

**CORPORATE SOCIAL RESPONSIBILITY AND
ORGANISATION'S REVENUE**

A CASE STUDY OF MWAZA CITY COUNCIL

PRESENTED

BY

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DEDICATION

I dedicate this research report to my parents Costantine S. Shillingi and Leach Ngollo Bubinza, My brother Martine, Jeremiah, James, Basanda, My sister Nchambi, Frola Dorca, Anastazia and Nkamba. Also my friend Simon, Wilix, Josephine, Jolly, Dismas and Isaac.

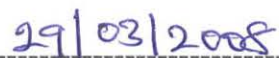
DECLARATION

I, Daniel Shilingi declare that this research paper is my own work and has never been submitted to any institution or University for any award.

Researcher's signature-----

Daniel Shilingi

BBA/8516/51/DF

Date -----

Supervisor's signature -----

APPROVAL

This is to acknowledge that Daniel Shilingi's work has been under my supervision and is now ready for presentation for the award of a degree of Bachelor of Business Administration of Kampala International University.

Signature.....

Date 29/03/2008.....

Mr. KAMAGARA EDSON

SUPERVISOR.

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TRUELLY GOD IS GREAT AND POWERFUL!

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Lastly, I would like to thank Father Patrick Joseph, Tanzania government, my parents and the whole family for creating a conducive environment, for made it possible to conduct my research in a peaceful atmosphere.

ABBREVIATIONS

CSR	Corporate Social Responsibility.
MCC	Mwanza City Council.
DEP	Department
NO	Number
DEV	Development

ABSTRACT

The main purpose of this study was to investigate the relationship between Corporate Social Responsibility and organization's revenue.

The study aimed at achieving the following objectives

To examine the community members' attitudes towards the organization concern to the well fare and its effect on organization's revenue.

To assess employees' attitudes towards the organization's concern to their welfare and its effect on organization's revenue.

To examine ways of improving corporate social responsibility of Mwanza City Council .

The procedures used during data collection included questionnaires, interview and Library research on relevant materials. Data was analyzed by the use of descriptive methods as percentage distributions and frequency distribution. The findings were presented in tables, pie charts interpreted and discussed where possible.

The major findings of the Study included that organisation committed itself on improvement and concern of the welfare of the community members which has led to a positive attitude hence a positive effect on organisation revenue. The findings also revealed that the employees have been also considered about their welfare, although

greater attention has been put to the top management and senior officers in the organisation.

The major findings of the study included CSR greater impact on organisation revenues and entire success of the organisation.

The study made a number of recommendations that included establishment of CSR committee, careful application of CSR, application of CSR in all levels of organisation and follow up procedures.

CHAPTER ONE

.0 INTRODUCTION

Corporate social responsibility is the most important tool in an organization towards achievement of its long term objectives and maintenance of its value.

.1 BACKGROUND TO THE STUDY

Major concerns about corporate social responsibility are relatively recent phenomenon. Corporate social responsibility began to emerge as an issue during the late 1800s when large organizations arose, commanded by such captains of industry as Cornelius Vanderbilt (for example kickbacks and price fixing) eventually led to government regulations and labour movement pressures for reform.

A few important figures, such as Andrew Carnegie became major donors to various social causes. The movement toward greater concern for corporate social responsibility gained momentum during the great depression, when the stock market served as a backdrop for the creation of the securities and exchange commission and the enactment of additional laws regulation business.

By 1936, General Robert E. Wood, CEO of Sears had become one of the first top managers to argue for Managerial, rather than just governmental, actions on behalf of social concerns. The various social movement of the 1960s (for example civil rights, women's liberation and environmentalism) highlighted still further the public nations that organizations have social responsibilities.

Corporate Social Responsibility is a concept whereby organisations consider the interest of society by taking responsibility for their impact of their activities on customer, employee, shareholders, communities and environment in all aspects of their operations. While organisations revenue refers to the returns generated from offering goods and services.

These historical developments have led to three major contrasting perspectives on Corporate social responsibilities.

These historical developments have led to three major contrasting perspectives on corporate social responsibility: the invisible hand, the hand of government and the hand of management.

Invisible hand: A view that holds that the entire social responsibility of a corporation can be summed up as “make profit and obey the law”.

Hand of Government: A view that argues that the interest of society are best served by having the regulatory hands of the law and the political process, rather than the invisible hand, guide the results of corporations endeavors.

Hand of Management: A view that states that corporations and their managers are expected to act in ways that protect and improve the welfare of society as a whole as well as advance corporate economic interests.

1.2 BACKGROUND TO THE CASE STUDY

Mwanza City Council (MCC) is the government entity in Mwanza Region. Geographically it is allocated in the Lake Zone of Tanzania in Mwanza Region. It is situated along the Lake Victoria.

In 1982 local government were re-established after the year of decentralization of governments- administration under the decentralization Act 1972.

The established Act No 7 and 8 of 1982 gave local authorities the same objective as the former authorities. These include main training facilitating the maintenance of peace, order and good governance, others include promoting social welfare, and economic development of the persons within their areas of the jurisdiction. In order to carry out these responsibilities the local authorities have to rise their own resources. And that is through taxes, levies, government grants and other charges. In this regard proper financial management is obviously of utmost importance. Local authorities have to persuade the public that funds received from the public are strictly utilized for the purpose for which they intended and in accordance with the Statutory requirement following internal financial regulations. The above requirement calls for establishment of clear guidelines on how to ensure that money is spent according to law. In practice the public is expected to derive optimum benefit or value out of that money.

They re-instituted local government had similar tasks to those of the former local government, some of these tasks include

- i) To provide local services in their respective areas such as education, health, recreation centers, water supply system to mention but a few.
- ii) To strengthen democracy in their respective areas and to use democracy in promoting development

1.3 STATEMENT OF THE PROBLEM

Mwanza City Council has continued to perform poorly despite management's efforts to improve performance through training, recruitment e.t.c. This is evidenced by low revenue collection compared to planned ones, over- dependence of grants from government, low morale and commitment of employees and claims and rumors from customers in respect to poor services offered to them like corruption and bribes in division of plots and land.

It is only unfortunate however that the cause of this situation has not expired which inspired the researcher to undertake the study.

1.4 PURPOSE OF THE CASE STUDY

The Study sought to establish the impact of corporate social responsibility on organization's revenue, taking a case study of Mwanza City Council.

.5 OBJECTIVES OF THE STUDY

- i) To examine the community members' attitudes towards the organization concern in the welfare and its effect on organization's revenue.
- ii) To assess employees' attitudes towards the organization's concern to their welfare and its effect on organization's revenue.
- iii) To examine ways of improving corporate social responsibility of Mwanza City Council.

1.6 RESEARCH QUESTIONS

- i. What are the community members' attitudes towards the organization concern to the welfare and its effect on organization's revenue?
- ii. What are employees' attitudes towards the organization's concern to the welfare and its effect on organization's revenue?
- iii. What are the ways of improving corporate social responsibility of Mwanza City Council?

1.7 SIGNIFICANCE OF THE STUDY

The purpose of the study was to assess corporate social responsibility in Mwanza City Council. The study therefore, was expected to benefit the following;

- a) To the student
 - i) To enable the student to acquire his degree certificate
 - ii) It adds practical knowledge to the student.

b) To the Society or Public

- i) Provision of reference and different information.
- ii) Will be used by different Scholars in assessment, comparison and reference information.

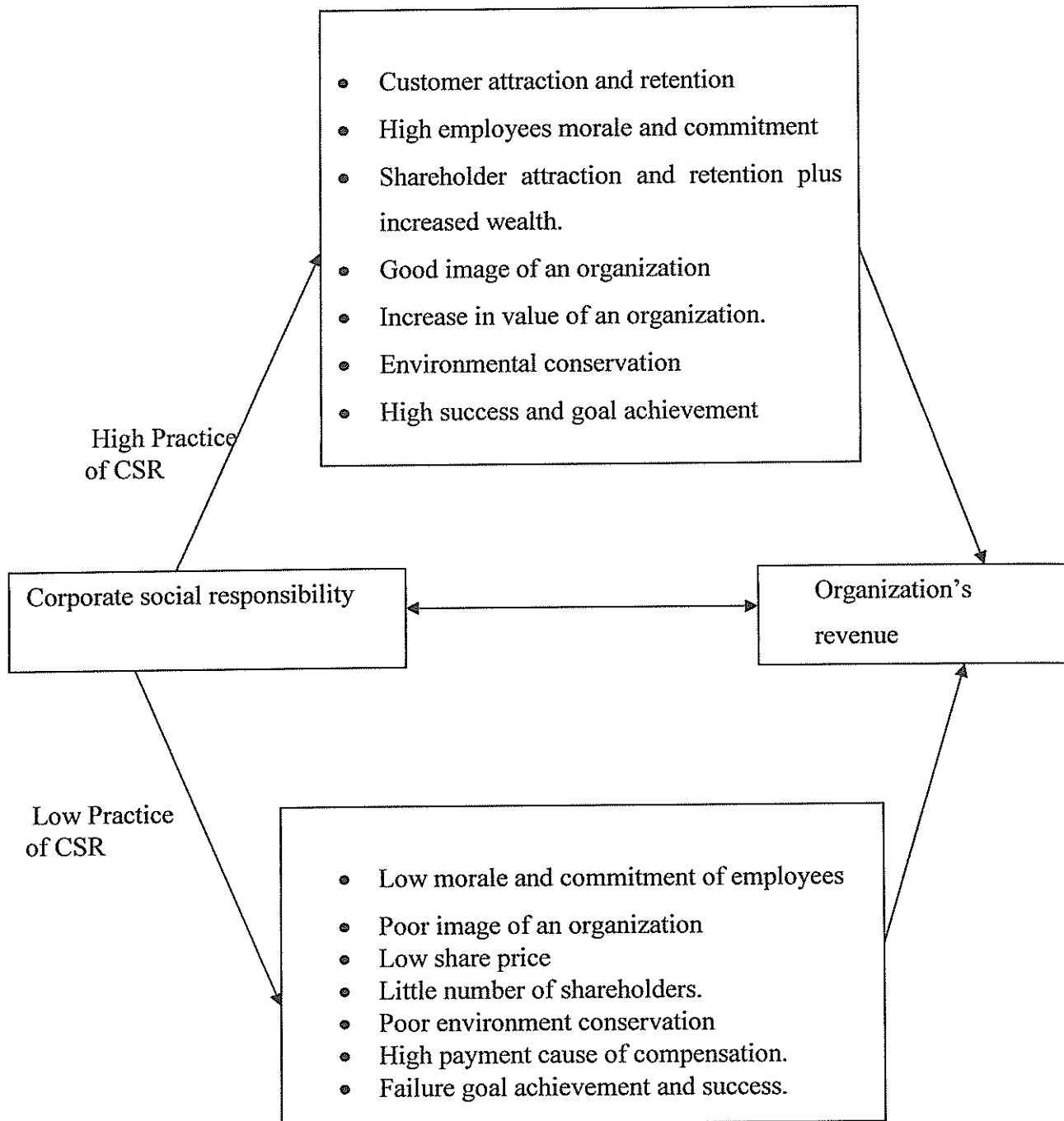
c) To the organization

- i) The study provided means of increasing its revenue through application of corporate social responsibility.
- ii) It would assist to improve-services to employees, management, customers and the community at large.

1.8 SCOPE OF THE STUDY

The study was carried out at Mwanza City Council Head Office. Concerning corporate social responsibility in respect to organization's revenue.

1.9 CONCEPTUAL FRAMEWORK



CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

This chapter would provide a critical review of the issue that would be placed and studies both theoretically and an empirically in existing literature on corporate social responsibility.

According to Chuck Williams (2003), Corporate social responsibility is a business obligation to pursue policies, make decisions and take actions that benefit the society.

According to David. C. Martine and Kathryn. M. Bartol (1998), corporate social responsibility refers to the obligation of an organization to seek actions that protect and improve the welfare of the society along with its own interest.

2.2 IMPACT OF CORPORATE SOCIAL RESPONSIBILITY

The following are impacts of Corporate Social Responsibility identified.

- It improves the welfare of society while advancing corporate economic interest.
- Attracting workers is costly; firms that effectively practice corporate social responsibility will be able to attract and retain good workers.
- Enhances prospects for customer satisfaction. A work force that mirrors the diversity of the customer's base provides unique insight into the needs of customers, thereby enhancing prospects for customer satisfaction.
- Corporate social responsibility encourages innovation and creativity.

According to Chuck Williams (2003), one question that Managers often ask is “Does it pay to be socially responsible?” While this understandable question is, asking whether social responsibility pays is a bit like asking if giving to your favorite charity will help you get a better paying job.

- When it comes to corporate social responsibility and economic performance. The first reality is that being socially responsible can sometimes cost a company significantly. During the 1980s, American multinational corporations were under intense public pressure to withdraw their operations from South Africa. Political activists argued that if business withdrew from South Africa, the white-controlled government would be hurt economically. Thus it would be difficult for it to maintain its system of apartheid against black South Africans. Many companies chose to pull their businesses out of South Africa. Yet when they did, they paid a steep price, selling corporate land, buildings and equipments at a fraction of their value, and lastly their company stock price dropped on average of 5.5 percent.
- A corporate being socially is “the right thing to do” but “it does not guarantee profitability”. Socially responsible companies experience the same ups and downs in economic performance that traditional business do. For example Bent Jerry’s Home made Ice Cream that started in 1978 and was mostly known for its reputation as socially responsible company. They donated 7.5 percent of its pretax profit to support AIDS patients. It leads them into financial trouble since going public (selling shares of stock to public). In fact financial problems become so severe that

Bent and Jelly sold the company to British based Unilever. Therefore being socially responsible maybe “the right thing to do” but it does not guarantee business success.

- Sometimes it does not pay to be socially responsible because it can rise the cost of production and minimize profit margin. The mission of world wise (<http://www.worldwise.com>) which sells environmentally friendly consumer products. Sometimes pressurizing to use recycled materials or disposable ones that may be expensive.
- In the end, if company management chooses a proactive or accommodative strategy toward social responsibility (rather than a defensive or reactive strategy), it should do so because it wants to benefit society and its corporate Stakeholders, not because it expects a better financial return.

According to Gomez – Mejia and Balkin (2002), they put out, the disadvantages of corporate social responsibility include the following, since Managers do not own businesses they operate, they must act in the best interest of the stockholders, who are primarily interested in financial return on their investment.

- Socially responsible firms are likely to be less efficient and may be driven out of business by more efficient competitors willing to single mindedly pursue profits. These profit maximizing firms are able to charge lower prices because social costs are not added to the cost of production.

2.3 RELATIONSHIP BETWEEN CORPORATE RESPONSIBILITY AND ORGANISATION'S REVENUE

Corporate social responsibility argues that companies, must pursue a wide range of goals, including social responsibility, that ultimately leads to survival of the organization. A narrow focus on producing goods and services for profit may impair company performance in the long run and may result in a failure to survive. Research indicates that corporate social responsibility is related to higher financial performance and the ability to result better quality job applicants.

2.3.1 Payment of cash as compensation. For example in 1997, US tobacco manufacturers agreed to pay \$246 billions over a period of 25 years to compensate victims of lung cancer and other fatal illnesses related to Cigarette smoking. And in 1989 Exxon paid \$3 billion in damages of shoreline along Alaska's Prince William Sound because they spilled 11 million gallons of oil.

2.3.2 Benefits of corporate social responsibility

According to McKenzie and Lee (2004), Managers who apply corporate social responsibility criteria to investment will attract more shareholders, therefore the company will rise more funds as the source of capital and easier will meet its obligation.

According to Chuck Williams (2003), historically, economic responsibility, making profit by producing a product or service valued by society, has been a business most social responsibility.

According to David Vogel (2005), Corporate social responsibility causes linkage (bridge) between marketing and financial objectives. The popularity of an organization when it is practicing corporate social responsibility leads to market expansion hence increases both sales and customers.

According to Booz Allen (2005), while social risk is similar to other market skills, most companies do not have a business intelligence to anticipate issues and are experienced with scrutiny from civil society. The impacts of social risk, which may include protests, political intervention and boycotts, can devastate a company and affect not only public perception, but product or service cost, marketability, business operations and supply networks.

According to business Respect (25 February 2007) if one could show that achieving a great reputation for corporate social responsibility would automatically mean a higher price share and greater sales success. Also create more complex relationship of trust with the customers.

2.4 WAYS OF IMPROVING CORPORATE SOCIAL RESPONSIBILITY

According to Calum Robson (August 2006) he put out the following ways.

2.4.1 Business Giving

An organization is expected to give gift and donations to the deserving members of the society. Also they should support humanitarian activities.

2.4.2 Environment Improvement and Protection

An organization should protect the environment by eliminating water, air, solid and noise pollution. Other environmental abuses include deforestation, oil spills and chemical spills. Management should undertake recycling measures and aesthetic improvements.

2.4.3 Provision of Equal Opportunities

An organization should provide equal opportunities to minority groups and women, also there should be equal pay for equal work, we should also give jobs to the handicapped.(Disabled)

2.4.4 Provision of Community Need

Organization should help to reduce poverty and improve health care and education sector of the community.

2.4.5 Welfare Improvement

An organization should improve the welfare of the employees, for example improve health and safety at work, care of employees' family and give freedom to participate in company affairs.

2.4.6 Customer Care

An organization should provide customer's education about their products and services, includes the materials (ingredients) contained in the product. At the same time an organization should participate good well coming and deliveries to customers. An

organization also should make full and trustful disclosure about their products especially during advertising.

2.4.7 Societal Assistance

An organization should assist the government to provide social amenities, includes loans, playing fields, schools, contribution towards supporting informal sectors, provision of care center especially for mother and children and other gifts and charities.

2.4.8 Tax Payment

According to business Respect (12 December 2006) an organization should help to improve relations with the governments such as companies should pay tax fairly and obey the rules of the government. When a company engages in tax planning it becomes one of the emerging issues in corporate social responsibility.

2.4.9 Accountability

According to Ethical Corporation (1st January 2003), companies should be held accountable for the damages that they do. According to the New Vision (2nd August 2006) it thanks MTN and UTL for sponsoring different inter university competition since they bring students together and achieve their aspired goals in sports and games.

CHAPTER THREE

3.0 METHODOLOGY

3.1 INTRODUCTION

This chapter addressed the research design, sample, design and data collection methods and instruments.

3.2 RESEARCH DESIGN

The research was a case study of MWANZA CITY COUNCIL, explanatory, analytical, quantitative as well as qualitative. It explained the problem of corporate social responsibility with organizations revenue. It showed the extent to which corporate social responsibility do influence organizations' revenue.

It was also designed to be quantitative and qualitative since both numerical and non-numerical data was used.

3.3 STUDY POPULATION

The study was centered on MWANZA CITY COUNCIL HEAD OFFICE and sought response from employees, management, staff and customers.

3.4 SAMPLE SIZE

A representative sample was obtained by using a population of (45) forty five respondents. This was intended to facilitate the attainment of more objective results. The sample was selected from the Management, staff, employees and customers.

3.5 DATA COLLECTION

3.5.1 SOURCES OF DATA COLLECTION

The data used for the purpose of the study comprised of both primary and secondary data.

i) PRIMARY DATA

This was obtained directly from Mwanza City Council records and individual persons including managers, staffs, employees and customers. Questionnaires and interviews were used for that effect.

ii) SECONDARY DATA

This was collected from already available data literature. Relevant documents and records were used like journals, government publications, Mwanza City Council financial Statements (Income Statements and Balance sheets) and other internal records. Secondary data was used to supplement the primary data in an attempt to answer the research questions.

3.5.2. DATA COLLECTION METHODS

PRIMARY DATA COLLECTION METHODS

a) Questionnaires

This was used with Management and customers.

b) Interviews

These were used in line with questionnaire that enabled the researcher obtain the supplementary information necessary to reach the conclusion.

c) Observation

This was used to enable the researcher obtain primary data which was possible by questionnaire and interviews.

iii) SECONDARY DATA COLLECTION METHODS

Secondary data was obtained from financial reports and other documentary reviews. These included government of Tanzania, Quarterly reports and annual reports, the Mwanza City Council financial statements and other publications like Business Magazines from mother universities and Kampala International University Library.

3.6 DATA PROCESSING AND ANALYSIS

Data obtained was edited, coded, arranged and thereby analyzed by using percentage, frequency distribution and ratios.

3.7 LIMITATION

They included problems that the researcher faced during the case study.

i) TIME CONSTRAINT

There was limited time affecting the study. Limited time was available to complete the Report in order to meet the deadline. Nevertheless the researcher was able to preserve and complete the report in time.

ii) FINANCE

The researcher needed adequate money to meet the cost of transport, stationary and incidents.

CHAPTER FOUR

4.0 DATA ANALYSIS PRESENTATION AND DISCUSSION OF THE RESULTS

4.1 INTRODUCTION

The study was carried out to find out role of corporate social responsibility in organizational revenue. This chapter indicates information on the background of the respondents and the Study results as guided by the objectives.

4.2 BACKGROUND INFORMATION

The study focused 45 respondents from different departments of Mwanza City Council, but the researcher collected views from 40 respondents, as shown in table below:

Table 1.0: Expected and actual number of respondents.

No	Category	Expected number of respondents	Actual number of Respondents	Percentage
1.	Top management (director)	1	1	100.0
2.	Human Resource Department	12	10	83.3
3.	Accounting & Finance Department	10	10	100.0
4.	Economic Department	5	4	80.0
5.	Social development department	9	8	88.9
6.	Education & culture department	8	7	87.5
	Total	45	40	88.9

Source: Primary Data

From the table 1.0, It can be seen that the study covered 88.9% of targeted population and there for this study covered 88.9% (a good representative sample) of the population to be relied on..

4.2.1 Religious Groups at MCC.

The research indicated that majority were Christians followed by Moslem while there was no one who was neither a Christian nor Moslem; the results are as shown in the table 2.0 below.

Table 2.0 Religious groups

Category	Men	Women	Total workers	Percentage
Christian	16	9	25	62.5
Moslem	9	6	15	37.5
Non of the two	—	—	—	0.0
Total	25	15	40	100.0

Source: primary data

Finding as far as table 2.0 implies that MCC community has knowledge of Corporate Social Responsibility because part of it was taught in their religious, therefore emphasis and implementation of it was easily achieved.

4.2.2 Education Level

Findings indicated that most of employees had secondary level education compared to those with University education, the results are as shown in the table 3.0 below.

Table 3.0 Education level.

Category	Men	women	Total workers	Percentage
Primary	—	—	—	0.0
Secondary level	15	11	26	65.0
University level	10	4	14	35.0
Total	25	15	40	100.0

Source: Primary Data

Finding as far as table 3.0 implies that most of employees had little knowledge of CSR. Formal these have secondary education. Therefore the organization should sponsor professional training, seminars and workshops about CSR in respect to revenue maximization.

4.2.3 Working Period

Findings indicated that 57.5% of employees were at work for less than 5 years, 30.0% they were at work for the period between 5 and 10 years and only 12.5% were at work for more than 10 years, as shown in table 4.0.

Table 4.0 Working Period

Working period	Top management (Director)	Human-Resource Dep	Accounting and Finance Dep	Economic Dep	Education and culture Dep	Social Dev Dep	To	Percentage
Less than 3 years	1	6	6	3	2	5	23	57.5
Between 3-10 years	-	4	2	1	3	2	12	30.0
Above 10 years	-	-	2	-	2	1	5	12.5
Total	1	10	10	4	7	8	40	100

Source: Primary Data

Findings as far as table 4.0 indicates that most of workers have few period at work due to un-reasonable salary, rewards and allowance such as chance for further studies, houses, transports and promotions in respect to changes in economic situations such increase in transport cost, rent and high price of commodities. Some of them they work for less than 3 years for the purpose of getting experience then they shift to other organizations.

4.3 COMMUNITY ATTITUDES ON ORGANIZATION'S CONCERN TO THEIR WELFARE AND ITS EFFECTS ON ORGANIZATION'S REVENUE

4.3.1 Community Attitude towards the Organization and their Effects on the Organization's Revenue

According to the data the researcher conducted it revealed that 85% of the respondents argued that the community has negative attitude on organisation concern to their welfare

and this has led to low organisation revenue. This is because the organisation does not give back to the society enough, such as it does not provide enough health services, Orphan care centers, delay in garbage collection around the city and dumping it near home stay, does not provide special care to disabled and does not offer vivid ways the society on how to protect diseases, includes Malaria, and Water borne diseases. The other percent of the respondents argued that the community has positive attitudes on organisation concern to their welfare, this is evidenced by benefits derived and what it is giving back to the society such as provision of drugs nets, sponsoring disadvantaged students and proper management of the city.

4.3.2 Application of CSR to the community members and derived benefits.

According to the data the researcher conducted it revealed that 87.5% of the employees agreed that the organization derived benefit, these included creation of good image to the community members, good relationship between employees, and community members, encouragement of community members to such employees hence improved recruitment, and Health community hence reduction of health expenditure.

4.4 EMPLOYEE'S ATTITUDES ON ORGANIZATION'S CONCERN TO THEIR WELFARE AND ITS EFFECTS ON ORGANISATION'S REVENUE

4.4.1 Employee in Respect to CSR towards Revenue.

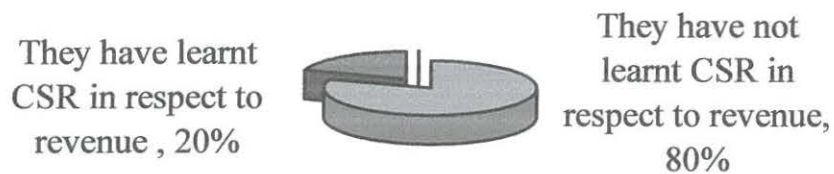
Findings indicated that many employees had not learnt about CSR, because majority had secondary education and at the same time the organization had not sponsored professional training, seminars and workshops, as shown in table 5.0 and figure 1.0

Table 5.0 Employees in respect to CSR towards revenue.

Response category	No. of respondents	Percentage
Yes	8	20.0
No	32	80.0
Total	40	100.0

Source: primary Data

Fig. 1.0. Employees in Respect to CSR towards Revenue



Source: Primary Data

Findings revealed that 20.0% of employees who had learnt CSR in respect to revenue and 80.0% of employees had not learnt.

4.4.2 Control over CSR

Findings indicated that the organization mostly exercise control over CSR occasionally, as shown in table 6.0.

Table 6.0 control over CSR.

Variables	No. of Respondents	Percentage
Always	4	10.0
Occasionally	29	72.5
Not at all	7	17.5
Total	40	100.0

Source: Primary Data

Findings as far as table 6.0 indicated that, 10.0% of the respondents argued that the organization always had control over CSR because it provided allowances to its employees such as break fast, lunch, rewards and extra cash for extra work and overtime. It constructed and maintained infrastructures such as roads, market place, hospitals, and schools include hiring of professional personnel such as doctors, nurses and teachers. Not only that also it provided goods and services to the community at low cost such as mosquito nets, drugs through hospital that is acting on it and general it conserved and maintained the environment. These arguments were mostly provided by senior officers.

72.5% of the respondents argued that the organization exercised control over CSR occasionally because allowances were provided at special day and occasions such during a meeting, professional training, seminars and workshops at the sometime cash allowances were provided after performing an extra duty or during festival and public days. These arguments were mostly provided by normal employees.

17.5% of the respondents argued that the organization did not exercise control over CSR at all because allowances were provided mostly to senior officers and those provided to them after performance of an extra job were not allowances but they are payments. Some believed that provision of goods and services to the community were activities that put into existence of the organization, since it is a public and non-profit organization.

4.4.3 Treatment of employees and its benefits:

According to the data the researcher conducted it revealed that 55.0% of the employees were treated fairly while the rest are unfairly treated. To those who responded that the organization provided them with allowances and rewards depending on their work group and the contribution they make. The benefits that the organization had achieved were high productive. Creativity and innovation of employees, smooth flow of work, low labour turnover that enabled the organization to achieve its objectives and goals. Mostly these reasons were argued by the top management and senior officers.

In the side of those who said they were treated unfairly they revealed that the working conditions such as strict supervision, long hours of working, delay in their payment as well as lack of participation in decision making were key factors that made them to say so. They continued to argue that some of employees were working for less than three years then would leave the organization that led to frequently recruitment and other associated costs.

4.5 WAYS OF IMPROVING CSR AT MCC

4.5.1 Existence of CSR committee at organization.

Findings indicated that there was no CSR committee in the organization as shown in table 7.0

Table 7.0: existence of CSR committee at organization

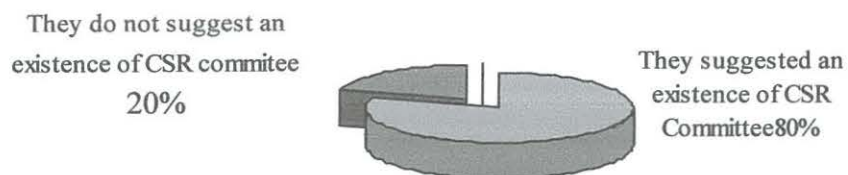
Response category	No. of Respondents	percentage
Yes	-	0.0
No	40	100.0
Don't know	-	0.0
Total	40	100.0

Source: Primary Data

As far as findings indicated that 80.0% of the respondents suggested an existence of CSR committee because they thought it considered their rights, it created good relationship both to employees and the community members, hence the organization achieved its objectives and goals such as good image and revenue maximization of the community members on goods and services provided by organization, this enabled them to pay bills and taxes willingly and on time.

On the other hand 20.0% of the respondents suggested that it was useless to have CSR committee because the organization was the public organization and it was not seeking for profit, while the committee required funds in fulfilling its activities hence revenue reduction, as shown in figure 2.

Fig 2.0 Existence of CSR Committee at MCC



Source: Primary Data

4.5.2 Ways the organization used to improve CSR

Findings indicated that 100.0% of the respondents agreed that the organization has ways of improving CSR, as shown in table 8.0

Table 8.0 shows ways the organization used to improve CSR

Scale	No. of respondents	percentage
Yes	40	100.0
No	-	0.0
Total	40	100.0

Source: primary data.

According to the findings the following were ways the organization used to improve CSR.

Security provision.

Organization provided security and assistance to employees in the process they wanted to access loans from different banks within the country. This included provision of approval and security information in case there was a problem.

Sponsoring employees for further studies.

An organization provided different opportunities for further studies to top management and senior officers after working for the period not less than three years.

Employee assistance:

The organization provided both finds and other requirements in different employees' ceremonies, such as wedding, graduation and burial.

Health support

The organization provided different support and assistance through public and private owned hospitals to the surrounding community; this included Drugs and mosquito nets.

Supporting millennium goals

The organization used to sponsor both primary and secondary students that were orphans and whose parents were poor in things like school and examination fees.

4.5.3 Present method on monitoring CSR towards organization's objectives and goals.

According to findings most of employees argued that the present methods of monitoring CSR had weaknesses such as favoring only top management and senior officers, therefore these methods were discriminative, as shown in table 9.0

Table 9.0 present methods on monitoring CSR towards organization's objectives and goals.

Response category	No. of respondents	percentage
Are inefficient	26	65.0
Are much effective	7	17.5
Are less effective	3	7.5
Bring more difficulties	4	10.0
Total	40	100.0

Source: Primary Data

As far as table 9.0 those who argued that methods of monitoring CSR towards organization's objectives and goals were inefficient, less effective and brought more difficulties gave out almost same reasons, They argued that the methods were there to favor top management and senior officers, Discouraging creativity, innovation and commitment to other employees and ultimately led to bad annual report in respect to resource allocation and utilization.

On the other side those who argued that, methods were much effective because they enabled the organization to perform its activities and achievement of its goals and objectives.

4.5.4 Other ways to improve CSR

According to the findings, the following were other ways to improve CSR.

- Creation of care centers for the orphans/poor
- Sponsoring inter schools sports
- Provision of allowances to lower levels in the organization such as meals, transport and houses.
- Provision of emergence loans at low interest to employees during circumstances such as diseases and other abruptly problems.
- Sponsoring higher management levels off springs academically.
- Provision of equal opportunities to minority groups such as women and handicapped (disabled)
- Sponsoring organization tours to encourage interactions.
- Provision of organization journals to educate the community.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The researcher intended to examine the community members attitudes toward the organisation concern to the welfare and its effects on organisation revenue, positively or negatively.

On the positively side it was found that the organisation concern to the welfare of the community members contributed to the high profits, good public image, customer satisfaction and increase of the trust by community members to the organisation.

On the negative side it leads to reduction of profit due to increase of organisation expenditure.

The researcher also intended to assess employee's attitudes towards the organisation concern to their welfare and its effects on organisation revenue. It was found that the organisation through considering the interest of employees derived the following benefits, high morale of employees, high production, reduction of labour turnover, maximization of profit, planned completion of work and increase in creativity and innovation. On the other hand it was found that when the organisation does not consider its employees its production and profit goes down.

He also intended to examine the existing ways and other ways which are not practiced in the organisation in improving corporate social responsibility. It was found that the existing ways included security provisions, sponsoring employees for further studies, employee assistance, health support and sponsoring millennium goals and other ways

which are not practiced included, creation of care centers for the orphans or poor, sponsoring interschool sports and provision of allowances to lower levels in the organisation such as meals, transport and houses.

5.2 Conclusions

Corporate social responsibility in an organization has got a big role to play in revenue maximization and expenditure reduction and in organization achievement of goals and objectives

However, the researcher found out that in Mwanza city council, corporate social responsibility played their role in strengthening the relationship in management, employees and community members, smoothening work flow, decision making, attraction and retainment of employees, improvement of organization image and reduction of frequent recruitment and its associated costs. However the management emphasized and apply CSR to all levels in the organization and to the community members.

Therefore, in NCC much as CSR used in line with the code of conduct of 5.3 the management, the organization can perform very well and the goods and services will be appreciated both by the government and the community members.

5.3 Recommendations

In the light of the conclusion drawn above and the findings obtained during the study, the following were recommended so as to improve on the whole organization

Establishment of corporate social responsibility committee will arrange seminars, workshops and professional training for addressing and solving different matters concerning CSR.

Careful application of CSR and its associated costs should be applied under care because may cause poor resource utilization especially if they will associate with corruption elements, therefore measures should be applied to compare expenses and benefits.

Application of CSR in different organization levels should not only be applied to top management and senior officers but also to other employees to avoid discrimination and discouragement.

Follow up procedures are recommended in cases where management fails to act up to recommendations given to it by the CSR committee, a member of steps need to be undertaken to insure that corrective action is taken. First the committee should remind management, then ask for an explanation for not taking action, raise the same issue in another meeting and finally do nothing if nothing can be done.

5.4 AREAS FOR FURTHER RESEARCH

Further Researches have to be conducted in areas pertaining to Corporate Social Responsibility and Statutory activities in respect to top Public Organisations, because Mwanza City Council is just a part of Local Government, there is need for the same kind of research to be done in another City Council so that comparison will be done and hence make the contention that was established earlier, more realistic.

Also the researcher suggests for further studies in areas pertaining to Corporate Social Responsibility in relation to Marketing Strategy and its associated Costs.

APPENDIX 1

REFERENCES

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2. BUSINESS RESPECT (25TH FEB.2007), INTERNET
3. CALUM ROBSON (AUGUST 2006), STUDENT ACCOUNTANT
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7. DAVID VOGEL (2005), BUSINESS AND ECONOMICS
8. ETHICAL CORPORATION (1ST JAN 2003), INTERNET.
9. NEW VISION (2ND AUGUST 2006)
10. RICHARD . L. DAFT (2000) ACCOUNTING MANAGEMENT (5TH
EDITION)

APPENDIX 2

PROPOSED BUDGET

ITEMS	COST IN UGANDA SHILLINGS
Internet usage	30,000
Book photocopies, printing	150,000
Transport	30,000
Magazine and Newspapers	15,000
Miscellaneous	40,000
Grand Total	265,000

APPENDIX 3

WORK PLAN

ACTIVITY	TIME PERIOD IN WEEKS
Choosing research topic	1
Problem definition/background information	1
Literature Review	7
Methodology	1
Writing first proposal	5
Revision and correction	3
Typing and presentation	1
Collecting data	6
TOTAL WEEKS	25

APPENDIX 4
RESEARCH QUESTIONNAIRES
INTRODUCTORY SECTION

Purpose: These questionnaires intend to collect ideas regarding to cooperate social responsibility in Mwanza City Council on the process of trying to improve revenue. We will be very grateful if you can assist us by answering the following questions. The information given will be treated with the utmost confidence and will be used for academic purposes only.

Given below are a list of statements, against each statement please indicate your view.

SECTION A

BACKGROUND OF INFORMATION

1) Your Name

.....

2) Your Sex

Male ()

Female ()

3) a) Section / Department

.....

b) Your occupation

.....

4) Your Religion

- a) Christian ()
- b) Moslem ()
- c) Non of the above ()

5) Your Education Level

- a) Primary level ()
- b) Secondary level ()
- c) University level ()

6) a) How long have you been working with Mwanza City Council?

.....

b) How long have you been working with this department?

- a) Less than 5 years ()
- b) Between 5-10 years ()
- c) Above 10 years ()

SECTION B

QUESTIONS OF OBJECTIVE 1 -

To examine the community members' attitudes towards the organization concern in the welfare and its effect on organization's revenue.

7) What is the community attitude on organization's concern to the welfare and its effect on organisation revenue?.....

.....

8) Do you think there are benefits that the organisation derived from application of CSR to the community members?.....

.....

SECTION C

QUESTIONS OF OBJECTIVE 2

To assess employees' attitudes towards the organization's concern to their welfare and its effect on organization's revenue

9) Have you learnt about corporate responsibility in respect to revenue?

a) Yes ()

b) No. ()

10) Does Mwanza City Council exercise control over corporate social responsibility?

a) Always ()

b) Occasionally ()

c) Not at all ()

11) How does your organization treat its employees and what do benefits do you achieve from the treatments?.....

.....

SECTION D

QUESTIONS OF OBJECTIVE 3

To examine ways of improving corporate social responsibility of Mwanza City Council

12) a) Does the corporate social responsibility committee exist in your council?

a) Yes ()

b) No ()

c) Don't know ()

b) If yes what are the major roles they play? And if no do you think its useful on your opinion?.....

.....

13) a) Are there any ways Mwanza city council uses to improve corporate social responsibility?

a) Yes ()

b) No. ()

b) If yes Why? If no why?

.....

14) How are the present methods on monitoring corporate social responsibility helpful?

a) are inefficient ()

b) are much effective ()

c) are less effective ()

d) bring more difficulties ()

15) Which other ways do you think can be used to improve corporate social responsibility in Mwanza City Council?.....

CURRICULUM VITAE

DANIEL SHILINGI
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E-MAIL: shilingi83@yahoo.com

A: PERSONAL PARTICULAR.

SURNAME : Shilingi
FIRST NAME : Daniel
DATE OF BIRTH : 7 May 1983
NATIONALITY : Tanzanian
GENDER : Male
MARITAL STATUS: Single
LANGUAGE : Spoken and written English and Swahili.

B: EDUCATION BACKGROUND.

- 2005-2008 : Student of Bachelor of Business Administration
(Accounting Option)
KAMPALA INTERNATIONAL UNIVERSITY (KIU)
- 2003- 2005 : Advanced Level Secondary Education at
MINAKI HIGH SCHOOL
AWARD : Advanced Certificate Secondary Education
Examination (ACSEE)
- 1999-2002 : Ordinary Level Secondary Education at
SHINYANGA SECONDARY SCHOOL.
AWARD : Certificate of Secondary Education Examination(CSEE)
- 1992-1998 : Primary Education
MWANDOYA PRIMARY SCHOOL

C: OTHER KNOWLEDGE

- 2005- 2008: Computer knowledge in Accounting Package-Tally,
Excel, Microsoft Word at
Kampala International University
- AWARD : Certificate in Accounting Package (Tally 7.2).
- Jun-Aug 2005: Teaching Knowledge at
MWANDOYA SECONDARY SCHOOL

D: WORKING EXPERIENCE.

- June-Aug, 2006: I have attended field practical training of two months at
MWANZA CITY COUNCIL
- Nov.2002-June, 2005 : Purchasing, Selling, Marketing, Advertising and
Record Keeping MS and Brothers Trading Company.

EXTRA CURRICULUM

- 1995-2008 : Football, Volleyball, Athletic, Cultural Dance and
Swimming.



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**OFFICE OF THE DEAN
SCHOOL OF BUSINESS AND MANAGEMENT**

Date: 14th May 2007.

MWANZA CITY COUNCIL
P.O.BOX 1333
MWANZA -TANZANIA

Dear Sir/Madam

RE: DANIEL SHILINGI BBA/8516/51/DF

This is to confirm and inform you that the above referenced is a bonafide student of Kampala International University pursuing a Bachelor of Business Administration Degree Programme. In the School of Business and Management of the University.

His title as of the Research Project is "CORPORATE SOCIAL RESPONSIBILITY AND ORGANISATION REVENUE".

As part of his studies (research work) he has to collect relevant information through questionnaires, interviews and reading from your place.

In this regard, I request that your kindly assist him by supplying/ furnishing him with the required information and data he might need for his research project and project and also by filling up the questionnaire.

Any assistance rendered to him in this regard will be highly appreciated.

Yours Faithfully,


DR. Y.B. NYABOGA

**ASSOCIATE DEAN – SCHOOL OF BUSINESS AND MANAGEMENT
TEL.NO.0752 843 919**

