

EMPLOYEES ATTITUDES AND RESPONSE TOWARDS CORPORATE SOCIAL
RESPONSIBILITY: A CASE STUDY OF SAFARICOM LIMITED

BY

KIVUVA PETER KATIKU
REG NO: CM11/0002/01

A research Project submitted to the graduate school in partial fulfillment for the
requirements of the Master of Business Administration Degree in the Faculty of Commerce
of Egerton University

156559/5002
2007



DECLARATION

This research project is my own original work and has not been presented for a degree in any other university.

Candidate: Kivuva Peter Katiku

Reg No. : CM11/0002/1  Date 27/08/03

Supervisors Approval

This project has been submitted with our approval as university supervisors

Mr. Ayieko M.W

Signature  Date 27/8/2003

Mrs E. Gathungu

Signature  Date 29/08/2003

DEDICATION

To my parents, Ndunge and Kivuva for their love, parental care and for their rentless effort to educate me.

ACKNOWLEDGEMENTS

I offer my heartfelt thanks to all employees of Safaricom Limited without whose responses the findings of this study would not have been possible.

I owe a great debt to gratitude to my Supervisors Mrs. E. Gathungu and Mr. Ayieko M.W. for their excellent and brilliant guidance that enabled me complete this project.

My special thanks to all my Lectures, my fellow MBA classmates and friends for their great support during my study.

To my family members, I thank you for your outstanding patience and continued support.

Above all, I am grateful to God for His Blessing and Grace.

ABSTRACT

Corporate Social Responsibility (CSR) is a topical issue that is currently receiving top attention and is, in fact, being used as a competitive tool by most firms in the modern society. As such most organizations have in the past undertaken social responsibility in line with what the law dictates that is, the environmental protection law. Interestingly, most focus on CSR is directed to external stakeholders but not the people who implement those programs, the employees. This study was undertaken to determine employees' attitudes towards CSR programs and their involvement, the obstacles that hinder their involvement in such programs and what effects CSR programs have on employees' job satisfaction. The study entirely covered all employees of Safaricom Limited. A sample of 100 employees was selected randomly from the four departments; Marketing, Finance, Operations and Human Resources. Out of the 100 questionnaires distributed, 75 were returned. Data was analyzed and presented in tables, frequencies, percentages and chi-square tests were run on SPSS program to test the hypothesis at a significance level of 0.05. It was found that the employees had a positive attitude towards CSR, and that their involvement in the various CSR programs was greatly influenced by their attitudes. The most attractive social programs that the employees were greatly involved in included supporting charitable organizations (76%), afforestation programs (68%) and visiting homes for the orphans with 64% of the total respondents. The major obstacles hindering employees' involvement in CSR programs were lack of knowledge in social issues, time limitation and lack of qualified staff in community development. The study also revealed that CSR programs do affect employee job satisfaction level, with majority of them citing that their job satisfaction levels are moderate.

TABLE OF CONTENTS

	Page
Declaration	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of content	vi
List of tables	viii
List of figures	ix

CHAPTER ONE: INTRODUCTION

1.0	Background information	1
1.1	The mobile telephone industry	3
1.2	Statement of the problem	4
1.3	Objectives of the study	5
1.4	Hypotheses of the study	5
1.5	Justification of the study	5
1.6	Scope and limitation of the study	6
1.7	Definition of terms	7

CHAPTER TWO: LITERATURE REVIEW

2.0	Evolution of CSR concept	9
2.1	Levels of CSR	10
2.2	CSR and human resources	11
2.3	Attitude, behaviour and measurements	14
2.4	Conceptual framework	14

CHAPTER THREE: RESEARCH METHODOLOGY

3.0	Research methodology	16
3.1	Research design	16
3.2	The population	16
3.3	The sampling design and procedure	16
3.4	Data collection procedure	17
3.5	Data analysis and presentation	17

CHAPTER FOUR: DATA ANALYSIS FINDINGS AND INTERPRETATION

4.1	Introduction	19
4.2	Employees' attitude towards CSR	20
4.3	Employees' attitude and involvement in CSR	22
4.4	Obstacles to involvement in CSR	26
4.5	Effects of CSR on job satisfaction	27

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary 30
5.2 Conclusion 32
5.3 Recommendations 33

REFERENCES 35

Appendix 1 Questionnaire 38

Appendix 2 SPSS Raw data extract 41

Appendix 3 Work Plan 49

Appendix 4 Research Budget 50

LIST OF TABLES

		PAGE
Table 1	Response rate from respondents	19
Table 2	Employees' attitudes towards CSR	21
Table 3	Employees' involvement in social programs	23
Table 4	Employees' attitude based on CSR programs.....	24
Table 5	Association between employees' attitude and involvement in various social programs.....	25
Table 6	Factors hindering employees' involvement in CSR	26
Table 7	Employee job satisfaction levels	28

LIST OF FIGURES

PAGE

Figure 1.	Levels of Corporate Social Responsibility	10
Table 2	Conceptual Model of CSR	15

CHAPTER ONE

INTRODUCTION

1.0 Background Information

Corporate Social Responsibility (CSR) is among the most important yet perhaps the most misunderstood concept in the business world today. The idea of CSR dates back to early 20th century. It was started by business executives who believed that organizations had an obligation to use their resources in ways that would be beneficial to both owners and the society as a whole (Drucker, 1987).

CSR concept concentrates on issues of poverty, lack of equal opportunity around the world, the environment, customer needs and employee safety and welfare. The concept of CSR has been defined differently by different scholars. Rue (1992) defines it as the role of business in solving current issues over the above Legal requirements. Bartol and Martin (1991) define CSR as the obligation of organization to seek actions that protect and improve the welfare of the society along its own interests. An analysis of the above two definitions do agree on one thing: a firm should take measures to solve some of the problems that the society is facing which may be outside the obligations of the business concern.

Organisations are sub-systems of the society. They operate and get their resources from the society. Their output are accepted and consumed by the society. As such organizations are citizens of the society and as citizens, they owe certain responsibilities to the society. Their primary responsibility is to ensure that CSR does not cause them any damage and the second responsibility is to contribute to its progress (Krisztina et al, 2000): However, CSR has been looked from the environment point of view, that is natural resource depletion and pollution, most of them being compelled by the State of Environmental Protection Law.

However, in Kenya today there are a lot of social problems that need to be addressed by the organizations. We cannot underestimate social problems such as AIDS pandemic, poverty, insecurity and lack of infrastructural facilities. The poor economic condition and the use of modern technology have led to restructuring and right sizing in many firms which has directly affected the community at large.

The implicit assumption that corporations exist primarily to make profit is currently coming under ethical attack given that organizations benefit from the society in a number of ways. A question then arises as to how they take account of the wider social issues in their strategic policies and decisions. There are organizations which blatantly violate basic principles and the laws on child labor, human rights, discrimination, and fair wage among others. There are also organizations that show little concern for consumers' interests by producing substandard goods. Consequently, the concept of CSR is indeed baffling and has received differential treatment in organizations. Whereas most business executives have accepted and internalized the concept, others do not cherish it and question its validity and regard it as a force likely to infringe blatantly on their economic independence, since CSR programs have an opportunity cost attached to them.

In Kenya today, there is an upsurge in CSR with leading firms supporting one projects(s) or going all the way to safeguard their consumer interests. Barclays Bank (K) for instance has established corporate sponsorship with Kshs 20 million budget, Mobil Oil (K) has set up a programme to give out Kshs 4.8 million annually to institutions for the blind, E.A.B.L and Eveready Batteries have large community budgets for sports sponsorships. Other organizations that have excelled in CSR include B.A.T, Magadi Soda Ltd and the Nation Media Group (Onyuma et al, 2001). On the other hand, we have witnessed organizations that have been heavily accused of being reluctant towards CSR. Horticulture firms Oserian

and DelMonte have on several occasions been accused of mistreating their employees. Recently, Oserian Company withdrew its corporate sponsorship from a football club citing that the project was unsustainable.

Interestingly, for the past decade there have been increased discussions and debates on sustainable business and CSR, for the most part, focused on the external stakeholders. However, the people who conceive and implement sustainable strategies do not get as much attention, who are the employees. As such, most companies have not been successful in balancing the needs of the company (employees) with those of its multiple stakeholders. It has been observed that most organizations have adopted CSR program as a competitive advantage. However, for a company seeking industry leadership and enhanced profitability through CSR strategies, it is critical that increased emphasis be placed on the development of an energetic, innovative and dedicated staff. Human Resource programs that educate, train, energize and inspire staff are critically vital to both economic and social goals of the company (Phillips and Lisbeth, 2002).

However, most organizations have not been successful in the design and implementation of programs benefiting the society. Many of the social programs in organizations have in the recent years lacked a unified collective impact on public opinion because the objective of such efforts are often in explicit and not part of overall plan (Varadrajan and Menon, 1988)

1.1 The Mobile Telephone Industry

The Kenyan market has just entered the mobile telephone technology, since the government's partial liberalization of the telecommunication in the year 2000. There are only two licensed mobile firms in Kenya, which are Kencell Communication limited and the Safaricom Limited. However, it has been observed that Safaricom Ltd is the leader in the market boasting of over 600,000 subscribers as of June 2002.

In addition, being a newly established organization, the company has greatly been involved in community social programs as reflected from a quote in its mission statement:

'passion for the world around us'. For instance, Safaricom has sponsored several programs (Safaricom Magazine March, 2002) that include but not limited to:

- The Lewa Marathon 2002, to the tune of Kshs 3.8 million
- Nanyuki Children's Home, to the tune of Kshs 25,000 monthly contribution towards payment of employees salaries.
- Mama Ngina Children's Home, to the tune of Kshs 900,000
- Mathare United Sponsorship, to the tune of kshs 2.4 million annually

As such, it is against this background that the study will be carried out to find out the effects of CSR on the company employees, since if the business and the society are successfully collaborate and develop sustainable business strategies, then the human resources (employees) must be prioritized.

1.2 Statement of the problem

Preliminary survey by the researcher indicates that Safaricom limited tends to devote much of its resources to CSR as a competitive tool, yet they have rarely developed staff in these areas that can handle the tasks. In the end, the company find itself in unfamiliar business as a good number of these programs have received negative reception by the employees either due to the fact that they are not involved in the formulation and planning of such programs or the non-existence of strategic policies in the human resource functions.

1.3 Objectives of the study

The major objective of this study was to establish whether there existed a relationship between employees attitudes and the succesful implementation of CSR programs in relation to the human resourc policies adoted by the company. The specific objective were;

- (i) To find out the attitudes of the employees towards CSR at safaricom Ltd
- (ii) To determine the relationship between employee attitudes and involvement in CSR programs
- (iii) To find out what obstacles employees encounter in implementing CSR programs
- (iv) To find out the effects of CSR programs on Employees' job satisfaction.

1.4 Hypotheses of the Study

- (i) There is no significant relationship between employees attitudes and involvement in social programs.
- (ii) CSR programs have no effect on employee job satisfaction.

1.5 Justification of the study

In the recent years, CSR concept has gained enormous attention by corporations and is in fact being used as a competitive tool to gain market leadership in their areas of business. However, much attention of CRS has been focused on external stakeholders and not much emphasis has been directed to the company staff. This study will be most important in that, in finding out the employees' attitudes towards CSR will enhance the development, sustainability and implementation of successful

business strategies, consequently increasing companies' efficiency. Hence, this study will be of importance to: -

- (i) The Human Resources Department as they can use the results to determine whether there is need for training in CSR as far as employees are concerned.
- (ii) The Non Governmental Organization's involved in community/social activities as the findings in this study will be useful in reaching their target groups effectively.
- iii) To learning Institutions as the study lays foundations for further research on the concept of CSR.
- iv) To the business community as the study will help to increase awareness on the need for CSR for long-term profitability. The study will also give them an insight on better ways of presenting a business as part as part of the society, thus helping in its acceptance by the society.

1.6. The Scope and limitations of the study

This study mainly focused on the employees' attitudes and involvement in CSR programs and how CSR policies have been incorporated in the HR functions. Thus, the findings of the study were generalized to reflect how company employees perceive CSR in the mobile telephone industry.

This study was, however constrained by a number of factors namely;

- (i) Time is was a limiting factor. The research was undertaken within four months (1 semester) as per the university calendar.
- (ii) There was also the limitation of insufficient funds necessary to carry out the study the more comprehensively.
- (iii) Again, the limitation of measurements could not be overlooked. Beliefs and feelings used in attitude could change overtime and also respondents' tendency to give dishonest answer.

1.7 Definitions of terms

Corporate Social Responsibility: - Is the obligation of an organization to seek actions that protect and improve the welfare of the society along with its own interest.

Non-Governmental Organizations – Is a non-profit making organization that primarily exist and solve community's social and environmental problems. They operate on donor funding.

Stakeholders – Any group or individual who can affect or is affected by the achievement of an organization's objective. They include suppliers, employees, the community among others.

Attitudes – Are a predisposition to respond in a favourable or unfavourable way. They are learned, evaluative feelings about people, objects and concepts that exist around us.

Human Resource Function – Refers to the elements that make up human resource management. They include training, recruitment and selection performance appraisal among others.

Corporate Philanthropy (CP) – Philanthropy means love for mankind especially as shown in services to general welfare. Hence CP is the act of giving out money to groups of persons or charity in aid of a project(s).

Sustainability – Refers to meeting the needs of the present without compromising the ability of future generations to meet their needs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Evolution of CSR concept

The social responsibility in commercial organization has evolved through three historic phases.

Phase 1: Profit maximizing management where organizations would be guided by an “invisible hand” to create the greatest wealth for the public good.

Phase 2: Trusteeship management where most corporate executives are responsible for balancing the interests of various groups/stakeholders.

Phase 3: Quality of life management. Previously, a major demand for business was that it should raise the standard of living of people by producing increasing quantities of goods and services. However, faced with declining social and physical environment, the society began to reorder its priorities in favor of the “quality” rather than the “quantity” of live.

Anderson et al, 1992).

Whereas at one time the organization operated on the principle that “the business for business is business” recent development focus on a wider social responsibility which may not be of profit. (Onyuma et al, 2001). Interestingly, managers operating in today’s world face a new and urgent challenge of creating a new relationship between business activity and the natural environment that will halt environmental damage and clean up efforts of past practices. (Bateman and Zeithaml, 1993). As such, modern proponents of social responsibility argue that businesses should assume certain responsibilities that may be less

economically attractive but socially desirable. Thus CSR involves corporations improving the well being of the society besides meeting the minimum legal requirements and reasonable expectations of the society. Socially responsible organizations and individuals lead the way in setting standard of the business and community performance (Stanton et al, 1994).

2.1 Levels of CSR

An organization specific SR actions will depend on the moral and ethical value of systems upon which executives decisions are based beyond legal requirements. (Christopher and McDonald, 1995). According to Anderson et al (1992) an organization can be at any four basic attitude level with regard to SR as shown below;



Figure 1: Level of Corporate Social Responsibility

Source: Anderson et al, 1992.

A level 1, organizations cut down on unnecessary expenses by adhering to minimum legal requirements. At level 2, corporations engage in SR beyond what is require by law. At the third level an organization positions itself to be proactive and anticipate social demand, which not only shield it against social indictments but also gives it a competitive advantage. Finally at level four, corporations take leadership role in setting new standards. Infact,

commitment to social objectives is likely to be enshrined in the organizational mission statement.

Consequently, CSR has experienced a shift from being socially responsible to satisfy legal requirements to leading the way in identifying social programs that might call for company's participation in their solutions. (Christopher and Macdonald, 1995). Infact modern organizations are finding it better if the social problems are turned into profitable activities as this offers a more permanent solution (Drucker, 1986).

2.2 Corporate Social Responsibility and Human Resources

Bashaija (1977) noted that an organizations social responsibility efforts can be internally or externally focused. If it is internally focussed, concern is with the provision of social desirable things such as housing facilities, feeding programs, granting adequate maternity leaves, provision of old age security and enduring security at the work place. As such, business organizations need to honour certain agreements made between them and the employees as well as obey the existing law relating to employee-employee relationship. Such always will be in such areas as equal employment, pensions and benefit, health and safety (Barrol and martin, 1991). In Kenya, such legal requirements are experienced in Acts of parliament which include the workmen's compensation Act (cap 236), young persons and children Act (cap 277), and the factories Act Cap 273 (Kweyu, 1993).

Drucker (1987), indicated that businesses should be socially responsible to its employees by rewarding the employees' equitability, safeguarding employees' health and safety, promotion of employees' welfare through provision of such things as educational, recreational and housing facilities, applying equal opportunity in employment, promotion and training and having effective and efficient HR policies.

Modern companies are also greatly involved in the designing and implementation of work - life programs and policies for their employees. Such programs are designed to help employees to be more productive, loyal and satisfied by helping them to balance their work responsibilities with their personal lives. Such programs include elements such as flexible work options, dependent care services, time-off policies, financial assistance, health and wellness programs among other benefits. (Bohlander et al 2001). Consequently, these programs improves the overall job performance (productivity), reduce absenteeism and turnover, increase job satisfaction and employee morale.

McWilliams and Siegels (2001) in their research indicated that a firms level of CSR will depend on its size, level of diversification, research and development, advertising, government sales, consumer income, labor market conditions and the stage in the industry life cycle. They also found out a positive correlation between CSR and both workforce unionization and government contracts.

Maignan (2001) has authored several studies comparing US and European managerial attitudes towards CSR, as well as attitudes within various parts of Europe. The studies found out that there is an increasing interest in company decisions and their social impacts and also indicated that most managers displayed a strong belief that the government is responsible to prevent damage caused to the environment by industry. Other studies have also shown that CSR activity increases companies' ability to attract and retain employees, reduce employee turnover and increase productivity and quality of work. Greening and Turban (2000) found out that prospective job applicants are more likely to pursue jobs from socially responsible firms than from firms with poor social performance reputations. This was an important finding given today that a talented, quality workforce is becoming an increasingly important source of competitive advantage for firms.

Onyuma et al (2001), notes that some businesses have taken the initiative to conduct educational activities to improve the skills of their workforce since there is no component more important to the health and welfare of a corporate business as its trained workforce. In fact, without a highly literate workforce, even profits can have a sorrowfully short-life. With the declining curve in functional literacy, and in the inability to understand and do the job, many businesses will be experiencing as decline in profits (Bowen, 1990). Consequently the future increases in businesses growth resulting from productivity improvements are directly related to our investment in human resources. As such Onyuma and colleagues recommended on business improving education standards by giving out cash and material donations, offering internship opportunities and building schools among others.

The performance of a business in terms of its profitability is linked to its performance in CSR. Companies that report their activities to the public (social disclosure) have the value of their shares raised compared to those who do not report (Nabhani, 1995). In his research Ndambuki (1995), found out that most banks in Kenya engaged in social obligation. However the pursuance of high profits remained the most important objective. Rarieya, (2001) concurs with the above in that, she found out most pharmaceuticals firms in Kenya were socially responsive to HIV pandemic even though the economic considerations still dominated the management thinking on the role of business. However, the reward-penalty system used in most firms was a major obstacle to CSR. Large decentralized organizations where managers of various centers are appraised and rewarded on quantitative results hampered the implementation of CSR (Kweyu, 1993).

From the above literature it is clear that CSR programs have greatly been focused on the top executives of the companies and the external stakeholders. However, the company staff who have greatly been involved in the implementation of such programs do not get much attention. It is therefore the intent of this study to fill the gap by looking at the employees perceptions of CSR programs and their responses towards their implementation.

2.3 Attitudes, behaviour and measurements

Alreck and Settle (1985) defined attitude as beliefs about specific objects, people or situations. For instance, one could have an attitude about freedom manifests itself in a specific work environment. Being associated with specific objects or situations, attitudes predispose certain behaviour toward the object or situation hence attitudes that employees have will affect their behaviour and social responsibility matters. In measuring attitudes, they outlined the following steps to be followed;

- One should proceed from measuring awareness. This can be done by asking questions that require true or false answers.
- Next, the feeling component should be measured so that negative or positive predisposition towards an object can be captured.

2.4 Conceptual Framework.

CSR generally calls upon organizations to improve the welfare of the society as a whole. CSR can be internally or externally focused. If internally focussed then it centers on all human resource functions while externally focused CSR can be broken into two; community and environmentally based social programs. A conceptual model developed by the researcher is shown below;

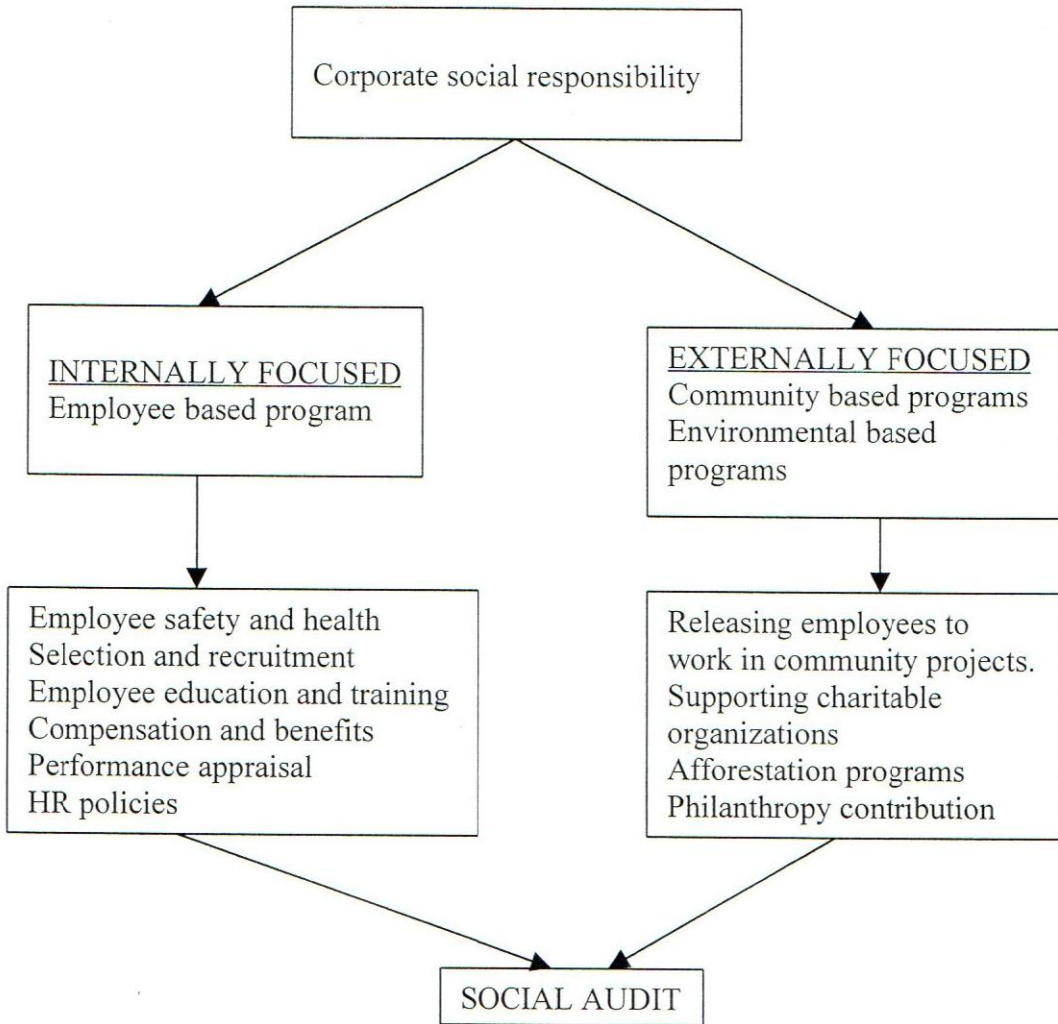


Figure 2: A Conceptual model of CSR (Author’s Compilation)

An organization CSR end up with a social audit as indicated by the model above. A social audit documents the organizations performance in the fulfillment of its social obligations.

However, most organizations have not been very successful in carrying out social auditing hence, there is need to asses the uptake of CSR practices and aggregate and disaggregate data from the various sources.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A case study was adopted in the study. This was because it was the appropriate method of collecting both descriptive and explanatory data concerning employees' attitudes and involvement towards CSR. Again, the study adopted this design since it was economical in light of time and funds limitations.

3.2 The Population

The target population consisted of all the employees of the firm estimated to be 900. These employees were located in the Kenyan towns and cities since the company had branches countrywide. However, only 685 employees located within Nairobi area were targeted.

3.3 The Sampling Design and Procedure

A sample of 100 employees' were selected for the study through stratified random sampling. Since the company had 4 departments (strata) namely; marketing, finance, operations and human resources, 25 employees from each department were selected randomly. The researcher got the list of names of all employees in every department. The names were arranged alphabetically, from where the name of first employee was picked, then the four the upto the twenty fifth one. Hence a total of 100 employees' constituted the sample size for the study.

3.4 Data

The necessary data required for this study was both primary and secondary data. Primary was acquired through questionnaires administered to the employees while secondary data

was obtained from the company records and publications. The necessary data required where on the opinions on employees attitudes and involvement towards CSR.

3.5 Data Collection Instrument and Validation

The instrument used for this study was a questionnaire which was designed to include both unstructured and Likert-scale type of questions to get employees opinion and beliefs on CSR programs.

The questionnaire was pre-tested in Nakuru town where the company has a branch but was not included in the study. Appropriate modifications were made on the questionnaire after pre-testing for purposes of achieving the objectives of the study.

3.6 Data Collection Procedures

Primary data for this study was collected using self-administered questionnaires. The questionnaires were dropped at the firms' head office from where they would be distributed to their branches within Nairobi Via the company's' regular communication channels.

3.7 Data Analysis and Presentation

The data collected was analyzed using descriptive statistical techniques such as tables, frequencies and mean. Chi-square tests were run on SPSS program to test the hypotheses.

In measuring employee's attitude, a scoring numbers were developed by the researcher to indicate the respondent's answer using Likert-scale type of questions. To do the analyses the weights for attitude scale were chosen arbitrary as follows; strongly agree with the statement (5), agree with the statement (4), a neutral attitude (3), disagreeing with the statement (2) and strongly agreeing with the statement (1).

In the end, an attitude index was calculated by subtracting the percentage of respondents who agree with the statements (score 4 and 5) from the percentage of those who disagreed with the same (score 1 and 2). The neutral score (3) was ignored in this calculation as it was found to be indifferent. A positive attitude index indicates that the respondents found the statement to be favorable. The same is true for a negative index (Rarieya, 2001).

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 INTRODUCTION

In this chapter, the data from completed questionnaires was summarized and presented in form of frequencies, percentages and Chi-square tests were run on SPSS to test the hypothesis. The population comprised of 685 employees of safaricom limited. A sample of 100 employees picked randomly from the four departments namely Marketing, Operations, Finance and human resources were used in this study. Out of the 100 questionnaires distributed, only 75 respondents returned the questionnaires in good time for data analysis which represented an overall response rate of 75 percent, as shown in the table below.

The failure to get the expected 100% could be attributed to the short notice of two weeks given to the respondents to fill the questionnaires.

Table 1: Response rate from various departments.

DEPARTMENT	FREQUENCY	PERCENTAGE (%)
Human Resources	20	26.7
Marketing	24	32.0
Finance	15	20.0
Operations	16	21.3
TOTAL	75	100

Source: Field data (2003)

From the table it is evident that a higher response rate came from the market department with 32% following by Human Resources with 26.7%, operations and finance with 21.3% and 20% respectively. It was established that, most employees who were involved in Social Programs mainly came from the Marketing and Human Resources Departments, perhaps explaining why corporate social responsibility is being utilized as a competitive tool especially by the marketing department. However, other departments also were involved social programs despite the low response rate.

4.2 Employees' attitudes towards corporate social responsibility (CSR)

In determining employees' attitudes towards CSR, eleven statements were generated and a five point Likert scale was used to assess their attitudes. Those respondents that strongly agreed with a statement scored 5 and 4 respectively while those who disagreed and strongly disagreed with a statement scored 2 and 1 respectively. To gauge the respondents attitudes, an Attitude Index in the last column of table 2 was calculated by subtracting from each attitude statement, the percentage of respondents who agreed with the statement (score 4 & 5) from the percentage of those who disagreed with the same (Score 1 and 2). The neutral score (three) was ignored for the purpose of this calculation. A positive Attitude Index indicated that the respondents found the statement unfavourable. Taking statement (a) from table 2 as an illustration, 28% and 29.3% (a total of 57.3%) agreed with the statement scoring 5 and 4 respectively while 24% and 8% of the respondents (a total of 32%) disagreed with the statement. Thus subtracting 32% from 57.3%, an Attitude Index of 25.3; which is positive concluded that, in general, the respondents found the statement to be favourable. The 10.7% of the respondents had a neutral Attitude were left out of this calculation since they were found to be indifferent.

Table 2: Employees' attitudes toward corporate social responsibility

Statements	Scores (%)					Index
	5	4	3	2	1	
a) Social programs should not be determined by the Government and left only to the NGO's to implement them	28	29.3	10.7	24	8	25.3
b) We engage in social programs not to generate more customers but to promote the well being of the society.	42.7	33.3	12	9.3	2.7	64
c) Social programs should not be left only to those firms that pollute the environment but all industries	33.3	57.3	5.3	2.7	1.3	86.6
d) Social programs allocate resources in areas which bring returns to the Company.	12	44	21.3	16	6.7	33.3
e) Social programs have enabled the company to ensure good working conditions for us employees.	33.3	42.7	13.3	10.7	-	65.3
f) Social programs ensures that the company does not only exist to make profits but also solve the social problems in the society.	18.7	76	5.3	-	-	94.7
g) Giving our company profits does not Interfere with internal employee welfare.	-	60	40	-	-	60
h) One reason I admire the company is the good it does to society through its social programs.	18.7	69.3	12	-	-	88
i) I feel a sense of goodwill towards the social Programs the company engages in	14.7	80	53	-	-	94.7
j) I greatly support the contributions made by the company to the various social programs.	41.3	54.7	4	-	-	96
k) I feel a sense of commitment to my community through social programs to alleviate poverty, promote education and enhance equality among the public.	58.7	41.3	-	-	-	100

Source: Field data (2003)

The computed Attitude Indices for the eleven statements indicate that in general, the respondents have a positive attitude toward CSR, since all the index scores are positive. It is evident from the table that most employees of the company have a positive attitude toward CSR since a high number of the responses scored four and five. The strongest positive attitude is that of employees showing a sense of commitment to the community through social programs with the Attitude Index standing at 100. There is also a strong attitude in terms of the social programs supported by the company (Index = 96), employees sense of goodwill towards social programs (Index = 94.7) and that of the company being in existence not only make profits but also to solve social problems in the society (94.7). However, a weak attitude was that of social programs not being determined by the government and left to NGO's to implement then with an Attitude Index of 25.3. There were not negative index found in analyzing the statement. In the end, a general conclusion can be made that most respondents seemed to have positive attitude towards CSR and infact gave great support to social programs the company is involved in. Consequently, majority of the employees are aware of the importance of CSR programs the company engages in, hence the positive attitude they have towards the same.

4.3 Relationship between employees attitudes and involvement in corporate social responsibility programs.

In order to establish whether there was any relationship between employees' attitudes and involvement in the various social programs, chi-square tests were run using an SPSS program (see appendix 2). Table 3 shows the number of social programs supported by the company together with the frequencies of the number of employees involved in the implementation of those programs.

Table 3: Employee involvement in various social programs

Social programs	Employee involvement (%)	
	Yes	No
▪ HIV / AIDS awareness campaign	57.3	42.7
▪ Clean up campaign within towns	52	48
▪ Customer education on proper use of product	57.3	42.7
▪ Afforestation programs	68	42
▪ Guidance and counseling	49.3	50.7
▪ Disaster center for emergencies	54.7	45.3
▪ Supporting charitable organizations	76.0	24
▪ Culture and sports	61.3	38.7
▪ Visiting homes for orphans and the aged	64	36

Source: Field data (2003)

From the above table, it is quite evident that most of the respondents were involved in supporting charitable organizations (76%), afforestation programs (68%) and visiting homes for the orphans 64%. However, it was noticed that a few of the respondents were involved in Guidance and Counseling programs constituting 49. %.

The study further classified the difference social programs into three categories and assessed the respondents' attitudes towards them as shown in the table 4 below.

Table 4: Employees attitudes based on CSR programs

Program based	Employee attitudes (%)					
	Most		Neutral	Less		Least
	Favourable	Favourable		Favourable	Favourable	
					Index	
Environmental	20	69.3	10.7	-	-	89.3
Community	69.3	30.7	-	-	-	100.0
Employee	-	41.3	58.7	-	-	41.3

Source: Field data (2003)

Again, in assessing employee's attitudes, the same procedure was applied in reference to Table 2. Community based social programs as such HIV / AIDS awareness campaign had the majority of respondents with the strongest positive Attitude Index of 100 followed by environmental based programs with 89.3 and lastly employee – based social programs with 41.3 Attitude Index. The reason found from most respondents for supporting community based social programs was that, since the company was service oriented, community programs were the best since they allowed the community members to interact with the company in solving the various social problems.

A cross-tabulation was done between Tables 3 and 4 and Chi-square Test done using an SPSS program to determine the relationship between employees' attitudes and involvement, hence the hypothesis developed for the study was stated as,

H₀ - There is no significant relationship between employees' attitude and involvement in the various social programs.

H_a - There is significant relationship between employees' attitude and involvement in the various social programs.

The hypothesis were tested at a significant level of 0.05.

Table 5: Association between employees attitude and involvement in various social programs.

Variables	χ^2 (sample)	χ^2 (critical)	df	Conclusion
a) *HIV/AIDS program vs employee attitude	3.728	3.84	1	Fail to reject H_0
b) *Proper use of products vs employee attitude	13.24	3.84	1	Reject H_0
c) *Disaster centers vs employee attitudes	7.86	3.84	1	Reject H_0
d) *Supporting charitable organization vs employee attitude	10.476	3.84	1	Reject H_0
e) *Visiting homes for orphans vs Employee attitude	0.141	3.84	1	Fail to reject H_0
f) *Clean up campaign vs employee attitude	0.524	5.99	2	Fail to reject H_0
g) *Afforestation program vs employee attitude	1.423	5.99	2	Fail to reject H_0
h) *Guidance and Counseling vs employee attitude	0.19	3.84	1	Fail to reject H_0
i) *Culture and sports vs employee attitude	0.226	3.84	1	Fail to reject H_0
* Involvement in the social programs				
d.f. – degrees of freedom		Significance level 0.05		

Source: Appendix 2:

The null hypothesis for involvement in, education for customers on proper use of products, disaster centres and supporting charitable organization versus the employees attitudes were rejected. This is because the sample calculated chi-square value were greater than the critical/tabulated chi-square value at a significance level of 5% (1 degree of freedom). Therefore, the conclusion made was that there is an association between employees' attitudes and involvements in the social programs. Hence, involvement in these social programs are greatly influenced by the employees attitudes. However, the null hypotheses

for involvement in social program (a, e, to i) the researcher failed to reject them. This resulted when the calculated chi-square value was less than the critical value. Consequently, the researcher failed to reject the null hypotheses and at the same time refused to accept the same. This suggests that there exist significant relationship between employees attitude and involvement in social program. It can be deduced that employee involvement in social program is influenced by the attitudes.

4.4 Obstacles that hinder employee involvement in social programs.

The factors that were mostly mentioned by the respondents are summarized in the table 6 below;

Table 6: Factors that hinder employee involvement in social programs

Factors	Percentages
Lack of qualified staff	24
Time limit	20
Intense competition	16
Lack of knowledge	40

Source: Field data (2003)

From the table, a major factor that was indicated is that of lack of knowledge / skills in handling social programs. 40% of the respondents cited lacking the necessary knowledge of dealing with most of the social programs. A second major factor was lack of expertise (human resources) that are qualified in handling the social programs. 24% of respondents supported this factor. Time constraints was also highlighted as a significant factor hindering implementation of the social programs. 20% of the respondents argued that social programs

required more time being allocated for the success of their implementation. The other reason quoted by 16% of the respondents was the stiff competition from other companies which has limited the areas of social responsibility involvement. In general, most respondents cited lack of social skills that greatly hinders them from being involved in social programs. The technical knowledge in community project development accompanied by the unqualified staff were major factors. This indicates that the company staff had little knowledge on social matters which was as a result of lacking competent personnel in the areas of community development. Perhaps this explains the differentials among involvements in the various social programs as indicated in table 3.

4.5 The effects of corporate social responsibility programs on employees job satisfaction

A three point Likert-scale was used to assess employee response on their job satisfaction levels. Table 7 below gives a summary of the response obtained.

Response code: 3- High 2-Moderate 1- Low

Table 7: Employee job satisfaction levels

Jobs satisfaction indicators	Satisfaction levels (%)		
	High	Moderate	Low
Working conditions	33.3	37.3	29.3
Training of staff	14.7	66.7	18.7
Recreational facilities of sports	29.3	44.0	26.7
Company philosophy eg management style	44	28	28
Compensation (wages and salaries)	24	57	18.7
Equal opportunity eg employment of minority	33.3	30.7	36.0
Employee health and safety	52.0	29.3	18.7
Transport and housing (allowance)	17.3	41.3	41.3
Performance appraisal systems	14.7	50.7	34.7
Averages	29.14%	42.78%	28%

Source: Field data (2003)

From the table, it is evident that most respondents had their job satisfaction levels falling at moderate. A high percentage of the responses concentrated on the moderate level. In fact, out of the nine indicators, six of them have the highest percentages of respondent occurring at moderate, that is working conditions (37.3%), training (66.7%), recreational facilities (44.0%), compensation (57%), transport and housing (41.3%) and lastly performance appraisal systems at 50.7%. The highest job satisfaction was expressed in employee health

and safety (52%) and company philosophy (44%) with most respondents citing high levels. However, a low satisfaction level was highlighted in equal opportunity like employment of the minority with 36% of the respondents citing it was low. In the end, when the averages were computed for the three levels, most respondents were found to fall under the moderate level (42.78%), followed by high job satisfaction level 29.18% and lastly 28% of the respondents citing low job satisfaction levels. Hence to test the second hypothesis that, corporate social responsibility programs have no effect on employees job satisfaction; a conclusion can be made that, CSR programs have effects on job satisfaction levels in that 42.78% of the respondent have moderate satisfaction, 29.18% of them had high satisfaction levels and lastly 28% of the respondents low satisfaction levels. The other effects that were cited by the respondents indicated that involvement in social responsibility led to the company having a good public image (that is good relations with the community), increased motivation among the employees and lastly, there was increased performance in terms of profitability and generating more customers. Consequently, from the findings, the company needs to look more closely to its Human Resources functions with the view of increasing employee job satisfaction levels. This includes performance appraisal systems, training working conditions and compensation. However, there seemed to be a problem with their equal employment opportunities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study was designed to analyze the employees attitudes and response towards social responsibility. Hence, this chapter summaries the whole study by synthesizing the findings as presented by the respondents. This study sought to answer four objectives. First, to find out employees attitude towards corporate social responsibility. Second, to find out whether there was any relationship between employees attitude and involvement and social programs. Third, to find out the obstacles hinder employee involvement in social programs and lastly, to find out the effects of social programs on employees job satisfaction.

In relation to the first objectives, it was found that in general most of the employees of the company had a positive attitude towards corporate social responsibility with a majority strongly agreeing with positive statements. Thus, the attitudes of most employees of the company was found to be favorable, with most of them showing great interests in terms of involvement in the various social programs. Consequently, the management ought to initiate more social programs since they have the goodwill of the company employees. However, the planning and formulation of such programs must involve the employees to strengthen their attitudes for successful implementation of the same.

In relation to the second objective, the study found out that, the employees attitudes greatly influenced which social programs they would be involved. As such a relationship was found to exist between attitudes and involvement of employees in the various social programs. The null hypothesis for involvement in education on proper use of products, establishment of disaster centers and support for charitable organizations were rejected indicating that, the relationship between the two existed. Consequently, from the findings,

it seemed that, employees of the company had different attitudes towards the various social programs. This can seriously affects the successful implementation of such programs and therefore the need for the top management to re-examine some of their social programs to cope with the attitude of the employees.

However, for the other social programs (clean up camping, afforestation, culture and sports, and visiting of homes for orphans) the researcher failed to reject the null hypotheses, and even though some elements of association between the two variables seemed to exist. Further, the study found out that the most attractive social programs were community based with support for charitable organization having employee involvement level of 76%, afforestation programs 68% and lastly visiting homes for orphans 64%. However, Guidance and Counseling (employee based) indicated that lowest involvement. This findings is very important in that it seems the company has concentrated much of its effort to community based programs as opposed to employee based. Again, the need for the company to evaluate some of its internal social programs as they may not be addressing issues affecting their employees hence, the low involvement rate.

With regard to the third to the third objective, four main obstacles were highlighted. Lack of knowledge was the major factor with 40% of the respondents mentioning it. The second obstacle was lack of qualified staff (human resources) with 24% of respondents, time limit (20%) and lastly stiff competition with 16% of the total respondent. Most employees lack social skills in handling social programs. This could be due to lack of adequate training in such area, perhaps explaining the different involvement in the various programs. Lack of qualified personnel in community development indicated that, the employees felt social programs needed to be carried out by experts in those fields. Time allocated to social programs was inadequate for successful implementation of the said full time workers need to be employed to carry out community social work in line with the company working hours.

Lastly, social responsibility programs were found to have effects on employee job satisfaction 42.78% of the respondents indicated that their job satisfaction was moderate, 29.18% high and lastly 28% of the respondents cited low job satisfaction levels. It can be generalized that the company has not put much emphasis on its employee based social programs since the majority of the employees had their job satisfaction levels moderate. It is essential that for social programs to be successfully implemented then the internal social programs have to be prioritized in order to raise their employees job satisfaction levels.

5.2 CONCLUSION

The findings in this research have brought forward a number of issues with regard to social responsibility programs addressed by the company. Firstly, it was established that in general the employees of the company had a positive attitude towards social responsibility, even though they had different attitudes towards the various social programs supported by the company. Although most employees had a positive attitude towards the social programs, employee based programs were ranked last. This indicated that much of the emphasis in social programs were externally focused, consequently resulting in employee job satisfaction levels being moderate.

A very important finding was that employees attitudes greatly determined which social programs to be involved in, which greatly affected the successful implementation of the social programs. As such, for any implementation of social program to be successful, the attitudes of the employees have to be assessed first. This is because their attitudes greatly influenced their involvement in the various social programs. Thus, an evaluation of the employees attitudes will greatly determine which social programs company has to initiate.

Lack of social skills among the employees and also the lack of competent personnel to handle of social responsibility were factors greatly hindering the successful implementation of the social programs. As such, there seemed to be insufficient training of employees in

handling social matters. Issues of social responsibility were handled by the Marketing and Human resources departments as indicated by the response rate. Thus, this should not be the case as CSR cuts across all the departments in the organization.

Last, but not the least, it was found out that social responsibility does indeed have effects on employee job satisfaction. Most employees cited that their job satisfaction level were moderate. This clearly indicates that the internal social responsibility has not been greatly emphasized, thus the need for incorporating social responsibility matters in the human resource functions. The functions of training, working conditions, equal opportunities need to be critically looked at with a view to increasing job satisfaction levels. If job satisfaction levels are high, then we expect a successful 100% implementation of the social programs.

In the final analysis, it can be concluded that Safaricom limited is one of the few companies in Kenya that has successfully designed and implemented social programs in their strategic policies and decisions. This has led to the employees of the company having a positive attitude towards social responsibility programs. Perhaps this explains the high performance of the company in terms of profitability. Hence, the employees' response to implementation of social programs was found to be satisfactory.

5.3 Recommendations

The researcher has made the following suggestions with regard to this study:

- a) There is need for training in areas of social responsibility and even the need for companies to hire staff who are experts in areas of community development. There is need also for companies to set up departments that entirely will be concerned with social responsibility issues. This will greatly alter the employees' attitudes towards certain social programs and ultimately increase the successful implementation of the same. The Human Resource department should be entirely in charge of all social

programs but the involvement/participation in such should draw membership across the organizations departments.

- b) There is need for companies to allocate more hours for employee volunteer in areas of social responsibility. This could take the form of working hours on specific days for employee to engage in community social work, as opposed to only a few hours where employees are released to participate in community work such as charity walks.
- c) There is need for further research especially on;
 - i) Precedents of social responsibility; that is need to carryout a research on what factors or conditions that must be considered for the adoption of social responsibility programs. Perhaps, knowing the factors could guarantee the successful implementation of social responsibility.
 - ii) A further research on the same topic but widen the scope to include the transport and telecommunication sector and analyse if the attitudes for the different companies differ.
 - iii) A research can be done to determine whether involvement in social responsibility has any effect on the economic performance of a company.

REFERENCES

- Aleck, P.L and Settle G.L (1985). The Survey of Research Handbook. Richard Lrwin Inc. Illinois.
- Anderson F. et al (1992) Professional sales management Mc Graw Hill
- Bartol K. M and Martin D.C (1991) Management. Bon Hoffmann Press
- Bashaija K. V (1977) “Business concept of social responsibility: A case study of developing state Uganda”. Unpublished MBA project UON.
- Bateman T and Zeithanl C. (1997) Management function and strategy. Von Hoffman press inc.
- Bohlanders G. Snell S and Sherman A (2001) Managing human resources, South-Western college publishing company.
- Bowen F.F (1990) The role of business in the three levels of literacy. Oxford university press.
- Caroll A. B (2000) Business and society; Ethics and stakeholders management, South-Western Thomson publishing company.
- Caroll, A.B (1979) “A three-dimensional conceptual model of CSR”. Journal of management review, Vol 9 pp 19 – 36.
- Christopher G. and Mc Donald M. (1995) Marketing: An introductory test Mc Milan publishers.
- Drucker P. (1987) The frontiers of management, William Heinmann Ltd

Greening D. W. and Turban D.B (2000) “Corporate social performance as a competitive advantage in attracting a quality workforce”, Journal of Business and society vol.10 pp 45-50

Krisztina S. D and Fulop G.R (2000) Business ethics and social responsibility in transition economics. Boston, Pitman.

Kweyu M (1993) Managerial attitude towards business social responsibility. Unpublished MBA project UoN

Maignan I.E (2001) “Measuring corporate citizenship in two countries. The case of U.S and France”. Journal of Business ethics vol.3 pp 32 - 45

Mitchell T.R. (1982) People in Organization, McGraw Hill. New Dheli

Nabhani M. A (1995) “A survey into social accounting disclosure into published annual financial statements; the case of companies quoted at NSE”, Unpublished MBA project, UoN.

Ndambuki R (1998) “The state of social marketing in the Kenyan banking sector”. Unpublished MBA project UoN

Onyuma S.O, Birachi E.R and Owuor G (2001) “Fighting ignorance in Kenya: Role of Business on Education”, unpublished paper presented at the 2nd ATW conference at Egerton University March,2001.

Philips R and Lisbeth C (2002) “Corporate Social Responsibility and global Human Resources, Journal of Business Ethics Vol 45 pp 21 - 34

Rarieya M.G (2001) “A survey of social responsiveness of pharmaceutical firms to the HIV/AIDs pandemic. A case of selected firms in Nairobi”. Unpublished MBA project UoN

Rue L. W. (1992), "Firm and industry as determinants of executive perception of the environment. Harvard business school". Strategic management journal. Vol 19 No. 8 pp 16-27

Safaricom magazine (2002) The option

Stanton F. et all (1994) Fundamental of marketing. Mc Graw Hill, 1994

Varadarajan R and Menon A (1998) "Cause-related marketing strategy and corporate philanthropy" Journal of marketing vol. 52 pp 12-37

APPENDIX 1

QUESTIONNAIRE

INSTRUCTIONS: FILL IN THE BLANK SPACES AND TICK/CIRCLE THE CORRECT STATEMENT WHERE APPROPRIATE

1. Which department do you work in and for how long?
- (i) HR () year of service _____
 - (ii) Marketing () _____
 - (iii) Finance () _____
 - (iv) Operations () _____
 - (v) Other () _____
2. How does your organisation design and implement social programs? (Outline the steps Involved)
- _____
- _____

3. For the following statements, please indicate how strongly you agree or disagree by circling the appropriate numbers that represents your level of agreement as coded below;

5- Strongly agree 4- Agree 3- Neutral 2- Disagree 1- Strong Disagree

- a. Social programs should not be determined by the Government and left only to the NGO's to implement them. 5 4 3 2 1
- b. We engage in social programs not to generate more customers but to promote the well being of the society. 5 4 3 2 1
- c. Social programs should not be left only to those firms that pollute the environment but all industries. 5 4 3 2 1
- d. Social programs allocate resources in areas which bring returns to the Company. 5 4 3 2 1
- e. Social programs have enabled the Company to ensure good working conditions for us employees. 5 4 3 2 1
- f. Social programs ensures that the Company does not only exist to make profits but also solve the social problems in the society 5 4 3 2 1
- g. Giving out Company profits does not interfere with Internal employee welfare 5 4 3 2 1
- h. One reason I admire the Company is the good it does to Society through its social programs 5 4 3 2 1
- i. I feel a sense of goodwill towards the social programs the Company engages in. 5 4 3 2 1
- j. I greatly support the contributions made by the company to the various social programs. 5 4 3 2 1
- k. I feel a sense of commitment to my community through social programs to alleviate poverty, promote education and enhance equality among the public. 5 4 3 2 1

4. In which of the following activities have you been involved?
- () Awareness campaign against HIV/AIDS pandemic
 - () Clean up campaign within towns
 - () Educating your customers on proper use of your products

- () Afforestation programs
 - () Guidance and counseling
 - () Establishment of centers for dealing with disasters
 - () Supporting charitable organization
 - () Culture and sports
 - () Visiting homes for the orphans and the aged to help in certain duties
 - () Other (specify) _____
-

5. How favourably do you view these social programs as addressed by your company? (Tick as appropriate).

5 – Most Favourable 4 – Favourable 3 – Neutral 2 – Less Favourable 1 – Least

Favourable

Programs

Environment -based

- Afforestation programs

- Cleanup campaigns within towns

5 4 3 2 1

Community-based

- HIV/AIDS awareness campaign

5 4 3 2 1

Visiting orphan homes

Employee-based

- Recreational facilities

- Employee health and safety

5 4 3 2 1

b) Give reasons to favouring or not favouring certain programs

6. What according to your opinion has your company done to its employees that could be referred to as social responsiveness of the company towards its employees? List in order of importance

1. _____

2. _____

3. _____

4. _____

7. To what extent do the following factors determine the degree of your involvement in Social programs? 5- Very important 4- Important 3- Neutral 2- Less important 1- Not important

Availability of funds

5 4 3 2 1

Competitors

5 4 3 2 1

Skill of staff/training

5 4 3 2 1

Government regulations

5 4 3 2 1

Suitability of the program

5 4 3 2 1

Company policy

5 4 3 2 1

8. Please rate the following statements to show your level of satisfaction in relation to your company social responsiveness. **3 - High** **2 – Moderate** **1- Low**

Working conditions	3	2	1
Training for staff	3	2	1
Recreational facilities e.g sport facilities	3	2	1
Company philosophy e.g Management styles.....	3	2	1
Compensation (wages and salaries)	3	2	1
Equal opportunity e.g employment of the Minority...	3	2	1
Employment health and safety.....	3	2	1
Transport and Housing.....	3	2	1
Performance Appraisal	3	2	1

9. Does your company conduct evaluation of its social programs YES () NO ()

a) If yes, how does it conduct it? _____

10. Do the social programs have any impact (both positive and negative) on you as an employee of the company? Please state the effects (in order of importance)

Positive effects 1. _____
 2. _____
 3. _____

Negative effects 1. _____
 2. _____
 3. _____
 4. _____

11. What obstacles do you encounter that prohibit you from being involved in social programs

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

APPENDIX 2

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
HIV campaign * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

HIV campaign * Community Based Attitude Crosstabulation

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
HIV campaign	Yes	17	26	43
	No	6	26	32
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.728 ^b	1	.054	.076	.045
Continuity Correction ^a	2.814	1	.093		
Likelihood Ratio	3.863	1	.049		
Fisher's Exact Test					
Linear-by-Linear Association	3.678	1	.055		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.81.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Proper use of products * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

**Proper use of products * Community Based Attitude
Crosstabulation**

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
Proper use of products	Yes	6	37	43
	No	17	15	32
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13.240 ^a	1	.000	.000	.000
Continuity Correction ^b	11.462	1	.001		
Likelihood Ratio	13.471	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	13.064	1	.000		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.81.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Disaster centers * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

**Disaster centers * Community Based Attitude
Crosstabulation**

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
Disaster centers	Yes	7	34	41
	No	16	18	34
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.860 ^a	1	.005		
Continuity Correction ^b	6.513	1	.011		
Likelihood Ratio	7.967	1	.005		
Fisher's Exact Test				.006	.005
Linear-by-Linear Association	7.755	1	.005		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.43.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Supporting charitable orgs. * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

**Supporting charitable orgs. * Community Based Attitude
Crosstabulation**

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
Supporting charitable orgs.	Yes	23	34	57
	No		18	18
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.860 ^a	1	.005		
Continuity Correction ^b	6.513	1	.011		
Likelihood Ratio	7.967	1	.005		
Fisher's Exact Test				.006	.005
Linear-by-Linear Association	7.755	1	.005		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.43.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Supporting charitable orgs. * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

Supporting charitable orgs. * Community Based Attitude Crosstabulation

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
Supporting charitable orgs.	Yes	23	34	57
	No		18	18
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.476 ^b	1	.001	.001	.000
Continuity Correction ^a	8.664	1	.003		
Likelihood Ratio	15.579	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	10.336	1	.001		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.52.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Visting Orphans * Community Based Attitude	75	100.0%	0	.0%	75	100.0%

Visting Orphans * Community Based Attitude Crosstabulation

Count

		Community Based Attitude		Total
		Favorable	Most Favorable	
Visting Orphans	Yes	14	34	48
	No	9	18	27
Total		23	52	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.141 ^b	1	.707	.796	.451
Continuity Correction ^a	.013	1	.909		
Likelihood Ratio	.140	1	.708		
Fisher's Exact Test					
Linear-by-Linear Association	.139	1	.709		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.28.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Clean up * Environment Attitude	75	100.0%	0	.0%	75	100.0%

Clean up * Environment Attitude Crosstabulation

Count		Environment Attitude			Total
		Neutral	Favorable	Most Favorable	
Clean up	Yes	5	27	7	39
	No	3	25	8	36
Total		8	52	15	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.524 ^a	2	.769
Likelihood Ratio	.529	2	.768
Linear-by-Linear Association	.476	1	.490
N of Valid Cases	75		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.84.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Afforestation * Environment Attitude	75	100.0%	0	.0%	75	100.0%

Afforestation * Environment Attitude Crosstabulation

Count		Environment Attitude			Total
		Neutral	Favorable	Most Favorable	
Afforestation	Yes	4	36	11	51
	No	4	16	4	24
Total		8	52	15	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.423 ^a	2	.491
Likelihood Ratio	1.349	2	.509
Linear-by-Linear Association	1.018	1	.313
N of Valid Cases	75		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 2.56.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Guidance and Counselling * Employee based Attitude	75	100.0%	0	.0%	75	100.0%

Guidance and Counselling * Employee based Attitude Crosstabulation

Count

		Employee based Attitude		Total
		Neutral	Favorable	
Guidance and Counselling	Yes	22	15	37
	No	22	16	38
Total		44	31	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.019 ^a	1	.891		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.019	1	.891		
Fisher's Exact Test				1.000	.539
Linear-by-Linear Association	.019	1	.891		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.29.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Culture and Sport * Employee based Attitude	75	100.0%	0	.0%	75	100.0%

Culture and Sport * Employee based Attitude Crosstabulation

Count

		Employee based Attitude		Total
		Neutral	Favorable	
Culture and Sport	Yes	26	20	46
	No	18	11	29
Total		44	31	75

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.226 ^b	1	.635	.810	.409
Continuity Correction ^a	.055	1	.815		
Likelihood Ratio	.227	1	.634		
Fisher's Exact Test					
Linear-by-Linear Association	.223	1	.637		
N of Valid Cases	75				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.99.

APPENDIX 3

WORK PLAN

ACTIVITY	DURATION	WHEN
Clearing the proposal for presentation	4 weeks	17 th October – 20 th November, 2002
Submission of proposal for defense and approval by the Graduate School	2 weeks	7 th – 15 th January, 2003
Pilot study and correction of Questionnaire	1 week	15 th – 21 st January, 2003
Data Collection	2 weeks	21 st – 31 st January, 2003
Checking and organizing data and data processing	1 week	1 st – 6 th February, 2003
Data analysis	1 week	10 th – 21 st February, 2003
Draft report writing and submission	1 week	21 st – 28 th February, 2003
Presentation of research project		July, 2003

APPENDIX 4

RESEARCH BUDGET

ITEM	AMOUNT
Secretarial services	
▪ Typing	8,000
▪ Binding	3,500
▪ Photocopy	500
Stationery	1200
Transport	3,000
Internet services	3,000
Data analysis	2,500
TOTAL	21,700

BERTON UNIVERSITY LIBRARY