

**THE EFFECT OF ORGANISATIONAL SOCIAL
RESPONSIBILITY ON EMPLOYEES PERFORMANCE
IN PRIVATE SECTOR ORGANIZATION IN
KAMPALA DISTRICT CASE STUDY:
BKV ENTEPRISE LTD**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF
BUSINESS AND MANAGEMENT IN PARTIAL FULFILLMENT
FORAWARD OF BACHELOR OF BUSINESS ADMINISTRATION
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DECLARATION

I, Kisémbó Bakevuga declare that the material in this book has been done entirely by my effort and has not been presented else where for any academic qualification.

Where other people's works have been used, references have been provided. It is in this regard that I declare this work originally is mine and hereby present it in partial fulfilment of the requirement for the award of the Bachelor of Business administration degree.

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05/09/08
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APPROVAL

APPROVED BY

MR. Muyaja Peter.....(Supervisor)

SIGNATURE

Muyaja Peter

DATE

06 / 09 / 08

DEDICATION

This work is affectionately dedicated to my parents Bakevuga Barubwene and Katchweka Josephine for their support, patience and understanding during this period of study not forgetting my wife Tusingwire Triphil who contributed a lot in encouraging me and financing my research and all those who constantly wished me success.

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My gratitude first goes to God who has given me the strength and courage to undertake this research.

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I am indebted to my friends who gave me encouragement in time of difficulties. Thanks also go to all those lecturers who impacted professionalism into my work.

I wish to thank my family for their love, financial support and inspiration during my stay in Kampala International University (K. I. U).

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ABBREVIATIONS

OSB	Organisational Social Behaviour
OSR	Organisational Social Responsibility
CSR	Corporate Social Responsibility

ABSTRACT

The purpose of this study was to investigate the effect of Organisational Social Responsibility on employees performance in BKV Enterprise LTD in Kampala

The specific objectives of the study were to evaluate the relationship between Training and the employees' performance, to examine the effect of promotion on employee performance and to assess the effect of Compensation on employee performance.

The methods used for data collection were questionnaires to the employees of BKV Enterprise LTD.

In chapter four, the findings were presented and interpreted in relation to the study objectives and research questions. While linking to the existing literature, results included demographic characteristics, frequency and percentages. Based on the findings it was observed that there is significant relationship between Organisational Social Responsibility and Employee performance.

In chapter five, development of solutions to the problem, summary of the findings and conclusions were attempted. The findings suggested recommendations on areas pertaining to capacity building programs to the firm'

CHAPTER ONE

1.0 Background of the Study

Social responsibility is a concept with a decades-old root. In nineteenth and early twentieth centuries, the prevailing view among U.S industrialists was that business has one responsibility: to make profit.

According to Nobel prize-winning economist Milton Friedman, the only social responsibility that organisations have is to satisfy their owners, that is, company shareholders.

Friedman argues that it is socially irresponsible for companies to divert their time, money, and attention from maximising profit to social causes.

Basing on that view of Economist Milton Friedman, companies were minding less about employees. In other words they were not putting employees in consideration. They forgot that employees are the stakeholders of the organisation as the shareholders are. This is because they are interested in and affected by the organisations actions; they have a “stake” in what those actions are.

They father ignored that employees are the resources on which the company depend on for survival. Consequently, employees may try to influence the firm to acts in their own interests. Therefore the organisation has the responsibility to satisfy the needs of the employees in order for them to improve their performance for survival of the company.

However, in early 21st century, others economists like David Duckson opposed the view of economist Friedman Milton claiming that firms have social responsibility to treat employees fairly and consider the to be part of the organisation if they are to expect them to increase their productivity and work effectively and efficiently. Forexample the employees need to be trained, promoted and compensated to the extent that they will be able solve their needs. McGregory noted having providing them with these, the organisation end up having highly motivated and hardworking employees. He said if they are not fairly treated they loose morale and as result poorly contribute to the organisation.

BKV Enterprise LTD is an organisation that deal with import and export of consumer product. It is located in Kampala district, Namuongo industrial area, on 7th street. It has 160 employees. It was established in 1997 with 12 employees. BKV Enterprise is one of the organisation that carryout social responsibility to ward its employees. Nine years after its establishment, the organisation discovered that performance of the employees depend on the organisation itself. The organisation has some responsibility to carryout so that the employees improve their performance. That is in order for employees to contribute effectively and efficiently to the organisation the firm has to make sure that the needs of the employees are met.

1.1 Statement of the Problem

BKV Enterprise LTD was established in 1997. Beginning with its year of establishment, the employees were performing fairly. From 2003 to 2006, the employee performance began falling. They became ineffective, inefficient and unproductive. But however by the coming of the managing director Mike Powel, in the office, the performance of employee started increasing higher and higher to 26 percent. He noted in the interview by New vision that the employee performance is booming because of the organisational Social responsibility that BKV Enterprise is offering to the employees under his authority. This is especially social responsibility such as Training, Promotion and high Compensation.

This therefore, raises concerns to the researcher as to whether organisational social responsibility such as training, compensation and promotion affect the employee performance.

Therefore, there is need to examine organisational social responsibility and its effects on employee performance.

1.2.1 Objectives of the Study

The general objective of the study was to examine the impact of Corporate Social responsibility toward employees on the performance of the employees by assessing and evaluating the importance of at least some three element of social responsibility outlined below in specific objectives of the study.

1.2.2 Specific Objectives of the study.

1. Assessing the effect of Training on employees performance
2. Assessing the effect of promotion on employees performance
3. Assessing the effect of compensation on employees performance

1.3 Research Question

1. What are the effects of training on employee's performance?
2. What are the benefits of promotion on employee's performance?
3. What has compensation done on employee's performance?

1.4 Scope of the Study

The study was carried in the Republic of Uganda located in East Africa. The study was carried in district of Kampala. The study was comprised of at least 32 respondents of which 4 was drawn from top management, 4 from middle management and 8 from first line management 16 from employees.

1.4 Significance of the Study

The research was to be of great importance to the researcher himself for through this research the researcher became able to know the significance of organisational social responsibility to employees on the employee's performance.

This study was of great importance to the organisation, which are willing to improve on their organisational performance. This is because the research was carried out with the purpose of finding out the factor that influences the performance.

The study was of great importance to the organisations, which are willing to improve on the performance of employees. This is because the research showed the importance of Social responsibility to the employees on the employee's performance.

The research was useful to other researchers who would want to carryout research in the same field of Social responsibility for it will provide them with some information.

Finally the research also opened up areas for further research, for example the effect of social responsibility to the customer on organisational profitability and the effect of managerial skills on employees' performance.

1.6 Limitation of the Study

The research encountered the following problems: -

The bureaucracy within some organisations since the study at certain point required review of documents. However, to minimise this problem the researcher sought permission from the authority on the organisations and also explained to the relevant officers the purpose of the research.

Another problem limiting the research was short time limit. The research was only carried with in two month. Because of limited time, the researcher will be under pressure to collect information that as a result may end up collecting wrong information.

On top of limited time the researcher faced the problem of financial shortage. This research required the researcher to get necessary information from the internet yet getting access to the internet is costly and from KIU and Uganda National Libraries where he photocopied books.

1.7 Theoretical Framework

Independent
Variables

Effect of Independent
Variable on Employee

Dependent
Variables

Social Responsibility

Performance

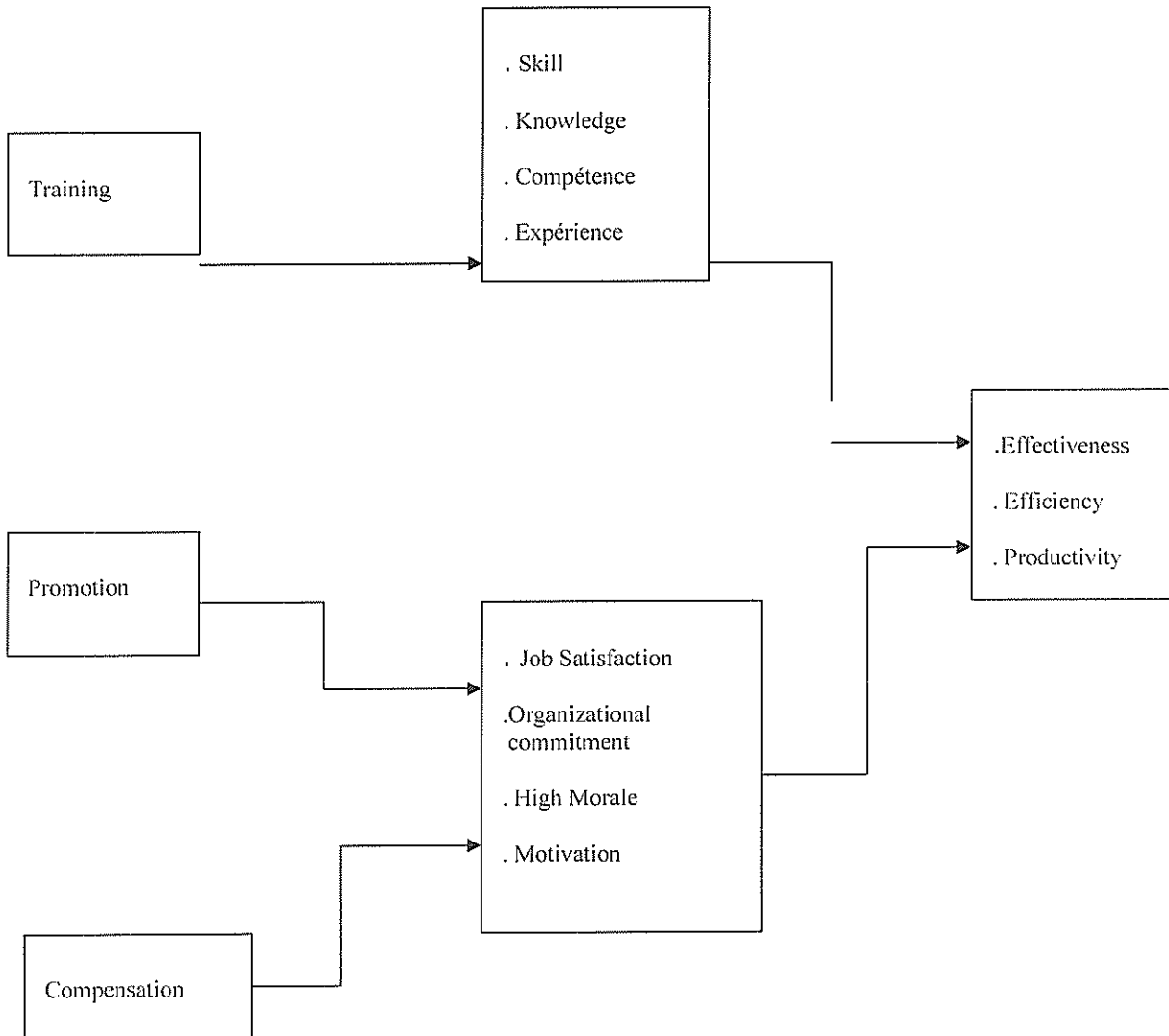


Figure 1.1: The Researcher's own Conceptual Framework

In this case, the dependent variable is organisational social responsibility to employees. This organisational social responsibility includes Training, Promotion and Compensation.

The dependent variable is employee performance. Employee performance is measured by Employee effectiveness, employee efficiency and employee productivity.

The effect of organisational social responsibility to employees such as training, promotion and compensation are outlined as follow:

Training provides employees with skill and knowledge to do a particular task effectively and efficiently. It also provides employees with an experience of doing a task. This is especially in case of In-job training. Thus causing the employees to become competent and effective.

Promotion and compensation cause employees to acquire job satisfaction, which lead them to be committed to their job and organisation. Lastly, promotion and compensation acts as motivational factor to improve the morale of employees to work harder, efficiently and effectively.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of literature review is an account of the knowledge and ideas that have been established by accredited scholars and experts in the field of Social Responsibility and its effect on the performance of employees. This chapter is guided by the objectives outlined in chapter one.

2.1 Training

Michael Harris looked at training as a planned effort by organisations to increase employees' competencies to perform task effectively and efficiently. Randall Dunhan and John L. Pierce for them defined training as an instruction that prepare employees for a job. It involves the employees acquiring skills, or learning concepts to increase his or her performance noted Leslie w. Rue and Lloyd L. Byars. Siding with Leslie W. Rue and Lloyd L. Byars, Gareth J. Jones, Jennifer M George and Charles W. L. Hill argued that training is a planned effort to provide employees with skill to improve the performance. They said that training primarily focuses on teaching organisational members how to perform their current jobs and helping them acquire the knowledge and skills they needs to be effective performers. It is the process of teaching the employees the behaviours, knowledge, and skills necessary for performing their jobs successfully or of reinforcing existing abilities to improve job performance added Courtland Dovee, John V. Thill, Marian Burk Wood and George P. Dovel. In addition to the ideas of other scholar above, John M. Ivancevich viewed training as follows: -

Training is the systematic process of altering the behaviour of employees in a direction that will achieve organisation goals. Training is related to present job skills and abilities. It is a current orientation and helps employees master specific skills and abilities needed to be successful.

A formal training program is an effort by the employer to provide opportunities for the employees to acquire job-related skills, attitudes, and knowledge.

Learning is the act by which the individual acquires skills, knowledge, and abilities that result in a relatively armament change in his or her behaviour.

Any behaviour that has been learned is a skills. Therefore, improvement of skills is what training accomplish. Motor skills, cognitive skills, and interpersonal skills are the targets of training programs.

2.1.2 Importance of Training as Corporate Social Responsibility to employees on Employees Performance

Organisation has the responsibility to train its employees if it expect their employees to perform their job effectively and efficiently to meet the organisational goals. The reason why the organisational need to train their employees is it provide the employees with the followings:

1. Skill. Richard L. Daft relates skill with the understanding of and proficiency in the performance of specific tasks. Skill includes mastery of the methods, techniques and equipment involved in specific functions such as engineering, manufacturing, or finance. Skill also includes specialised knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline. Louis R. Gomeza-Mejia and David B. Balkin view Skill as the employee's ability to work with and through other people and to work effectively as group member. He describes the importance of skill to the employees as follows:

Skill provides the employees with ability to create value. That is, ability to transform inputs (resources) into outputs (Goods or Services) with the overriding objectives of improving services to the customers.

Skill provides the employees with the ability to manage time efficiently. That is, ability to plan daily and weekly activities and tasks so that more time is available to work on the critical dimensions of the job.

Skill provides the employees with the ability to work with the heterogeneous teamwork. That is, the ability to work effectively in heterogeneous teams to stimulate greater creativity, better problems to stimulate greater creativity, better problem solving.

2. Knowledge. Knowledge is the understanding that one gains from information. (Chuck Williams). Kathryn M. Bartol and David C. Martin noted that knowledge includes information about an industry and its technology, company policies and practices, company goals and plans, company culture, the personalities of key organisation members, and important suppliers and customers. Information about all these acts as rock for the performance of the employees.
3. Competency. Having acquired skill and knowledge of doing particular task effectively and efficiently from training, the employees begin to develop competence thus improving their morale to increase productivity.

For the employees to perform their job effectively and efficiently, they need training. Louis E. Boove and David L. Kurtz noted that « untrained employees take six times longer to perform tasks than trained employees ». Therefore if an organisation want its employees to perform their task effectively and efficiently it has to carry out its corporate social responsibility to employees by training its employees added Louis E. Boove and David L. Kurtz.

2.2.1 Promotion

Courtland L. Bovee, Marian Burk Wood, John V. Thill and George P. Dovell defined promotion as the elevation of an employees to or different job that pays better or is higher in the chain of command. Leslie W. Rue and Lloyd L. Byars for them, viewed promotion as the process of moving the employees to a job involving higher pay, status, and thus higher performance requirement. Promotion serves to reward employees for past performance and is intended to encourage them to continue their effort. It also gives other employees reasons to anticipate that similar effort by them will lead to promotion. Thus improving morale with in the employees. This is particularly true for members of the protected classes who are encountered difficulties in finding employment and have often faced even greater difficulty in advancing within an organisation argued Gareth J. Jones, Jennifer M. George and Charles W. L. Hill.

2.2.2 The effect of promotion as Organisation Social Responsibility to Employee on the employee performance.

Promotion affect the employees performance in the following ways:

Providing Job satisfaction. Gareth R. Jones and Jennifer defined Job satisfaction as the collection of feeling and beliefs that employees have about their current jobs. Jeff Madura for him views it as the degree to which employees are satisfied with their jobs. He added that employees who are high in job satisfaction generally like their job, feel that they are being fairly treated, and believe that their job have many desirable feature. As result they may be more likely to go the extra mile for their organisation or perform organisational citizenship behaviour (OCB) – the behaviour that are not required of organisational members but that contribute to and are necessary for organisational efficiency, effectiveness, and gaining competitive advantage. Satisfied employees may be less likely to quit the organisation or be absent to work. That is, rather than the employees to think about looking for another new opportunity, they think about new way they can use to be productive.

Providing the employees with Organisational Commitment. Chuck William defined organisational commitment as the collection of feelings and belief that employees have about their organisation as a whole. He said committed employees believe in what their organisation are doing, are proud of what their organisation stand for, feel a higher degree of loyalty toward their organisation as result they are more likely to go above and beyond the call of duty to help their company and are less likely to quit

Promotion Motivate the Employees. According to Kathryn M. Bartol and David C. Martin (1998), motivation is the process that energises behaviour, gives direction to behaviour, and underlies the tendency to persist. John M. Ivancevich 2001, Cullen professor of organisational behaviour and management viewed motivation as a set of attitude and values that predispose a person to act in a specific goal-directed way. Promotion acts as motivational factors to influence employees to work harder and harder, noted Richard. L. Daft. Therefore unpromoted employee creates a bad attitude about his job, hate his job. Hence absenteeism which will yield poor performance.

Promotion Improve the Employees Morale. Promoted employees develop positive attitude toward their job and even their organisation, thus motivated to work hard and efficiently.

Chuck William specified that unpromoted employees loose morale to work and hence poor performance.

2.3.1 Compensation

According to Chuck Williams, Compensation includes both the financial and nonfinancial rewards that an organisation gives employees in exchange for their work. In addition to Chuck Williams's view about compensation, Courtland L. Bovee, Mariam Burk Wood, John V. Thill and George P. Dovel looked at compensation as direct wages, benefits (insurance, vocation time and so forth) and incentives (such as merit and, stock options, and bonuses) given to employees in exchange for their work.

Organizations have responsibility to compensate employees in exchange for their work. In compensating the employees the organisation must make sure that the compensation they are offering to employees will enable them meet and solve their needs. (John W. James 2003). On top of that, compensation should not be based on any kind of discrimination. That is racial, trial, gender discrimination.

3.3.2 The Effect of Compensation as Corporate Social Responsibility to the Employees on the Performance of the Employees.

For an employee to achieve the organisational goals effectively and efficiently, his needs must be attained first. To attain his needs the organisation has the responsibility to offer the employees with sufficient compensation and employee benefits. Compensation as Corporate Social Responsibility to the Employees affect the employee performance in the following ways:

Providing Job satisfaction. Gareth R. Jones and Jennifer note that if the employees are well compensated they to become satisfied with their job thus motivated to work effectively. He added that employees who are highly satisfied with their job generally like their job hence influenced to perform organisational citizenship behaviour (OCB). That is, the behaviour that is not required of organisational members but that contribute to and are necessary for organisational efficiency, effectiveness. Satisfied employees may be less likely to quit the organisation or be absent to work. That is, rather than the employees to think about looking for another new opportunity, they think about new way they can use to be productive.

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Compensation Improve the Employees Morale. Compensated employees develop positive attitude toward their job and even their organisation, thus motivated to work hard and efficiently. Chuck William specified that unpromoted employees loose morale to work and hence poor performance.

2.4 Performance

About the meaning of performance, Courtland L. Bovee, Marian Burk Wood, John V. Thill and George P. Dovel noted that performance is the degree to which individuals and Organizations achieve the Organizations' goals with effectiveness and efficiency. The concept of performance has been expressed by Brumbrach (1998) as follows: -

Performance means both behaviour and results. Behaviour emanates from the performer and transforms performance from abstraction to action. Not just the instruments for the results, behaviours are also outcomes in their own right-the product of mental physical effort applied to task and can be judged apart from results.

It also means making the best use of trained, skilled, and unskilled human resources and should be considered in relation to effectiveness, which is a measure to which the objective is

achieved. It is the achievement of qualified objectives, but it is a matter of not what people achieve but how they achieve it. The oxford English dictionary confirms this by including the phrase « carrying out » in its definition performance as the accomplishment, execution, carrying out, working out of anything ordered or undertaken. High performance results from appropriate behaviour, especially discretionary behaviour, effective use of required knowledge, skills, competencies gained from training. High performance also result from high and good compensation and promotion carryout by the organisation to the employees. This is because good compensation system enables the employees to solve their needs. This therefore, creates high morale to the employees, make them feel satisfied with their job and thus motivated to perform their job effectively and efficiently.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter three explain the methods that the research will use to select the geographical areas, from which researcher will be carried out and methods of selection of respondents. It will also explain the methods that will be used to collect, process and analysed data.

3.1 Research Design

The study will use a case study as a research design. Given the duration of the study, the researcher feels that there will be deeper penetration of the problem if a case study will be used. This is because a case study will examine one company that is BKV Enterprise Ltd, which will represent other companies that carryout social responsibility toward employee from 1990 to 2008.

3.2 Study Population

The study will be carried out in BKV Enterprise Ltd. This is because it is one of the companies that carryout social responsibility toward employees. This will give the study a broad coverage and will make it representative enough.

3.3 Sample Size and Selection

The respondents will be drawn from top management middle management and the employees of BKV Enterprise Ltd. The respondents will fall in the following categories: 4 respondents from top management, 4 from middle management and finally 8 respondents from employees as illustrated as below:

Table: Categories of Sample

Categories of Respondents	Sample
Top management	Four Respondents
Middle management	Four Respondents
First-line management	Eight Respondents
Employees	Sixteen Respondents
Total	Thirty two Respondents

The study will use both primary and secondary data. Primary data will be collected using questionnaires, which will be given to the managers and the employees of BKV Enterprise Ltd. This will be self-administered since the respondents are all literate.

In carryout research the researcher will first get a letter from the course administrators which he will take to the managing director of BKV Enterprise. He will then be given permission by authority to access information from the company.

Document analysis will also be done. Reports, training manual and profit and loss statements for the period understudy will be read and the required data collected from them.

3.4 Data Processing and Analysis

This will involve three sets of activities, which include editing, coding and frequency tabulations. Editing will be done by looking through each of the field questionnaire ascertaining that every applicable question has answer and all errors eliminated for the completeness, accuracy and uniformity.

The researcher will then proceed on to coding the various responses given to particular questions that lack coding frames, he will then establish how many times each alternative response category will be given and answer using tally marks which will later be added u. data will then be presented in frequency tabulations rendering it ready for interpretation. Quotations and field notes interviews will also be included.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter is a presentation, interpretation and discussion of the field results. Results are presented in tables and in form of frequency counts and percentages.

4.2 Demographic Characteristics of Respondents

4.2.1 Sex of Respondents

During the survey 60 male respondents 67% were given the instruments, while 30 female respondents 33% were given the instruments. This selection was aiming at fair gender coverage. Out of 90 instruments distributed, 44 were returned by males giving 78.6% while females returned only 12 which is 21.4% as illustrated by table 4.1 below:

Table 4.1: Distribution of the Respondents by sex

Sex	Respondents	Percentage
Males	44	78.6
Females	12	21.4
Total	56	100

Source: Fieldwork surveys (2008)

Table 4.2 Level of Education

Level of Education	Respondents	Percentage
Diploma	30	53.6
Degree	20	35.7
Post Graduate	6	10.7
Total	56	100

Source: Fieldwork surveys (2008)

Out of the total number of the respondents who responded 30 or 53% were Diploma holders, 20 or 35.7% Degree and 6 or 10.7% respondents were post Graduate Holders. This only meant that, the employees were some how educated.

Table 4.3: Shows Years of Service in the company

Number of The Year	Respondents	Percentage
0-2	20	35.7
3-5	30	53.6
6-8	6	10.7
Total	56	100

Source: Fieldwork surveys (2008)

The majority of the employees 30(53.6%) had spent between two to five years on the job. This means most employees had experience needed to do a particular task

Table 4.4 the Mission of the organisation is clear and related to carryout social responsibility to employees.

Responses	Respondents	Percentage
Agree	30	53.6
Disagree	20	35.7
Not sure	6	10.7
Total	56	100

Source: Fieldwork Kampala District (2008)

Out of the total number of respondents who responded to the question 30 (53.6%) agreed with the statement that the mission of the organisation is clear and related to carry out social responsibility toward employees.

Table 4.5 This company is employer of your choice

Responses	Respondents	Percentage
Yes	56	100
No	-	-
Total	56	100

Source: Fieldwork surveys (2008)

All the employees said that BKV Enterprise is the employer of their choice 56 (100%). This implies that all the employees love their work and look committed to doing their job.

Table 4.6 How you got the Job

Response	Respondents	Percentage
News paper advertisement	26	46.4
Agency	15	26.8
Sourcing	-	-
Trough Volunteering	15	26.8
Total	56	100

Source: Fieldwork surveys (2008)

From the table and chat above, the majority of the employees got their jobs through newspaper advert 26 (46.6%). Another good number got their jobs through Agency and through volunteering 15 (27%).

Table 4.7 The mission of the organisation is clear as related to solving the need of employees

Response	Respondents	Percentage
Agree	30	53.6
Disagree	20	35.7
Not sure	6	10.7
Total	56	100

Source: Fieldwork surveys (2008)

Out of the total number of respondents who responded to the question 30 (53.6%) agreed with the statement that the mission of the organisation is clear and related to meeting the need of the employee. 20 (35.7%) did not agree with the statement while only 6 (10.7%) respondents were not sure whether actually the mission of the organisation is clear and related to meeting the needs of the employees.

Table 4.8 Organisation train employees regardless of their skills, knowledge and any kind of discrimination like sexual, tribal, racial discrimination and any other.

Responses	Respondents	Percentage
Agree	39	69.6
Disagree	10	17.8
Not sure	7	12.5
Total	56	100

Source: Fieldwork Survey (2008)

Out of total number of respondents who responded to the question 39 (69.6%) respondents agree with the statement, 10 (17.8%) respondents did not agree and 7 (12.5%) were not sure.

Table 4.9 Training provides employees with competence and experience to do a particular task efficiently.

Responses	Respondents	Percentage
Agree	40	71.4
Disagree	13	23.21
Not sure	3	5.4
Total	56	100

Source: Fieldwork Survey

Out of 56 respondents who participated in questionnaire 40 (71.4%) agree with the statement, while 13 (23.21) didn't agree with the statement and only 3 (5.4%) weren't sure with the statement.

Table 4.10 Training provides you with knowledge and skill to work harder, effectively and efficiently

Responses	Respondents	Percentage
Agree	49	87.5
Disagree	7	12.5
Not Sure	0	0
Total	56	100

Source: Fieldwork survey

From the table 4.12, out of 49 (87.5%) agreed with the statement that training provides employee with knowledge and skill to work harder, effectively and efficiently while only 7 respondents or 12.5% or respondents disagree with the statement null were not sure

Table 4.11 If you were Human Resource personnel would you promote all your friend to the upper position?

Responses	Respondents	Percentage
Agree	12	21.4
Disagree	38	67.9
Not sure	6	10.7
Total	56	100

Source: Fieldwork survey

Out of 56 respondents 12 (31.4%) agreed with statement that if they were human resource managers they would promote their entire friend while 38 (67.9%) disagree with the statement and 6 (10.7%) were not sure.

Table 4.12 If you were HRP of the organisation would you compensate male employees than female?

Responses	Respondents	Percentage
Agree	9	16.07
Disagree	45	80.35
Not sure	2	3.57
Total	56	100

Source: Fieldwork Survey

Out 56 respondents 9 (16.07) respondents agree with the statement that if they were Human Resource Personnel they would compensate male employees than female employees while the big number of respondents 45 (80.35%) disagreed with the statement and only 2 (3.57%) were not sure.

Table 4.13 Promotion motivates employees to work harder and effectively

Responses	Respondents	Percentage
Agree	49	87.5
Disagree	4	7.14
Not sure	3	5.35
Total	56	100

Source: Fieldwork survey

Out of 56 respondent 49 (87.5%) agree with the statement that promotion motivate employees to work harder to become effective and efficient while 4 (7.14%) disagree with the statement and 3 (5.35%) were not sure.

Table 4.14 Promotion provides employees with Job satisfaction and organisational commitment to work effectively and efficiently

Responses	Respondents	Percentage
Agree	45	80.35
Disagree	7	12.5
Not sure	4	7.14
Total	56	100

Source: Fieldwork survey

Out of 56 respondents 45 (80.35%) agree with the statement, 7 (12.5%) disagree with the statement and 4 respondents were not sure.

Table 4.15 Promotion lift your morale higher to work hard to become effective and efficient

Responses	Respondents	Percentage
Agree	47	83.9
Disagree	7	12.5
Not sure	2	3.6
Total	56	100

Source: Fieldwork survey

Out of 56 respondents 47 (83.35%) agree with the statement that promotion lift their morale higher to work hard to become effective and efficient where as 7 (12.9%) respondent disagree with the statement and 2 were not sure.

Table 4.16 Organization does not compensate employees basing on sexual, racial, tribal discrimination but rather basing on employees' contribution to the organization.

Responses	Respondents	Percentage
Agree	37	66.07
Disagree	14	25
Not sure	5	8.9
Total	56	100

Source: Fieldwork survey

Out of 56 respondents who responded to the question 37 (66.07%) agree with the statement that the organization does not compensate employees basing on sexual, racial, tribal and national discrimination but basing on employees contribution to the organization while 14 (25%) disagree with the statement and only 5 (8.9%) respondents were not sure.

Table 4.17 High compensation motivate employees to work harder to meet the organizational goals

Responses	Respondents	Percentage
Agree	35	62.5
Disagree	16	28.57
Not sure	5	8.9
Total	56	100

Source: Fieldwork survey

From the table 4.19, out 56 respondents who respondent to the question 35 (62.5%) respondents agree with the statement while 16 (28.57) respondents disagree with the statement and 5 (8.9%) respondent were not sure.

Table 4.18 High compensation provides employees with job satisfaction and organizational commitment

Responses	Respondents	Percentage
Agree	31	55.35
Disagree	18	32.14
Not sure	7	12.5
Total	56	100

Source: Fieldwork survey

From the above table, out of 56 respondents, 31 (55.35%) agree with the statement that high compensation provides employees with job satisfaction and organizational commitment whereas 18 (32.14%) did not agree with the statement and only 7 (12.5%) respondents were not sure.

Table 4.19 Compensation improves your morale to work efficiently and effectively.

Responses	Respondents	Percentage
Agree	40	71.42
Disagree	14	25
Not sure	2	3.57
Total	56	100

Source: Fieldwork survey

From table 4.21, out of 56 respondents who answered the question, 40 (71.42%) respondents agreed with the statement that compensation improves the morale of employees to work efficiently and effectively, while 14 (25%) did not agree with the statement and only 2 (3.57%) respondents were not sure.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the conclusions from the study and the Recommendations made are presented. The study used both quantitative and qualitative methods of analysis.

5.2 Summary of the Finding

As it was presented in chapter four, the finding indicated that for effectiveness, efficiency and productivity of employees, the Organizational Social Responsibility has a significant contribution. In other for employee to perform to the satisfactory level, organization has to carryout some responsibility (Organizational Social Responsibility) to the employees.

The study has revealed that for employee performance, training, compensation and promotion as corporate social responsibility have a significant importance.

Training for example provides employees with knowledge, skill and competence to do a particular task effectively and efficiently. While compensation and promotion motivate employees to increase their productivity.

5.3 Conclusion

The aim of this report was to investigate the relationship between Organizational Social Responsibility and employee performance in BKV enterprise LTD in Kampala.

The first major question asked in this study was: the mission of the organization is clear as related to solving the needs of employees. According to research findings, it is apparent that the majority of the respondents thought that BKV Enterprise LTD has mission of solving the needs of employees.

My second question was Organization train employees regardless of their skill, knowledge and without basing on any kind of discrimination (tribal, racial, sexual discriminations). Over this question, the findings reported that the organization train employees regardless of their knowledge, skill and without basing on any kind of discrimination. E.g.: sexual, racial, and

tribal discrimination. This therefore, implied that the organization is socially responsible to its employees since it does not segregate employees on any basis of discrimination.

The third question: Training provides you with competence and experience to do a particular task effectively and efficiently. The respondents agreed with the statement and noted that this is especially attained in case of On-job training method of training.

The fourth question. Training provides employees with skill and knowledge necessary for employee productivity and effectiveness. The majority of the respondents said that they agree with the statement by siding that with out skill and knowledge the employees can not be productive and efficient.

The fifth question. If you were HRP, would you promote your friends to higher positions? The findings indicated that the majority of respondents did not agree with the statement but rather noted that if they were HRP they would have promoted employees basing on their contribution to the organization. The implication here is that the organization is actually socially responsible.

If you were HRP would you compensate male employees than female employee? Majority of the respondents disagreed with the statement by saying this would mean discriminating employees basing sex and that would demoralize female employees thus poor performance.

High Compensation and promotion motivate and improve the morale of the employees to work harder and productively. Majority of respondents supported this statement and added that compensation enables the employees to meet their needs as result motivated to commit themselves to the organization while promotion improve the morale of employees to work harder thus productivity and efficiency of employees.

My final important question: Organization does not compensate employees basing on sexual, tribal, and racial discrimination. The majority of the respondents agreed with the statement. Their agreement implies that the organization does not practice discrimination, which demoralize employees to work effectively.

5.4 Recommendations

Looking at the findings of the study, the following recommendations are made:

Sending Employees for Further Study. Education provides employees with knowledge and even skills of management and of doing a particular task effectively. The survey founded that majority of employees were diploma holders only 10.7% of employees were postgraduates. This means that majority of employees were fairly educated which affected to some extent the degree of skills and knowledge they have. Thus affecting the level of performance. Therefore, to improve the degree of performance of employees the management of BKV Enterprise is required to send and sponsor its employees for further study for this will enable them to acquire more skills and knowledge necessary for better performance.

My second and last recommendation is that the organization should not train both skilled and unskilled labor together for this discourages skilled labor to perform better as it was reported in the survey.

5.5 Areas for Further Research

In addressing the research problem, a number of interviewing variables that could have a significant impact on employees' performance arises, hence the researcher appealing to other scholars to carry research on areas pertaining to the roles of managers on employees' performance, the effect of motivation on employees' performance and the impact of managerial skills on employees' performance.

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**QUESTIONNAIRE TO THE EMPLOYEES OF BKV
ENTERPRISE**

Dear Respondents

This questionnaire is meant to obtain information regarding a study of Social Responsibility toward employees and its impact on employees' performance. The study is a partial fulfilment of the award of Bachelor of International Business Administration from Kampala International University. Its success depends on your completing this questionnaire with honest answers. All the information provided will be used only for the study and will be treated with strict confidentiality. Thank you for your co-operation.

Instructions

- 1) Where options are given, circle the appropriate one.

- 2) For questions with out options space is left for your to fill the answers

Personal Data

I. A) Sex

a) Male

b) Female

B) Level of education

a) Diploma

b) Degree

c) Post Graduate

d) Other

(Specify).....
.....

C) Profession

a) Economist

b) Supervisor

c) Financial manager

d) Managing director

e) Other

(Specify).....
.....
.....

2. Is BKV Enterprise employer of your choice?

a) Yes

b) No

3. How did you get this Job?

a) News paper advertisement

b) Sourcing

c) Through volunteering

4. The mission of the organisation is to carry out social responsibility to the employees.

a) Agree

b) Disagree

c) Not sure

5. Your Organisation trains employees regardless of their skill and knowledge they poses to do a particular task and with out basing on sexual, tribal, and racial discrimination.

a) Agree

b) Disagree

c) Not sure

6. Training provides the employees with competence and experience to do a particular

a) Agree

b) Disagree

c) Not sure

7. The training offered to you provides you with Knowledge and Skill to work harder, effectively and efficiently.

a) Agree

b) Disagree

c) Not sure

8. If you were human resource personnel of the organisation would you promote all your friends to the next position?

a) Agree

b) Disagree

B) Give reasons to justify your

answer.....
.....
.....
.....

9. If you were human resource personnel of the organisation would you compensate male more than female employees would?

a) Agree

b) Disagree

B) Give reasons to justify your

answer.....
.....
.....

10. Promotion motivates you to work harder and harder.

a) Agree

b) Disagree

c) Not sure

11. Promotion provides you with Job satisfaction and Organisational commitment to work harder so as to become effective and efficient

a) Agree

b) Disagree

c) Not sure

12. Promotion lifts your morale higher toward work. Thus becoming effective and efficient.

a) Agree

b) Disagree

c) Not sure

13. The organisation compensates employees basing on the contribution they offer to the organisation

a) Agree

b) Disagree

c) Not sure

14. High compensation motivates employees to work harder so as to increase his / her performance

a) Agree

b) Disagree

c) Not sure

15. High compensation provides employees with positive job satisfaction and organisational commitment which motivate him or her to work hard

- a) Agree
- b) Disagree
- c) Not sure

16. Compensation improves your morale to work harder than before in order to become effective and efficient employees

- a) Agree
- b) Disagree
- c) Not sure