSR in the Ghanaian built environment.

Design/methodology/approach – The qualitative technique was adopted using an extensive review of literature supported by structured interviews and analysed by context analysis. The participants include ministry and municipal directors, contractor associations, unions and institutions of engineers. The study achieved saturation.

Findings – Findings reveal that the construction industry’s CSR impacts the community’s social behaviour and has economic and environmental significance. The absence of government implementation policy and finance constraints were identified as Ghana’s major CSR implementation challenges. Also, besides the government instituting a mandatory policy on CSR in the industry, findings suggest that stakeholders, especially players in the industry and policymakers, should form an integral part of the CSR decisions.

Practical implications – Findings will support and recommend holistic measures to mitigate CSR implementation hindrances and encourage CSR via a central government’s mandatory policy in the Ghanaian built environment.

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Originality/value – Besides most studies used questionnaires, the contribution deduced shows that construction companies’ management could use the knowledge from this study and involve all the relevant stakeholders when undertaking CSR activities. Also, the study would fill the scarcity of relevant materials concerning CSR in Ghanaian construction sector.

Keywords Construction industry, Corporate social responsibility, Ghana, Implementation, Organisation

Paper type Research paper

1. Introduction

Corporate social responsibility (CSR) is an increasingly embraced social phenomenon, especially in the trade, retail, financial and resources sectors. In these sectors, commercial tasks create partners’ interests (Xia et al., 2018). In the built environment, there is increasing research interest regarding CSR. This is because stakeholders believe the construction industry should be socially responsible as it influences the physical environment and ecosystem. The impact is general air pollution, construction waste, greenhouse gas emissions, dust and carbon emissions (Ozorhon, 2013). Jiang and Wong (2016) affirmed that the sector is one of the major labour intensives with high exposure to hazards, thus making the sector less healthful and safe for the operators, especially the field workers. Also, they argued that from a different perspective, the sector is responsible for developing various structures, industrial projects and other civil engineering projects. These projects are germane to improving humanity’s economic, health, cultural and social aspects. Xia et al. (2018) avowed that CSR practices could facilitate realising companies’ SDGs. Studies (Zhang et al., 2019, 2021) have shown that construction organisations can increase sustainable competitive benefits and enhance firms’ performance by being socially responsible. Lim and Loosemore (2017) emphasised various advantages linked with CSR practices.

In Ghana, a few studies addressed CSR issues (Lichtenstein et al., 2013; Ofori et al., 2014; Boachie, 2014; Amponsah-Tawiah and Darvey-Baah, 2016; Oppong, 2016; Sarpong, 2017; Boachie, 2020; Williams et al., 2020; Awuah et al., 2021), but none regarding challenges and measures to improve CSR implementation in the built environment with the exemption of Lichtenstein et al. (2013) and Williams et al. (2020). Oppong (2016) and Sarpong (2017) focused on Ghana’s CSR rather than a specific sector. Boachie (2020) focused on CSR in Ghana’s banking sector and suggested an all-inclusive effort by the private and public sectors for CSR to become a development tool. In Lichtenstein et al. (2013) and Williams et al. (2020) studies, besides engaging only contractors, they utilised a quantitative approach via a questionnaire survey. Lichtenstein et al. (2013) focused on CSR performance by the sector, and Williams et al. (2020) focused on the challenges only. These gaps will be filled in this present study. However, a few studies have been conducted in this area outside the context of Ghana, such as Xiong et al. (2016) and Zhao et al. (2016). They focused on promoting fruitful CSR implementation by construction organisations. Despite the vast extent of literature on CSR of firms operating within the Ghanaian economy and its benefits, there still needs to be more CSR literature on firms operating within the Ghanaian construction sector. This may have influenced the barriers facing CSR implementation in the industry. Khanifer et al. (2012) affirmed that Ghana’s CSR does not have an all-inclusive available document but asserted that there is a global corporate increase of initiatives to stimulate CSR. Also, Anku-Tsede and Defor (2014) affirmed that though several regulatory systems contribute to CSR, its efficacy could be better in its implementation.

Besides filling the existing methodological (previous studies were quantitative) and population gaps, the study intends to fill the theoretical gap concerning perceived CSR implementation hindrances and proffer measures to promote CSR implementation. Also, the in-depth uncovered knowledge of the study’s themes in existing literature motivates this study on CSR practices in the Ghanaian built environment. There may be a social disconnection between the community and the construction industry in Ghana. Thus, the research aims to investigate the benefits associated with CSR in the built environment, CSR
implementation challenges and measures to enhance CSR in the Ghanaian built environment via the following objectives:

1. To explore the benefits associated with CSR in the built environment.
2. To investigate challenges facing CSR implementation.
3. To proffer measures to enhance CSR implementation in the Ghanaian built environment.

2. Literature review

2.1 Overview of CSR in the construction industry

Historical trends indicate that CSR growth was known as social responsibility (SR) during the 1960s (Carroll and Buchbaltz, 2008). It has spanned through various phases of development. The integration of historical reasoning and CSR theorising has lately received significant cross-disciplinary attention from academics (Suddaby and Foster, 2017). This underpins an earlier study by Friedman (1970) that emphasised that if an organisation pursues and expedites the benefits of its profits, then the company wholly fulfils its SR. Trending commerce environment views an organisation’s magnitude and power to impact society as aggregating. Xia et al. (2018) affirmed that there had been a growing call for organisations to take their corresponding SR. CSR is multidimensional, imprecise and subject to flexible explanations (Ulutas Duman et al., 2016). Therefore, there is no universally recognised definition of the term (CSR), though the concept has been introduced previously (Ness, 1992). Ulutas Duman et al. (2016) asserted that several explanations refer to the significance of CSR in revamping business firms. Xia et al. (2018) found that from the analysis of 37 definitions of CSR, the definition of CSR includes environmental, social, economic, stakeholder and voluntariness dimensions. Burke and Logsdon (1996) affirmed that defining CSR is not a barrier as broadly professed. Barthorpe (2010) affirmed that CSR positive features include honouring responsibilities to staffers on duty through health and safety, and a healthy working environment.

In the construction sector, CSR has gained increasing attention. In 2010, Barthorpe (2010) found that the UK construction industry organisations have added significant value to the UK communities via CSR implementation. But the case may be different for many developing countries, Ghana inclusive. Zhang et al. (2019) affirmed that implementing CSR integrates the needs of construction companies to attain competitive benefits. It will enhance their SR. This is because the sector is integrally socially responsible. It is labour and material-intensive sector (Lu et al., 2016). The excessive usage of resources and energy in the sector could enhance environmental destruction and physical environmental degradation. These environmental hazards include carbon emission, greenhouse gas, disturbing biodiversity, abusing land and discharging dirty water (Zhang et al., 2018). Global Construction Perspectives and Oxford Economics (2015) estimated that the world construction market is projected to grow 85% to 17.5 tn USD in 2030. This accounts for 14.7% of the world GDP. Besides construction industry continuing to create wealth for its partners, the sector will continually generate significant job opportunities for the working population (Global Construction Perspectives and Oxford Economics, 2015). The National Bureau of Statistics of China (2017) reported that in 2017, estimated 55.4 million people in China were engaged in construction tasks, 14.5 million in the European Union (EU Construction Statistics, 2017) and 10.7 million in the United States (US Bureau of Labour Statistics, 2017).

2.2 Challenges facing CSR implementation

Scholars (Lu et al., 2016; Zhang et al., 2019) affirmed that in the absence of CSR regulations, some construction enterprises might operate to the detriment of the physical environment, child labour and gender discrimination. To mitigate these issues, stakeholders, especially government authorities, advocate CSR to act socially responsible (Jiang and Wong, 2016). There is an aggregated request for CSR from stakeholders; as a result, companies have commenced incorporating the idea of CSR into the strategic planning aspect of their organisational objective.
Jiang and Wong (2016) affirmed that CSR activity aims to generate mutual value by functioning to solve stakeholders’ interests relative to divergent and competing, achieving this task comes with barriers. Zhang et al. (2019) asserted that hindrances are variables that hinder CSR implementation. The conventional CSR implementation in the industry would influence many partners, for example, developers or owners, government agencies, construction organisations, staffs and occupants (Freeman and Reed, 1983). Huang et al. (2017) opined that construction organisations are the key stakeholder because they are the major and direct construction partners and should be socially responsible companies to their environment. Jonker and Witte (2006) found that companies face challenges regarding CSR implementation and efficiency. They identified a lack of support from customers and investors, high costs and organisation inadequate financial resources to train the staffs. Atuguba and Dowuona-Hammond (2006) discovered that government readiness and capacity to create a favourable environment becomes challenging when inadequate policy development documents, unclear tax rebates, no instrument to stimulate CSR and other supplementary elements to aid CSR activities.

2.3 Measures to enhance CSR implementation
Several studies (Barthorpe, 2010; Zhang et al., 2019, 2022; Ma et al., 2020; Ebekozien et al., 2022) have shown that CSR is becoming entrenched in business practice, the construction sector included and offering an opportunity to gain strategic competitive benefit. Ma et al. (2020) discovered that CSR in mega construction projects positively impacts improving the industry’s sustainability. Its concept (CSR) allows stakeholder interactions. Okereke (2007) opined that the drivers are rooted in societal and economic pressures. These drivers could “force” construction organisations to undertake CSR tasks. As the major employer of various sectors, the government influences these sectors. Anku-Tsede and Deffor (2014) and Amponsah-Tawiah and Dartey-Baah (2016) avowed that the central government should combine initiatives combining different roles to undertake CSR portfolios. They identified measures such as creating an enabling environment, building awareness, raising public support, establishing a corporate SR agency, restructuring CSR regulation and interacting with companies as possible measures to improve CSR implementations. Whether these measures have been adopted in the Ghanaian built environment is yet to be discovered.

Regarding CSR implementation, Ali et al. (2017) found that CSR implementation is mostly influenced in developing nations by external factors or stakeholders. The lax implementation of CSR cuts across many sectors, including banking. Boachie (2020) found the weak effect of CSR on financial performance in Ghana. The powerful stakeholders include international regulatory bodies such as the World Bank, foreign investors, international buyers and media. Also, developing nations’ companies observe little pressure regarding CSR discovery compared to developed countries. Zhang et al. (2022) classified the key drivers that enhance CSR implementation and their impact factors among construction organisations into three main groups. This includes the internal firms identified variables (i.e. the perceived relevance of CSR practices); external institutional variables (i.e. coercive, normative and mimetic constructs) and intrinsic variables (i.e. strategic business, firm culture and resource and capability constructs). Also, Zhang et al. (2019) found that CSR practices are dynamic, flexible and place-based in the built environment. How true in the Ghanaian context is yet unknown.

3. Research method
This research employed a qualitative process, as illustrated in Figure 1 (Becker et al., 2012). Chandra and Shang (2019) affirmed that a qualitative method is entrenched in interpretivism. Interpretivism is a social construct, and scholars anticipate understanding the meanings from the human perspective (Ebekozien, 2021). The study employed a phenomenological viewpoint by asking selected people questions about the subject matter (Paley, 2016). The researchers collected the main data via chosen structured oral interviews. This method is in
adopted a semi-structured interview to collect data regarding motivations and challenges facing CSR in multinational mining enterprises in Ghana’s mining sector. **Upadhaya et al. (2018)** adopted the same face-to-face interviews with documentary evidence support to evaluate the SR of Nepal’s airline sector. The researchers utilised a purposeful sampling method. The technique targets participants considered knowledgeable in the topic. The research achieved saturation with 12 face-to-face interviews with selected Ministry of Works, Housing and Water Resources directors; Ministry of Roads and Highway directors; Registrar General’s Department; and Contractor Association Unions. Others include Project Engineers, Ghana Institution of Engineers, Quantity Surveyors, Ghana Institution of Surveyors, Ghana Institution of Architects, Association of Ghana Industries and Directors from the district, municipal and metropolitan assemblies in Ghana, as illustrated in Table 1.

Table 1 shows that the interviewees were grouped into three. This includes the top management team (TMT); directors of ministries and municipal assembly (DMM); and contractors, unions and professional institutions (CUI). Ethical clearance was approved and lasted from January 2021 to March 2021. The investigators spent 50 min on average on each participant. The study presented the participants’ responses to questions in an anonymous form. Refer to Appendix for the semi-structured questions. The interviewees had information on CSR and the Ghanaian construction industry. To enhance the study’s quality results regarding the truthfulness, credibility and consistency in the nature and appropriateness of the questions asked, the research was guided, as illustrated in Table 2. Regarding the data, it was analysed through content analysis with a focus on the constructs and aligned with the objectives. **Ebekozien (2019)** described the qualitative content analysis as a technique in

<table>
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<tr>
<th>Item</th>
<th>Categorisation of interviewees</th>
<th>Code of interviewees</th>
<th>Number of interviewees</th>
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<tbody>
<tr>
<td>1</td>
<td>Top management team</td>
<td>TMT</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Directors of ministries and municipal assembly</td>
<td>DMM</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Contractors, unions, and institutions of engineers</td>
<td>CUI</td>
<td>4</td>
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<td></td>
<td><strong>Total number of interviewees</strong></td>
<td></td>
<td><strong>12</strong></td>
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**Table 1.** Summary of interview protocol

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**Source(s):** Adapted from (Becker et al., 2012), Modified from Ebekozien (2019)
which the data are analysed solely qualitatively without statistical techniques. The study adopted an open coding system in the transcript of the oral data.

4. Results and discussion

4.1 Theme 1: CSR benefits in the construction industry

This subsection provides the privilege to identify benefits linked with CSR in the built environment from the participants’ perspective. Findings reveal significant benefits associated with undertaking corporate social projects. This includes training human resources to improve the livelihood of the communities. DMM says, “... CSR practically addresses the community’s needs in which the company is operating, such as health issues, portable water, electricity, and road infrastructure and recreational. CSR is a mutual technique of organisation to benefit the society while the society also benefits from the CSR projects . . .” Results aligned Barthorpe (2010), Zhang et al. (2019) and Willaims et al. (2020). Barthorpe (2010) found that the UK construction industry organisations have added significant value to the UK communities via CSR implementation. Zhang et al. (2019) affirmed that implementing CSR influx companies to attain benefits. Bonituo (2014), Huang et al. (2017), Sarpong (2017) and Williams et al. (2020) avowed that firms could improve performance by being socially responsible.

CSR is the ease of connecting with the consumers or beneficiaries and keeping them engaged with your brand through CSR campaigns that would benefit everyone. Findings agree with Oppong (2016) and Boachie (2020). They found that CSR is germane to building a reputation and a brand. Given the connection that reputation can enhance profitability in business, CSR will improve organisation profitability, if well implemented. TMT says, “... most construction companies, and others in various sectors brand strategically to develop and properly implement corporate social responsibility programmes to enhance their brand’s ability to create and sustain a positive image in the marketplace and enhance the organization’s brand position . . .” Besides attracting top talents, CSR programme impact existing employees by strengthening employee retention, improving productivity, building loyalty and boosting motivation (Participants DMM). Hence, the CSR programme would foster teamwork by bringing different groups together to support a collective cause, improving staff motivation and productivity. CSR activities are efforts to enhance the coherence relationship. This mutual relationship benefits and is viewed from the interests and needs of the company to the society (stakeholders) and its environment to enhance sustainability. Findings agree with Xia et al. (2018) and avowed that CSR practices could facilitate accomplishing companies’ SDGs. This is because CSR projects are germane to improving humanity’s economic, health, cultural, and social aspects. Participants DMM says, “... an organisation must operate in a way that shows social responsibility . . .”

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<tr>
<th>Method</th>
<th>Assessment strategies</th>
<th>The phase of research</th>
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<tbody>
<tr>
<td>Reliability</td>
<td>Interviewers’ well-guided (consistent)</td>
<td>Data collection</td>
</tr>
<tr>
<td>Validity</td>
<td>The adoption of a recognised method (semi-structured interviews)</td>
<td>Data collection</td>
</tr>
<tr>
<td>Generalisability</td>
<td>Recognition of limitation due to sample size potential interviewer bias</td>
<td>Data analysis</td>
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<tr>
<td>Transferability</td>
<td>Compare the study’s implications against reviewed literature</td>
<td>Post data analysis</td>
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<tr>
<td>Credibility</td>
<td>Theme approach to establish a pattern from the data</td>
<td>Data analysis</td>
</tr>
<tr>
<td>Dependability</td>
<td>Developing semi-structured interview guidelines</td>
<td>Research design</td>
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</table>

Table 2. The study’s quality assessment approaches

Source(s): Modified from Wearing (2013, p. 98) and Aigbavboa et al. (2023)
would be benefited by both the community and the company offering that service (Williams et al., 2020; Zhang et al., 2021).

Participant CUI says, “... implementing CSR tends to boost companies’ earnings. It should not be measured as contending goals since companies may benefit from socially responsible involvements ...” Partners’ supports may take various forms, such as increased productivity resulting in the greater financial performance of the organisation (Participants DMM). Evaluation from the submissions of the interviewees indicates that CSR serves as the fundamental vehicle that drives the entire activities of a company to embark on various innovative programs that would drive growth (Lim and Loosemore, 2017). However, an inherent concern of the built environment in the Ghanaian context is the lack of a proper guide to structure and ensure the continuous implementation of CSR programmes (Participants CUI). This may be one of the major challenges to CSR implementation in the Ghanaian industry (Anku-Tsede and Deffor, 2014).

4.2 Theme 2: CSR implementation challenges
Theme 2 identifies the hindrances facing CSR implementation in the Ghanaian built environment from the interviewees’ viewpoint. The study’s second objective is to investigate the challenges facing implementing CSR by construction firms in Ghana. Findings reveal ten major challenges as summarised in Figure 2. Inadequate funds for CSR projects, absence of a structured framework, low awareness of CSR-related programmes by stakeholders, CSR activities are time-consuming and delayed payments to construction companies for work done. Others lack a universal definition, transparency, lax government attitude for enabling environment, neglecting the main business stakeholder and non-familiarity with CSR outcomes. From the ten challenges presented in Figure 2, inadequate funds for CSR projects, absence of a structured framework, low awareness of CSR-related programmes by stakeholders, lax government attitude for enabling environment and non-familiarity with CSR outcomes.
CSR outcomes as the significant hindrances facing CSR implementation in the Ghanaian construction industry.

Findings slightly differ from Williams et al. (2020). They found six CSR barriers in the Ghanaian construction industry. This includes inadequate training for CSR implementation, unethical practices in the sector, inadequate financial resources, absence of CSR incorporation in the company’s vision and mission statements and absence of legal framework, and CSR is linked with avoidable expenses. Participants TMT says, “... the Ghanaian construction industry confronts numerous challenges in attaining effective CSR. Financing CSR projects is a major challenge, characterised by huge associated cost. Additionally, the non-existence of a structured framework to facilitate CSR programmes in Ghana is a challenge ...” Findings agree with Jonker and Witte (2006), Atuguba and Dzouona-Hammond (2006) and Zhang et al. (2019), Jonker and Witte (2006) found that companies struggle with CSR implementation. They identified a lack of support from customers and investors, high costs and organisation inadequate financial resources to train the staffers. Atuguba and Dzouona-Hammond (2006) discovered that government readiness and capacity to make a conducive environment becomes challenging when inadequate policy development document, unclear tax rebates, no instrument to stimulate CSR and other supplementary elements to aid CSR activities.

Additionally, companies can value their CSR interventions if all stakeholders (internal and external) are duly knowledgeable on CSR projects, thereby easing the implementation of CSR projects without challenges. Unfortunately, a further identified challenge to CSR programmes is the low awareness creation information to stakeholders, which hinders the successful implementation of most social interventions. Participants TMT says, “… when a firm embraces CSR, it is germane to let its users know about it. CSR projects and programmes become pointless if the beneficiaries of any CSR project do not get acknowledgement from the onset ...” The CSR’s low level of awareness-related programmes by construction companies and the industry is a challenge. CSR is a subjective concept and has been characterised by a lack of a universal definition (Participants CUI). Thus, different approaches are proposed to clarify the SR concept (Ness, 1992; Xia et al., 2018).

4.3 Theme 3: measures to improve CSR implementation

Findings across the board agree that to ascertain effective CSR within the construction industry, elements such as brand value, greater access to finance, client loyalty, a healthier and safer workforce, motivated people, corporate governance, enhanced confidence, enhanced public image, stronger risk management and trust of stakeholders play a role in CSR implementation. Findings reveal eight main measures to improve CSR implementation in the Ghanaian built environment as summarised in Figure 2 in a thematic network pattern. This includes engaging key stakeholders within the Ghanaian economy construction fraternity, establishing an implementable framework, creating more CSR awareness, encouraging business code of ethics via CSR agency and proper budgeting to enhance CSR project financing. Others are policy and procedure to assess CSR performance (restructuring CSR regulation), government motivation via incentives (tax waiver), and promoting CSR goals. CUI says, “... guidance to follow to achieve the targeted goals of CSR activities would assist the primary objectives of the CSR programmes to be achieved ...”

Regarding government motivation via incentives (tax waiver), engaging key stakeholders within the construction fraternity in the Ghanaian economy, and establishing an implementation framework, findings agree with Ampomah-Tawiah and Darkey-Baah (2016) and Ebekozien et al. (2022). Ampomah-Tawiah and Darkey-Baah (2016) avowed that the central government should endeavour to combine initiatives that combine different roles to undertake CSR portfolios. They identified measures such as creating an enabling
environment, building awareness, raising public support, establishing a CSR agency, restructuring CSR regulation and interaction with companies as possible measures to improve CSR implementations. Ebekozien et al. (2022) found that a proposed framework engaging a private sector in joining the infrastructural gaps via expanded CSR. In return, the firms obtain motivations through tax relief would motivate companies to do more in CSR projects within their host communities. The implementation framework should be devoid of political resentment (Participants CUI). Besides engaging key stakeholders, the government should encourage collaboration by creating effective awareness via workshops and conferences. Participant DMM says, “… effective awareness is critical if the corporate social responsibility of any sector is to be enhanced. The best option to promote CSR projects within the construction sector in the Ghanaian context is to maintain continuous communication with stakeholders…” “… all stakeholders must be brought on board to establish an effective CSR project within the Ghanaian economy’s…” (Participants TMT).

5. The study’s implications
This research contributes to promoting CSR in developing countries’ construction industries using Ghana as a case study. Three key contributions emerged from the outcome of the study. This includes methodological, theoretical, and practical aspects regarding CSR in the Ghanaian construction industry. First, the methodological value deduced from this study indicates that several studies embarked on earlier neither using a questionnaire solely as an instrument, unlike this current study which adopted an in-depth interview approach. With the involvement of the expert interviewees, it was apparent that the findings would drive easy CSR implementation activities.

Second, a theoretical search revealed no apparent evidence of a study conducted on construction companies in Ghanaian CSR that focused on challenges and measures to improve implementation. The emerged thematic network of the key findings highlights the research implications, as shown in Figure 2. This aligns with Jaafar et al. (2021) and Ibrahim et al. (2022). They employed thematic network as theoretical contributions. The emerged eight hindrances form part of the study’s implication. In future studies, these variables could be validated via an empirical approach. Lastly, concerning the research practical implication, results will support and recommend holistic measures to mitigate CSR implementation hindrances in the Ghanaian built environment. The study intends to encourage stakeholder involvement in CSR programmes, especially in construction organisations. Therefore, besides the management of construction companies could use the knowledge and involve all the relevant stakeholders when undertaking CSR activities, findings have depicted enlightened experts in the construction fraternity, professional bodies and policymakers supported by the central government on the viable determinants of which would encourage the implementation of CSR activities. This would enable reliable measures to be enforced within construction companies to encourage CSR via a central government’s mandatory policy.

6. Conclusion and recommendations
Through a qualitative research design, this research underscores a collective opinion of the benefits associated with CSR, implementation challenges and measures to enhance CSR in the Ghanaian construction industry. The study highlighted ten challenges facing the Ghanaian construction industry’s CSR implementation and proffer eight major measures to promote CSR implementation. This research contributes to educating construction companies, policymakers and industry researchers regarding how CSR implementation could be promoted in the construction industry.
The study has limitations. First, the research was qualitative and restricted to the Ghanaian construction industry stakeholders. Future research should consider validating the results and other major constructs via a Delphi technique and comparing them with other major sectors to achieve generalisability. This study recommends feasible measures to promote CSR implementation in the built environment via programmes and policies. The recommendations are:

1. The study recommends developing a CSR framework to be integrated into the context of the Ghanaian economy via policy implementation initiatives to be front by the central government. Thus, CSR policy for the Ghanaian construction industry is germane and long overdue. Also, government support via funding and incentives is pertinent for sustainable CSR implementation in the built environment, especially in developing countries such as Ghana.

2. Besides CSR policy inclusiveness, stakeholders and beneficiaries of CSR programmes should be involved in CSR implementation decisions to ease understanding of planned CSR programmes.

3. The study suggests upskilling and reskilling via educational courses in the content of CSR to enrich the management team and employees on the ease of implementation CSR.

References


Barriers facing CSR


Further reading


Appendix

Structured questions

Dear Participant,

Request for Interview

Corporate social responsibility (CSR) has become part of business practice. Several organisations dedicate a portion of their budget and corporate websites to CSR events. This illustrates the significance attached to CSR events. In Ghana, there may be a social disconnection between the community and the construction sector. Therefore, the paper’s title is Investigating the Barriers Facing Corporate Social Responsibility in the Built Environment: Ghana’s Perspective from a Qualitative Approach. Specifically, the researchers will achieve the stated aim through the following:

(1) To explore the benefits associated with CSR in the built environment.

(2) To investigate challenges facing CSR implementation.

(3) To proffer measures to enhance CSR implementation in the Ghanaian built environment.
Kindly note that the interview questions will be within the stated objectives. Responses provided by you will be collated and analysed together with that of other interviewees. It will make up the value and contribution to achieving the success of this work. Information provided will be treated with the greatest secrecy.

Hence, your valuable time and other answers to the questions will be highly cherished.

With regards.

Yours faithfully,
(Research Coordinator)

Basic questions for the participants

1. Please, for record purposes, what is your organisation’s name and state located?
2. Please, what is your position in the organisation?
3. Can you tell us your years of work experience?
4. Please, are you knowledgeable regarding CSR?
5. If yes to question 4, how can you describe the benefits associated with CSR in the construction sector from your perception?
6. As a stakeholder in the built environment sector, how can you evaluate the current CSR in the Ghanaian construction industry?
7. Do you think there are perceived barriers facing implementation in the construction industry?
8. If yes to question 7, what are the possible challenges?
9. If no to Question 7, why do you think so?
10. Please, what role can key stakeholders (government, professional bodies, government accreditation bodies, students, higher institutions, academia, and the industry) play in promoting CSR implementation in the Ghanaian construction sector?

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