

**THE PERCEIVED EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON
THE PERFORMANCE OF ORGANIZATIONS BY EMPLOYEES IN UGANDA: A
CASE STUDY OF HARRIS INTERNATIONAL (U) LIMITED**

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
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Declaration

I, hereby declare that this research report is my own work and has not been produced by any previous researcher for any academic purposes.

Ahumuza Comfort

Date: 05TH MAY 2025..... Signature..... 

Acknowledgement

My sincere gratitude goes to the Almighty God for His endless mercies, wisdom, knowledge and Grace that has helped in my studies. Special thanks to my course mates who have always been a source of inspiration, support and encouragement as I pursued my course. My heartfelt thanks go to all lecturers from Uganda Christian University for all forms of assistance rendered to me during the course of my studies especially my Supervisor Professor James Kiwanuka-Tondo for his support and guidance which led to the successful completion of this research proposal. I wish to thank all my relatives and well-wishers for their moral support and prayers. And above all, I thank God for his grace and mercy that saw me through the course of my Studies.

Approval

This work is supervised from its proposal development to completion. This work has been submitted with my approval as a University Supervisor from the School of Journalism and Mass Communication of Uganda Christian University.

Signature ... 

Professor James Kiwanuka-Tondo

Date...05TH MAY 2025.....

Dedication

This report is dedicated my parents Mr. Jolly and Mrs. Hope Kyongo and sister Vanessa Basemera for their unending care, love and support towards my education.

Also, I dedicate this research to my course mates for having supported me through my academic journey at the university.

List of Abbreviations

CSR	Corporate Social Responsibility
UCU	Uganda Christian University
SPSS	Statistical Package for Social Scientists

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Abstract

The purpose of the study was to analyze the effect of corporate social responsibility (CSR) on organizational performance in Uganda. Specifically, it examined the impact of philanthropic, economic, and environmental responsibilities on performance. The research was grounded in Corporate Social Performance Theory and Shareholders' Theory and adopted a quantitative approach using primary data. A probability sampling technique, specifically simple random sampling, was employed to select 333 employees. Questionnaires served as the primary data collection tool, and data analysis was conducted using the Statistical Package for Social Scientists (SPSS). Univariate and bivariate analyses were applied to address the research objectives and test hypotheses, with descriptive analysis facilitated by a 5-point Likert scale. The study found a positive and significant effect of philanthropic responsibility on performance. Similarly, economic responsibility showed a significant positive effect on performance. Environmental responsibility also demonstrated a significant positive effect on performance. The findings highlight the importance of CSR in enhancing organizational performance, providing insights into formulating effective CSR strategies, optimizing resource allocation, and improving performance outcomes. This research emphasizes the role of CSR in achieving sustainable organizational success, offering a basis for policymakers and management to incorporate CSR as a strategic component of their operations.

Chapter One

Introduction

1.0 Introduction

Corporate Social Responsibility (CSR) has become a crucial component in modern business strategies, influencing both organizational performance and employee perceptions. Companies in Uganda are increasingly adopting CSR initiatives to enhance their reputation, improve employee engagement, and contribute to community development. However, the extent to which CSR affects organizational performance from the employees' perspective remains a subject of discussion. This chapter provides the foundation for the study by presenting the background, problem statement, purpose, research objectives, research questions, scope, significance, operational definitions, and conceptual framework.

1.1 Background to the Study

Corporate Social Responsibility (CSR) refers to a company's obligation to ensure that its operations have a positive impact on society and the environment while minimizing any negative effects. It involves proactively managing a company's relationships with stakeholders in a manner that creates value for both the company and society (Carroll, 2016). According to Muhammad et al. (2014), CSR is about achieving commercial success while adhering to ethical values and respecting the rights of people, communities, and the environment. This approach includes the voluntary integration of social and environmental concerns into business practices and interactions with shareholders.

The growing importance of CSR has been amplified by financial scandals and unethical practices in major corporations such as Enron, WorldCom, Parmalat, and Nike, alongside concerns over climate change. As a result, CSR has become a critical issue for businesses in the modern era (Okafor et al., 2021). CSR is also linked to civil society and modern political theory, as it involves taking actions to reduce external costs and prevent distributional conflicts. The virtue matrix framework, developed by Roger (2002) and highlighted by Ejaz et al. (2014), emphasizes the importance of CSR by focusing on corporate behaviors and practices that align with societal expectations. Businesses today are increasingly expected to consider a broader range of factors beyond financial outcomes (Carroll, 2016).

Many executives believe that CSR can contribute positively to long-term shareholder value and help companies build a strong reputation (Aslaksen et al., 2021; Ejaz et al., 2014). In this context, the core goal of CSR is to align business activities in a way that generates shared value for both the company and society (Mahmood & Bashir, 2020). CSR has become a crucial aspect of corporate practices, particularly in the areas of communication and brand awareness (Fuller, 2018). It is further suggested that a strategic approach to CSR supports sustainable development by providing benefits in financial, environmental, and social spheres (Bushra & Rabia, 2017). Ultimately, CSR is about balancing the pursuit of commercial success with ethical responsibility, ensuring that companies take into account the interests of communities and the environment (Gatti et al., 2019). In this sense, CSR plays a central role in creating long-term value for both businesses and society. However, despite its significance in contemporary corporate practices and its role in sustainable development, many organizations in developing countries still consider it a wastage of resources and finances (Bushra & Rabia, 2017).

While there are positive aspects associated with CSR, there is also conflicting evidence revealing negative findings (Carson et al., 2015). Specifically, a literature review of 76 empirical papers spanning from 1972 to 2012 highlighted the ambiguity surrounding the link between CSR and performance (Carson et al., 2015). This uncertainty arises because the variables being studied were still in the early stages of development (Christensen et al., 2013). Likewise, a review by Raza et al. (2012) found that the relationship between CSR and performance varied across studies, showing positive, negative, mixed, or even non-existent results. Additionally, research by Kao et al. (2018) revealed that the ownership type of an organization significantly influences the CSR-performance relationship, whereby state-owned enterprises exhibit a negative relationship, whereas non-state-owned enterprises display a positive effect. Furthermore, individual performance is shaped by employees' perceptions of their organization's CSR initiatives and the extent to which these align with their personal values. On the one hand, trust in the intrinsic motivation behind CSR activities leads to a positive effect; on the other hand, a lack of trust in the organization's motives results in a negative effect (Donia et al., 2019). Similarly, Story and Neves (2015) found that CSR practices can inspire employees to exert extra effort, but only if they perceive these practices as both intrinsically and extrinsically motivated. Therefore, this study investigates the effect of corporate social responsibility on the performance of organizations, with a specific focus on Harris International Limited.

1.2 Statement of the Problem

Existing literature on the effect of corporate social Responsibility (CSR) on environmental, social, and economic dimensions is somewhat limited, particularly regarding the effect on organizational aspects such as brand awareness, brand recognition, reputation among the consumer and industrial products industries (Sameer, 2021). According to Kim & Keane (2023),

there is a significant lack of comprehensive research exploring the precise effect of CSR on organizational performance. Much of the existing literature on this subject has predominantly focused on developed countries, leaving an informational void regarding how CSR practices uniquely affect organizations operating in Uganda (Maretno, 2018). Also, the broad spectrum of CSR initiatives undertaken by Ugandan organizations, ranging from philanthropic endeavors to economic and environmental initiatives, poses a challenge in pinpointing which specific aspects of CSR have the most significant influence on organizational performance (Mahmood & Bashir, 2020). Besides, the measurement and evaluation of the effectiveness of CSR initiatives present difficulties due to the absence of standardized metrics and evaluation criteria (Saeed & Arshad, 2012). This challenge hinders organizations from effectively gauging the effects and returns on investment generated by their CSR efforts, complicating the justification and optimization of such activities. Moreover, the relationship between CSR activities and brand recognition, awareness, and reputation remains unclear in the Ugandan context, necessitating a more comprehensive understanding of how CSR contributes to these crucial elements of organizational image (Donia et al., 2019). It is against such a background that the current study analyzed the effect of corporate social responsibility on organizational performance, a case study of Harris International Limited in Uganda.

1.3 Research Aim

To analyze the perceived effect of corporate social responsibility on the organizational performance in Uganda.

1.4 Research Objectives

- i. To analyze the perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees.

- ii. To analyze the perceived effect of economic responsibility on the performance of Harris International (U) Limited by employees.
- iii. To analyze the perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees.

1.5 Research Questions

- i. What is the perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees?
- ii. What is the perceived effect of economic responsibility on the performance of Harris International (U) Limited by employees?
- iii. What is the perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees?

1.6 Scope of the study

1.6.1 Content Scope

The study established the perceived effect of corporate social responsibility on the organizational performance of Harris International (U) Limited by employees. In this study, CSR was gauged by ethical, philanthropic responsibility, economic and environmental responsibility. The organizational performance was measured by brand recognition, brand awareness, and organization reputation.

1.6.2 Geographical Scope

The study was conducted on Harris International (U) Limited. This is because the organization is one of the Uganda's biggest organizations that practice CSR. With this, the research investigated the effectiveness of CSR towards the organizational performance.

1.6.3 Time Scope

The study was conducted within a period of 5 months. The five months involved proposal development and consultations with the academic supervisors, data collection and dissemination of findings.

1.7 Justification of the study

The current study justified the following;

There is Limited Research on Harris International (U) Limited. Despite being one of Uganda's major organizations practicing CSR, there is limited research specifically focusing on Harris International (U) Limited. This study filled that gap by providing valuable insights into the relationship between CSR and organizational performance within the context of this specific company.

Also, there is lack of practical relevance. The research is justified due to the practical relevance of understanding how CSR initiatives influence the performance of an organization. The findings provided guidance to Harris International (U) Limited and other organizations in Uganda and beyond, helping them make informed decisions regarding CSR strategies and their effect on financial performance, customer satisfaction, and market share.

With increasing awareness and emphasis on CSR, studying its effect on organizational performance is crucial. Organizations like Harris International (U) Limited need to understand the effectiveness of their CSR initiatives in achieving their goals and meeting stakeholder expectations. This study's timely importance lies in addressing this need and providing evidence-based insights.

The study justifies the managerial implications aspect. The study's findings had practical implications for managers and decision-makers within Harris International (U) Limited and similar organizations. The research can assist them in formulating effective CSR strategies, allocating resources efficiently, and improving performance outcomes. The study's results may also encourage other organizations to adopt CSR practices that contribute positively to both society and their own success.

1.8 Significance of the study

The findings of this study will have practical implications for Harris International (U) Limited, as it will provide insights into the effectiveness of their CSR initiatives. By understanding the effect of CSR on organizational performance, the company can make informed decisions about their CSR strategies and allocate resources more effectively. The study will guide the company in optimizing their CSR efforts to achieve better financial results, improved customer satisfaction, and increased market share.

By examining the relationship between CSR and organizational performance, the study will shed light on the social and environmental effect of Harris International (U) Limited's CSR practices. It will highlight the importance of responsible business practices and encourage other organizations to adopt sustainable and socially responsible strategies.

CSR activities have a significant effect on various stakeholders, including customers, employees, communities, and investors. This research will help stakeholders gain a better understanding of the value and effect of CSR initiatives on organizational performance. It will promote transparency and accountability, facilitating better engagement and decision-making among stakeholders.

The proposed study will contribute to the existing academic literature by providing empirical evidence on the relationship between corporate social Responsibility (CSR) and organizational performance. It will help expand the understanding of how different dimensions of CSR, such as ethical, philanthropic, economic, and environmental responsibilities, influence the performance of a specific organization.

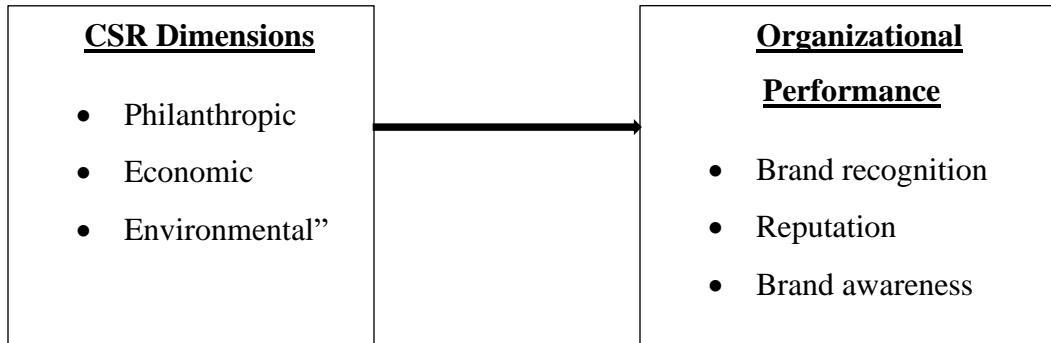
1.9 Conceptual Framework

A conceptual framework shows a diagrammatic representation of the effect of corporate social responsibility on organizational performance.

Figure 1: Conceptual Framework

Independent Variable

Dependent variable



Source: Mutumba et al. 2020 and adopted by the current Researcher 2024

Figure 1 posits that a company's CSR efforts in the dimensions of philanthropy, economic, and the environment can influence its Organizational Performance by positively affecting brand recognition, reputation, and brand awareness. Companies that effectively implement CSR initiatives are more likely to enjoy enhanced performance in these areas, which can, in turn, lead to various business benefits, including customer loyalty and increased market share.

1.10 Operational Definitions of Key Terms

Corporate Social Responsibility (CSR) refers to a company's voluntary actions and initiatives that go beyond mere profit-making, focusing on ethical values, environmental concerns, and benefits to society.

Organizational performance refers to how effectively and efficiently an organization achieves its objectives and goals. In this context, it can include aspects such as brand recognition, brand awareness, and reputation

Philanthropic responsibility is one dimension of CSR where a company engages in charitable activities and contributes to the well-being of society, often through donations and community involvement.

Economic Responsibility in CSR pertains to a company's commitment to ethical financial practices, fair employment, and economic growth in the communities it operates in.

Environmental responsibility involves a company's efforts to minimize its effect on the environment. This can include sustainable practices, reducing carbon emissions, and responsible resource management.

Brand recognition refers to the extent to which consumers can identify and recall a brand when presented with its name or logo.

Brand awareness is the degree to which consumers are familiar with a brand and its products or services.

Organization reputation reflects how an organization is perceived by its stakeholders, including customers, employees, investors, and the public. It can be influenced by CSR initiatives and ethical practices.

Chapter Two

Literature Review

2.0 Introduction

This section reviewed literature about other authors, books, scholarly articles, and journals. Also, the study will provide empirical evidence from previous researchers and also highlight the theories that this research was anchored on.

2.1 Theoretical Review

2.1.1 Corporate Social Performance Theory

Corporate Social Performance Theory is traced back to Bowen's work in 1953. Bowen defined social responsibility as the obligation of businesspeople to make decisions and take actions that align with the values and objectives of society. The concept of corporate social performance was first introduced by Sethi in 1975 and further developed by Carroll in 1979, and later refined by Wartick and Cochran in 1985. Essentially, corporate social performance acknowledges that companies have ethical obligations and must also respond sensibly to societal pressures (Carroll, 2018). However, the spectrum of appropriate responses has expanded significantly over the past few decades.

Carroll (1979), put forward a model of "corporate social performance" consisting of three key components: a basic definition of social responsibility, a list of issues to which social responsibility is relevant, and a specification of the approach a company should take in response to social issues. In 1991, Carroll integrated four-part categorization of CSR, which includes philanthropic responsibilities, ethical responsibilities, legal responsibilities, and economic responsibilities, into a Pyramid of Corporate Social Responsibilities (Carroll, 2018).

2.1.2 Shareholders' theory

Milton Friedman proposed a theory in 1970, suggesting that businesses have no moral or social obligations beyond maximizing their profits for their owners (Babalola, 2012). According to this theory, corporations are duty-bound to focus solely on profit maximization, reflecting Adam Smith's concept of economic man, whose primary goal is to increase a company's wealth (DesJardine et al., 2022). According to Babalola (2012), Friedman argued that in a free-market economy, the only social responsibility of business is to increase profits within the bounds of fair competition and without deception or fraud.

In contrast, the stakeholder approach, as developed by Freeman in 1984, asserts that organizations should not only be accountable to their shareholders but should also consider the diverse interests of all stakeholders who can affect or be affected by the organization's objectives. According to this theory, a firm can be seen as a network of connections with various stakeholders that managers must navigate (Boatright, 2023). A stakeholder refers to any identifiable group or individual that can influence or be influenced by the organization's performance, including its products, policies, and processes.

The stakeholder theory, considered by many as central to Corporate Social Responsibility (CSR), posits that stakeholders are groups or individuals who are either harmed or benefit from the decisions and actions of corporate entities (Boatright, 2023). This theory helps analyze the groups to whom a firm should be accountable and emphasizes that businesses must actively engage in the societies where they operate. Corporations should consider how their actions affect stakeholders with an interest or "stake" in their operations. In summary, stakeholder theory underscores the importance of all parties affected, directly or indirectly, by a firm's activities (Bowen, 2013).

Application of the Theories to the Study

When evaluating the influence of CSR on the organizational performance of Harris International (U) Limited, the two important theories were considered. At first, the Corporate Social Performance Theory, which postulates the ethical duties of organizations towards the society, is based on Bowen, Sethi and Carroll's works. Appropriation of Carroll's model helped Harris International to highlight the idea of philanthropic, ethical, legal and economic accountability in their CSR initiatives (Carroll, 2018). This approach, not only identifies what needs to be done but also shows that ethical choices and society alignment are significant in decision-making. The theory in question can be realized into CSR practices, which in turn can grow the company's relationship with its stakeholders, its reputation, and sustainability, leading to the improvement of its organizational performance.

Conversely, the Shareholders' Theory proposed by Milton Friedman emphasizes profit maximization as the main goal of business. While profit maximization is essential, the company should apply the stakeholder theory, as it considers the varied needs of all stakeholders that are affected by its operations. Through stakeholders' interaction and meeting their requirements, the firm will result in better relationships, trust, and performance at a higher level. Profit maximization and social responsibility initiatives can be balanced to create a sustainable business model for Harris International that emphasizes ethical conduct and meets expectations of all stakeholders. As it blends these theories with its CSR strategy, Harris International can overcome the complexity of social responsibility and consequently witness improved organizational performance and success in the long run.

2.2 Empirical Review

2.2.1 The effect of Corporate Social Responsibility on Organization Performance

Corporate Social Responsibility (CSR) offers both internal and external benefits to companies (Carson et al., 2015). Internally, it helps improve the organizational culture, while externally, it enhances the company's public perception (Branco and Rodrigues, 2017). The authors emphasized social responsibility management in Polish companies that one of the intangible factors contributing to an increase in a firm's economic value is social responsibility. Callan & Thomas (2019) also highlight that CSR reflects a close and mutually beneficial relationship between the company and its stakeholders.

Companies derive significant advantages from their CSR initiatives (O'Connell & Ward, 2023). CSR enables companies to attract and retain high-quality employees, build a positive corporate image, and enhance the evaluation of their products (Campbell, 2012). This viewpoint aligns with Huseild's (1995) study, which suggests that CSR has the potential to attract a high-quality workforce. According to O'Connell & Ward (2023), many organizations use Corporate Social Responsibility as a tool for establishing and maintaining a favorable reputation.

According to Cheng et al. (2014), CSR signals a company's commitment to community welfare and positively affects its reputation. Crane and Matten (2017) suggest that corporations engage in CSR to improve their image, performance, and longevity. Participation in CSR allows corporations to present a favorable image to potential customers, business partners, investors, and the media. Davis (2020) argues that companies highly engaged in CSR activities tend to outperform those with lower CSR involvement. Additionally, CSR helps companies gain a competitive edge and enhance their reputation.

2.2.2 The Effect of Economic Responsibility on Organization Performance

Deegan and Unerman (2011) assert that business entities are fundamental economic entities in society and have a primary responsibility that is centered around economics. This economic responsibility is the most essential duty of a firm, as it reflects the core purpose of a company, which is to generate profit as a result of efficiently providing the goods and services demanded by society. Economic responsibility entails the expectation that businesses should operate with efficiency and effectiveness to earn a profit as an incentive or reward (European Commission, 2011).

Legal responsibilities involve the expectation that businesses must adhere to legal regulations and abide by the rules established by society's legal framework (Freedman & Stagliano, 2012). Gokulsing (2011) further emphasizes that all companies striving for social responsibility must comply with the law. According to Gössling and Vocht (2017), a socially responsible corporation is one that seeks to make a profit, abides by the law, behaves ethically, and acts as a responsible corporate citizen. In this model, economic responsibility, representing economic obligations, forms the foundation, followed by legal responsibilities, which are governed by adherence to the law. Ethical responsibilities come next, reflecting the company's commitment to ethical conduct. At the pinnacle of this pyramid of responsibilities are philanthropic responsibilities, which encompass activities aimed at benefiting society beyond the basic economic and legal obligations. The economic responsibility is the pillar of the framework introduced by Carroll (2018). In order to even attain other responsibilities, the company must be a functioning economic unit (Graves et al., 2011)). This implies a consistent demand from customers of products or services supplied by the company. By meeting the demand of society, and profiting from this activity, the company can attain social roles on other dimensions (Carroll, 2018).

2.2.3 The effect of Environmental Responsibility on Organization Performance

One significant area of study in this field has been the relationship between environmental responsibility and financial performance (Aguinis & Glavas, 2012). Researchers such as King and Lenox (2021) found a positive correlation between environmental performance and financial performance. Companies with strong environmental responsibility practices tend to achieve cost savings through resource efficiency, reduced waste, and improved risk management (Antoni et al., 2019). In a similar vein, Delmas and Toffel (2018) conducted research on a large sample of firms and found that environmentally responsible practices can lead to increased profitability and stock market valuation.

Another aspect explored in empirical research is the effect of environmental responsibility on corporate reputation and competitive advantage (Aragón-Correa et al., 2015). Particularly, Aragón-Correa et al. (2015) found that firms with strong environmental commitments enjoy a better reputation among customers, which can translate into increased sales and market share. Russo and Fouts (2017) also noted that environmentally proactive firms can gain a competitive advantage, as consumers increasingly prefer products and services from companies with a commitment to sustainability.

Researchers such as Clarkson et al. (2011) investigated the relationship between environmental responsibility and stakeholder engagement. Their study indicated that firms with robust environmental practices tend to have more positive relationships with stakeholders, which can help in crisis management and risk mitigation. Empirical research by Kolk and Perego (2010) demonstrated that environmental responsibility can reduce reputational and operational risks, leading to better long-term organizational performance.

Prajogo and McDermott (2014) explored how environmental responsibility drives innovation. They found that firms committed to sustainability are more likely to engage in eco-innovation, leading to improved operational efficiency and performance. A study by Zhu et al. (2019) examined the role of environmental responsibility in promoting cleaner production processes. Their findings indicate that companies adopting cleaner technologies often achieve higher operational efficiency and financial performance.

2.2.4 The effect of Philanthropic Responsibility on Organization Performance

Corporate Social Responsibility (CSR) has evolved to encompass various dimensions, one of which is philanthropic responsibility. This literature review delves into the intricate relationship between philanthropic responsibility and organizational performance, drawing upon empirical studies to offer a comprehensive understanding of this connection. Numerous empirical studies (Atanassov J. 2013; Azar et al., 2021) have sought to examine the influence of philanthropic activities on financial performance. Traditionally, there was a belief that philanthropy might negatively affect a company's bottom line (Atanassov, 2013). Porter and Kramer (2016) conducted a seminal study indicating that well-executed philanthropic initiatives can substantially enhance a company's reputation, customer loyalty, and brand value, all of which can translate into improved financial performance. According to Boh et al. (2021), philanthropic responsibility can have a profound effect on employee morale and commitment. Maignan et al. (2019) revealed through their research that organizations actively engaged in philanthropic endeavors tend to have more engaged and satisfied employees. This heightened employee morale often results in improved organizational performance.

In an era where ethical consumerism is on the rise, customers consider a company's social and philanthropic efforts when making purchasing decisions (Agrawal & Lim, 2021). Sen &

Bhattacharya (2011) conducted a study that found a positive correlation between philanthropic activities and customer loyalty. Companies that engage in philanthropic initiatives frequently enjoy higher customer loyalty and an increased share of the market. These findings emphasize the role of philanthropy in positively affecting a firm's financial performance. Empirical research by Du et al. (2010) demonstrates that philanthropic activities significantly contribute to building and sustaining a positive corporate reputation. Companies that are actively involved in philanthropy tend to experience fewer reputation crises and, consequently, better overall performance. An enhanced reputation can lead to improved stakeholder trust and loyalty (Du et al., 2010).

Effective management of stakeholder relationships is essential for an organization's long-term success as philanthropic initiatives can be instrumental in bolstering these relationships (Ahmadjian & Robbins, 2015). Margolis and Walsh (2013) conducted a study that revealed a positive association between philanthropy and stakeholder relations. Companies actively engaged in philanthropic endeavors tend to enjoy stronger and more positive relationships with various stakeholders, which, in turn, can contribute to improved organizational performance. Also, innovation is vital for maintaining competitiveness in today's dynamic business environment. Empirical evidence suggests that philanthropic responsibility can serve as a catalyst for innovation within organizations. Marquis and Qian (2014) found that companies involved in philanthropy are more likely to innovate, develop new products or services, and, as a result, experience enhanced performance.

2.3 Summary and Gaps of Literature Review

The reviewed literature highlights the significant impact of Corporate Social Responsibility (CSR) on organizational performance across various dimensions of economic, environmental, and

philanthropic responsibilities. Studies consistently show that CSR enhances organizational reputation, customer loyalty, employee morale, and financial performance while fostering innovation and sustainability (Carson et al., 2015; Porter & Kramer, 2016). Economic responsibilities are foundational, ensuring profit generation and compliance with societal expectations (Carroll, 2018). Environmental responsibility improves resource efficiency, risk management, and stakeholder engagement (Aguinis & Glavas, 2012; Russo & Fouts, 2017). Philanthropic initiatives strengthen stakeholder relationships, drive innovation, and enhance competitive advantage (Maignan et al., 2019; Du et al., 2010). Despite these findings, gaps persist in understanding how CSR impacts performance in specific socio-economic contexts, particularly in developing countries like Uganda. Limited research explores the integration of all CSR dimensions within a single organizational framework, and there is a need for empirical studies to address the variability in CSR impacts across different industries and cultural settings. This study bridges these gaps by examining CSR's comprehensive effects on organizational performance in Uganda, offering context-specific insights and practical implications.

Chapter Three

Methodology

3.0 Introduction

This chapter outlines the approaches and procedures to be employed in the research. It provides a comprehensive overview of the research design, sampling methodologies, tools and instruments for data collection, strategies for data analysis, considerations regarding reliability and validity, and ethical considerations.

3.1 Research Design

The study adopted a positivist research paradigm that guided its investigation into the relationship between corporate social responsibility (CSR) and organizational performance at Harris International (U) Limited. The positivist paradigm was grounded in the belief that knowledge is derived from objective observations and measurable phenomena (Creswell, 2014). This paradigm aligns with the study's quantitative approach, as it emphasizes hypothesis testing, statistical analysis, and the use of structured instruments such as questionnaires to collect empirical data.

By employing the positivist paradigm, the study ensured that findings were based on observable and quantifiable evidence rather than subjective interpretations. The paradigm facilitated the use of structured data collection techniques, including surveys and Likert-scale measurements, which enabled the researcher to draw conclusions about the impact of CSR on organizational performance with a high degree of reliability and validity.

3.2 Research Approach

The study adopted quantitative research approach. The study involved a quantitative research approach since it is suitable for hypothesis testing (Creswell, 2013). Besides, quantitative research approach takes less time since it involves questionnaires in data collection process, unlike the qualitative that requires interviews and Focus Group Discussions. Descriptive design also was used to basically describe the respondents' characteristics.

Additionally, the study used survey research method to obtain quantitative data from respondents. This method helped the researcher to obtain structured information about corporate social responsibility policies, organizational performance measures and respondents' demographics. Survey method can help gather quantifiable data that can be statistically analyzed to test hypotheses and draw conclusions regarding the relation between corporate social responsibility and organizational performance at Harris International Ltd.

3.3 Area of the Study

The chosen area of study, Harris International (U) Limited, is a prominent beverage company in Uganda. With its main focus on the manufacturing and distribution of a variety of drinks such as soft drinks, juices, bottled water and other non-alcoholic beverages, Harris International has established itself as a crucial participant in the Ugandan market (Harris International Limited., 2022). Emphasizing on quality, innovation and customer service, the company has succeeded in building a strong brand which guarantees consumers in Uganda refreshing high-quality beverages.

Harris International's CSR is reflected in the numerous programs it sponsors to help the community, create a greener environment, and maintain ethical business standards. Apart from

backing social programs in the community and incorporating sustainable processes in its operations, the company has made it clear that it is there for more than just business. As the top drink manufacturer in Uganda, the CSR activities of Harris International positively shape the company's relationships with stakeholders, build brand reputation, and benefit the society at large (Harris International Limited, 2022). This study aims at enabling insightful determination of the relationship between CSR and organizational performance of Harris International within the context of the Ugandan beverage industry.

3.4 Sources of Information

The research study on the impact of corporate social responsibility on the organizational performance of Harris International (U) Ltd utilized both primary and secondary sources of information to ascertain the required data.

3.4.1 Primary Sources

Firstly, data collection involved distributing 322 questionnaires to the selected clients within Harris International (U) Limited. By using these questionnaires, qualitative data was collected directly from staff, stakeholders and any other the relevant individuals within the company. The outcome of the surveys was the primary source of information about the attitudes, views and what effect these CSR initiatives have on the operational performance at Harris International.

3.4.2 Secondary Sources

Along with primary data, secondary sources were of primary importance for their role in providing background, context, and theoretical framework for the research. Secondary sources were academic journals, books, articles, and reports in fields of CSR, organizational

performance, and theories like Corporate Social Performance Theory and Shareholders' Theory. By utilizing previous literature and research, the study was able to expand upon existing knowledge and theories in the field of CSR and organizational behavior to enhance the discussion of Harris' international initiatives.

3.5 Target Population

The study targeted employees of Harris International Limited in Uganda. According to Harris International overview, it was estimated by 2022 that the company had about 2,000 employees. The case study was chosen because for several reasons. Firstly, the company recognizes the corporate responsibility to respect human rights, including labor rights, and strives to provide a workplace where employees can thrive (Cheffi et al., 2021). Secondly, the literature on the association between CSR and firm performance suggests a tenuous to highly positive relationship in terms of economic and non-economic benefits. Finally, Harris International Limited has an established presence in Uganda, which is an emerging economy, making it an ideal case study for examining the effect of CSR on organizational performance.

3.6 Sampling Technique

The research employed probability sampling techniques. Specifically, probability sampling technique involved simple random sampling, which was utilized for selecting employees. Simple random sampling was preferred as it offered each participant in the sampling pool an equal chance of being chosen (Gujarat, 2012).

3.7 Sample size selection

The research utilized Slovene's formula as it was essential for determining the minimum required sample size. Below is the Slovene's formula for reference:

$$n = \frac{N}{1 + Ne^2}$$

Where **N** is the marked population (2000) employees, **n** is the test size, and **e** is the point of statistical significance, and in this study, it is 0.05.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{2000}{1 + 2000(0.05)^2} = 322$$

$$n = 322$$

Therefore, three hundred thirty-three (322) participants were selected for this study.

3.8 Variable and Indicators/Measures

The dependent variable in this case (organizational performance) was measured by use of brand recognition, brand awareness, and reputation. These variables were assessed using Likert scale measurement.

Table 1: Description of Variables

Variable	Measurement
Organizational Performance	Interval (5-point Likert Scale measurement using brand recognition, brand awareness and reputation)
Corporate Social Responsibility	Interval (5-point Likert scale using)
Age of participant	Continuous
Marital status	Categorical (1 = Single, 2 = Married, 3= Divorced, 4 = Widowed)

Education of participant	Categorical (1=No formal education, 2= some primary, 3= completed primary, 4 = some secondary, 5= completed secondary, 6= post-secondary education)
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Source: Researcher, 2025

3.9 Data collection Instrument

Questionnaires was the main instrument tools to gather information from the selected respondents. In this case, some questions were open and others close-ended in nature. A total of 333 questionnaires was distributed to gather information from the selected participants [see appendix 1]. The survey consisted of different questions designed to measure the respondents' views on corporate social responsibility (CSR). As examples, participants were asked to grade the company's CSR efforts on a five-point Likert scale, with "Strongly disagree" (1) and "Strongly agree" (5). Moreover, closed-ended questions required their degree of participation in particular CSR activities like volunteering for social projects or environmental conservation efforts.

The research employed a closed-ended questionnaire as the primary data collection instrument to gather information from selected respondents regarding corporate social responsibility (CSR). This structured approach, utilizing predefined answer choices, aims to facilitate quantitative data analysis and uncover trends or patterns in respondents' perspectives on CSR initiatives. Questions covered areas such as satisfaction levels with the company's CSR efforts, participation in specific CSR activities, and opinions on the importance of various initiatives.

The data collected for the study was primarily quantitative in nature, focusing on measurable aspects of corporate social responsibility (CSR) and its impact on organizational performance.

3.10 Quality Control

3.10.1 Validity

Firstly, the study used face validity method. Face validity assessed the instrument's apparent ability to measure what it intends to measure and involves subjective judgments by experts or stakeholders. In this study, the researcher employed face validity by presenting the instrument to a panel of experts or target participants for evaluation of relevance, clarity, and comprehensiveness. Feedback received informed adjustments to enhance face validity (Cohen et al., 2007).

Secondly, this study adopted content validity method. Content validity evaluated the extent to which the items in a research instrument represent the entire domain of the construct being measured (Amin, 2005). It involves a systematic assessment by subject matter experts to ensure that the items adequately cover the breadth and depth of the construct. In a study, researchers can ensure content validity by developing a comprehensive item pool, soliciting feedback from experts, and using quantitative techniques to assess agreement among experts.

3.10.2 Reliability of Instruments

Two key aspects related to data reliability are the "consistency of data" and the ability to obtain consistent results when the research methods are applied repeatedly in the same conditions. In the context of quantitative data, the reliability often hinges on the accuracy and precision of

both sampling and measurement techniques. This precision was crucial for making statements that can be generalized to a broader population (Bryman, 2004; Cohen et al., 2007).

To assess reliability, this study employed the Cronbach Alpha coefficient test. The Cronbach Alpha coefficient is computed from the calculated means, and a generally accepted criterion is that a value greater than 0.70 indicates that the research instrument is reliable. The variables listed in Table 1 contribute to the study's reliability in several ways. These include the use of a Likert scale, the inclusion of both categorical and continuous variables, the utilization of multiple measures for the same concept, and the adoption of a cross-sectional research design. These factors collectively enhance the reliability of the study's findings.

Conducting a cross-sectional research design and collecting data from a large population offer the advantage of being a relatively swift and straightforward approach. This method ensures accurate examination of relationships between various factors, contributing to the overall reliability of the research outcomes.

3.11 Procedures for Data Collection

3.11.1 Before data collection

Before, a researcher got an introductory letter from the University Research Department of Uganda Christian University to conduct the research. Also, the researcher organized questionnaires that was distributed to the selected participants. Before data gathering, the Researcher obtained an introductory letter from the University Research Department of Uganda Christian University to conduct the research, ensuring formal authorization and credibility. The Researcher then organized the questionnaires to be distributed to selected participants, ensuring clarity and suitability for the target audience.

The survey questionnaire was administered through various methods, such as in-person distribution with explanations of the study's purpose or mail with clear instructions and return envelopes, online surveys for flexibility, or telephone surveys for specific populations. Throughout the process, the Researcher prioritized confidentiality, privacy, and informed consent, adhering to ethical guidelines and ensuring the security of data collection and participant information.

3.11.2 During data collection

During the research, participants were encouraged to provide their responses with a high degree of accuracy and were assured that there were no inherently "right" or "wrong" answers, particularly when it came to qualitative data. Before data collection, participants were provided with consent forms that clearly outlined the purpose of the study, the expected duration of their participation, and their rights as respondents. They were informed of their right to participate voluntarily or decline without any consequences, and they could withdraw from the study at any time if they felt uncomfortable. To ensure confidentiality, anonymity was upheld by not collecting personally identifiable information, and all responses were coded to protect the identity of the participants. Throughout the survey process, the researcher adhered to principles of effective survey and research design, ensuring that the properties of estimators, such as sufficiency, lack of bias, reliability, and consistency, were maintained and upheld.

3.11.3 After data gathering

The researcher carefully reviewed the collected data and arrange it in preparation for subsequent analysis and presentation.

3.12 Strategy for Data Processing Analysis

Data underwent a systematic process, including entry, coding, and editing, to ensure reliability and prepare it for analysis. The Statistical Package for Social Scientists (SPSS) was employed for these purposes. Univariate and Bivariate analysis was utilized to address the research objectives and test the study's hypotheses. Descriptive analysis was applied to assess and elucidate respondents' responses, facilitated by the use of a 5-Likert scale, with means interpreted as outlined in Table 2.

Table 2: Mean Interpretation Guide

Mean ranges	Response mode	Interpretation
4.21-5.00	Strongly agree	Very high
3.41-4.20	Agree	High
2.61-3.40	Not sure	Moderate
1.81-2.60	Disagree	Low

3.13 Ethical considerations

The researcher was dedicated to adhering to the principles of academic research throughout the project's development. This commitment included appropriately acknowledging the authors of the resources referenced in the literature review.

Furthermore, before commencing the data collection process, the researcher ensured the acquisition of an introductory letter from the research department. This letter was presented to the camp commandant as part of the research protocol.

In this study, assurance to the participants is that all collected data was treated with utmost confidentiality, ensuring anonymity and privacy. As a result, personal identifying information was replaced with codes or pseudonyms, and strict security measures was implemented to safeguard data. Respondents had right to say 'yes' or 'no' about the participation of the study.

Also, consent forms were provided outlining the study's purpose, procedures, and measures to ensure your anonymity and privacy. By signing, researcher acknowledged that he/she understood and agree to participate voluntarily, knowing that the data was protected and handled confidentially.

3.14 Methodological constraints

Several limitations were encountered and these include the following:

- With some participants, there was a lack of complete understanding regarding cooperate social responsibility, including its pros and cons, as well as how to effectively can affect organization's performance. This lack of knowledge potentially resulted in inaccurate responses, posing a risk to the reliability of the collected data.
- For some individuals, participating in the study had a top priority due to limited financial resources. To build trust and rapport with the participants, a more empathetic approach was required during the recruitment and data collection processes.

Chapter Four

Presentation, Analysis and Interpretation of Findings

4.0 Introduction

This chapter portrays the presentation, analysis and interpretation of findings of the study based on the following specific objectives; (i) To analyze the perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees; (ii) To analyze the perceived effect of economic responsibility on the performance of Harris International (U) Limited by employees; (iii) To analyze the perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees.

4.1 Response Rate

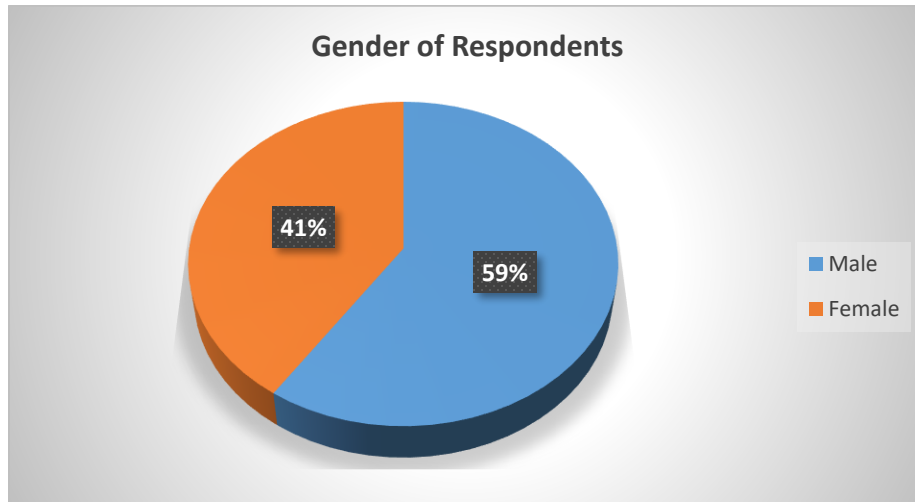
The study targeted 322 respondents from Harris International (U) Limited, of which 244 successfully completed the questionnaires, yielding a response rate of 75.6%. As noted by Baruch and Holtom (2008), a response rate above 52.7% is deemed sufficient for research investigating relationships between variables. A higher response rate helps reduce the likelihood of non-response bias and improves the precision of the findings. Therefore, the results of this study can be considered reliable and suitable for generalization, as they surpass the recommended minimum response rate threshold.

4.2 Demographics

The gender of respondents, age, marital status, highest level of education, and duration (tenure) at the organization were the general demographic characteristics presented in this section as indicated as below.

Figure 2: Gender of Respondents

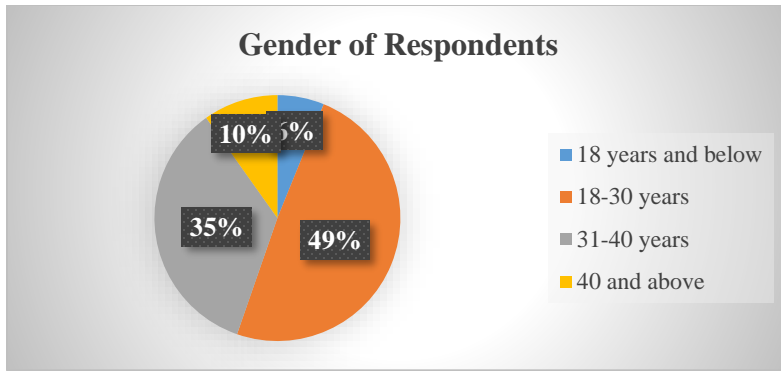
Figure 2, indicate that out of 244 participants, the majority were male (59.4%), while 40.6% were female.



Source: Primary data, 2025

Figure 3: Age of Respondents

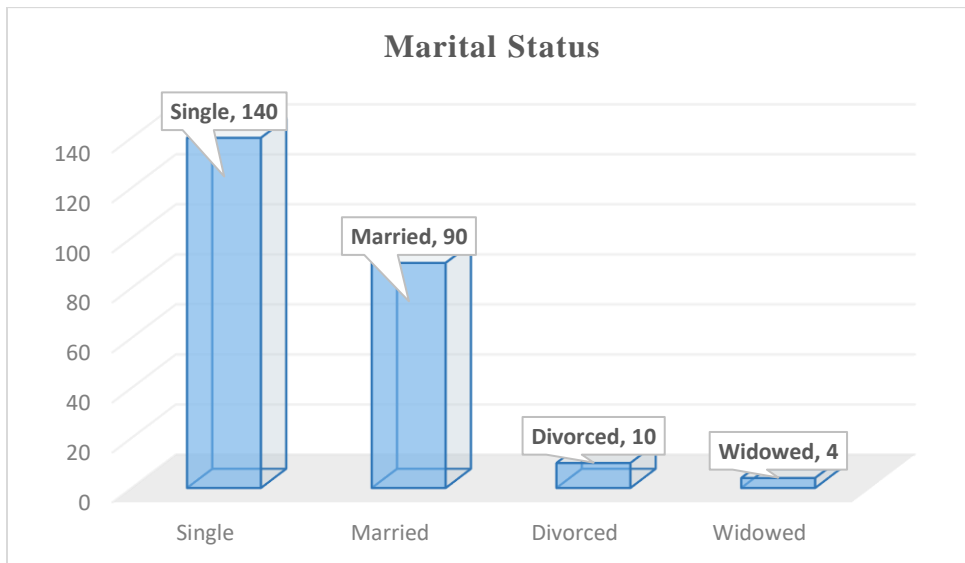
Figure 3 indicates that nearly half of the respondents (49%) were between 18 and 30 years, followed by 35% in the 31-40 age group, with a smaller proportion (10%) aged 40 and above, and 6% being 18 years and below. This implies that the majority of respondents are young adults, with 84% aged between 18 and 40 years.



Source: Primary data, 2025

Figure 4: Marital Status of Respondents

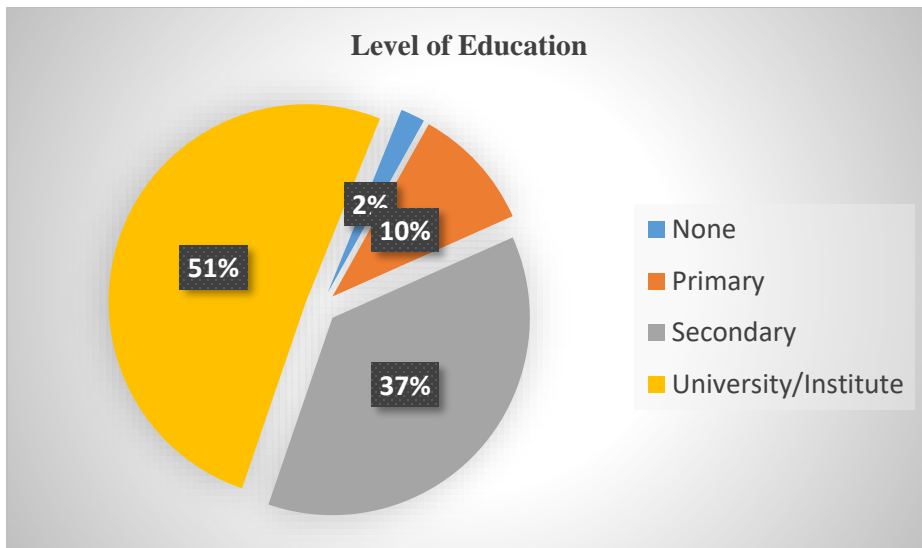
Regarding marital status, most respondents were single 140 (57.4%), with 90 (36.9%) married, and smaller percentages being divorced 10 (4.1%) or widowed 4 (1.6%) as indicated in figure 4.



Source: Primary data, 2025

Figure 5: Level of Education

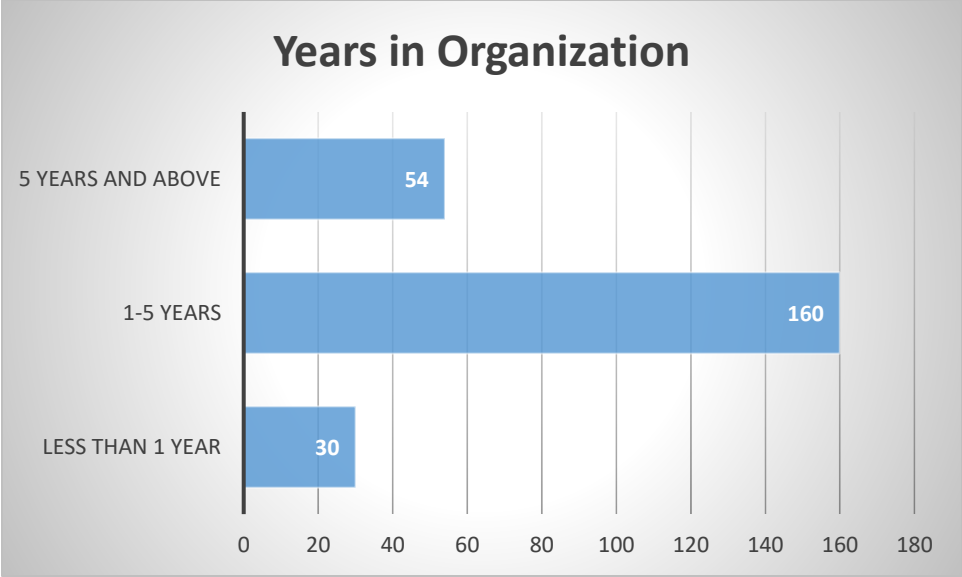
In terms of education, figure 5 indicates that the largest group had university or institute qualifications (51%), followed by secondary education (37%), while 10% had completed primary education, and 2% had no formal education. These demographics reflect a predominantly youths and educated workforce.



Source: Primary data, 2025

Figure 6: Years Spent working with Harris International

Figure 6 indicates that 160 of the participants have experience working with Harris International for 1-5 years, 30 less than 1 year and 54 with 5 years and above. This implies that the majority of participants have a moderate level of experience with Harris International, having worked with the company for 1-5 years. This group possesses a balance of familiarity with the company's operations and an understanding of its recent developments, making their insights particularly relevant to assessing the company's current practices and initiatives.



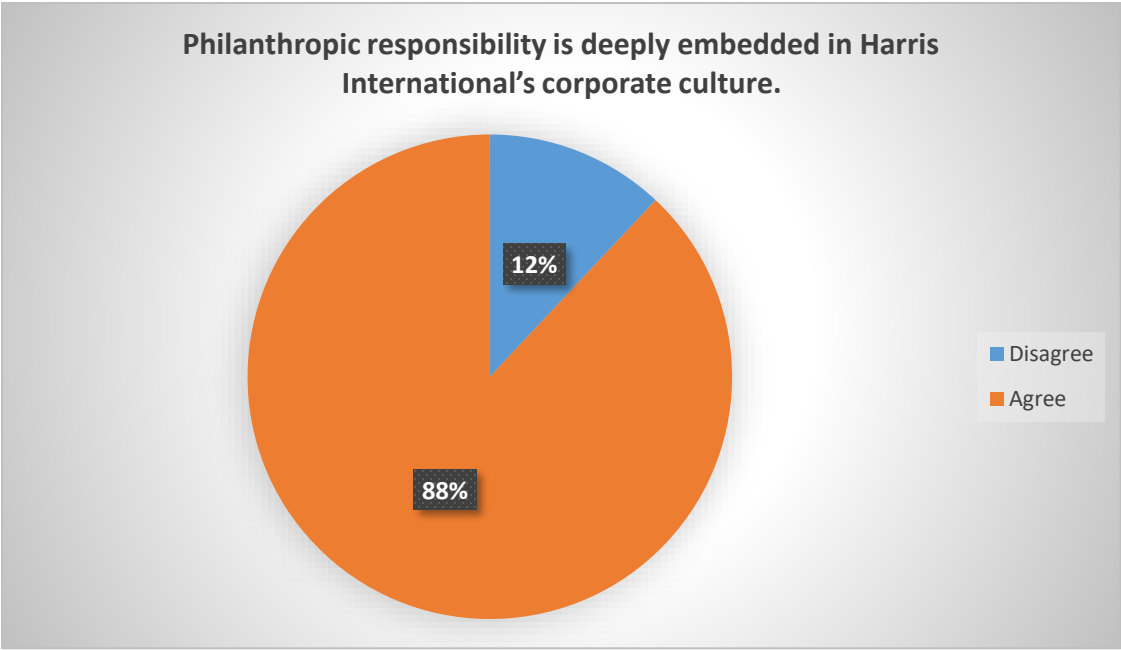
Source: Primary Data, 2025

4.3 The perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees

To analyze the perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees was the first objective of the study.

Figure 7 indicates that most of the participants (88%) agreed that philanthropic responsibility is deeply embedded in Harris International’s corporate culture. This indicates that the company has successfully integrated social responsibility into its core values and daily operations, making it a fundamental aspect of its identity.

Figure 7: Philanthropic responsibility is deeply embedded in Harris International’s corporate culture.



Source: Primary data, 2025

Figure 8 indicates that a significant majority (87%) agreed that philanthropic engagement fosters a strong sense of social responsibility and pride among employees. This suggests that the

company’s philanthropic initiatives not only benefit external communities but also boost internal morale and employee alignment with the company's mission.

Figure 8: Philanthropic engagement fosters a strong sense of social responsibility and pride among employees.

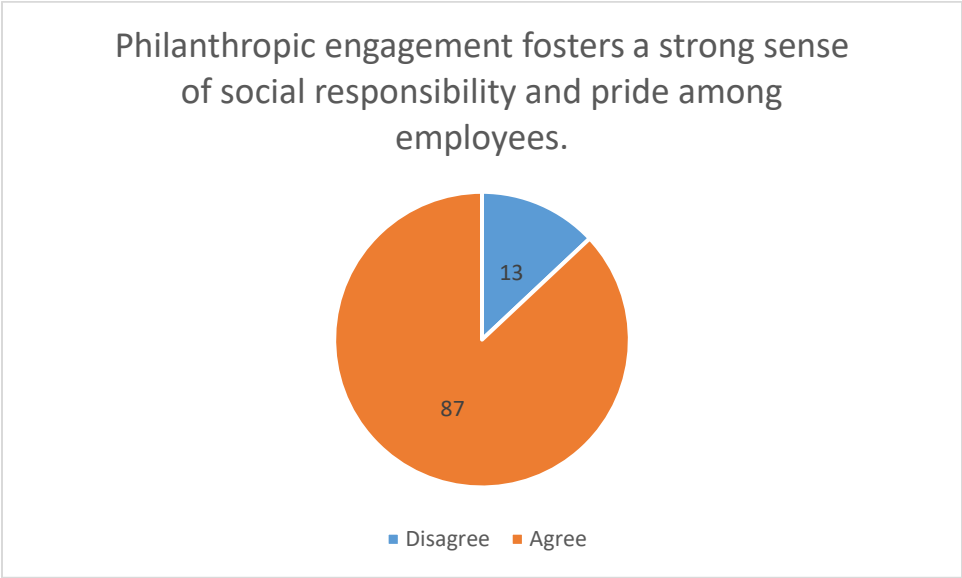
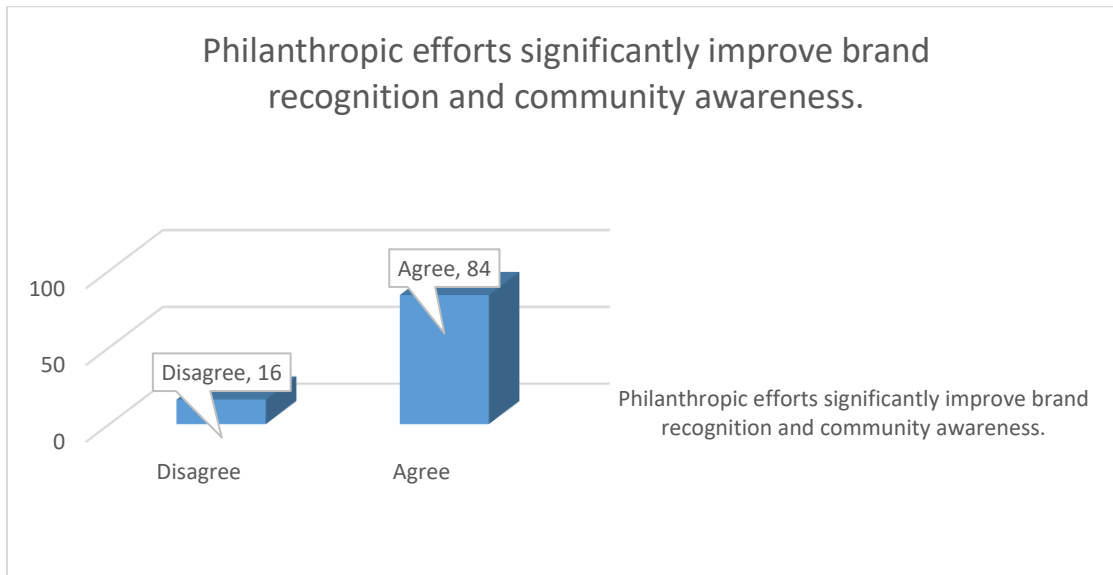


Figure 9 indicates that with 84% agreement, most respondents believe that philanthropic efforts significantly improve brand recognition and community awareness. This reflects the positive impact of social responsibility on the company’s visibility and public perception within the communities it serves.

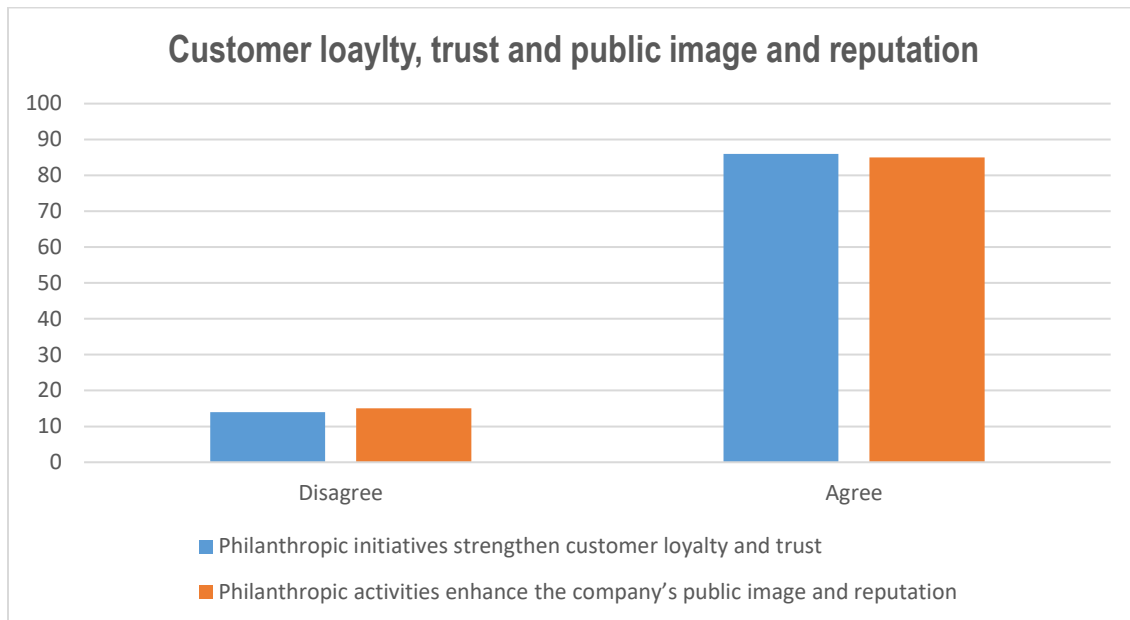
Figure 9: Philanthropic efforts significantly improve brand recognition and community awareness



Source: Primary Data, 2025

Figure 10 indicates a high percentage (86%) of participants agreed that philanthropic initiatives strengthen customer loyalty and trust. This demonstrates that customers are likely to support and stay loyal to a company that actively contributes to social causes. Also, 85% of respondents agreed that philanthropic activities enhance the company’s public image and reputation. This means that the company’s social responsibility actions contribute meaningfully to how it is perceived by the public, reinforcing its credibility and goodwill.

Figure 10: Customer loyalty, trust and public image and reputation



In conclusion, with an overall average agreement of 86%, these findings suggest that Harris International's philanthropic efforts significantly contribute to its organizational performance by enhancing its reputation, fostering customer loyalty, improving employee morale, and increasing community engagement. These positive outcomes underscore the importance of integrating philanthropic responsibility into a company's strategy, as it creates value both externally with stakeholders and internally by motivating employees, ultimately supporting long-term success.

4.4 The perceived effect of economic responsibility on the performance of Harris

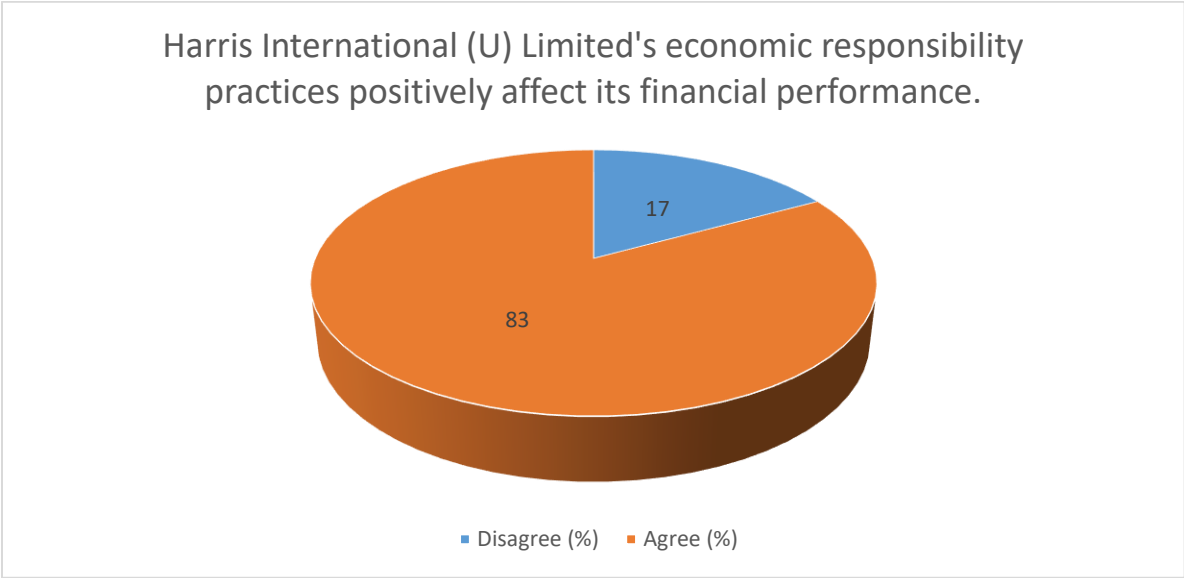
International (U) Limited by employees

To examine the perceived effect of economic responsibility on the performance of Harris International (U) Limited by employees was the second objective of the study.

Figure 11 indicates that the majority of respondents (83%) agreed that Harris International's economic responsibility practices positively affect its financial performance. This suggests that the

company's commitment to responsible economic behavior translates into tangible financial benefits, such as profitability, stability, and return on investment.

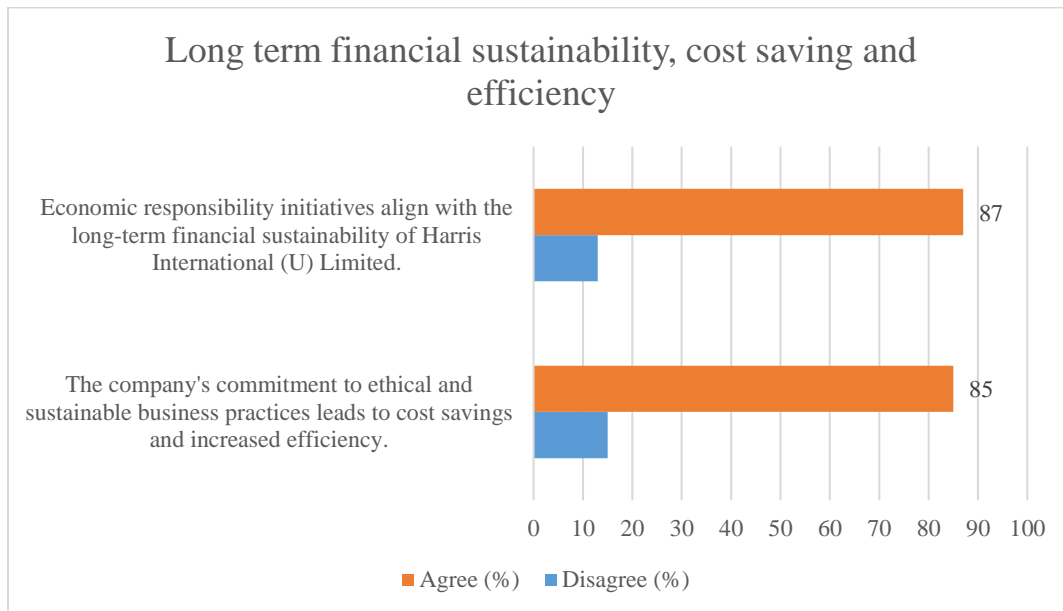
Figure 11: Harris International (U) Limited's economic responsibility practices positively affect its financial performance.



Source: Primary Data, 2024

Figure 12 shows a higher percentage (85%) agreed that the company's focus on ethical and sustainable business practices leads to cost savings and improved efficiency. This indicates that Harris International successfully leverages sustainability as a strategic advantage, reducing operational costs while enhancing overall performance. Most participants (87%) agreed that the company's economic responsibility initiatives align with its long-term financial sustainability. This demonstrates a strong perception that Harris International not only addresses current financial obligations but also plans responsibly for future growth and resilience.

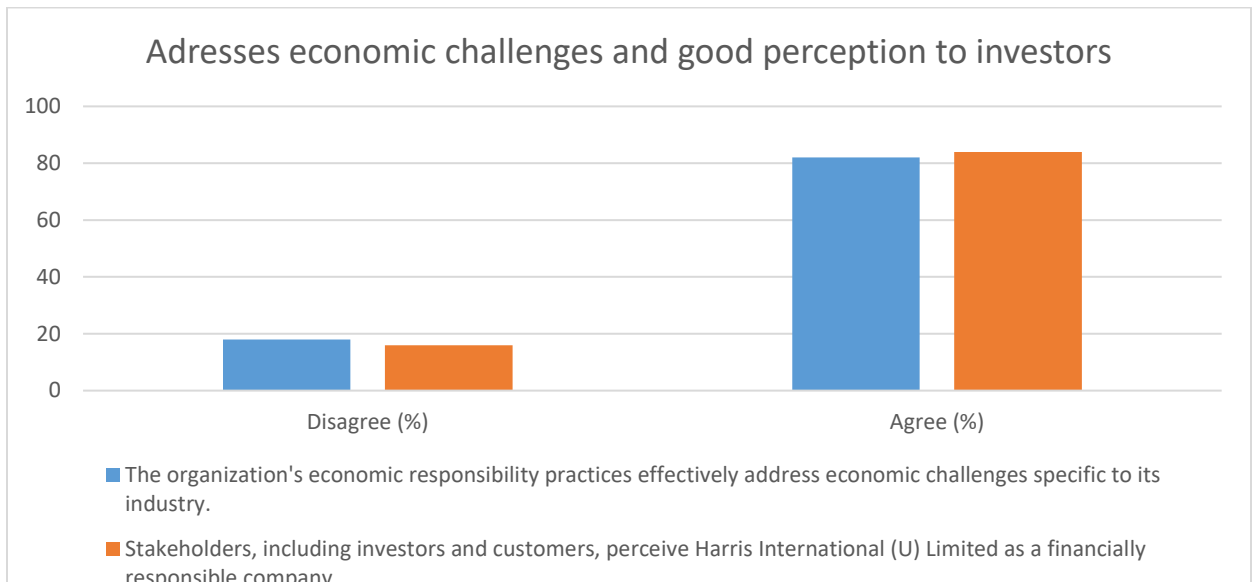
Figure 12: Ethical and Sustainable Practices and Long-Term Financial Sustainability



Source: Primary data, 2025

Figure 13 indicates that with 82% agreement, respondents acknowledged that the company's economic responsibility practices effectively address challenges unique to its industry. This implies that Harris International is proactive in managing economic risks and adapting its strategies to maintain competitiveness within its sector. Besides, A substantial proportion (84%) of participants agreed that stakeholders including investors and customers view Harris International as a financially responsible company. This perception reinforces stakeholder trust and could enhance investment opportunities, customer retention, and overall market credibility.

Figure 13: Industry-Specific Economic Challenges and Stakeholder Perception



In general, these findings suggest that the company's economic responsibility practices are not only positively perceived by employees but are also seen as essential for driving long-term financial stability and operational efficiency. The recognition of these practices by employees could enhance overall morale and contribute to a shared sense of purpose, ultimately leading to improved performance and stakeholder trust. These results highlight the critical role of economic responsibility in sustaining the financial health and competitiveness of the company.

4.5 The perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees

To analyze the perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees was the third objective of the study. The results indicate that employees of Harris International (U) Limited strongly perceive the company’s environmental responsibility as a key factor in enhancing its performance. With an overall average mean of 4.20 (84%), this suggests widespread employee recognition of the positive impact of environmental practices on the company’s sustainability and long-term goals. The high ratings across various dimensions, such as resource conservation (Mean = 4.25, 85%) and effective addressing of industry-specific challenges (Mean = 4.15, 83%), highlight the company’s comprehensive approach to environmental responsibility.

The implication is that employees not only view these practices as integral to the company’s sustainability but also recognize the company's efforts in maintaining its eco-friendly image. The high mean score of 4.30 (86%) for stakeholder perception underscores the importance of environmental responsibility in building Harris International’s reputation, which may, in turn, attract customers, investors, and potential employees who value corporate social responsibility. Overall, these findings suggest that Harris International’s environmental practices are contributing to both its operational success and its corporate reputation, aligning with broader sustainability goals and enhancing its competitive advantage in the market.

Table 3: Environmental Responsibility

Environmental Responsibility	Mean	Standard Deviation	Percentage (%)

Environmental responsibility practices positively affect its environmental sustainability and overall performance at Harris.	4.10	0.85	82%
Environmental responsibility initiatives align with the long-term environmental sustainability goals of Harris International (U) Ltd.	4.20	0.75	84%
The organization’s commitment to sustainable and eco-friendly practices leads to reduced environmental effects and resource conservation.	4.25	0.70	85%
The company’s environmental responsibility practices effectively address environmental challenges specific to its industry.	4.15	0.80	83%
Stakeholders, including customers and regulatory bodies, perceive Harris International (U) Limited as an environmentally responsible company.	4.30	0.65	86%
Average	4.20	0.75	84%

Source: Primary Data, 2025

Chapter Five

Discussion of Findings

5.1. Introduction

This chapter provides a summary and discussion of the findings related to the study objectives. Additionally, it includes the conclusions drawn from the study and offers recommendations based on the results.

5.2 Discussion of Findings

5.2.1 The perceived effect of philanthropic responsibility on the performance of Harris International (U) Limited by employees

The study found a positive significant effect philanthropic responsibility on the performance of Harris International (U) Limited by employees. Research consistently supports the notion that CSR initiatives yield both internal and external advantages for companies. The results of the study align with the Corporate Social Performance Theory, particularly Carroll's model, which emphasizes the importance of philanthropic responsibility as one of the core components of CSR (Carroll, 2018). The positive significant effect found in the study supports the notion that philanthropic initiatives contribute to both internal and external company benefits, such as improved public image, customer loyalty, and employee motivation. According to Carroll (1979), philanthropic responsibility focuses on the voluntary contributions of businesses to societal well-being, which in turn enhances their overall reputation and organizational performance. This aligns with the study's findings, which highlight the substantial impact of philanthropic activities on Harris International's performance.

Branco and Rodrigues (2017) highlight that CSR not only fosters a positive organizational culture but also bolsters a company's public image. Their study on Polish companies underlines the importance of social responsibility management as a key intangible factor contributing to economic value. This assertion corroborates the current study's findings by reinforcing the idea that philanthropic responsibilities can enhance performance metrics within organizations.

Existing studies corroborate this relationship by highlighting the multifaceted benefits of corporate philanthropic activities. For instance, Atanassov (2013) and Azar et al. (2021) explored the traditionally held belief that philanthropy may detract from a company's financial outcomes, which eventually debunking this notion. Their research suggests that well-implemented philanthropic strategies can enhance a firm's reputation, thereby fostering customer loyalty and increasing brand value—factors that directly contribute to improved financial performance. This supports the current study's findings, as a positive perception of philanthropic responsibility among employees at Harris International (U) Limited likely reflects broader trends observed in other organizations.

Furthermore, the work of Porter and Kramer (2016) provides essential context for understanding the dynamics of philanthropic responsibility. Their seminal study posits that effective philanthropic initiatives not only improve a company's image but also cultivate a loyal customer base. This insight corroborates the current study's results by emphasizing that employee perception of philanthropic efforts can drive organizational performance, reflecting a collective understanding of the impact of corporate social responsibility (CSR) on business outcomes.

The research by Boh et al. (2021) adds another layer to this discourse by confirming that philanthropic responsibility can significantly affect employee morale and commitment. This aligns

with findings from Maignan et al. (2019), who observed that organizations engaged in philanthropy often boast higher levels of employee engagement and satisfaction. These empirical studies support the notion that when employees perceive their company as socially responsible, their morale improves, which subsequently enhances overall performance. In this regard, the current study's results reinforce the importance of philanthropy in boosting employee engagement at Harris International (U) Limited.

In a market increasingly influenced by ethical consumerism, the research of Agrawal and Lim (2021) emphasizes that customers now prioritize companies' social and philanthropic efforts when making purchasing decisions. This corroborates the findings of Sen and Bhattacharya (2011), who found a positive correlation between philanthropic activities and customer loyalty. The current study's results reflect this trend; as employees at Harris International (U) Limited recognize the company's philanthropic endeavors, they are likely to feel more connected to a brand that resonates with socially responsible values, thereby enhancing organizational performance through increased loyalty and market share.

Moreover, the empirical research conducted by Du et al. (2010) highlights the role of philanthropy in building and sustaining a positive corporate reputation. Their findings support the assertion that companies engaged in philanthropic activities often navigate reputation crises more effectively, leading to better overall performance. This aligns with the results of the current study, suggesting that a strong commitment to philanthropy can foster stakeholder trust and loyalty, ultimately enhancing the firm's operational success.

The importance of managing stakeholder relationships is further reinforced by the work of Ahmadjian and Robbins (2015), who illustrate that philanthropic initiatives can strengthen these

relationships. Their findings confirm Margolis and Walsh's (2013) assertion of a positive association between philanthropy and stakeholder relations. This supports the current study's conclusion that philanthropic responsibility not only benefits employee perception but also enhances the company's standing among various stakeholders, contributing to improved organizational performance.

Finally, the connection between philanthropic responsibility and innovation is highlighted in the research by Marquis and Qian (2014), which indicates that companies engaged in philanthropy are more inclined to innovate and develop new products or services. This observation aligns with the current study's findings, suggesting that philanthropic efforts can indeed catalyse innovation at Harris International (U) Limited, leading to enhanced performance and competitiveness in today's dynamic business environment.

5.2.2 The perceived effect of economic responsibility on the performance of Harris International (U) Limited by employees

The study findings revealed a positive significant effect economic responsibility on the performance of Harris International (U) Limited by employees. The study's findings resonate with both the Corporate Social Performance Theory and the Shareholders' Theory. Carroll (1991) argues that economic responsibility is foundational to CSR, as it ensures the financial sustainability of the company. The positive impact of economic responsibility on Harris International's performance, as revealed in the study, is consistent with the notion that businesses should operate ethically and profitably, driving long-term financial success. Additionally, Milton Friedman's Shareholders' Theory (1970) underscores the importance of profit maximization as the primary business goal. The study's results, showing that economic responsibility leads to improved

organizational performance, suggest that balancing profit maximization with social responsibility can result in sustainable business practices that benefit both shareholders and society.

Furthermore, Deegan and Unerman (2011) argue that businesses are fundamental economic entities in society, with their primary responsibility centered around economic outcomes. They assert that the core purpose of a company is to generate profit by effectively providing goods and services that society demands. This foundational perspective supports the findings of the current study, suggesting that a strong commitment to economic responsibility directly correlates with enhanced performance metrics.

Furthermore, the European Commission (2011) underscores that economic responsibility involves the expectation for businesses to operate efficiently and effectively to achieve profitability. This expectation aligns with the study's conclusion that Harris International's performance is positively impacted by its economic responsibilities, reflecting a well-managed approach to its operations. Such efficient practices not only bolster profitability but also enhance overall organizational performance, thereby confirming the significance of economic responsibility.

Legal responsibilities, as noted by Freedman and Stagliano (2012), involve adherence to societal laws and regulations. While these responsibilities are critical, Gokulsing (2011) emphasizes that companies striving for social responsibility must first comply with legal obligations. This foundation of legal compliance reinforces the notion that economic responsibility is paramount, as it provides the groundwork upon which other responsibilities, including legal and ethical obligations, are built. The current study's findings support this hierarchical model, wherein economic responsibility serves as the bedrock for overall organizational success.

Carroll's (2018) framework of corporate social responsibility further illustrates this relationship by positioning economic responsibility as the foundational pillar. According to Carroll, a company must function effectively as an economic unit to fulfill its broader social roles. This perspective is corroborated by Graves et al. (2011), who argue that consistent customer demand for products or services is essential for a company's profitability. The current study's results resonate with this framework, highlighting that by meeting societal demands and generating profits, Harris International is better positioned to pursue its social responsibilities.

Additionally, Gössling and Vocht (2017) emphasize that a socially responsible corporation seeks to make a profit while adhering to legal and ethical standards. This notion supports the study's findings, as it suggests that a strong economic performance not only enables the company to thrive but also facilitates ethical conduct and responsible citizenship. As organizations like Harris International fulfill their economic responsibilities, they lay the groundwork for ethical and philanthropic initiatives, reinforcing the interconnected nature of these responsibilities.

5.2.3 The perceived effect of environmental responsibility on performance of Harris International (U) Limited by employees

The findings of the current study indicate a positive significant effect of environmental responsibility on the performance of Harris International (U) Limited. The results corresponds with the Corporate Social Performance Theory's emphasis on ethical and environmental obligations. Carroll (1991) included environmental responsibility within CSR, asserting that companies must engage in practices that protect the environment while also contributing to organizational performance. The findings of this study, with a regression coefficient indicating that environmental responsibility significantly enhances performance, align with the growing body of literature supporting the idea that sustainable and eco-friendly practices lead to improved

organizational outcomes (Carroll, 2018). The study's results validate the assertion that environmental responsibility contributes not only to environmental sustainability but also to better stakeholder perceptions and overall company performance.

One significant area of research has been the relationship between environmental responsibility and financial performance. Aguinis and Glavas (2012) emphasize that organizations prioritizing environmental responsibility often experience improved financial outcomes. This is corroborated by King and Lenox (2021), who found a positive correlation between environmental performance and financial performance, suggesting that firms that adopt environmentally responsible practices achieve cost savings through enhanced resource efficiency, reduced waste, and better risk management. These findings reinforce the current study's results, indicating that employees at Harris International (U) Limited recognize the beneficial impacts of environmental responsibility on the company's performance.

Furthermore, Antoni et al. (2019) provide evidence that companies with strong environmental responsibility practices can attain significant cost savings and operational efficiencies. This corroborates the current study's findings, as employees' perceptions of economic responsibility likely reflect a broader understanding of how sustainable practices can lead to tangible financial benefits. Similarly, Delmas and Toffel (2018) examined a large sample of firms and concluded that environmentally responsible initiatives are associated with increased profitability and stock market valuation. Such findings support the idea that Harris International's commitment to environmental responsibility contributes positively to its overall performance.

The impact of environmental responsibility on corporate reputation and competitive advantage is another area explored in empirical research. Aragón-Correa et al. (2015) found that

firms with strong environmental commitments enjoy enhanced reputations among customers, which translates into increased sales and market share. This aligns with the current study's findings, suggesting that employees perceive Harris International's environmental initiatives as beneficial not only for financial performance but also for the company's reputation. Russo and Fouts (2017) further support this perspective by noting that environmentally proactive firms often gain a competitive edge, particularly as consumers increasingly favor products and services from companies committed to sustainability.

Moreover, the work of Clarkson et al. (2011) highlights the relationship between environmental responsibility and stakeholder engagement. Their research indicates that firms with robust environmental practices foster more positive relationships with stakeholders, which can be advantageous during crisis management and risk mitigation. This supports the current study's conclusion that employees at Harris International recognize the importance of environmental responsibility in building stakeholder trust and facilitating effective engagement.

Kolk and Perego (2010) further demonstrate that environmental responsibility can reduce reputational and operational risks, leading to better long-term organizational performance. This finding aligns well with the current study, reinforcing the idea that Harris International's commitment to environmental initiatives can mitigate risks, thereby enhancing overall performance.

Additionally, Prajogo and McDermott (2014) explored the relationship between environmental responsibility and innovation, discovering that firms dedicated to sustainability are more likely to engage in eco-innovation. This connection highlights how a commitment to environmental responsibility can drive operational efficiency and performance improvements. The

current study's findings that employees perceive economic responsibility as a significant factor in performance are thus consistent with the broader literature on the role of environmental responsibility in fostering innovation.

Finally, Zhu et al. (2019) examined the role of environmental responsibility in promoting cleaner production processes, finding that companies adopting cleaner technologies often achieve higher operational efficiency and financial performance. This reinforces the idea that Harris International's environmental practices are perceived by employees as contributing to the company's success, supporting the overall positive relationship between environmental responsibility and organizational performance.

Chapter Six

Conclusion and Recommendations

6.1 Conclusions

The findings of this study highlight the significant role of corporate social responsibility (CSR) in enhancing the performance of Harris International (U) Limited. Specifically, the research reveals that both philanthropic and economic responsibilities positively impact organizational performance, as perceived by employees.

Moreover, the study highlights the importance of economic responsibility on organization performance which aligns with the foundational understanding that a firm's primary role is to generate economic value through efficient operations. Employees at Harris International perceive that strong economic practices not only drive profitability but also support broader social and environmental initiatives, reinforcing the interconnected nature of corporate responsibilities.

Additionally, the significant effect of environmental responsibility on organizational performance, indicated by $B=0.280$, $p\text{-value}=0.003$), demonstrates that employees recognize the benefits of sustainable practices. This awareness contributes to a positive organizational culture, as employees understand that environmentally responsible actions enhance both the firm's reputation and its operational efficiency.

6.2 Recommendations of the Study

Harris International's management should develop and expand community engagement programs that align with employee values and interests, including partnerships with local non-profits and community service projects that encourage employee participation.

The management of Harris should actively communicate the company's philanthropic and environmental initiatives to employees through regular updates in newsletters or meetings to foster pride and belonging.

Human resources should incorporate CSR values into onboarding and training programs to ensure all employees understand the importance of the company's social and environmental responsibilities.

Harris international (U) Limited's HR department should create opportunities for employees to engage in CSR activities, such as volunteer days or sustainability committees, enhancing commitment and overall satisfaction.

Stakeholders should advocate for increased investment in CSR initiatives, emphasizing their potential to enhance long-term profitability and reputation through dialogue with management.

Investors should regularly assess the impact of CSR activities on organizational performance by establishing metrics to evaluate these initiatives, ensuring accountability and continued benefits.

The community should engage with Harris International on CSR Programs where leaders should participate in discussions with the company regarding potential CSR initiatives, providing input to tailor programs that meet specific community needs.

Community organizations should work to raise awareness about the positive effects of CSR initiatives on local development to encourage collaboration between Harris International and community members.

6.3 Practical Implications

The findings of this study contribute significantly to the understanding of how CSR influences organizational performance at Harris International (U) Limited but also suggest areas for further exploration. Harris's study provides a deeper understanding of employee perceptions, particularly in relation to philanthropic, economic, and environmental responsibilities. However, the study could be enhanced by more explicitly addressing other factors that might contribute to brand awareness beyond employee perceptions of CSR.

First, it is important to note that Harris's research contributes to the existing literature by emphasizing the strong relationship between CSR dimensions and organizational performance, particularly in the context of employee engagement. This builds on prior studies that have linked CSR to employee satisfaction and productivity, such as Branco and Rodrigues (2017), who highlighted the role of CSR in fostering positive organizational culture and improving public image. However, Harris's study could benefit from a more thorough exploration of how internal policies, strategies, and other organizational factors contribute to brand awareness. For instance, an organization's internal communication strategies, marketing campaigns, or leadership styles may play crucial roles in shaping employees' and customers' perceptions of the brand, in addition

to CSR efforts. These factors should be considered in future research to provide a more holistic view of the variables influencing brand awareness and overall organizational performance.

In practical terms, management at Harris International should not only continue fostering CSR initiatives but also consider integrating other strategic elements such as clear communication of internal policies, brand positioning, and leadership engagement into their CSR framework. As suggested by Porter and Kramer (2016), effective CSR initiatives can improve company image and cultivate loyal customer bases, further supporting the brand. By understanding and optimizing these internal factors alongside CSR, the company can create a more comprehensive strategy to enhance brand awareness and improve performance. This approach would also provide a more balanced view of CSR's role, acknowledging both external perceptions and internal organizational factors.

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Appendices

Appendix 1: Consent Form

Consent Form

Title: Study on CSR Impact at Harris International (U) Limited

Researcher: Comfort Ahumuza Vivian

Purpose: To analyze how CSR affects Harris International's performance from employee perspectives.

Procedure: Complete a brief survey about your perceptions of CSR and organizational performance.

Confidentiality: Your responses was confidential and anonymized.

Risks/Benefits: Minimal risks; benefits include contributing to research and potentially improving CSR practices.

Voluntary Participation: Participation is voluntary; you can withdraw at any time without consequences.

Consent: By signing, you agree to participate voluntarily.

Participant's Signature: _____ **Date:** _____

Researcher's Signature: _____ **Date:** _____

Appendix 2: Questionnaire

Dear Participant,

Greetings,

My name is *Ahumuza Comfort Vivian*, and I am a Master's Degree student at Uganda Christian University. I am excited to introduce you to my research study, which explores the captivating and critical topic of "The Effect of Corporate Social Responsibility on Organizational Performance." Your participation in this study is greatly valued, and your insights contributed significantly to the advancement of knowledge in the field of business and management.

Background

Corporate Social Responsibility (CSR) has become an integral part of modern business strategies as organizations increasingly recognize the importance of their role in contributing to the well-being of society and the environment. CSR initiatives encompass a wide range of activities, including philanthropic donations, sustainable practices, ethical labor standards, and community engagement. While the adoption of CSR is widespread, its effect on organizational performance remains a subject of ongoing debate in the business world.

Research Purpose and Objectives

The primary objective of this research is to investigate the effect of Corporate Social Responsibility on organizational performance. In particular, we seek to understand how CSR initiatives affect key performance indicators, such as, brand reputation, and brand awareness.

Questionnaire Overview

This questionnaire is designed to collect your opinions and perceptions regarding the role of CSR in your organization. It is a vital part of our research, and your responses remained confidential. Your honest and thoughtful answers are highly encouraged and appreciated.

Instructions for Participants

1. Please complete this questionnaire to the best of your ability. Your answers should be based on your personal experiences and observations within your organization or the organization you are familiar with.

2. There are no right or wrong answers. Your individual perspective is crucial to the success of this research.
3. Your responses will be treated with the utmost confidentiality. Your personal information will not be disclosed, and your anonymity is assured.

Conclusion

Your participation in this research is immensely valuable, and your input contributed to a better understanding of the relationship between Corporate Social Responsibility and organizational performance. Should you have any questions or require further information, please do not hesitate to contact me.

Thank you once again for your time and participation.

Sincerely,

Ahumuza Comfort Vivian

ahumuzacomfort@gmail.com

+256 751 078441

Section A: Demographic Information

1. What is your gender?

Male Female

2. What is your age?

3. What is your marital Status?

Single Married Divorced Widowed

4. What is your education qualification?

None Primary Secondary University/Institute

5. How many years have you spent in this Organization?

Less than 1 year

1-5 years

5 years and above

Section B: Corporate Social Responsibility (Independent Variable)

B1. How do you perceive the impact of Harris International (U) Limited's philanthropic activities on its overall organizational performance?

.....
.....
.....
.....

B2. In your opinion, how does the company's commitment to ethical and sustainable business practices influence its performance?

.....
.....
.....
.....

B3. Can you describe the effects of Harris International (U) Limited's environmental responsibility practices on its organizational performance from your perspective as an employee?

.....
.....
.....
.....

B4. Please tick the and indicate the extent you 'Disagree' or 'Agree' with the statements.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree, 5. Strongly Agree

Corporate Social Responsibility					
	1	2	3	4	5
Philanthropic Responsibility					
Philanthropic activities at Harris significantly enhance the company's public image and reputation.	1	2	3	4	5
Philanthropic initiatives undertaken by Harris International (U) Limited have a substantial positive effect on customer loyalty and trust.	1	2	3	4	5
The company's philanthropic efforts noticeably improve its brand recognition and awareness in the community.	1	2	3	4	5
Employees of Harris International (U) Limited are highly motivated and proud of the company's philanthropic contributions.	1	2	3	4	5
Philanthropic responsibility is deeply ingrained in the corporate culture of Harris International (U) Limited, fostering a strong sense of social responsibility among employees.	1	2	3	4	5
Economic Responsibility					
Harris International (U) Limited's economic responsibility practices positively affect its financial performance.	1	2	3	4	5
The company's commitment to ethical and sustainable business practices leads to cost savings and increased efficiency.	1	2	3	4	5
Economic responsibility initiatives align with the long-term financial sustainability of Harris International (U) Limited.	1	2	3	4	5
The organization's economic responsibility practices effectively address economic challenges specific to its industry.	1	2	3	4	5
Stakeholders, including investors and customers, perceive Harris International (U) Limited as a financially responsible company.	1	2	3	4	5
Environmental Responsibility					
Environmental responsibility practices positively affect its environmental sustainability and overall performance at Harris	1	2	3	4	5

Environmental responsibility initiatives align with the long-term environmental sustainability goals of Harris International (U) Limited.	1	2	3	4	5
The organization's commitment to sustainable and eco-friendly practices leads to reduced environmental effects and resource conservation.	1	2	3	4	5
The company's environmental responsibility practices effectively address environmental challenges specific to its industry.	1	2	3	4	5
Stakeholders, including customers and regulatory bodies, perceive Harris International (U) Limited as an environmentally responsible company.	1	2	3	4	5

Section C: Organizational Performance (Dependent Variable)

Please tick the appropriate answer using a 5-Likert scale as below:

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree, 5. Strongly Agree

Organizational Performance	1	2	3	4	5
	Brand Image				
My organization's CSR initiatives have a positive effect on its brand image.	1	2	3	4	5
I believe that consumers view my organization more favorably due to its CSR efforts.	1	2	3	4	5
The brand image of my organization is closely tied to its CSR initiatives.	1	2	3	4	5
Our brand's reputation and standing is as a result of CSR initiatives like economic and environmental responsibilities	1	2	3	4	5
The CSR activities of my organization enhance its reputation in the market.					
Brand Awareness					

My organization's CSR initiatives have increased its visibility and recognition.	1	2	3	4	5
Awareness of the brand has helped our company to have successful projects and programs.	1	2	3	4	5
My organization's CSR efforts have contributed to greater public awareness.	1	2	3	4	5
I believe that our CSR activities have positively affected our brand's recognition.	1	2	3	4	5
My organization's brand is associated with its CSR efforts in the minds of the public.	1	2	3	4	5
Organizational Reputation:					
CSR plays a significant role in shaping our organization's reputation.	1	2	3	4	5
I believe that our CSR initiatives enhance our standing in the industry.	1	2	3	4	5
The public perceives our organization more positively due to our CSR initiatives.	1	2	3	4	5
My organization's CSR activities have improved its reputation.	1	2	3	4	5
Our organizational reputation has been positively affected by CSR efforts.	1	2	3	4	5

The End

Appendix 3: Research Time Frame

Activity	August 2023	September- December 2023	January- February 2024	March-May 2024
Topic formulation and Consultations				
Proposal development				
Data collection Analysis				
Proposal Submission				
Thesis Submission³⁹				

Appendix 4: Estimated Budget

Particulars	Quantity	Amount (Uganda Shillings)
Stationary (Printing and binding)	Lumpsum	100,000
Transport charges	Lumpsum	350,000
Internet charges	Lumpsum	100,000
Hospitality (Meals and accommodation)	Lumpsum	200,000
Total		750,000