

**CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE PERFORMANCE
OF MUGMWA PETROL STATIONS IN WESTERN
REGION, UGANDA**

A Thesis

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In Partial Fulfillment of the Requirement for the Degree
Masters in Business Administration


By

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DECLARATION A

"This thesis is my original work and has not been presented for a degree or any other academic award in any University or Institution of Learning".



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DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".


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APPROVAL SHEET

This thesis entitled "corporate social responsibility and employee Performance of Mugmwa petrol stations in western Uganda" prepared and submitted by Kaijuka Benson in partial fulfillment of the requirements for the degree of Masters in Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.

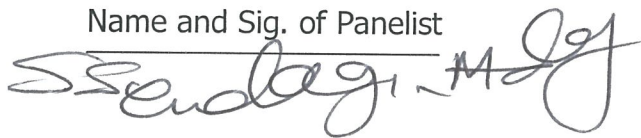


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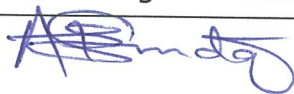
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ABSTRACT

This study was set out to establish the extent to which corporate social responsibility affect employee performance of Mugmwa petrol stations in western Uganda; specifically the study intended to establish the (i) profile of the respondents, (ii) level corporate social responsibility, (iii) level employee performance and (iv) whether there is a significant relationship in the level of which corporate social responsibility and employee performance of Mugmwa petrol stations in western uganda and (v) test the null hypothesis. The study used a survey quantitative descriptive correlation design; data was collected from 109 respondents using self administered questionnaires as the key data collection instruments. Data were analyzed using frequency counts and summary statistics and Pearson Linear Correlation coefficient at bi-variate level. The findings revealed that there was a moderate level of which corporate social responsibility, there was also moderate level of employee performance, the level of corporate social responsibility and employee performance significantly differed among petrol stations in western region and that corporate social responsibility in Mugmwa petrol stations in western Uganda is significantly correlated with employee performance. Conclusions and recommendations including those for further research were made. The study concurred with theory Z of professor Ouchi. Recommendations from the study were (i) According to the findings transport facilities that are friendly were found to be good at (mean=3.03). This could be to weak government rules and regulations that aim at allowing employees to used old vehicles. Thus there in need to improve on better transport facilities by resorting to other means of transport that do not consumer fuel, (ii) Better relations where found to be good (mean=3.00) thus need to be revised to keep employees in strong relations through involving them in daily activities of the organization. Make employees feel vital and keep reviewing relationships of employees and find ways of keeping employees happy to avoid costly attrition, (iii) Poor incentives are given to employees witnessed in scholarship facilities with (mean=3.07) and low leave packages with (mean=2.94) and thus need to be improved so that employees become convinced with they are remunerated that in the long run moral boost them and (iv) Reliability of the employees was found to be low at (mean=2.50) which was fair thus organization need to improve their reliability through proper treatment and motivation them as well. And these employees can be entrusted with the organization resources while assured of better employee performance and hard work.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Corporate social responsibility is a growing of movement/concept across the world. The term CSR was coined by the economist Howard Bowen in 1953, since then CSR and other similar sounding terms like corporate citizenship, corporate governance and corporate accountability have become buzzwords in the business world. A number of factors have given rise to the growth of CSR globally. This includes the complex and skeptical world due to corporate scandals which have ruined the corporations' employees performance such as the (Enron, Arthur Andersen, Pamela case) uncertain economies, threat of terrorism, reduced government assistance, globalization effects (exploitation), increased poverty, rise of big business empires such as (General motors, coca-cola, Microsoft), growth of information technology and global warming.

CSR seriously first picked ground in the USA in 1960s after a more affluent, better educated more critical public began to question the value of the ever increasing production resulting in to pollution and environment decay, the defective products and services being produced and they began to protest the public seeming inability to influence the behavior of the system, sudden consumerism, stockholderism, ration equalitarism, anti militarism, environmentalism and feminism became forces to be reckoned with Friedman (1996).

It is a framework for the role of business in society setting standards of behavior to which a company must subscribe in society in a positive and a productive manner. The emergence of social enterprise, business ethics,

environmental practices, a human right approach to recruitment and employment conditions and investment in the community are of such impacts. (James, 2002)

According to Kaye (2005) the concern over CSR is also relevant to petroleum companies/oil companies under oil producing and exporting countries (OPEC), oil companies are expected to be guided by an OPEC economic world view, based on the principle of social justice and well being. This is particularly true since those involved in the OPEC and finance normally regard their ethics and social responsibility commitment as being more enduring since they are ultimately based on OPEC policies, whereas ethics and social responsibility derived from secularist morality are inevitably transitory. This in turn provides a strong indication for CSR to be naturally embedded and instilled in OPEC practice.

Oil companies, which carry an inherently high risk due to the nature of the industry, have benefited in recent years from serious investment in processes to manage their social responsibilities.

In 2001 only 8,000 tons of oil was spilled, compared to 435,000 tons in 1991. Fatalities are still among the highest in all industries but are declining. In 2001 "only" 16 people lost BP, most in road accidents transporting oil in underdeveloped countries.

In Africa, given the ever rising population and meager resources that have to be stretched thin, the issue of employee performance is a recurring theme at the continent's business meetings. According Goodpaster (2001), employee's performance is now crucial in Africa's strategic plans towards catching up with the developed world! The Commonwealth Secretariat has since 2003 been funding the publication of Management booklets that are aimed at imparting critically needed CSR skills to managers and shareholders to help them improve their ability to act responsibly. Major strides have been made in quantitative terms but the quality

and relevancy of the business expansion and employee performance in petroleum industry remains questionable. This paradox perturbs many because one would assume that training of any sort, given to managers and shareholders in petroleum industry would manifest itself in improved performance and ultimately into better employees performance. Although there has been an overall reduction in development partners funding to the petroleum sector in Africa, in part due to the recent credit crunch, governments are doing their best to see that local investors get the better performance of their investments needed.

In the Ugandan context, the concept of CSR is relatively new and unclear to the majority of the business sector and the general public at large.

To achieve what petrol stations were established for, they should participate in CSR to meet the expectations of all stakeholders. Several researchers have had interest in CSR and employees performance in different contexts. For example, Kakuru (2005) studied CSR and the success of business firms in Uganda, CSR and success of corporate organizations in New York, Peterson (1997), According to Hartman, (2002) in his study of training and employees performance in commercial banks of London. Some researchers have carried out studies on employee performance in the context of petrol stations in Uganda. Baker (2006) in his study of employees care and employees performance in petroleum industry in western Uganda, Musiime (2003) studied CSR and employees performance of petro city in western Uganda while Donaldson (1989), carried a study on corporate social responsibility and employees performance of Hass petrol stations in Mbarara district. However, all these studies left gaps to be explored further to isolate factors affecting the employee performance in Mugmwa petrol stations in Western region, Uganda thus a gap that proposed study will attempt to fill.

Statement of the Problem

CSR can help an organization to achieve its desired employee performance and quality work, innovation, imitativeness and resourcefulness of employees and also prevent loss of resources. It can help to ensure reliable employee productivity. In sum, it can help an organization prosper in order to achieve its objectives and also avoid pitfalls and surprises along the way. (COSO Publications, 2005). Despite the CSR that exist in organizations, employee performance are still of poor quality as evidenced in the case of Mugmwa petrol stations were poor quantity and quality of work is witnessed, less innovations and resourcefulness of employees has led to low employee performance in the organization to person interest and benefits.(Musoke, 2009). This may be because CSR practices that are in the organization are weak or are under mined by the workers. Therefore the researcher would like to investigate the relationship between CSR and employee performance of Mugmwa petrol stations in Western, Uganda.

Purpose of the Study

The purpose of the study was to explore the levels of CSR and employee performance in of Mugmwa petrol stations in Western Region, test the hypotheses of no significant relationship between CSR and employee performance, to fill the void indentified in the literature and to test the theory of which the study was based.

Objectives of the Study

General

The study established correlationship bet ween C SR and employee performance of Mugmwa petrol stations in Western Region, Uganda.

Specific:

1. To determine the profile of the respondents in terms of:
 - 1.1 Age,
 - 1.2 Gender,
 - 1.3 Educational qualification,
 - 1.4 Position held and
 - 1.5 Number of years experience in Mugmwa petrol stations in Western Region, Uganda.
2. To determine the extent of CSR of Mugmwa petrol stations in Western region, Uganda.
3. To determine the level of employee performance of Mugmwa petrol stations in Western region, Uganda.
4. To determine if there is a significant relationship between the extent of CSR and level of employee performance of Mugmwa petrol stations in Western region, Uganda.

Research Questions

1. What was the profile of the respondents in terms of:
 - 1.1 Age,
 - 1.2 Gender,
 - 1.3 Educational qualification,
 - 1.4 position held and
 - 1.5 Number of years experience in Mugmwa petrol stations in Western Region, Uganda?
2. What was the extent of CSR of Mugmwa petrol stations in Western region, Uganda?
3. What was the level of employee performance of Mugmwa petrol stations in Western region, Uganda?

4. Was there a significant relationship between the extent of CSR and level of employee performance of Mugmwa petrol stations in Western region, Uganda?

Null Hypotheses

There was no significant relationship between the level of CSR and employee performance in Mugmwa petrol stations in Western region, Uganda.

Scope

Geographical Scope

The study was conducted in Mugmwa petrol stations in Western region, Uganda which started its operation in 2001. Mugmwa deals in a variety of products which include diesel, petrol, paraffin and other types of oil and lubricants. And the Mugmwa petrol stations in Western region was chosen because employee performance in petrol stations in Uganda had mainly concentrated on petrol stations in the central region and no significant attempt had been made to investigate on petrol stations in Western region. This led to limited understanding on the subject hence attracted researcher's attention who studied Mugmwa petrol stations in Western region, Uganda.

Content Scope

This study was intended to examine the following; to determine the profile of the respondents in terms of Age, Gender, Educational qualification, position held and Number of years experience in Mugmwa petrol stations in Western Region, Uganda. To determine the level of CSR of Mugmwa petrol stations in Western region, Uganda. To determine the level of employee performance of Mugmwa petrol stations in Western region, Uganda. To determine if there was a significant relationship between the level of CSR and the employee performance of

Mugmwa petrol stations in Western region, Uganda. The respondents in the research were employees of Mugmwa petrol stations in Western region, Uganda.

Theoretical Scope

The study was specifically based on Theory Z developed by an American Professor William Ouchi in 1970 which asserted that there are factors like CSR which influenced employee performance. The very theory adopted in this study was theory Z of Strategic management, which emphasized on taking customer as a king as well as providing good working conditions to the employees so as to attain employee performance by being able to attain the organizational goals and objectives in terms of a bigger market share, high quality products, more sales as well as high profits.

Time Scope

The study was carried out between March and August 2012 and the study took five months to be completed. Topic selection, definition and approval were done in March 2012. The introduction of the study together with the review of literature followed in April 2012. During the month of April, the literature review was continued and the researcher decided on some of the data collection techniques, population, sample size, research design and data analysis procedures. Pretesting of the instruments was also done in June and July 2012. In first two weeks of August 2012, data collection was already completed and the researcher started organizing and tallying of data. Findings, conclusion and recommendations were all done in the same month together with sufficient editing. Proofreading, approval and final report presentation was expected to be done in late August 2012.

Significance of the Study

The study will help Mugmwa petrol stations in Western region, Uganda to understand its role, responsibility and rights as regards its stakeholders such as the government, consumers, suppliers, employees, regulators, Non government organizations of the benefits associated with CSR activities.

The study will address challenges encountered in the implementation of CRS programs of Mugmwa petrol stations in Western region, Uganda.

The study will help in identifying the problems of Mugmwa petrol stations in Western region, Uganda currently being faced by during their efforts to exercise CRS.

The study will help policy makers and stakeholders in particular the government of Uganda on how to work closely with Mugmwa petrol stations in Western region, Uganda so as to attain set goals and objectives.

Operational Definitions of Key Terms

For the purpose of this study, the following terms were operationally defined:

Corporate Social Responsibility- is about how well companies manage the employees in a way that attracts their attention to increase on productivity in an organization.

Quantity of work- The quantity of work of an employee can be measured in the number of units produced, processed or sold is a good objective indicator of performance

Innovation- refers to the process of employees coming up with new ideas to create a product.

Quality of work- is defined as the consumers' judgment about an entity's overall excellence or superiority

Employee performance - is a program that which management uses to evaluate the current performance of employees and to help improve the performance in the future. This measured on different dimensions like quantity of work, quality of work, innovativeness, recording keeping and filing system, initiative, trustworthiness

Profile- is the characteristics of the respondents which are in terms of Age, Gender, Educational qualification, position held, Number of years experience

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions and Ideas from Authors /Experts

Corporate Social Responsibility

Corporate social responsibility has been defined differently by different individuals and organizations although there is a considerable common ground between them putting into consideration the unique community priorities and values. CSR can be broadly defined as corporate actions addressing issues which are beyond the scope of its narrow economic, technical and legal requirements (Aguilera, 2007; Carroll, 2008). The World Business Council for Sustainable Development in its publication "Making Good Business Sense" by Dawkins, (2003) used the following definition. "Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" "CSR is about capacity building for sustainable livelihood. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government" from Ghana. "CRS is about business giving back to society" from the Philippines. Traditionally in the United States, CSR has been defined much more in terms of a philanthropic model. Companies make profits, unhindered except by filling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving. The European model is much more focused on operating the core business in a socially responsible way, complemented by investment in communities for solid case business reasons.

According to Baker, (2006) CSR is about how well companies manage the business process to produce an overall impact on society. According to Geoffrey and Ferrell (2003), the social performance of a company has several dimensions. Corporate philanthropy and corporate policy. Corporate philanthropy includes charitable donations to non-profit groups of all kinds. Strategic philanthropy involves companies making long term commitments to one cause and is not limited to large corporations only but is also a necessity for small business too. Corporate responsibility involves everything from hiring minority workers to making safe products, minimizing pollution, using energy, providing safe work environment among other things. Corporate policy which refers to the position a firm takes on social and political issues like offering voluntary work whenever it is needed to solve a social problem because a business may be pushed out of business if it ignored its CSR to its stakeholders.

John (2003), states that corporate social responsibility takes various forms and names depending on the organization. The most common include workplace welfare, environmental stewardship, community engagement, governance and market place responsibility. Workplace welfare means ensuring that employees welfare and rights are catered for and respected, while upholding their responsibility to supply labor to the firm, they should be in turn be enumerated, respected and accorded opportunities for development. It also involves labor relations, diversity and human rights, equal opportunities, work life balance, training and education. Environmental stewardship means considering direct impact of the firm and those of the firm's product. The impact of product is assessed through the life cycle analysis. The impact of the business is considered against the broader ecological system with in which the business operates, issues in environmental stewardship include energy, conservation, emissions, waste impact of the core products or packing, raw materials, biodiversity and water. Community engagement is another form of corporate social responsibility. This

involves community investment, employee volunteering and charity giving. A good community engagement program should involve institutional development of community organizations to ensure long term sustainability. A business should act responsible, respecting not only law but also fulfilling legitimate expectations that society has for them. The expectation of a business to society goes beyond short-term profit maximization. What people expect in for a business to behave in a responsible way in communities they operate in, treat their employees fairly, respect and maintain the environment, demonstrate sensitivity to the problems of others, disadvantaged people in the world, building trust with its stakeholders and increasing long share holder value for the survival and success of the business.

Likewise, De George, (1990) states that a businesses' long term competitiveness depends on how it embraces social challenges rather than dismissing them as somebody else's problem because societal contract is part and partial of a business. A business should balance the need for long term viability and the prosperity of society and environment on which it operates for it to be competitive and have employee gains in the long run for sustainability of the business and to be of economic value by promoting development socially and economically as it provides new jobs, creates new markets and prevents conflict directly and indirectly as well as preserving the environment. However, there is no generally agreed on forms of corporate social responsibility.

According to Husted, (2003) concept of triple bottom line, corporate social responsibility is often likened to a three-legged stool. The three legs are people, planet and profit and each leg depends on the other two. The stool collapses if all three factors are not balanced thus People-Social sustainability (employees and communities), Planet-Environmental sustainability and Profit-Economic sustainability. Decisions should not be made only of employee reasons but on question such as community investment, environmental impact, business ethics

and human rights in other words the above triple bottom line. Focus on stakeholders not just shareholders, stakeholders are defined as those who affect or are affected by the company. They include employees, shareholders, community and government.

Employee Performance

Employee's performance is a rating system used in most corporations to determine the abilities and output of an employee (Garriga, 2004). Performance management is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy which values and encourages employee development through a style of management which provides frequent feedback and fosters teamwork. It emphasizes communication and focuses on adding value to the organization by promoting improved job performance and encouraging skill development. Performance Management involves clarifying the job duties, defining performance standards, documenting, evaluating and discussing performance with each employee (Kolter, 1991).

Employee performance management is a program that corporate management uses to evaluate the current performance of employees and to help improve the performance in the future. Employee performance management is a never-ending process to help the company and its workers excel. (Kinicki, 2003)

Ranjan (1997) defined as Employee performance management is a process that companies use to ensure their employees are contributing to producing a high quality product or service. Employee performance management encourages the employee to get involved in the planning for the company and therefore

anticipates by having a role in the process the employee will be motivated to perform at a high level.

According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. The term performance management gained its popularity in early 1980's when total quality management programs received utmost importance for achievement of superior standards and quality performance. Tools such as job design, leadership development, training and reward system received an equal impetus along with the traditional performance appraisal process in the new comprehensive and a much wider framework. Performance management is an ongoing communication process which is carried between the supervisors and the employees throughout the year. The process is very much cyclical and continuous in nature. A performance management system includes the following actions.

Quantity of work. In the study of Kamusiime (2008) the quantity of work of an employee can be measured in the number of units produced, processed or sold is a good objective indicator of performance. And there is no need to place too much on quantity measures that in most cases makes the quality suffer. Quantitative standards are criteria for judging performance that can be expressed in money terms, time exposed proportions and percentages, weights, distance or some other numerical style. Quantitative standards have two major advantages; they are reasonably precise. That is required level of performance is stated in terms managers understand, they are relatively easy to measure. This is simply because quantitative standards mean about the same thing to all supervisors.

Quality of work. Husted (2003) a basic drawback of qualitative standards is that it is difficult to apply them to all operations in a firm. Not all standards can be

expressed in time, weights, percentages, money or other measures. For examples the goal of an organization may be "to maintain a good relationship with the trade union". Does the absence of a strike or showdown necessarily indicate existence of a good relationship with the union? Because of this basic drawback, qualitative standards are also needed expected to be neatly dressed". Because they are subjective, qualitative standards are difficult to use in performance evaluation.

Dependability and Reliability. Kato (2011) Dependability and reliability are related to trustworthiness. A responsible, dependable employee is one who agrees to carry out a task under agreed-upon procedures. Employees are often put in positions in which they are responsible for money, for other people's safety, for other people's production, for merchandise, for customers' goodwill, for company equipment, and so on. Employers are quick to see which employees can handle positions and situations of responsibility and which cannot. When you are careful to make sure that any job you are given is done well and completed on time, you will build up your reputation for being dependable and reliable. Such work ethics are valuable to any employer.

Innovation. According to Rogers (1976) innovation refers to coming up with new ideas that lead to the creation of a new product, process or service. Today's successful organizations must foster innovation among the employees be proficient in the art of change; otherwise they will become candidates for extinction in due course of time and vanished from their field of business. Victory will go to those organizations that maintain flexibility, continually improve their quality and beat the competition to the market place with a constant stream of innovative products and services. And all this will be achieved by succeeded by creating more powerful personal for the same in an organization to be successfully.

Record keeping and effective filing system. According to Maicibi (2009) Records management is a management function that seeks to ensure that the right data and information are available to the right person at the right time and at least cost of an organization. The origin of word "records" is from the latin word "recoderi" meaning to bring back, retrieve to mind or memorizing. The importance of record-keeping and filing systems cannot be too highly stressed. A well-planned system contributes significantly to efficiency of operation as well as to a company's image. Whether records are filed in a computer or in a steel cabinet, they have to be readily accessible. Make a study of your system. Conducting such a study is no more than taking an inventory of the records in your files and thing records keeping about employees performance can be easily used when to determine their different capabilities.

Observance of working hours. This shows how employees manage time at the work places. How fast is work performed is another performance indicator. Lantos (2001) Time management is very vital once not well utilized negative effects of working long hours can be broken out such as health effects and increased risk for accidents. One such study linked increased overtime with depression, fatigue and confusion. In addition, cardiovascular disorders are also linked to long hours. Working long hours is also correlated with a number of other negative health outcomes, such as increased smoking as a response to the stress and increased exposure to occupational hazards such as toxic chemicals and loud noises. In sum, working long hours greatly increases many health risks. There is also evidence linking working long hours with accidents. Finally, there is evidence that irregular shift work, specifically night work, has negative impacts. While this is not directly related to the number hours that workers work, it is relevant to this discussion because the organization of working time is influenced by overtime. Thus there is need to observe the proper working hours so as to exhaust the

employees potentials when working for an organization in order to meet the set targets.

Initiative. When employees have initiative, they are willing to take the first step in seeing that work gets done. Rao (2010) People with initiative are motivated to do well and are enthusiastic about their jobs. They are industrious, which means they are hard workers. In other words, they are diligent about completing their work responsibilities. People who display initiative make sure they do what they are paid to do, and then more. They see a job or a task that needs to be done, and they do it without being asked to. They go beyond the call of duty.

Resourcefulness is positively associated with job satisfaction. We further hypothesize that the effect of job resourcefulness on job satisfaction will be mediated by customer orientation. From the hierarchical model perspective, surface level traits mediate the effects of more general, situational level traits on outcome variables such as job satisfaction (Mowen, 2000). Licata et al. (2003)'s finding that customer orientation mediates the effect of job resourcefulness on self-rated performance supports this perspective.

Work organization. 'Work organization itself is a broad subject, including, as it does, most aspects of the way work is organized in and between firms, the relation between the social partners, the organization of the labor market, the relationship between work and the organization of society', as is stated by the authors of Partnership for new organization of work (European Commission Green Paper, 1997). According to the European Work Organization Network (EWON), a new work organization 'is the application of principles and practices within enterprises which aim to capitalize on, and develop the creativity and commitment of employees at all levels in achieving competitive advantage and in meeting the

business and service challenges posed by the social, economic and technological environment’.

Trustworthiness. The concept of trustworthiness in corporate relationships is one that has a solid theoretical basis and it is a concept that is supported by a number of theorists and researchers. Individuals such as Covey and Paine suggest that in order to establish a sustainable corporation, that long-term trustworthiness is essential (Coldwell, Hayes & Long, 2010). This need to establish trustworthiness is logical as trust is an essential component of any social relationship, as it acts as a stabilization factor (Castaldo, 2007). A social relationship that has trust as a foundational basis has the ability to initiate both ad hoc and contractual interactions quickly and easily. This is because each person understands what is expected of them and what they can expect from their partner (Coldwell, Hayes & Long, 2010). The trust reinforces this expectation and it enhances the fluidity of exchanges between the partners.

Relations with customers. There is need for good co-operation and relationship with the outside parties so as to gain a competitive advantage. This can be achieved through a creation of a good corporate reputation for superior products and support services to the clients as this gives the organization a lasting impression because clients cannot give you a second chance and always remember to treat every client you come in touch with is a potential client to another client if they are impressed. Hayes (2010)

Relations with co-employees. In the study of Maganda (2009) The employees must be comfortable with each other for a healthy environment at work. It is the prime duty of the superiors and team leaders to discourage conflicts in the team and encourage a healthy relationship among employees. Life is really short and it is important that one enjoys each and every moment of it. Remember in an organization you are paid for your hard work and not for cribbing

or fighting with each other. Don't assume that the person sitting next to you is your enemy or will do any harm to you. Who says you can't make friends at work, in fact one can make the best of friends in the office. There is so much more to life than fighting with each other. Observation says that a healthy relation among the employees goes a long way in motivating the employees and increasing their confidence and morale. One starts enjoying his office and does not take his work as a burden. He feels charged and fresh the whole day and takes each day at work as a new challenge. If you have a good relation with your team members you feel going to office daily. Go out with your team members for a get together once in a while or have your lunch together. These activities help in strengthening the bond among the employees and improve the relations among them hence leading to increased output organization that will promote its competitiveness.

Relationship with the supervisor. Create a climate in which productive and harmonious relationships can be maintained through partnership between the supervisor and employees and their trade unions (Armstrong 2006). Treating employees as a primary responsibility of management, as opposed to the jointly negotiated responsibility of both unions and management, suggests an approach that is concerned to stress the primacy of the management agenda in the employment relationships and marks a collective workforce.

Patience. According to Musiime (2003) Patience may denote calm, self-possessed and underpinning bearing of pain, misfortune, annoyance, or delay; or painstaking and untiring industry or application in the doing of something: to bear afflictions with patience. Endurance denotes the ability to bear exertion, hardship, or suffering in the organizations activities.

Decision making. Thus is the ability of the employees to have a choice or judgment that employees take the best alternative. This concerns the particular requirements for decision-making used by each of the interacting groups. Musiime

(2003) two aspects that are related to decision-making requirements are degree of task uncertainty and the availability of resources. Degree of task uncertainty: It refers to one of the basic characteristics of inter-group behavior. The nature of the particular task being performed by each of the interacting groups may require different amounts of information flow before a decision can be reached. The greater the task uncertainty inherent in each task, the greater the need for additional information.

Co-ordination. Coordination is the process of integrating the objectives and activities of the separate units (departments) or employees of an organization in order to achieve organization goals effectively. Rao (2001) Without coordination, individuals and departments would lose sight of their roles within the organization. The need for coordination depends upon the nature and communication requirements of the tasks performed and the degree of interdependence of the various subunits performing them. When these tasks require or can benefit from information flow between units then a high degree of coordination is best. A high degree of coordination is also likely to be beneficial for work that is non routine and unpredictable for work where environmental factors keep changing, for work in which tasks are highly interdependent (that is when one unit cannot function without receiving inputs from another unit) and for organizations that set high performance objectives.

Cooperation is another aspect of group dynamics is cooperation which simply means working together willingly. Baker (2006) Where people's tasks are interrelated or where a group of people have to accomplish one task then cooperation is not only essential but is also critical, without it there would be no results. Managers must concern themselves with cooperation because the survival of their organizations is in part determined by other organizations (external). But they also must guard against illegal cooperation for example. collusion in price

setting. Cooperation between individuals and groups with the organizations (internal) is very important. For an organization to remain cohesive managers must seek willing internal cooperation because without it group goals cannot be achieved.

Personal Hygiene. Personal health is a state of complete physical, mental, social being and not being merely the absence of a disease. The importance of personal hygiene goes well beyond simply looking and smelling good. Practicing good personal hygiene can help your body to prevent illnesses by decreasing the amount of germs you carry. Your skin protects the rest of your body from germs, so keeping your skin germ-free and healthy is an extremely important part of good hygiene. Personal health is a vital signal of employee performance as it promotes efficiency in the work place. The symptoms of bad health include high rate of absenteeism, industrial discontent, poor performance and low productivity. Canon (1997)

CSR and Employee Performance

Keith, (2002) argues that CRS program like market place responsibility, community engagement and work place welfare program help companies improve in their profitability and sustainability. With good work place welfare practices, employees are motivated to deliver better services and products as better working conditions are provided and creativity is encouraged. This helps a firm to reduce wastage and thus increase on general output leading to a high profitability

Corporate social responsibility and employee organizational commitment. Ample research is available on effects of corporate social responsibility on employee organizational commitment. Studies suggested that corporate social responsibility increases employee commitment level with the organization, because CSR interventions also included activities for the welfare of employees

and their families. Many other studies including Moskowitz (1972); Turban and Greening (1996); Albinger and Freeman (2000); Greening and Turban (2000); Backhuas et al. (2002); Peterson (2004); Dawkins (2004) stated that corporate social contribution attracts motivated potential employees and improves commitment level of existing employees. Brammer et al. (2007) noted that CSR increased employee organizational commitment. Sharma et al. (2009) discussed the role of HRM as main contributor towards CSR. Scott (2004) stated that corporate social contribution builds better reputation of organization in the society that helps in attracting new graduates.

CSR through community engagement projects and work welfares programs help the firm to recruit and retain talented employees hence improved employee performance in an organization Turban (2000). Good labor relations and respect for human rights, equal opportunities encourages talented (gifted) individuals to join a firm which practices such ideas. Community engagement programs such as employee volunteering and charitable giving also attracts individuals who subscribe to the ideas of volunteerism and donating to join the firm. By engaging employees community such as monitoring programs and charity activities help to reduce work place boredom, creating a meaningful environment for the workers, forming a good working relationship between the employees and local community as well as building team work spirit. This therefore helps to increase on employee retention and attracts more energetic and talented individuals which ultimately lead to more output (productivity) as employees morale is increased reducing on work absenteeism and ultimately reducing the turnover as well as on the recruitment costs. All this leads to a triple bottom line benefits, making CSR a fact.

According to Hartman, (2002), CSR through better treatment at work leads employees to be more loyal and improve on their output levels. Employees who are well treated in their work environment may prove more loyal and more

effective and more productive in their work place leading to good business performance.

Marcus (1993) said that, being perceived as a good social performer raises employee morale and result in increased productivity. Fewer strikes and work stoppage may more than offset the other costs associated with being socially responsible. Marcus goes on to say that societal performance may enhance customer loyalty. To satisfy customers claim for perceived quality may be easier than to satisfy their claims for better products.

Greening and Turban (2000), in his study of CSR showed a strong relationship between CSR and employees performance assert that employees need to be treated with dignity and employee interests should be taken seriously. Providing jobs according to workers skills and compensating them fairly improves their productivity, be honest in communications with employees and be open in information sharing to their concerns and where possible, act to employees' suggestions, ideas, requests and complaints, engage in good faith negotiations when conflict arises, avoid discriminatory practices and guarantee equal treatment and opportunity in areas such as gender, age, race, religion, promote in the business itself the employment of differently people in places of work where they can genuinely be useful protect employees, from avoidable injury and illness in the work place, encourage and assist employees in developing relevant transferable skills and knowledge and work with governments, employee group or other agencies in addressing problems faced.

Theoretical Perspective

In this study, the researcher opted to view employee performance as a special case, and hence could make the use of employee performance stories, which assert that there are factors like CSR which influence employee performance thus Theory Z by professor Ouchi William, (Kaye 2003). Several studies have examined the causes of high and low employee performance from this theoretical perspective. The very theory adopted in this study is theory Z of Strategic management, which emphasized on taking customer as a king as well as providing good working conditions to the employees so as to attain employee performance by being able to attain the organizational goals and objectives. Theory Z was developed during the 1970's and 1980's when American business organizations were seriously affected by Japanese competitors thus producing better quality products at a lower cost. In 1981, Management professor William Ouchi offered theory Z which integrated the merits of Japanese (theory J) and American (theory A). It emphasized on the terms of employment, training, good working conditions, better relations with stakeholders, taking customers as kings and proper communication of organization's goals and objectives as all these will lead to better employee performance due to improve productivity, market share, better quality products, customer satisfaction, more sales and revenues among others. This theory is popular in other disciplines of management developed by Bateman.

Related Studies

CSR

Several studies have established a positive relationship between a company's CSR actions and employee performance in different contexts (Maignan, 1999). They include, CSR and success of corporate organizations in New York that

can be built and nurtured on the following: outstanding employee relations, strong records of community involvement, excellent environmental policies, respect for Human Rights, a commitment to diversity showed that high standards of corporate citizenship have become the most effective means of reputation management in today's economy for an organization to be competitive. Geoffrey (2004)

Gulebyo (2006) in his study of CSR and quality service delivery in Kampala International University established that CSR and quality service delivery are closely related and go together. If CSR is well practiced it helps the organization in delivering quality services. According to Snider et al (2003) said that in this century all organizations should endeavor to align their efforts and capabilities on CSR and total quality management as every organization depends on how well it manages CSR and total quality.

Peterson (1997), in his study CSR and customer satisfaction in manufacturing companies of New York established that corporate social responsibility aims a fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease for product and product safety, environmental care and care for minimum working conditions. Therefore social responsibility of a business consists of providing quality services and goods to the public without endangering either basic well being or common future as it responds to moral demands so as to increase its corporate image, sales and profitability.

According to Kakuru (2005) in his study of CSR and success of business firms in Uganda established that corporate social responsibility hereafter (CSR) calls upon a business firm to address societal issues, which go beyond the scope of the firm's activities. For instance a business firm participatory in social and general welfare programs where as these programs are beneficial to society, they

may appear irrelevant to individual firm. This raises a question whether it is justifiable to commit a firm's resources in these programs but the business firm should weigh the benefits of being socially responsible as this can be translated into cash flows because of improved corporate image employee performance can be easily attained.

Employee performance

As viewed from Hartman, (2002) in his study of training and employees performance in commercial banks of London established employees who are well trained in their work may prove more loyal and more effective and productive in their work place leading to good business performance. He further states that training provides better skills to employees leading to better performance in commercial banks.

Reward system and employee performance in western Uganda by Kato (2011) noted that Performance of employees in regard to reward systems is such that, high performing employees are highly rewarded, rewards increase employee commitment to work, employees fulfill obligations out of their job description, employees opt for flexible work schedules, they report what is relevant about their work and their supervisors, make research for the organization, save company's reputation and attract outside competent employees to their work. Rewards are related to employee performance in such ways as; rewards are based on employee competence, linked to some ideas of profitability, level of productivity and frequency of overtime work periodically, future employee prospects with the origination and reflect the status of the organization.

The assessment of motivation on employees performance in Kakira sugar works in Jinja district, Uganda by Maganda (2009) inclined that to improve on employees performance, the employees need to be involved in leadership, the

salary must also be sufficient and the working conditions must be conducive to employees work such that when an employee is hurt there is a provision for compensation. Job involvement must be sought of so that decisions are made to fulfill the organization's mission, goals and objectives. This will go along the way to maximize profits and the tenure of service will increase. His study came into agreement with other scholars on the subject of employees motivation who had it that management should try to focus on those individuals needs which when satisfied will lead to improved performance.

Baker (2006) in his study of employees care and employees performance in petroleum industry in western Uganda established that high level of employee care in petroleum industry increases morale of the employees thus attracting their commitment and hence increased employee's performance in western the Uganda.

CSR and Employee Performance

Musiime (2003) studied CSR and employees performance of petro city in western Uganda showed that effective CSR policies and strategies leads to better employees performance since better conditions are always provided at work that moral boosts employees morale hence increasing on quality services, more sales thus more profits.

Likewise, Donaldson (1989), states that corporate social responsibility and better employees' performance of Hass petrol stations in Mbarara district aims at fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease of use for product and product safety, environmental care, care for minimum working conditions. A business organization should commit itself to reduction of personal and environmental damage, being accountable to the society it operates in. so responsibility requires entrepreneurs

to commit themselves to agreed moral demands which severely limits or harms the ability of the business not only to the inside of the company but also to the end users. Social responsibility of a business consists of providing quality services and goods to the public, without endangering either basic public well being or common future as it responds to moral demands.

CHAPTER THREE

METHODOLOGY

Research Design

This study utilized descriptive correlation design. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual or of a group. It dealt with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

Research Population

The target population included a total of 150 employed by Mugmwa petrol stations; 30 were from top management and middle level as well as 120 from super market and pump attendants in Western Region, Uganda. The administration and finance were focused on because it was the main part of the operation in the company.

Sample Size

In view of the nature of the target population where the number for top management and middle level as well as super market and pump attendants were taken from each category. Table 1 shows the respondents of the study were the employees because all these were involved since whatever policy was made on CSR would in turn affect them, target population and sample size. The Sloven's formula was used to determine the minimum sample size for each category.

Table 1
Respondents of the Study

Respondents	Target Population	Sample size
Top and Middle Management	30	22
Super market and pump attendant	120	87
Grand Total	150	109

Source: Primary Data 2012

Sampling Procedure

The purposive sampling was utilized to select the respondents based on these criteria:

1. Male or female respondents in Mugmwa petrol stations in Western region, Uganda.
2. Top management and middle level as well as super market and pump attendants with experience ranging from one year and above. The systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

On the other hand in this study stratified sampling technique was used. In stratified sampling the population was divided in to sub populations such that elements within each sub-population are homogenous.

Research Instrument

The researcher designed the questionnaire in such format where that was closed ended as well as made up three sections. The first was face sheet to collect data on the demographic characteristics, the second part of corporate social responsibility to collect data on the extent of corporate social responsibility and the third part of performance to collect data on level of employee performance. This enabled in data analysis using SPSS easily done and make respondents easily chose the answers of their choice and saved time. In the closed ended questionnaires, respondents were asked to indicate 1=Strongly Disagree; 2=Disagree; 3=Agree and 4=Strongly Agree. Since there was no one to disapprove the answers given and respondents' submitted complete questionnaires after filling them hence making fair findings.

A review of secondary data in the form of official documents available in hard copy in libraries and the internet facility were also utilized.

Validity and Reliability of the Instrument

Validity of the study was assured through expert knowledge and the researcher made sure at least the validity coefficient to 70%. There are many methods to be assured whether your study was valid or not and among them was Content Validity Index (CVI). The formula of CVI equals no of items will be declared valid /total no of items.

Content validity was ensured by subjecting the researcher revised questionnaires on resource availability and utilization to judgment by the content experts (who shall estimate the validity on the basis of their experience).

The test-retest technique was used to determine the reliability (consistent) of the researcher devised instruments to ten qualified respondents, five from top management and five from low cadres. These respondents were not included in the actual study. In this test- retest technique, the questionnaires were

administered twice to the same subjects. If the test is reliable and the trait being measured is stable, the results were consistent and essentially the same in both times.

Data Gathering Procedures

Before the Administration of the Questionnaires

- An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to ask for approval to conduct the study from Mugmwa petrol stations in Western region.
- When approved, the researcher was secured a list of the qualified respondents from Mugmwa petrol stations in Western region in charge and selected the respondents through systematic random sampling from this list to arrive at the minimum sample size.
- The respondents explained about the study and were requested to sign the Informed Consent Form (Appendix 3).
- Reproduced more than enough questionnaires for distribution.
- Selected research assistants who assisted in the data collection; briefed and oriented them in order to be consistent in administering the questionnaires.

During the Administration of the Questionnaires

- The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
- The researcher and assistants were emphasized to retrieval of the questionnaires within Three days from the date of distribution.
- On retrieval, all returned a questionnaire were checked if all were answered.

After the administration of the questionnaires

The data gathered was encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data Analysis

After questionnaires filled by the respondents, the data was edited, coded and entered into the computer Statistical Package for Social Scientists (SPSS). Data was then processed and analyzed using descriptive statistics showing frequencies and percentage distribution to determine the demographic characteristics of the respondents.

- The mean and standard deviations were applied to indicate the levels of CSR and employee performance related from Mugmwa petrol stations in Western region while the Pearson's Linear Correlation Coefficient (PLCC) was used to correlate the variables and to test for existence of significant relationships among the study variables. The 0.05 level of significance, popular in social sciences was used to confirm existence of statistical significance among study variables. Then to establish the factors influencing the CSR, cross tabulation was done, where the dependent variable was cross tabulated with independent variables and chi-square values read off and p value at 5%.

The measurements of the levels of CSR and employee performance were measured by twenty four and nine items or questions respectively in the questionnaire each is selected from one to four 1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree; To interpret the obtained data of the CSR and level of employee performance the following numerical value and description used;

Mean Range	Description	Interpretation
3.26-4.00	Strongly Agree	Very Good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Fair

1.00-1.75

Strongly Disagree

Poor

Ethical Consideration

To safeguard against unprofessional conduct while carrying out this research like unnecessary pressures, which could cause the research findings to be undermined, the researcher: sought permission of the people who participated in the research for their consent in the intended study as such the researcher would not lie to subjects and record findings on hidden mechanical devices.

The researcher made sure that the researcher's personal biases and opinions were not override other interests of the research and give both sides fair consideration. The findings of the research were kept confidential, done under the condition of anonymity to avoid embarrassing and harming respondents especially if got information could be used logically or otherwise to harm the respondents. The researcher also required approval of the University Ethics Committee to make sure the research does not violate any of the Ethical considerations, to ensure utmost confidentiality for the respondents and the data provided by them as well as reflect ethics practiced in this study, the following were done:

1. All questionnaires were coded to provide anonymity of the respondents
2. The respondents were requested to sign the informed consent
3. Authors quoted in this study were recognized through citations and referencing
4. On emotional intelligence to solicit permission to use the standardized questionnaire
5. Presentation of findings was generalized

Limitation of the Study

The researcher faced a number of problems including some of the respondents not understanding the English language well, Also, the researcher faced some of the respondents not willing to answer the questionnaire properly or correctly and tight schedule of the respondents.

The researcher tried to minimize the challenges and overcome those problems through explaining questionnaire and chose educated respondents those who had accurate information about the study and distributed the questionnaires in advance to the respondents to have enough time to take time in their tight schedule to complete the questionnaires.

The researcher claimed an acceptable (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study:

1. *Testing:* Differences in conditions and time when the data was obtained from respondents by different persons on different days at different hours. This was minimized by orienting and briefing the research assistants on the sampling techniques and data gathering procedures.
2. *Instrumentation:* The research instrument on corporate social responsibility and employee performance was not standardized. A validity and reliability test was done to produce a credible research tool.
3. Other conditions where the researcher had no control over the extraneous variables such as honesty of the respondents, personal biases and descriptive nature of the design and the researcher solved it by assuring confidentiality of the information availed to him.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents, analyses and interprets data gathered from the field on the profile of the respondents, the level of CSR, level of employee performance, significant relationship between CSR and employee performance of Mugmwa petrol stations in Western region, Uganda.

Profile of the Mugmwa employees Respondents

Respondents in this study were described according to age, gender, qualification, position held and number of years of experience. In each case, respondents were asked through a closed ended questionnaire, to provide their respective profile information, to enable the researcher classify and compare them accordingly. The first research question of the study was to determine the profile of the respondents used in this study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study, the findings are presented below. Their responses were analyzed using frequencies and percentage distributions as summarized in following table 2.

Table 2
Profile of the Respondents

Category	Frequency	Percentage (%)
Gender		
Male	74	67.9
Female	35	32.1
Total	109	100
Age		
20-39 (Early adult hood)	46	42.2
40-59 (Middle adult hood)	36	33.0
60 and above (Late adult hood)	27	24.8
Total	109	100
Educational Qualifications		
Certificate	1	0.90
Diploma	-	-
Bachelors	76	69.7
Masters	32	29.4
Total	109	100
Position held		
Management	22	20
Attendant	87	80
Total	109	100
Number of years Experience in corporate social responsibility in Institution		
1 years - 3 years	1	0.90
4 years - 6 years	50	45.8
7 years - 9 years	50	45.8
10 years and above	8	7.3
Total	109	100

Source: Primary Data 2012

From the table 2 shows that the findings of the study indicated the majority of employees in the sample were males represented by 67.9% while females were minority represented by 32.1%. This clearly shows that most employees at Mugmwa petrol stations in western Uganda are males. This is because in traditional Africa society men dominated work places compared to women. As women were left to do home work like looking after children. Furthermore the trend is seen to be increasing compared to what used to be in the past as cited by Cotter 2008 and Hirsh 2009 in their article. In this article, the author describes sweeping changes in the gender system and offers explanations for why change has been uneven. Because the devaluation of activities done by women has changed little, women have had strong incentive to enter male jobs, but men have had little incentive to take on female activities or jobs. The gender egalitarianism that gained traction was the notion that women should have access to upward mobility and to all areas of schooling and jobs (Cotter 2008); many kinds of gender discrimination in employment and education became illegal (Hirsh 2009).

The findings of the study indicated that majority of employees represented by 42.2% were of age bracket 20-29 and 29-39 average of employees were 33%, minority represented by 24.8% were of the age bracket 60-Above years This finding suggested that the Mugmwa petrol stations in western Uganda staff were of diverse age groups. According Ranjan (1997) the diversity in age of the staff implies that the staff would have different values for their performance as it can also be witness in early days when work was carried out according age bracket. Again more young people dominate work places compared to older ones since the youth are still looking for means of survival as they are still fresh and not self employed thus seeking jobs from already established organizations compared to older people who are self employed or have reached the retirement age.

The findings of the study revealed that the majority of the employees in the sample were bachelors holders represented by 69.7% and average of the respondents had attained masters 29.4, while minority of the employees in the sample were secondary of 0.9 % (one cashier) which indicates that Mugmwa petrol stations had educated people who could easily handle different ideas of the clients. Luis (2002) asserted that most of job seekers are undergraduates who have exposure to look for the jobs since they believe that they are competent enough to work in big organizations compared to other people in terms of education. Few masters' employees were also found in the organization as top officials who take managerial positions as they are seen to be people with high level of integrity and competence in decision making. Further people with low levels of education were not seen in this organization since most of them are self employed in smaller businesses like hawkers as well as house maids as cited by Kamusiime (2008).

The findings of the study indicated that majority of employees represented by 20% were from management thus both top and middle management while 80% were the attendants from both the super markets and pumps, the findings indicate that there is high low cadres in Mugmwa petrol stations compared to top and middle management, which is a normal distribution in organizational setting as in most organizations most of the organizations have few top management officials since most of the work in the petroleum industry needs more operational team like pump attendants and super market attendants as said by Musiime (2003).

The findings of the study indicated that majority of employees represented by 45.8% of the respondents have worked for 4-6 years. Where the minority of the respondents represented by 0.9% of the respondent has worked for 1-3 experience, the findings indicate that there is high employee retention in Mugmwa

petrol stations in western Uganda. This concurs with Lantos (2001) who asserted that organizations with good working conditions and other incentives like better pay retain its employees who become more committed to serve for the interest of meeting organizational goals and objectives like improved productivity, sales, bigger market share and more revenues. This can also be explained by the fact some petrol stations with good payments have high employee retention in such employment according to Musiime (2003).

The Corporate Social Responsibility

The independent variable in this study was corporate social responsibility, operationalized into, environmental sustainability, social sustainability; economic sustainability was measured using qualitative questions in the questionnaire. All items on corporate social responsibility were scaled using four points ranging between 1= strongly disagree, 2=disagree, 3= agree, 4=strongly agree. The second objective in this study was set to determine the level of corporate social responsibility, for which respondents were required to indicate the extent to which they agree with each of the items or statements by filling in the number that best describes their perceptions. Their responses were analyzed and described using means as summarized in table 3;

Table 3
Level of corporate social responsibility in Mugmwa Petrol Stations in Western
Uganda
N =109

Indicators	Mean	Interpretation	Rank
Environmental sustainability			
Your organization provides services that are health to the work place.	3.20	Good	1
Your organization provides services that are safe to the employees.	3.17	Good	3
Your organization offers safe working environment for its employees	3.17	Good	3
Your organization provides better fencing of the machines to reduce work place accidents	3.17	Good	3
Your organization provides services that are convenient to the employees	3.15	Good	5
Your organization carries out proper disposal of waste products.	3.11	Good	6
Your organization premises are located in places that are not noisy.	3.06	Good	7
Your organization promotes better provides better transportation facilities to the workers that do not pollute the environment.	3.03	Good	8
Your organization promotes better relations with all the parties involved in the workplace to keep the environment clean	3.00	Good	9
Average mean	3.12		
Social sustainability			
Your organization employers communicate to employees in a language that is	3.28	Very Good	1
Your organization provides training facilities to improve on your skills.	3.26	Very Good	2
Your organization is committed to non discrimination of employees thus fair recruitment	3.22	Good	3
Your organization provides fair and equal promotion opportunities to its employees	3.15	Good	4
Your organization respects the legal aspects to its employees	3.13	Good	5
Your organization gives consistent channels of distribution to manage fair treatment	3.11	Good	6
Your organization promotes almost all interests of all parties involved	3.05	Good	7
Mean average	3.17		
Economic sustainability			
Your organization minimize the cost of production to meet the interests of its	3.34	Very Good	1
Your organization pays employees on time	3.18	Good	2
Your organization pays you commensurately to your efforts	3.17	Good	3
Your organization offers free interest loans to its employees	3.12	Good	5
Your organization revises its salary upwards after every two years.	3.12	Good	5
Your organization pays a better salary to employees compared to other players in the	3.09	Good	6
Your organization offers scholarship facilities to employees who would want to go for	3.07	Good	7
Your organization provides leave packages for their employees.	2.94	Good	8
Average mean	3.13	Good	
Overall average mean	3.14	Good	

Source: primary data 2012

Results in table 3 indicate that there are different levels of corporate social responsibility on different aspects. For example, respondents rated where environment sustainability, social sustainability and economic sustainability and of which indicator was further broken down.

Results in table 3 part one indicate that there are different levels of Environmental sustainability on different aspects. For example, respondents rated on the levels of services that health ranked first to be good (mean=3.20) equivalent to agree followed by services that are safe, safe working conditions for employees and fencing of machines being ranked the third to be (mean=3.17) equivalent to agree. Services that is convenient ranked fifth to be (mean=3.15) equivalent to agree, proper waste disposal ranked sixth to be (mean=3.11) equivalent to agree, location in un noisy places ranked seventh to be (mean=3.06) equivalent to agree while better transportation facilities ranked eighth to be (mean=3.03) equivalent to agree and lastly better relations among the parties to protect the environment was ranked ninth to be (mean=3.00) equivalent to agree on Likert scale. Overall items on environmental sustainability were rated to be rated good (mean=3.12), indicating that there was a relatively good level of environmental sustainability in Mugmwa petrol stations in western Uganda.

Results in table 3 part two indicate that there are different levels of social sustainability on different aspects. For example, respondents rated on the levels of communication ranked first to be very good (mean=3.28) equivalent to strongly agree followed by better training services the second to be very good (mean=3.26), equivalent to strongly agree, non- discrimination of employees being ranked the third to be good (mean=3.22), equivalent to agree, equal promotion opportunities ranked fourth to be good (mean=3.15), equivalent to agree, respect of legal aspect ranked fifth to be good (mean=3.13), equivalent to agree, better delivery channels ranked sixth to be good (mean=3.11), equivalent

to agree and lastly trying to meet all interests of stakeholders being the last ranked seventh to be (mean=3.05) equivalent to agree on Likert scale. Overall, all items on social sustainability were rated to be good (mean=3.17), indicating that there was relatively high level of social sustainability Mugmwa petrol stations in western Uganda.

Results in table 3 part three indicate that there are different levels of economic sustainability on different aspects. For example, respondents rated on the levels of minimizing costs ranked first to be very good (mean=3.34), equivalent to strongly agree, paying in time ranked the second to be good (3.18), equivalent to agree, proper commensuration ranked the third to be (mean=3.17), equivalent to agree, free interest loans and revision of the salary upwards ranked to be fifth to be good (mean=3.12) equivalent to agree, followed by being best player in the market ranked sixth to be (mean=3.09) equivalent to agree, as well as scholarships ranked seventh to be good (mean=3.07) equivalent to agree, and leave packages ranked eighth to be good (mean=2.94) equivalent to agree on Likert scale. Overall, all items on were to rated to be good (mean=3.14), equivalent to agree, indicating that there is a relatively a low level of economic sustainability in Mugmwa petrol stations in western Uganda.

In summary, Results in table 3 indicate that there are different levels of corporate social responsibility on different aspects. For example, respondents rated on the levels of environmental sustainability to be good (mean=3.12), equivalent to agree, social sustainability to be good (mean=3.17) and economic sustainability equivalent to agree on Likert scale. Overall, all items on corporate social responsibility were rated to be good (mean=3.14) indicating there was a relatively good level of equivalent to agree in Mugmwa petrol stations in western Uganda.

From the above information, transportation facilities were found to be poor as they pollute the environment due to use of old vehicles as well as the weak government rules and regulations to control pollution. Furthermore the environment is polluted due to poor co-ordination all parties in the organization due to poor pay as well as less revised upwards which demotivates employee's commitment. Meeting of all stakeholders interests were registered low and less leave package due to high levels of need for profit maximization among the shareholders who mind less about the interest of other.

Furthermore health services, good working environment, proper communication, minimizing cost, paying on time and training facilities were seen to be well practiced among the petrol stations which is due to the fact that they try to motivate employees which is not at their level best as well as government rules and regulations that try to adhere to them. This better service of corporate social responsibility was due to the market forces that make Mugmwa petrol stations to practice them so as to gain the competitiveness edge.

Level of Employee Performance

The dependent variable in this study was employee performance, which was broken in to aspects of quantity of work, quality of work, dependability, innovativeness, record keeping and filing system, observance of working works, initiative, resourcefulness, organization of work, timely submission of report, trustworthiness, moral and ethical conduct, relation with customer, relation with co-employee, relation with supervisor, patience, decision making, co-cooperativeness, reliability, neatness and hygienic appearance. Each of these components was measured differently thus sales with two using items or questions, profits with two using items, market share with one question and

quality with four items in the questionnaire, with each question rated with four point Likert scale, ranging between one to four, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The third objective in this study was set to determine the level of employee performance, for which respondents were required to rate the level of employee performance by indicating the extent to which they agree with each item in the table. They had to this by feeling in the number that best describes their perceptions. Their responses were analyzed and described using means as summarized in table 4;

Table 4

Employee performance in Mugmwa Petrol Stations in Western Uganda

(N = 109)

Indicators	Mean	Interpretation	Rank
J meets the quantity of work required at work place	3.63	Very Good	1
J meets the quality of work expected at the work place.	3.59	Very Good	2
At work place am work that is dependable	3.52	Very Good	3
Am innovative at work place.	3.51	Very Good	4
Proper record keeping and filling system are well observed at work places.	3.50	Very Good	5
Your organization carries out proper disposal of waste products.	3.48	Very Good	6
Your organization premises are located in places that are not noisy.	3.48	Very Good	6
Your organization promotes better provides better transportation facilities to the workers that do not pollute the environment.	3.40	Very Good	9
Your organization promotes better relations with all the parties involved in the workplace to keep the environment clean.	3.40	Very Good	9
Your organization employers communicate to employees in a language that is understood and listens to them.	3.39	Very Good	10
Are employees more trustworthiness in your organization.	3.30	Very Good	11
Employees in your organization do the work observing the moral and the ethical conduct.	3.29	Very Good	12
There is strong employee relation with the customers in the organization.	3.25	Good	13
Is there good relation between co-employees in your organization.	3.24	Good	14
Do employees have good relations with the supervisors at workplace.	3.20	Good	16
Are employees in your organization patient at work place.	2.90	Good	16
Do you have proper decision making criteria in your organization.	2.61	Good	17
Is there strong co-operation among employees in your organization.	2.60	Good	18
Are employees in your organization reliable.	2.50	Fair	19
There is neatness and hygienic appearance in your organization	2.00	Fair	20
Overall average mean	3.12	Good	

Source: Primary Data 2012

Table 4 results indicate that the level of employee performance is relatively good in Mugmwa petrol stations in western Uganda; all the twenty of employee performance were measured, as rated or perceived by the respondents. For example, respondents rated on the levels of quantity of work ranked first to be very good (mean=3.63) equivalent to strongly agree, followed by quality of work to be very good (mean=3.59) equivalent to strongly agree, being dependable was ranked to be third thus very good (mean=3.50) equivalent to strongly agree and low indicators were also seen as decision making being the third last to be good (mean=2.61) equivalent to strongly agree, co-operation being the second last to be fair (mean=2.60) equivalent to disagree and neatness and hygienic appearance being the last to be fair (mean=2.00) equivalent to disagree. To get a summary picture on how respondents rated the level of employee performance, a mean index for all the twenty aspects of employee performance were rated, and computed which turned out to be 3.12, which was agree on the Likert scale and ranked as good employee performance.

According to the above data, it was observed that quantity of work and quality of work were the best and which resulted from the pressure from the shareholders to meet their targets not due to better pay. More reliability of employees, neatness and the hygienic appearance of the employees were seen to be the worst due to poor pays that could not let them the required standards.

Relationship between Corporate Social Responsibility and Employee Performance of Mugmwa Petrol Stations in Western Uganda

The fourth and last objective in this study was to determine the relationship between corporate social responsibility and employee performance in Mugmwa petrol stations, Pearson's Product Moment Correlation Coefficient was used to test correlation between corporate social responsibility and employee performance, as indicated on table 5.

Table 5: Pearson's Correlation Coefficient results correlating corporate social responsibility and level of employee performance in Mugmwa Petrol Stations in Western Uganda.

Relationship between corporate social responsibility and employee Performance

Table 5

(Level of Significance=0.05)

Variables correlated	r-value	Sig.Value	Interpretation Of correlation	Decision on Ho
Corporate social responsibility Vs employee performance	0.935	0.000	Significant relationship	Rejected

Source: primary data 2012

From Table 5, it can be said that there is a significant relationship between level of corporate social responsibility and employee performance in Mugmwa petrol stations in western Uganda at ($r = .935$, $P < .000$) at .05 level of significance. Therefore, level of corporate social responsibility such as environment sustainability, social sustainability and economic sustainability altogether are significantly related to the employee performance of the Mugmwa petrol stations in western Uganda.

Considering the finding to either confirm or deny the null hypothesis, it can be said the null hypothesis that states that there is not significant relationship between the study variables is rejected. In this case it was stated that the level of corporate social responsibility significantly affects the level of employee performance of the Mugmwa petrol stations in western Uganda.

The research finding on the relationship between level of corporate social responsibility and employee performance can be clearly observed in the regression curve estimation as indicated in Table 6.

Table 6**Regression Analysis between the Dependent and Independent Variables**

(Level of Significance=0.05)

Variables Regressed	Adjusted r^2	Computed F-Value	Sig.	Interpretation	Decision on Ho
corporate social responsibility vs Employee performance	0.857	48.981	0.000	Significant effect	Rejected

Source: Primary Data 2012

According to the regression analysis results in table 6, show that corporate social responsibility accounts for 86% variations in the level of employee performance, indicated by a high adjusted r-square of 0.857. Results further suggest that the level of corporate social responsibility significantly influences changes in the level of employee performance (F 48.981, sig. 0.000). Leading to a conclusion that the level of corporate social responsibility significantly explains the high rates of employee performance of Mugmwa Petrol Stations in Western Uganda.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings, conclusions drawn, recommendations and area for further study.

FINDINGS

This study was guided by five objectives which comprised these objectives (1) To determine the profile of the respondents in terms of: Age, Gender, Educational qualification, position held and Number of years experience in Mugmwa petrol stations in Western Region, Uganda. (2) To determine the level of CSR of Mugmwa petrol stations in Western region, Uganda. (3) To determine the level of employee performance of Mugmwa petrol stations in Western region, Uganda. (4) To determine if there is a significant relationship between the level of CSR and employee performance of Mugmwa petrol stations in Western region, Uganda.

Profile of the Respondents

The first objective of the study, the descriptive statistics result showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of the population in the study. The result indicated that there were more male than female individuals working in Mugmwa petrol stations in Western region, Uganda. The finding also suggested that the Mugmwa petrol stations in Western region, Uganda staff were of diverse age groups who have different values for their performance.

In relation to educational qualifications, results indicate that respondents selected are undergraduate represented by 69.7% and postgraduate represented

by 29.4, while minority of the employees in the has attained secondary level by of 0.9 % (one cashier)

Regarding designation, most respondents in the study were low level employees (80%) and top managers represented (20%) of the total sample, which is normal in organizational settings.

The findings show that most respondents in the study sample had worked for 4-6 years. Where the minority of the respondents represented by 0.9% of the respondent has worked for 1-3 experience, which indicates that better organizations register low labor turn over's.

Level of corporate social responsibility of Mugmwa petrol stations in western region of Uganda

Second objective of the study, the descriptive statistics result showed mean indicating that the extent of corporate social responsibility was good, from the finding the mean index of corporate social responsibility showed score of (mean index=**3.14**), which had an interpretation as good.

Level of Employee Performance of Mugmwa Petrol Stations in Western Region of Uganda

The Third objective of the study, the descriptive statistics result showed mean indicating that the level of employee performance was good, from the finding the mean index of employee performance showed score of (mean index=**3.12**) respectively, which had an interpretation as good. They also revealed that different branches of petrol stations used different methods of employee performance.

Relationship between Level of Corporate Social Responsibility and Employee Performance of Mugmwa Petrol Stations in Western Region of Uganda

The Fourth objective of the study using Pearson correlation, the resulted found indicated that corporate social responsibility system is significantly correlated to the level of employee performance in Mugmwa petrol stations in Western region, Uganda (corr.coef.=0.000**). The sig. values indicate that the two variables the sig. is less than 0.05, which is the minimum sig. value for us to state existence of a significant relationship. And the null hypothesis is rejected level of significance.

CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study purposes.

The study therefore concludes that there was significant relationship between the level of corporate social responsibility and the level of employee performance in Mugmwa petrol stations in Western region, Uganda and that corporate social responsibility accounts for 86% in the variance in the level of employee performance, leading to the rejection of null hypothesis.

In relation to the gaps indentified earlier in this study in terms of the corporate social responsibility in terms of environment, social and economic; there was good environment sustainability (mean=3.12), social sustainability (mean=3.17), economic sustainability (mean=3.13) and overall corporate social responsibility was also rated to be good (mean=3.14) in the Mugmwa petrol stations in Western region, Uganda.

The study therefore concurs with Ouchi (1970) Theory Z of strategic management, which states that market focused on corporate social responsibility is a critical dimension and that economic change resolve around corporate social responsibility to provide better results as it improves on sales, better quality services, bigger market share and increased profits among others.

RECOMMENDATIONS

After the research findings the following are the recommendations:

According to the findings transport facilities that are friendly were found to be good at (mean=3.03). This could was due to weak government rules and regulations that aim at allowing employees to use old vehicles. Thus there in need to improve on better transport facilities by resorting to other means of transport that do not consume fuel that do not pollutes the environment at the end of the day.

Better relations were found to be good (mean=3.00) thus need to be revised to keep employees in strong relations through involving them in daily activities of the organization. Make employees feel vital and keep reviewing relationships of employees and find ways of keeping employees happy to avoid costly attrition.

Poor incentives are given to employees witnessed in scholarship facilities with (mean=3.07) and low leave packages with (mean=2.94) and thus need to be improved so that employees become convinced with they are remunerated in the way that in the long run moral boost their performance.

Reliability of the employees was found to be low at (mean=2.50) which was fair thus organization need to improve their reliability through proper treatment and motivation as well. And these employees can be entrusted with the organization resources while assured of better employee performance and hard work.

Area for Further Research

Further studies can be carried out to explore the concept of CSR in the following aspects:

- (a) Corporate social responsibility and employee relations.
- (b) Corporate social responsibility and employee commitment.
- (c) Corporate social responsibility and employee turnover.

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**APPENDICES
APPENDIX I A
TRANSMITTAL LETTER**



**KAMPALA
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COLLEGE OF HIGHER DEGREES AND RESEARCH

What we believe in: Sincerity in work, Performance in teaching that is of quality, Gender sensitivity and social consciousness, Satisfaction of the clients, Research discipline and consistency

Date: 23rd 07 - 2012

Dear: DR. OLWAIYO O SUMSAN

From: HOD/Head of Units, Economics and Management Sciences (CHDR)

RE: APPOINTMENT AS SUPERVISOR



Greetings!

The School of Postgraduate Studies and Research recognizes your experience in research and your efforts to contribute to the generation of new knowledge. You are one of those identified by the department and postgraduate students as flexible, committed and sincere in supervising thesis/dissertation. In view of this, you are appointed as one of the selected supervisors in the School of Postgraduate Studies and Research, Kampala International University.

Your remuneration shall be according to the approved policy on fees for supervision which changes as deem fit.

Below are relevant information needed for reasons of payment and accountability. There are 3 copies of this communication: one copy for you, for the department and the supervisee.

Name and Signature of Student for Supervision: KALJUKA BENSON

Registration #: MBA/25916/121/DU

Course: Master in Business Administration (Accounting and Finance)

Expected to Graduate (Year): 2013

Title of Study: CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE
PERFORMANCE OF MUGATWA PETROL STATIONS IN WESTERN
REGION - UGANDA

Confirmed (Appointed Supervisor)

Name and Signature: _____

Phone: _____

E-mail: _____

0772806503
fatima@hotmail.com

"Exploring the Heights"

APPENDIX 1B
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Master of Business Administration in Finance and Accounting candidate of Kampala International University. Part of the requirements for the award is a Thesis. My study is entitled, **CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE PERORMANCE OF MUGMWA PETROL STATIONS IN WESTERN REGION, UGANDA**. Within this context, may I request you to participate in this study by answering the questionnaire kindly answer all questions. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within Three days?

Thank you very much in advance.

Yours faithfully,

Kaijuka Benson

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

Date_____

Candidate's Data

Name_____

Reg. # _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- ___ Physical Safety of Human Subjects
- ___ Psychological Safety
- ___ Emotional Security
- ___ Privacy
- ___ Written Request for Author of Standardized Instrument
- ___ Coding of Questionnaires/Anonymity/Confidentiality
- ___ Permission to Conduct the Study
- ___ Informed Consent
- ___ Citations/Authors Recognized

Results of Ethical Review

- ___ Approved
- ___ Conditional (to provide the Ethics Committee with corrections)
- ___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members' _____

APPENDIX III
INFORMED CONSENT

I am giving my consent to be part of the research study of Kaijuka Benson will focus on corporate social responsibility and employees performance of Mugmwa petrol stations.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX IV

FACE SHEET

Date received by respondent _____

Code # _____

PART 1: RESPONDENT PROFILE

_____ 1. Gender

_____ Male

_____ Female

_____ 2. Age:

_____ 20-39

_____ 40-59

_____ 60 above

_____ 3. Highest educational qualifications

_____ Certificate

_____ Bachelors

_____ Masters

_____ 4. Position held

_____ Top management

_____ Operational level

_____ **5. Number of year experience in corporate social responsibility**

_____ 1-3 years

_____ 4-6 years

_____ 7-9 years

_____ 10 above

PART 2 CORPORATE SOCIAL RESPONSIBILITY

Direction 1: please write your rating on the space before each option which corresponds to your best choice in terms of corporate social responsibility in your company. Kindly use the scoring system below:

Response Mode	Rating	Description	Legend
Strongly Agree	(4)	Very Good	SA
Agree	(3)	Good	A
Disagree	(2)	Fair	D
Strongly Disagree	(1)	Poor	SD

____ 1. Your organization provides services that are health to the work place.

____ 2. Your organization provides services that are safe to the employees.

____ 3. Your organization offers safe working environment for its employees

____ 4. Your organization provides better fencing of the machines to reduce work place accidents.

- ___5. Your organization provides services that are convenient to the employees.
- ___6. Your organization carries out proper disposal of waste products.
- ___7. Your organization premises are located in places that are not noisy.
- ___8. Your organization promotes better provides better transportation facilities to the workers that do not pollute the environment.
- ___9. Your organization promotes better relations with all the parties involved in the workplace to keep the environment clean.
- ___10. Your organization employers communicate to employees in a language that is understood and listens to them.
- ___11. Your organization provides training facilities to improve on your skills.
- ___12. Your organization is committed to non discrimination of employees thus fair recruitment
- ___13. Your organization provides fair and equal promotion opportunities to its employees
- ___14. Your organization respects the legal aspects to its employees
- ___15. Your organization gives consistent channels of distribution to manage fair treatment to employees.
- ___16. Your organization promotes almost all interests of all parties involved
- ___17. Your organization minimize the cost of production to meet the interests of its employees
- ___18. Your organization pays employees on time
- ___19. Your organization pays you commensurately to your efforts

- ___20. Your organization offers free interest loans to its employees
- ___21. Your organization revises its salary upwards after every two years.
- ___22. Your organization pays a better salary to employees compared to other players in the market.
- ___23. Your organization offers scholarship facilities to employees who would want to go for further studies.
- ___24. Your organization provides leave packages for their employees.

PART 2 : LEVEL OF EMPLOYEE PERFORMANCE

Direction 1: please write your rating on the space before each option which corresponds to your best choice in terms of corporate social responsibility in your company. Kindly use the scoring system below:

Response Mode	Rating	Description	Legend
Strongly Agree	(4)	Very Good	SA
Agree	(3)	Good	A
Disagree	(2)	Fair	D
Strongly Disagree	(1)	Poor	SD

- ___1. I meet the quantity of work required at work place
- ___2. I meet the quality of work expected at the work place.
- ___3. At work place am work that is dependable
- ___4. Am innovative at work place.

- ___5. Proper record keeping and filling system are well observed at work places.
- ___6. I do observe the working hours at work place.
- ___7. Do you think that your initiative enough to meet the company's set standards.
- ___8. Are employees resourceful enough in the organization to meet production standards.
- ___9. Is work organized in the professional way in your organization.
- ___10. Employees observe timely submission of a report.
- ___11. Are employees more trustworthiness in your organization.
- ___12. Employees in your organization do the work observing the moral and the ethical conduct.
- ___13. There is strong employee relation with the customers in the organization.
- ___14. Is there good relation between co-employees in your organization.
- ___15. Do employees have good relations with the supervisors at workplace.
- ___16. Are employees in your organization patient at work place.
- ___17. Do you have proper decision making criteria in your organization.
- ___18. Is there strong co-operation among employees in your organization.
- ___19. Are employees in your organization reliable.
- ___20. There is neatness and hygienic appearance in your organization.

APPENDIX V
SAMPLE SIZE COMPUTATION

Slovene's formula

$$n = \frac{N}{1 + n(e)^2}$$

Where n=sample size

N= population

E= level of significance (0.05)

$$n = \frac{150}{1 + 150(0.05)^2}$$

So, the sample size of this study was 109.

APPENDIX VI

CALCULATION OF CONTENT VALIDITY INDEX

Number of all relevant questions

$$\text{CVI} = \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

Section: A1

$$\text{CVI} = \frac{8}{9} = 0.89$$

Section: A2

$$\text{CVI} = \frac{5}{7} = 0.71$$

Section: A3

$$\text{CVI} = \frac{7}{8} = 0.88$$

Section: B1

$$\text{CVI} = \frac{8}{9} = 0.89$$

Therefore, Average of content validity index is

$$\text{CVI} = \frac{3.37}{4} = 0.84$$

Educational Background

2009-2011: (**Bachelor of Business Administration, Finance and Banking**) at Kampala International University (KIU).

2006 – 2008: (U.A.C. E) Ishaka Vocational Secondary School.

2003-2006 (U.C.E) Ruhinda Secondary School.

1994-2003 (P.L.E) Kashozi Boarding Primary School

Interests

- 1 Reading management books
- 2 Working with people

Languages

- 1 English
- 2 Runyakitara

Referees

Dr. Buzaare Peter

Mbarara Hospital

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Ayebare Adrian

Top manager of Mugmwa petrol stations

Tel. +256772340011.

