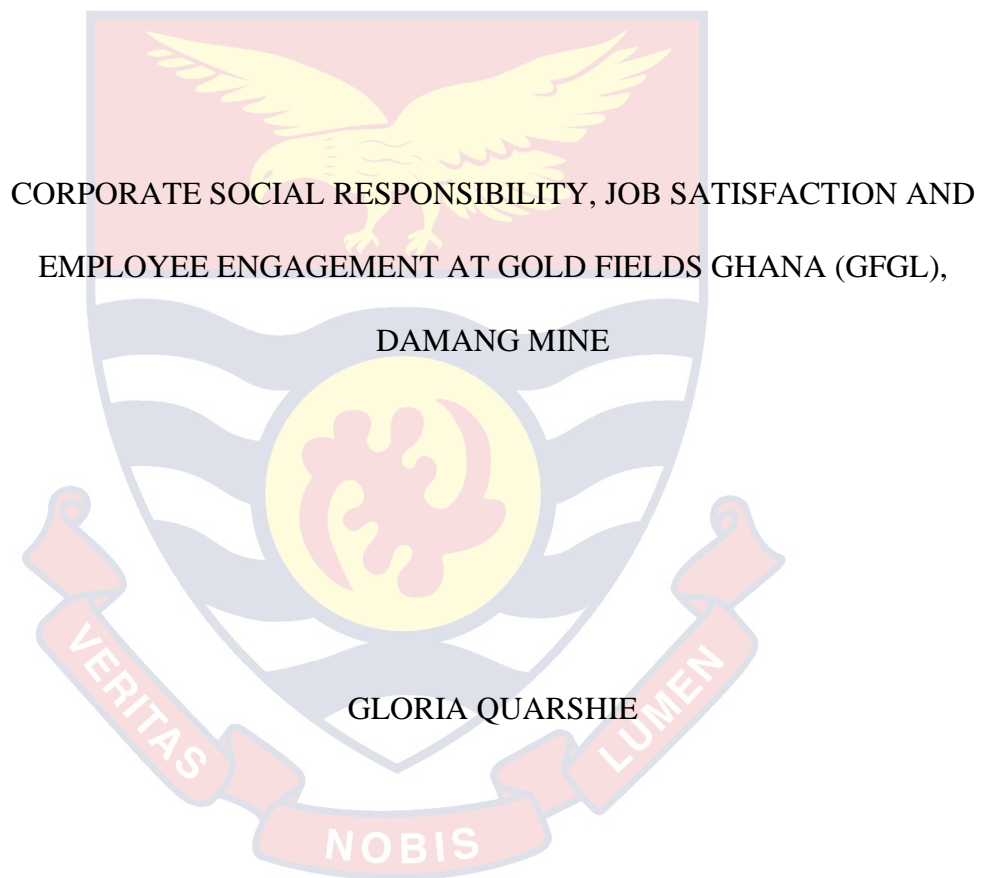


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CORPORATE SOCIAL RESPONSIBILITY, JS AND EE AT GOLD

FIELDS GHANA, DAMANG MINE

BY

GLORIA QUARSHIE

Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for award of Master of Business Administration degree in Management.

JUNE 2021

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date:

Name: Gloria Quarshie

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature Date:

Name: Prof. Abraham Ansong

ABSTRACT

The main purpose of the study was to examine Corporate Social Responsibility (CSR), job satisfaction (JS) and employee engagement (EE) at Gold Fields Ghana Limited (GFGL), Damang Mine. The specific objectives that guided the study were; to examine the perception of employees on CSR roles; to measure the effect of CSR on Job Satisfaction of employees at Gold Field Ghana Limited and; to evaluate the effect of CSR on Employee Engagement at Gold Fields Ghana Limited. The study adopted the quantitative method of research and thus employed the descriptive-explanatory research design. 845 employees constituted the population of this study and the sample size constituted a total of 352. A questionnaire was employed and it was semi-structured and self-administered. Out of the total of 352 questionnaires administered, 280 completed questionnaires were retrieved; hence, a response rate of 79.50% was attained and the non-response rate was 20.50%. Data is analysed by the IBM SPSS Statistics Software for windows (V. 23). Mean, standard deviation and regression tools were used. This study found that CSR at Gold Fields Ghana Limited was more philanthropic, followed by economic, ethical and legal in nature. Moreover, this study found a positive and significant effect of CSR on JS and EE. This study concluded that GFGL paid more attention to the philanthropic dimension of CSR. In addition, this study settled that when GFGL, Damang Mine cares for society and environment in its operations, its employees are likely to be satisfied and engaged in their work. This study recommends that managers of GFGL, Damang mine should continually strive towards fulfilling their CSR to stakeholders to produce positive employee outcomes for the benefit of the company.

KEY WORDS

Corporate social responsibility

Employee engagement

Job satisfaction

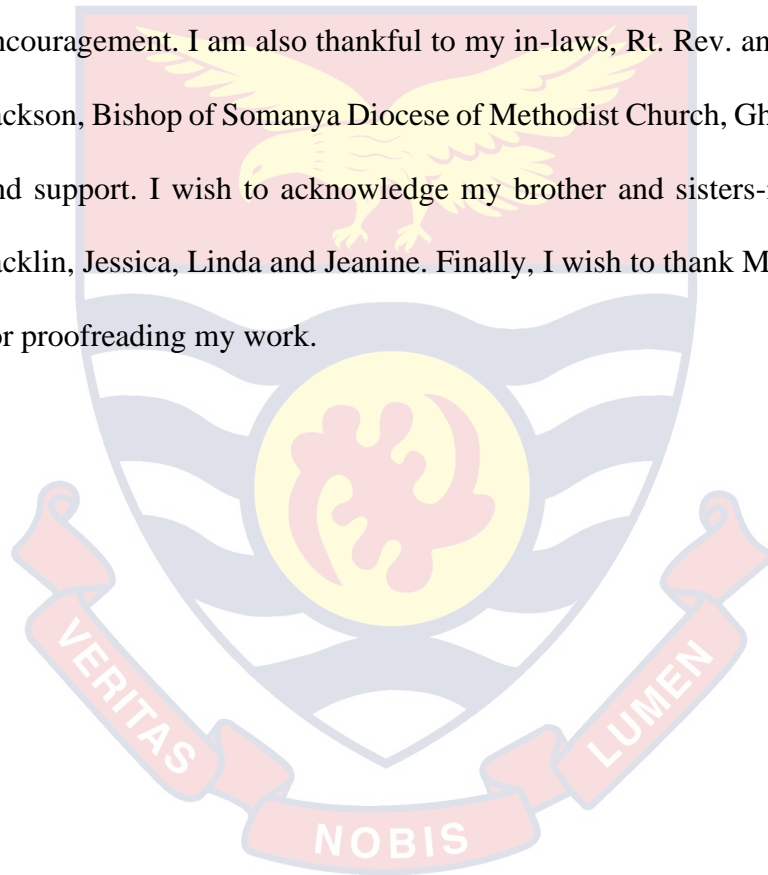
Stakeholder

Community



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DEDICATION

To my children, Papa Kwesi Nyamebekyere Boadi-Jackson, Nana Henewa
Adzepa Boadi-Jackson, Nana Asiedu Adom Boadi-Jackson and Ewurakua
Afriyie Boadi-Jackson



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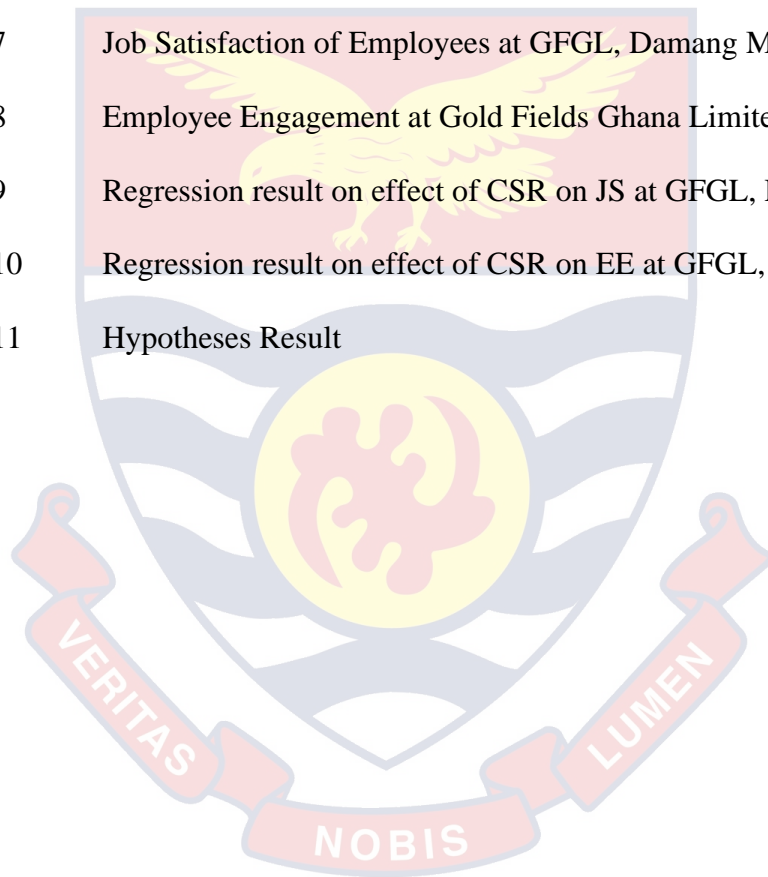
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LIST OF ACRONYMS

CSR	Corporate Social Responsibility
GFGL	Gold Fields Ghana Limited
GFL	Gold Fields Limited
EE	Employee Engagement
JS	Job Satisfaction



CHAPTER ONE

INTRODUCTION

Introduction

The study focused on examining corporate social responsibility (CSR), job satisfaction (JS), and employee engagement (EE) at Gold Fields Ghana Limited (GFGL), Damang Mine. CSR has become an increasingly important concept to companies who seek not just to be profitable in their business establishment, but also contribute meaningfully to the welfare of employees, the community in which they operate, and subsequently pay attention to the environmental consideration. This chapter considered the introduction of the study, comprising background to the study, statement of the problem, research objectives, and research questions, significance of the study, delimitations, and limitations of the study, and organisation of the study.

Background to the Study

In recent years, companies have become much interested in paying more attention to education, safety, and the environment; which are requirements to satisfy the interest of their stakeholders (Stanisavljević, 2017). This stems from the fact that stakeholders contribute enormously in enhancing companies' sustainability. To this effect, companies are realising the need to implement social and environmental programmes and also publish corporate accountability reports as an attestation of their commitment to stakeholders' interests (Kitzmueller & Shimshack, 2012).

According to Carroll (1979), the definition of CSR is centered on four main dimensions and these are; economic, legal, ethical and philanthropic responsibilities of companies. In effect, Carrol (1991) stated that a company that

is socially responsible strives to make profits, while at the same time obeying the law, maintaining good ethical behaviour, and subsequently being a good corporate citizen. It is important to state that this definition of CSR is referred to as the pyramid of CSR. Basically, it is accepted among researchers in the field of CSR and it is often cited in the local and international literature (Park, Lee & Kim, 2014; Stanisavljević, 2017). With this in mind, it thus becomes appropriate for the researcher to adopt this definition.

Kotler & Lee (2005) asserted that CSR is the commitment of a company to improve the well-being of the community by contributing corporate resources and adapting business practices in a discretionary manner. Community well-being in the definition is the conditions in which people live as well as the ecological issues, and the term discretionary in this context also means that a company is not legally mandated to undertake such business practice to enhance the lives of individuals in the community. The European Commission (2011) shared the perspective that CSR is a concept through which companies integrate the society and environment in their business operations and voluntarily interact with various stakeholders to that effect. The concept of CSR is explained by the stakeholder theory (Weimer & Pape, 1999), which assumes that a company's primary goal is not to only maximise profit but also to satisfy the interests of all stakeholders', including employees (Stanisavljević, 2017).

It is instructive to note that companies embrace CSR as the foundation for their business for many reasons. That is companies who are socially responsible gain positive public opinion and thus attain higher status, which enables them to distinguish themselves in the market (Carroll, 2015). According to Čeha (2013), socially responsible companies attract, inspire, and maintain

employees. That is, in addition to shareholders, suppliers, government, local community, and customers; a large number of employees are becoming more expectant of companies conducting their business in a socially acceptable way (Bediako, 2017).

It is said that employees are the internal customers of every organisation. Previous theoretical discourse has observed that employees' support of CSR is what decides whether CSR will spread through an organisation's culture or remain a mere public relation strategy (Baffoe, 2018). As internal customers of the organisation, employees are in the best position to refer their organisation's products to friends, families, and loved ones who can be potential customers, only if they are satisfied with the activities of their organisation.

In essence, if an organisation cares for society and the environment in its business activities, its employees are likely to feel proud of their company, which can increase their level of JS (Prutina & Šehić, 2016). JS, in the words of Abdullah (2018), is described as a person's psychological response to his work, in terms of suitability of work facilities, promotion opportunities, positive relationship with colleagues, good working conditions, etc.

The positive relationship between CSR and JS is enlightened by the social identity theory (Du, Bhattacharya & Sen, 2007), which stipulates that the higher the level of the company's CSR initiatives are, the stronger the employee's level of JS will be (Raihan & Al Karim, 2017; Omer, 2018). The social identity theory is also used to illustrate a positive relationship between CSR and EE (Du et al., 2007). A company that integrates the care for society and environment in its business activities and interacts with its stakeholders voluntarily stands the chance of persuading employees to show high levels of

work engagement (Baffoe, 2018). Bailey, Madden, Alfes & Fletcher (2017) indicated that employees who are engaged are the ones who are fully engrossed by and excited about their work; they take actions that would positively enhance the corporate reputation and objective of a company

The definition of EE also applies to employees of Gold Fields Ghana Limited (GFGL); a company owned by Gold Fields Limited (GFL). GFL is a multinational producer of precious metals which operates globally; headquarters in South Africa. GFGL is the largest producer of gold in Ghana with an annual production capacity of 935,000 ounces from two mines which are Damang and Tarkwa mines. GFGL employs over 5000 Ghanaians and it has the core values of safety, responsibility, honesty, and respect, and innovation. These values form the basis for which GFGL interacts with its stakeholders (Ghana Investment Promotion Centre, 2020).

Due to the massive environmental degradation which is generally caused by mining companies, there is a high public outcry on the need for GFGL to intensify their CSR activities, particularly philanthropic responsibilities, to benefit the communities within which they carry out their operations (Owusu-Koranteng & Owusu-Kwarteng, 2017). It is for this reason that this study drew responses from employees of this company. Against this backdrop, this study sought to examine CSR, JS, and EE at GFGL, Damang Mine.

Statement of the Problem

As companies strive to achieve corporate sustainability, CSR has ultimately become a significant concept to them. In this regard, companies can

no longer operate in isolation from their employees as well as the communities in which they operate. With this in mind, companies, therefore consider their responsibility as corporate citizens bearing in mind that their policies and practices would have a significant impact on the employees and communities as well as considering the need to promote accountability to their employees to that effect (Murphy, 2020).

To fully account for employees and also improve upon their levels of satisfaction and engagement on the job, the management of companies is ultimately required to take critical steps to adopt strategic approaches to CSR. By doing this, companies tend to build social capital while at the same time, circumventing potential drawbacks and consequently impacting positively on the lives of employees and communities. Kotler & Lee (2005) shared the view that this in a way helps to increase the ability to motivate, attract, and consequently retain employees.

Notwithstanding the benefits of CSR in companies, however, many managerial challenges exist. With particular reference to GFGL; management is much focused on reacting to external and internal activities of the company, instead of properly planning appropriate strategies for CSR. In simple terms, CSRs are mostly initiated by internal and external stakeholders rather than being inculcated into the core values of the company, where employees constitute the main stakeholders (Baffoe, 2018; Farahmand, 2004). In addition to this, Abugre (2014) established that one major challenge associated with CSR is leadership weak spots including mismanagement and lack of proper commitment in allocating monies due for CSR. Interestingly, indications are that employees are mostly side-lined from CSR discussions (Prutina & Šehić, 2016). This

subsequently leads to low JS among employees. According to Picincu (2020), low JS leads to high turnover rates. A high turnover rate is not the only negative impact of low JS, but a poor performance by employees as well. That is, if employees' expectations are not met, they are likely to relent on their efforts to contribute significantly in achieving the performance targets of the company.

In an attempt to address these challenges, several studies have been carried out in various industries such as banking (Baffoe, 2018; Raihan & Al Karim, 2017), insurance (Baffoe, 2018), healthcare (Omer, 2018), manufacturing (Raihan & Al Karim, 2017), and telecommunication (Raihan & Al Karim, 2017). However, little literature exists in the mining sector. Moreover, these researches have been carried out to examine CSR from the perspective of consumers (Bediako, 2017; Lu, Liu & Rahman, 2017; Osei-Bonsu, 2019) and these have not fully examined CSR from employees' perspective (Baffoe, 2018). Again, it is of high importance to state that the relationship between CSR and JS has been inconclusive; thereby creating confusion among policymakers, business consulting firms, and company executives regarding the relevance of CSR on employees' psychological well-being at the workplace. As a consequence, the researcher sought to carry out this study to address this issue by providing empirical evidence on employees' perception of CSR and its influence on their JS and work engagement at GFGL, Damang Mine.

Purpose of the Study

This study is purposely conducted to examine CSR, JS, and EE at GFGL, Damang Mine.

Research Objectives

Specifically, the researcher considered it appropriate to adopt the objectives below:

1. To examine employees' perception on GFGL, Damang Mine CSR roles.
2. To measure the effect of CSR on JS of employees at GFGL, Damang Mine.
3. To evaluate the effect of CSR on EE at GFGL, Damang Mine.

Research Questions

Based on the research objective, the below questions were formulated:

1. What is the employees' perception on GFGL, Damang Mine CSR roles?
2. What is the effect of CSR on JS of employees at GFGL, Damang Mine?
3. What is the effect of CSR on EE at GFGL, Damang Mine?

Significance of the Study

This research is conducted because of many reasons. The finding of the study provides a Ghanaian perspective to the concept of CSR with employees as the focus of the study. In particular, the study will unravel the perception of CSR of employees at GFGL, Damang Mine. Moreover, this study aids practice by informing CSR and HR managers on the usage of CSR strategies as a means of influencing the behaviours and attitudes of their employees regarding JS and EE. Finally, the study provides additional knowledge on CSR, JS, and EE in the mining sector for researchers, policymakers, and business consulting firms interested in enhancing CSR, especially in the mining sector.

Delimitations

This study is delineated to employees working at GFGL, Damang Mine. Variables used in the study are CSR, JS, and EE. CSR is used as an independent variable, comprising four dimensions, namely ethical, legal, economic, and

philanthropic responsibilities. On the other hand, JS and EE are used as the dependent variables.

Limitations

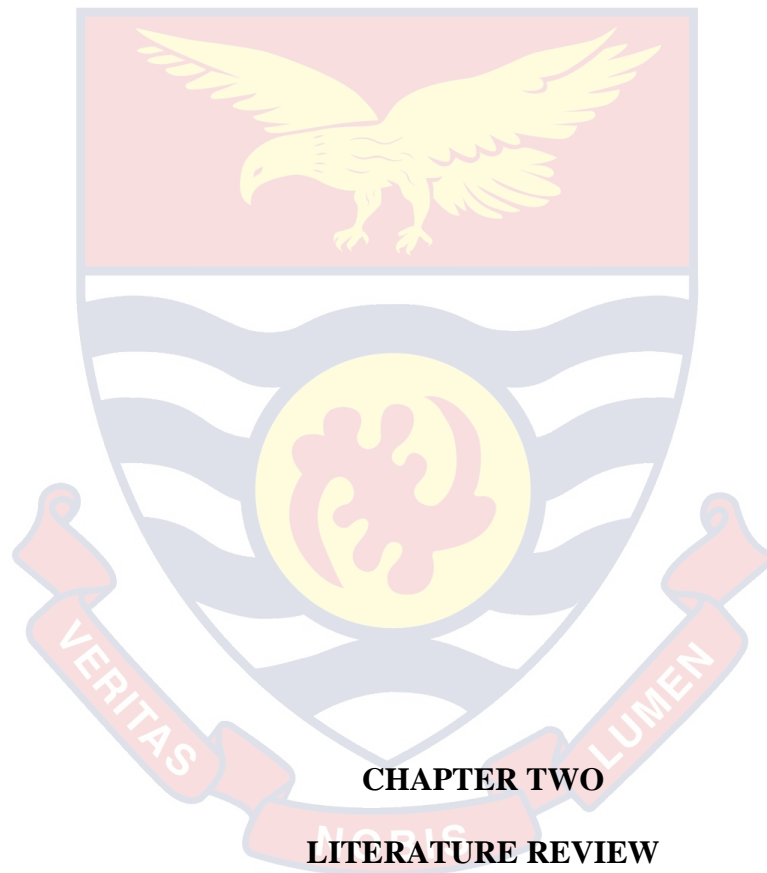
Every research method comes with its challenges which subsequently affect the research findings. The adoption of the quantitative research method suggests that if by any means the target population is not properly represented; it could have a subsequent effect on the quantitative analysis or findings of the study. The confinement of the study to GFGL, Damang Mine renders the result of the study applicable mainly to GFGL. In addition, the adoption of close-ended (Likert-type scale) statements means that there would be a limited amount of data expected of the respondents to provide relative to the main indicators used in this study.

Also, the data collected emerged from self-reported inventories, thus, the honesty of the responses given by the employees of GFGL, Damang Mine may be questioned. Additionally, the inability of the researcher to control the respondents during the administration of the questionnaires could affect the findings of the study since responses are generally dependent on the conditions of respondents during the period of administering the questionnaires. As such, their responses may be influenced by their current situation, which could eventually affect the study's findings.

Organisation of the Study

This study was organised into five main chapters. Chapter One presented the introduction, including an untitled introduction, background to the study, statement of the problem, research objectives, research questions, significance of the study, and organisation of the study. Chapters Two reviewed

relevant literature; consistent with the research objectives, and Chapter Three described the research methods of this study. Chapter Four provided details on the results and discussion and Chapter Five finalized the research with the summary, conclusions, and recommendations.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the literature review of this study. A literature review is an activity in which the knowledge base is engaged to inform a study. This study's literature review is structured under four broad headings, namely theoretical review, conceptual review, empirical review, and conceptual framework. The chapter ends with a chapter summary.

Theoretical Review

The theoretical review explains the theories that underpin this study. Two theories are used to underpin this study, and they are the stakeholder theory and the social identity theory. These two theories were selected because they provide the link between Corporate Social Responsibility (CSR) and Job Satisfaction related concepts and employee outcomes such as commitment, performance and creativity. Therefore, the researcher begins to discuss the stakeholder theory, which is subsequently followed by the social identity theory.

Stakeholder theory

According to Ivanović-Đukić (2011) and Srbljinović (2012), the Stakeholder theory of corporate governance underpins the concept of corporate social responsibility (CSR). It stipulates that the main goal of a company is not only to maximise profit; however, to satisfy its stakeholders' interests, including employees (Stanisavljević, 2017). By being responsible socially indicate that having the interest of various stakeholders and the society as a whole at heart (Maden, Arikan, Telci & Kantur, 2012). The stakeholder theory, therefore, assumes that when organisations consider the interest of all stakeholders during the decision-making process, the stakeholders reciprocate by becoming satisfied and socially engaged with the said organisation. Flowing from the assumptions of the stakeholder theory, one of the objectives of this research sought to examine the perception of CSR among employees at GFGL, Damang Mine to uncover the CSR activities that are undertaken in the company.

Social identity theory

The social identity theory (SIT) explains that CSR initiatives of a company influence the strength of the employee's level of JS as well as

employee engagement [EE] (Du, Bhattacharya & Sen, 2007). In other words, a company that inculcates the needs of the environment as well as the society in its business operations and subsequently interacts with its stakeholders voluntarily stands the chance of persuading employees to show high levels of JS and work engagement (Baffoe, 2018). This statement suggests that CSR dimensions (philanthropic, ethical, legal, and economic responsibilities) provide enormous benefits to employees and the society at large; and thus if a company incorporates it into its core business, employee satisfaction and engagement are positively affected.

This argument also supports the assertion made by Vlachos, Tsamakos, Vrechopoulos, & Avramidis (2009) that CSR influences attitudinal and behavioural responses. This suggests that employees are likely to discuss corporate issues with other parties including family members, friends, and colleagues, which enhances the actual purchase of the company's product or service offering. In line with the assumptions of the social identity theory, objective two and three of this research sought to assess the effect of CSR on job satisfaction (JS) of employees at Gold Fields Ghana Limited (GFGL), Damang Mine; and also evaluate the effect of CSR on EE at GFGL, Damang Mine, respectively.

Conceptual Review

The conceptual review defines and explains the concept of corporate social responsibility, JS and EE, as used in the context of this study. The explanation of these three concepts is provided below, beginning with the explanation of the concept of CSR, followed by the concept of JS and finally, the concept of EE.

The concept of corporate social responsibility

CSR has several explanations. Kotler & Lee (2005) indicated that CSR refers to a commitment of a company to enhance the well-being of the community by implementing business practices and thus contributing significant resources to that effect on a discretionary basis. The use of discretion suggests that a company is not mandated by law in the provision of CSR. Thus CSR is a voluntary commitment in which a company makes decision in the application of its business practices. Again, community well-being is the conditions and ecological issues which affect the lives of people within a particular community. The European Commission (2011) refers to CSR as a concept through which a company appropriately cares about both the society and environment by incorporating them into its main operations and thus voluntarily. Geoffrey, Sprinkle & Maines (2010) stated that CSR covers a broad range of a company's activities relating to the well-being of all stakeholders; employees, investors, customers, humanitarian institutions, suppliers, as well as future generations.

In the view of Carroll (1979), in order for a company to be a good corporate citizen, there are four basic responsibilities that it needs to undertake and these responsibilities define CSR. These responsibilities comprise ethical, legal, economic, and philanthropic. This definition by Carroll is called the pyramid of CSR (Figure 1), It is accepted among various authors in the field of CSR and it is often cited in the local and international literature (Park, Lee & Kim, 2014; Stanisavljević, 2017). With this in mind, it thus becomes appropriate for the researcher to adopt this definition.

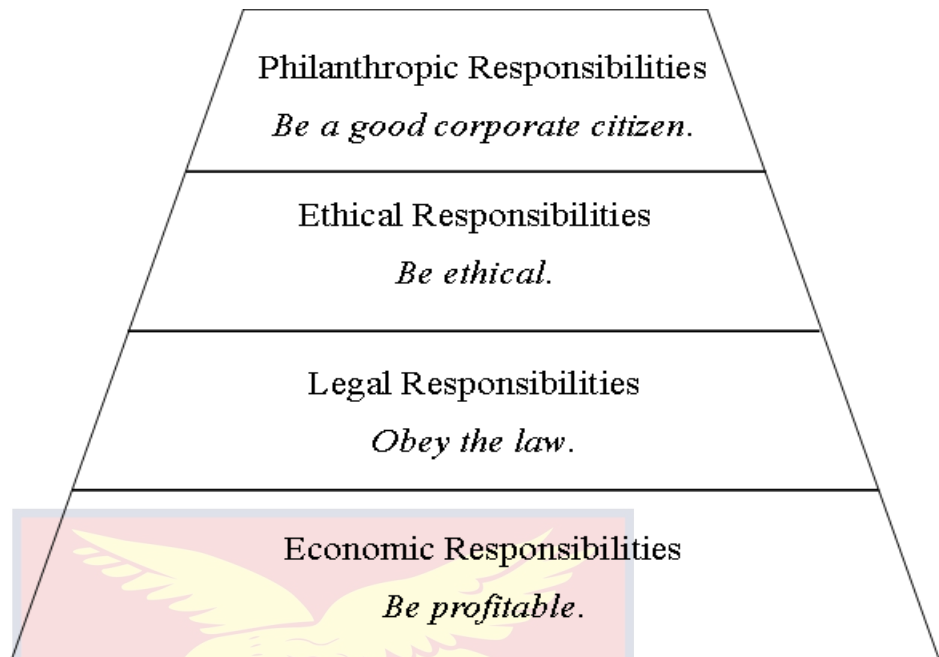


Figure 1: Pyramid of CSR

Source: Carroll (1991)

Economic responsibility

Economic responsibility is the first dimension of CSR. This explains the responsibility of a company to make a productive and profitable business and at the same time generating wealth (García de los Salmones, Herrero & Rodríguez del Bosque, 2005). In every economy, there three basic economic units — companies, individuals, and governments — of which companies represent the essential economic units. To this effect, companies have the ultimate responsibility of producing goods and services which are desirable to society (Carroll, 1991). By producing goods and services, companies generate profit through sale to customers and the profit thus becomes the basis for which a company can satisfy the interest of its shareholders and subsequently satisfy the needs of the environment and the society. Profits are important in rewarding owners, investors, and enhancing business growth (Carroll, 2016).

Legal responsibility

The second dimension of CSR is Legal responsibility. Companies are expected to fulfil their economic responsibility in accordance with the stipulated legislation as defined by authorities (Park et al., 2014). According to Carroll (1991), it required that a company commit to their economic mission by complying with appropriate legislation available. Carroll (2016) stated that companies are expected and required to operate in compliance with appropriate legislation. It is significant to state that disrespecting legislation has its negative consequences on customers' behaviour towards the company image which subsequently affects the overall sales performance of the company (Park et al., 2014).

Ethical responsibility

Ethical responsibility refers to behaviour and activities which though are not the requirement of the law are required or forbidden by society (Carroll, 1979, 2016). According to Carroll (1991), ethical responsibility refers to various norms, standards, and expectations that are considered to be fair and just by employees, shareholders, customers, and society. Carroll, (1991) also stated that ethical responsibility refers to the adoption of new standards and values expected of companies by a society; though those standards and values may reflect a higher standard of performance than the standards expected by law. It is important to note that when a company does something contrary to the expectation of society in terms of proper behaviour, the company is said to have acted unethically. To this effect, if the expectations of society are not met by the company, the company would be subjected to public criticism and boycotts, etc. (Srblijinović, 2012).

The concept of Job Satisfaction

There are different approaches adopted by various authors in defining the concept of JS. JS is the combination of psychological, physiological, and environmental conditions on the job necessary to insight the employees to be truly satisfied with their job (Hoppock, 1935). Again, Hoppock also stated that JS is stimulated by both internal and external factors. Vroom (1964) also maintained the view that JS focuses on the role of employees in their work environment. It thus suggests that JS is an emotional orientation on the part of employees towards their work entrusted in them.

According to Schneider & Snyder (1975), JS is the evaluation of a person's current conditions of the outcomes resulting from having a job. Herzberg (1976) puts forward that employees in their work setting are influenced by factors that cause both satisfaction and dissatisfaction on the job. This definition is probably another most frequently cited opinion.

Locke (1976) also defined JS as a pleasant or positive emotional state that results from the appraisal of an individual's job or the knowledge on the job. Locke's definition represents one of the most extensive definitions used in research. Similarly, in the view of Newstrom and Davis (1985), JS refers to both positive and negative feelings that employees show at work. Their approach to JS shows that a worker can either feel positive or negative towards work.

Locke & Latham (1990) provide different perceptions of JS. Their perceptions are based on the assumption that the achievement and success in performing a particular task depending on the objectives and expectations set at the highest level. Moreover, one of the most mentioned approaches to JS is the one stated by Spector (1997). The author indicates that JS explains how employees feel about their job and other parts of the work. The definition of

Spector (1997) takes a critical look at the extent to which people show affection towards the work they do. That is, whether or not they like their job. In simple terms, a person can be satisfied or dissatisfied with his or her work.

It must also be noted that the definition cited by Spector (1997) is quite similar to that of Herzberg (1976), and Newstrom & Davis (1985) since it indicates that a person may experience either a positive or negative feeling towards their job at a particular point in time. Spector (1997) explains that there are fundamental features of JS. Firstly, companies are guided by human values, and that they would do everything possible to ensure fairness and respect for workers. To this effect, the JS cycle begins with the activities put forth by the employer. Secondly, the satisfaction of employees in terms of their behaviours affects the proper functioning of the company. Thirdly, JS serves as a major indicator of companies' activities. That is, by evaluating JS, other aspects of satisfaction in different organisational functions can well be established. It can serve as a good indicator of disclosing the organisational functions that require changes in order to boost their performance. Again, JS is explained by Roodt, Rieger & Sempane (2002) as a person's perception and assessment of a particular job. Bhuian & Menguc (2002) also asserted that JS is the extent to which a person makes sense positively or negatively about the intrinsic and/or extrinsic elements of a person's job.

Another definition which is given by Statt (2004), emphasises that JS remains internal and it deals with how a person feels about the rewards his/her receives. Statt (2004) opined that JS is the extent to which employees are content with the rewards they derive from their job, especially with respect to the terms of intrinsic elements of motivation. Again, assessing aspects of human

feelings about their work involves their psychological process. With this in mind, Piccolo, Judge, Takahashi, Watanabe & Locke (2005) define JS as comprising, affective, cognitive, and evaluative responses.

Mullins (2005) also opined that JS is a complex and all-round concept which has a different meaning to different people. Mullins (2005) debated that JS is mostly associated with motivation; however, this association is not clear. Satisfaction differs from motivation. JS is more of an attitude and internal state. It can be associated quantitative or qualitative feeling of a person in achieving something. According to a definition by Mullins JS has four exceptional branches 1) multiplex, 2) many-sided, 3) conceived differently by different people, and 4) linked to motivation, but, the link is unclear.

In the work of Armstrong (2006), JS refers to the feelings and attitudes exhibited by people towards their jobs. That is, positive and favourable attitudes that people show towards their work are indication of JS. On the other hand, people exhibit negative and unfavourable attitudes as an indication of job dissatisfaction. Subsequently, Robbins & Robbins (2008) establish that JS is a positive feeling about one's work resulting from the evaluation of various job characteristics. In the definition by Robbins & Robbins (2008), it is clear that the kind of feeling that one expresses towards his or her work in order to be satisfied with a positive feeling. Their definition is silent on negative feelings. In the view of Aziri (2008), JS refers to external, internal, positive, and negative feelings that people express towards their work. The author describes JS as feelings resulting from the perception employees have regard the fact that their job contributes to both material and psychological needs. This definition is similar to that of Hoppock (1935) since it considers both intrinsic and extrinsic

determinants; however, the level of similarities becomes severe when compared with the work of Lawler & Porter (1967).

In a subsequent publication, Aziri (2011) considers JS as one of the factors in terms of efficiency and effectiveness of a company. This definition supports the managerial perception that employees should be treated as human beings with their own needs, wants, and personal aspirations. The author argues that satisfied employees are happy so do happy employees become successful.

Luthans (2011) also proposes three dimensions accepted to be the definition of JS. The first of which is that JS refers to the emotional response that one attaches to his or her work; second, JS is often influenced by how the results of a job meet or exceed expectations; and lastly, JS refers to things related to attitude. Moreover, in the work of Abdullah (2018), JS is explained as a psychological response of people towards their work resulting from the assessment of various indicators including the suitability of work facilities, promotion opportunities, and relationship with supervisors and colleagues among others.

The concept of Employee Engagement

A study conducted by Khan (1990) on emotional circumstances of engagement and disengagement of persons at work is widely observed among scholars as the first to have defined EE (Bailey et al., 2017). The author explained engagement as the process of harnessing a company's members' selves to the work roles assigned to them. More so, Khan stated through engagement people physically, cognitively, and emotionally employ and express themselves when they are performing their roles. Khan (1990) opined

that an engaged individual presents their physical, emotional and cognitive selves in the discharge of their duties in their place of work.

Hence, an employee who desires to be fully engaged must bring every aspect of themselves in the role performance. Khan (1990; 1992) also stressed that being engaged requires the full psychological presence of the employee in the process of executing roles assigned to them by their organisation. Employees who are psychologically present exhibit a high level of attention, are more connected, integrated, and focused when performing work roles (Khan, 1990). On the contrary, disengaged employees decouple themselves from their work roles and are less enthused in their work.

Saks (2006) also provided a multi-dimensional approach to EE, by defining it as a distinct and distinctive construct comprising emotional, cognitive, and behavioural components associated with the performance of an individual's role. The explanation by Saks shares some slight similarities with the definition by Kahn (1990), due to its focus on role performance at work. However, the uniqueness of this definition by Saks (2006), which exhibits its multidimensional nature, is seen from an attempt to draw the line between performing work roles, a situation Saks referred to as job engagement, and engaging in roles a member of the firm also referred to as organisational engagement roles. Nonetheless, Schaufeli (2012) argues that, despite the fact that this concept of job and organisational engagement is easily comprehensible on the face value, it has received very low usage amongst members in the academic community.

According to Bailey et al. (2017), EE is a positive, pleasing, job-related mind-set characterized by dedication, vigour, and absorption. This suggests that

employees who are engaged by and excited about their work take positive action to advance the image of the organisation. According to the authors the three components; dedication, vigour, and absorption, form the basic dimensions of EE. They further argued that EE is a more continuous affective state which pushes employees to be immersed in their work roles. Vigour refers to the mental resilience as well as the level of effort an employee puts forth during the discharge of their duties. It also captures the zeal and desire of employees to put in much effort in their work roles, as well as the persistence to complete work in the face of challenges.

A dedicated employee shows a high level of pride and enthusiasm in the discharge of their work. It also involves employees showing some sense of significance in relation to their work. Absorption, which is the final dimension of EE by Bailey et al. (2017), is also characterized by employees showing high levels of concentration and being fully occupied with their work roles to the extent that person find they finds it difficult to set themselves apart from their work. They argued that total absorption to work roles by employees can be likened to a state called “flow”, which describes a state where employees hit optimal levels during work experience. During this period, people experience complete attention, with a clear mind, with complete body and mind unison. The next section considers the empirical review of this study.

Empirical Review

The empirical review is structured under three sub-headings, which are consistent with the research objectives of this study, namely the perception of CSR among employees; the relationship between CSR and JS among employees; and the relationship between CSR and EE among employees.

Perception of corporate social responsibility among employees

Baffoe (2018) examined the idea of CSR activities in some selected companies. In all, three companies that adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited, and Activa Insurance Ghana. In the study, the mixed-method approach and a cross-sectional survey design were employed in gathering data. Precisely, the concurrent mixed-method approach was used to gather data at the same point in time.

A hierarchical regression analysis was used in analysing the survey data from 322 usable responses, while the content analysis was also used in analysing the 2015 yearly reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analysed to confirm the findings revealed in the reports of these three companies used in the study. Findings from the study showed that the CSR activities of the three companies were more philanthropic and external, with a keen focus on education and health. Yet, Baffoe's (2018) research finding was limited to companies in the banking and insurance sectors, ignoring those in the mining sector.

Corporate social responsibility and job satisfaction of employees

A corroborative study by Glavas & Kelly (2014) explored how employee perception of the treatment of others outside the organization vis a vis how they were treated within the organisation affected their job attitudes. Their research sampled 827 workers in 18 firms, to specifically find out how their commitment to the organisation was affected by how their firms carried out their internal and external CSR activities. Findings from the study showed that

employee perception of CSR was positively linked to organisational commitment. Yet, Glavas and Kelly's (2014) study was written in the western context. More so, the authors neglected to consider the impact of employees' perspectives of CSR on JS.

Closon, Leys & Hellemans (2015) researched on CSR and organisational commitment and JS in Belgium, using the stakeholder theory as a theoretical framework for the study. Their study found that ethical and legal external CSR practices influenced employee affective commitment, while JS was also positively influenced by external and internal CSR practices. However, the authors' research was conducted in Belgium: a non-Ghanaian context.

Newman, Nielsen & Miao (2015) studied the effect of employee perception of CSR activities on their organisational citizenship behaviour, JS, and job performance among three organisations in China, using the social identity theory as a theoretical foundation. The study results indicated that employees' perception of their CSR towards social and non-social stakeholders strongly predicted organisational citizenship behaviours. On the contrary, employees' perception of CSR in relation to the government, employees, and customers were not predictors of both JS and job performance. This result contradicts the finding of the study by Closon et al. (2015) in Belgium, in which JS was also positively influenced by external and internal CSR practices, creating inconsistency in the literature.

Baffoe (2018) examined the association between CSR and JS in leading Ghanaian companies. In all, three companies that adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima

Kwanwoma Rural Bank Limited, and Activa Insurance Ghana. The study adopted the mixed-method approach and a cross-sectional survey design in gathering data. Precisely, the concurrent mixed-method approach was used in gathering data at the same point in time.

A hierarchical regression analysis was used in analysing the survey data from 322 usable responses, while the content analysis was also used in analysing the 2015 yearly reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analysed to corroborate the findings from the annual reports of the companies used in the study. Findings from hierarchical regression analysis showed that employee perception of CSR influenced JS. However, Baffoe's (2018) finding was limited to companies in the banking and insurance sectors, and not the mining sector.

Corporate social responsibility and employee engagement

Ferreira & Real de Oliveira (2014) conducted research and established the relationship between CSR and work engagement in Portugal; they attempted to know how diverse forms of CSR (both internal and external) influenced work engagement within their organisation. The study employed the survey research design, by sampling 193 middle level managers from several of the major firms from diverse sectors (that is, food and beverages, retail, finance, and telecoms) in Portugal. The authors used the stakeholder theory by Freeman (1986) as the basis for their theoretical underpinning for the study. In the end, their study revealed that respondents of the study recorded very high levels of engagement.

Furthermore, Ferreira & Real de Oliveira's (2014) found that CSR is positively related to work engagement and also CSR had a significant relationship with work engagement. Employees who engaged in internal CSR were found to be more than those engaged in external CSR. Despite the authors' contributions to the body of knowledge, their study was limited to firms in the beverages, retail, finance and telecoms industry, disregarding companies in the mining sector. Moreover, their study was written in a non-Ghanaian context.

McNamara, Carapinha, Pitt-Catsoupes, Valcour & Lobel (2017) studied the association between employee perception of two dimensions of CSR and job attitudes of employees in different countries. The multinational study sampled employees from different countries with the main team based in the United States. Specifically, the study indicated that the perceptions of employees on CSR activities in their organisations influenced two major employee job attitudes; work engagement and affective commitment, by focusing primarily on the roles of employee valuation of CSR in the cultural context.

In the end, McNamara et al. (2017) research revealed that employees who had a good perception of their firm's externally focused CSR activities showed high levels of affective commitment and EE. Moreover, internal CSR activities were found not to be associated with EE, although it was linked affective commitment. Employees' perception of internal CSR activities across all the cultures under the study revealed that it had a positive link to affective commitment, signifying that internal CSR can be used as a base to build commitment among employees. Nevertheless, McNamara et al.'s (2017) study were written in a non-Ghanaian context.

Baffoe (2018) investigated the association between CSR and EE in leading Ghanaian companies. In all, three companies that adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited and Activa Insurance Ghana. The study adopted the mixed-method approach and a cross-sectional survey design and in gathering data. Precisely, the concurrent mixed-method approach was used to gather data at the same point in time.

A hierarchical regression analysis was used in analysing the survey data from 322 usable responses, while the content analysis was also used in analysing the 2015 yearly reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analysed to confirm the findings from the yearly reports of the companies used in the study. Findings from the study showed that the CSR activities of the three companies were more philanthropic and external, with a keen focus on education and health. Hierarchical regression results showed that the perception of employee CSR influenced EE. This result can be likened to the earlier study by Ferreira & Real de Oliveira (2014) in Portugal. Nonetheless, Baffoe's (2018) research finding was limited to companies in the banking and insurance sectors, ignoring those in the mining sector.

Conceptual Framework of the Study

This section presents the conceptual framework of this study. A conceptual framework shows the researcher's idea on how a study is explored. It explains time-tested theories that indicate the findings of different examinations on the occurrence of a particular phenomenon. A time-tested

theory means having effectiveness that has been proved over a long period of time. A conceptual framework, therefore, displays the relationships among various variables expressed in the study, which is consistent with the research objectives of the study. Figure 2 below clearly illustrates the conceptual framework for the study.

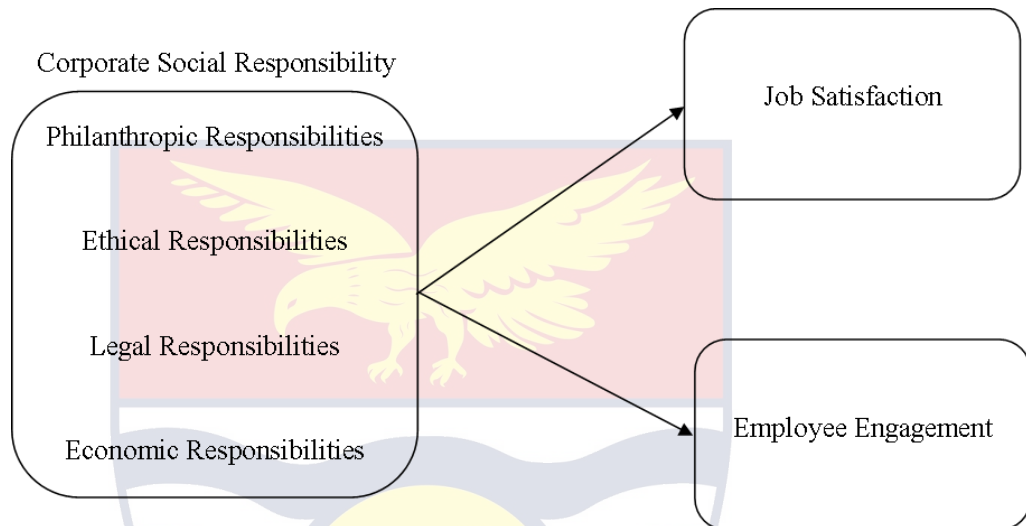


Figure 2: Conceptual framework of the study

Source: Author's construct (Quarshie, 2020),

From Figure 2 above, CSR is made up of four dimensions, namely philanthropic, ethical, legal, and economic responsibilities. Based on these dimensions, objective one of this dissertation seeks to examine employees' perception on GFGL, Damang Mine CSR roles. Secondly, the path linking CSR to JS is in line with objective two of this research. Finally, the path linking CSR to EE is also consistent with objective three of this research.

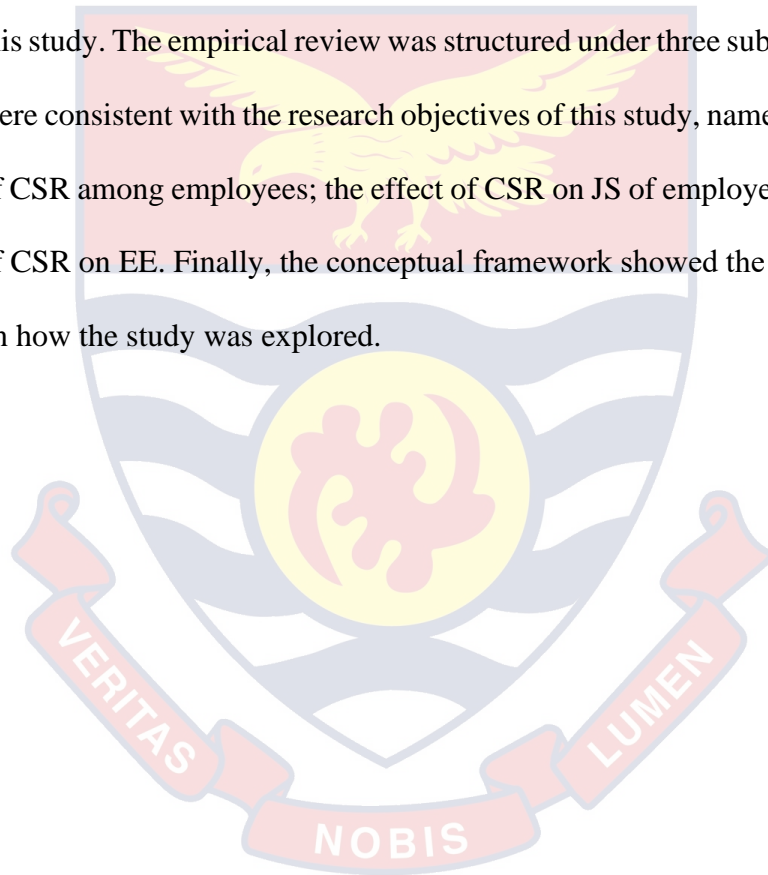
From the above framework, the researcher formulates the following hypotheses:

H1: CSR has a positive and significant effect on JS.

H2: CSR has a positive and significant effect on EE.

Chapter Summary

This chapter reviewed existing literature related to the subject under investigation. The literature review was structured under four broad headings, namely theoretical review, conceptual review, empirical review, and conceptual framework. The theoretical review explained the theories that underpinned this study. Two theories were used to underpin this study and they were: the stakeholder theory, and the social identity theory. The conceptual review defined and explained the concept of CSR, JS, and EE, as used in the context of this study. The empirical review was structured under three sub-headings, which were consistent with the research objectives of this study, namely the perception of CSR among employees; the effect of CSR on JS of employees; and the effect of CSR on EE. Finally, the conceptual framework showed the researcher's idea on how the study was explored.



CHAPTER THREE

RESEARCH METHODS

Introduction

This section presents the methods adopted for this research. It encompasses the research approach, research design, study organisation, population, sampling procedures, data collection instrument, ethical considerations, data collection procedure, and data processing and analysis. The chapter ends with a chapter summary.

Research Approach

Research approaches are generally classified into three main types; quantitative, qualitative, and mixed-methods. Quantitative studies are usually used in the natural sciences and are usually based on information that is numerically measured (Leppink, 2016). It is the research approach, which is focused on the development of testable objectives/hypotheses (Howell, 2013) which can be generalised across different fields. The quantitative approach places an emphasis on the principle of reliability and statistical compartmentalization, as confirmed by Burns & Burns (2008). Generally, surveys, personality tests, and standardised research instruments are used in the quantitative research approach (Creswell & Creswell, 2017).

The qualitative research approach depends upon systematic procedure and techniques, where the researcher builds subjective elements into the findings and conclusions (Crotty, 1998). The basis of this kind of research is to understand why and how things (such as disease, health, and illnesses) happen and not just about what, where, and when? This can be said are the reasons the qualitative research approach is most appropriate when conducting exploratory studies (Rahman, 2017). This is because it stresses smaller units of samples rather than larger samples in order to assist a deeper study and analysis of the subject at stake (Leppink, 2016).

The mixed-method combines both quantitative and qualitative methods; and it involves collecting and analysing both quantitative and qualitative data in a particular study, or several studies (Creswell & Clark, 2011). The use of the mixed-method type of research is based on the basis that it provides a clear understanding of the research problems than using only one approach only (Leppink, 2016). Scholars suggest, however, that the research approach used should accommodate the research objectives (Leppink, 2016; Yin, 2017), and the type and quality of data to be collected (Jick, 1979).

Since the research objectives of this study seek to collect large data that can be measured numerically and where scales of measurement for variables are already established in the literature, the quantitative research approach was employed for the study. There are many advantages of the use of the quantitative method; among them is; it covers various events, where the researcher combines statistics from a larger sample size (Amarantunga & Baldry, 2002). The quantitative approach also improves the use of statistical data analysis methods; and this is to aid in generalisation of findings from the study (Creswell &

Creswell, 2017). Generalizations from testing of statistical hypotheses lead to general inferences about population features, and quantitative approaches are typically regarded as deductive in nature. Quantitative approaches are sometimes described as presuming the existence of a single “truth” that is independent of human experience (Lincoln, Lynham & Guba, 2011). It was also discovered that quantitative research findings may be predictive, explanatory, and confirmatory (Williams, 2007 as cited in Bernard & Bernard, 2012).

Research Design

There are three basic designs adopted by researchers in conducting research; exploratory, descriptive, and explanatory (causal). Each of these designs has its purpose and thus can be adopted in different ways (Malhotra & Malhotra, 2012). The exploratory research design involves the process of discovering new ideas and insights rather than collecting precise statistical data. Exploratory research mostly takes the form of open-ended questions and thus responses to that effect may not be measurable statistically; but they provide quality information that is necessary for discovering new insights and initiatives that need to be addressed (Yin, 2017). Exploratory research methods include focus group, survey, literature research, and case studies (Darabi, 2007).

Again, descriptive research describes the sample population through a numerical expression of data and as such, it is considered to be conclusive. Descriptive research is preplanned and well structured compared to exploratory. Descriptive research is adopted to enable the researcher to define the opinions, attitude, and behaviour of the sample population concerning the subject under consideration (Robson, 1993). The questions employed for descriptive research have pre-planned responses from which respondents may choose from. This

allows the researcher to make statistical inferences about the data. That is, it becomes easy for the researcher to evaluate the significance of the results in relation to the population being investigated; as well as the changes in the attitudes, opinions, and behaviours of respondents within a particular period of time (Bryman & Bell, 2015). Notwithstanding the positive side of descriptive research, the questions formulated under descriptive research do not give proper insights on the research problem compared to exploratory research.

It must be stated clearly that given that the research objectives of this study are both descriptive (objective one) and predictive in nature (objective two and three), the descriptive-explanatory research design was employed for this study. This is because the explanatory research explains the relationship between and among various variables employed in specific research. Descriptive research just like explanatory research is also quantitative. It is pre-planned and well-structured in nature. Explanatory research presents two objectives. These are; to understand the cause and effect variables, and also to determine the level of the relationship existing between the cause and effect variables (Yin, 2017).

Study Organisation

This study is conducted at Gold Fields Ghana (GFGL) which is the number one gold mining company in Ghana. GFGL is a company owned by Gold Fields Limited (GFL). GFL is a multinational producer of precious metals which operates globally; headquarters in South Africa. GFGL is the largest producer of gold in Ghana with an annual production capacity of 935,000 ounces from two mines which are Damang and Tarkwa mines. GFGL employs over 5000 Ghanaians and it has the core values of safety, responsibility, honesty,

respect, innovation. These values form the basis for which GFG interacts with its stakeholders (Ghana Investment Promotion Centre, 2020).

Due to the massive environmental degradation which is generally caused by mining companies, there is a high public outcry on the need for GFGL to intensify their CSR activities, particularly philanthropic responsibilities, to benefit the beneficiary communities (Owusu-Koranteng & Owusu-Kwarteng, 2017). It is for this reason that this study drew responses from employees of this company. Against this backdrop, this study sought to examine CSR, JS, and EE at Gold Fields Ghana, Damang Mine

Population

According to Rubin & Babbie (2001), a population of a study is the aggregation of theoretically specified elements. Therefore, all employees working at GFGL, Damang Mine, numbering 845 formed the population of this study. Data was sourced from the human resource department of GFGL of Damang Mine.

Sampling Size

The study's sample size is based on Yamane's (1973, p.886) formula (Equation 1). Owing to a population proportion of 50%, a confidence level of 95%, employing the simple random sampling design, and a level of precision of $\pm 5\%$; the minimum sample size from a population of 845 employees was 271.

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

Where, n=population size, e=level of precision or margin of error,
n=sample size.

$$n = \frac{845}{1 + 845(0.05)^2} = 271.49 \Rightarrow 271$$

The minimum sample size of 271 was increased by 30%, making it 352 to cater for the non-response rate, as proposed by Israel (2013).

Data Collection Instrument

The study adopted a semi-structured questionnaire the instrument for data collection and it was self-administered. The measurement items for CSR, job satisfaction (JS), and employee engagement (EE) were sourced from prior studies. Specifically, the items that measure the type, nature, and form of CSR were sourced from the study by Hsu (2018), containing 11 items measured on a five-point Likert-like scale ranging from 1=least agree, 2: disagree, 3: neutral, 4: agree to 5: strongly agree. This scale had four dimensions, namely; legal responsibilities, ethical responsibilities, economic responsibilities, and philanthropic responsibilities. A sample item for legal responsibilities was “GFGL is able to comply with the relevant authorities’ regulations” (CSR03).

Utretch Work Engagement scale adopted by Schaufeli & Bakker (2003) containing nine items was employed in measuring EE. The nine items of EE are measured on a five-point Likert-type scale ranging from 1=least agree, 2: disagree, 3: neutral, 4: agree to 5: strongly agree. Sample item is “At my job, I feel strong and vigorous” (EEN2). Lastly, JS was measured using a scale by Closon, Leys and Hellemans (2015), comprising seven items measured on a five-point Likert type scale. A sample item was “I am satisfied with the work environment where I work” (JOT2). Similar to the other scales, the seven items of JS were measured on a five-point Likert-type scale ranging from 1=least agree, 2: disagree, 3: neutral, 4: agree to 5: strongly agree.

Ethical Considerations

Patten & Newhart (2017) conducted a study and revealed three major ethical considerations that must be used in every study. These are anonymity and confidentiality, voluntary participation, and respondents' right to privacy. To that effect, the researcher ensured every possible means to comply with these ethical issues. All the respondents participated in the data collection at free will without any coercion. To ensure the strictest form of voluntary participation, the respondents were made to understand that they were free to opt-out from the research anytime they chose to do so.

In terms of privacy, respondents were allowed to answer the questions individually and unclear questions were appropriately dealt with individually. Again, regarding the issue of anonymity and confidentiality of information, respondents were not made to indicate their names on the questionnaires. Moreover, no indication was made on the questionnaire to solicit details relating to personal addresses or postal addresses. Again, respondents were assured that their information wouldn't be used against them and thus were meant for academic purposes only.

Data Collection Procedure

352 blank questionnaires were administered to employees at GFGL, Damang Mine, through the human resource department of the company. In other words, 352 blank questionnaires were left with the human resource department of the company to be distributed to all staff in the company and collected later after completion. Data collection lasted for three weeks from the day questionnaires were administered to the day that they were retrieved. Of the 352 blank questionnaires distributed, 280 completed questionnaires were retrieved. The figure 280 was above the minimum sample size of 271, therefore, the 280

questionnaires retrieved were considered valid for data analysis. Consequently, a response rate of 79.50% was attained. The non-response rate was 20.50%.

Data Processing and Analysis

After successfully collecting data from the respondents, the completed questionnaires are scrutinised to ensure that all possible errors resulting from incomplete and wrongly-filled questionnaires are corrected, after which the error-free questionnaires are subsequently coded and edited; this is to avoid missing values, after which the data are processed. IBM SPSS Statistics Software for windows, version 23 is the software used for data analysis. First of all, the demographic characteristics that are collected are sex, age, and education, and they are analysed using frequencies and percentages. The outputs from the data are presented in tables.

Objective one of this study, which seeks to examine the perception of CSR of employees at GFGL, Damang Mine, was analysed using mean and its associated standard deviation. Objective two, which seeks to assess the effect of CSR on JS of employees at GFGL of Damang Mine, was analysed using standard regression analysis. Finally, the third objective of this study, which seeks to assess the effect of CSR on EE of employees at GFGL of Damang Mine, was also analysed using standard regression analysis. The outputs were presented in tables.

Chapter Summary

This section presents the methods adopted for this research. It encompasses the research approach, research design, study organisation, population, sampling procedures, data collection instrument, ethical considerations, data collection procedure, and data processing and analysis. In

line with these dimensions, the researcher employed the quantitative research approach; the research design was descriptive-explanatory; the study was conducted at GFGL of Damang Mine; and the population of the study was all 845 employees working at GFGL, Damang Mine. Yamane's (1973, p.886) formula was used to select a minimum sample size of 271 from a population of 845. The minimum sample size of 271 was increased by 30%, making it 352 to cater for the non-response rate.

Moreover, the study also adopted a semi-structured questionnaire; the main research instrument used in collecting data and was self-administered. Ethical considerations were anonymity and confidentiality, voluntary participation, and respondents' right to privacy. Of the 352 blank questionnaires distributed, 280 completed questionnaires were retrieved. The figure 280 was above the minimum sample size of 271, therefore, the 280 questionnaires retrieved were deemed valid for data analysis. Consequently, a response rate of 79.50% was attained. The non-response rate was 20.50%. Percentages, frequencies, mean, and its associated standard deviation, and standard regression tools of IBM SPSS Statistics software for Windows; version 23 was employed for data analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discusses the study results by first looking at the demographic characteristics of respondents, namely; sex, age, and level of education using frequencies and percentages as analytical tools. Afterward, mean and its associated standard deviation are used to examine the perception of corporate social responsibility (CSR) of employees at Gold Fields Ghana Limited (GFGL), Damang Mine. What is more, standard regression analysis is used to assess the effect of CSR on job satisfaction (JS) of employees at GFGL, Damang Mine, and to assess the effect of CSR on employee engagement (EE) at GFGL, Damang Mine.

Survey Questionnaire Response Rate

The researcher sent 352 blank questionnaires to the respondents; fortunately, 280 completed questionnaires constituting 79.50% were filled and returned. The remaining 72 constituting 20.50% were not returned by the respondents. The total positive response rate of 79.50% received is good. This indicates an accurate and valid response rate necessary for a meaningful statistical analysis. Table 1 below clearly depicts this.

Table 1: Survey Questionnaire response rate

Respondents	No. dist'd.	% dist'd	No. rtnrd	% rtnrd	% Non- rtnrd
Employees	352	100	280	79.50	20.50
Total	352	100	280	79.50	20.50

Source: Field survey, Quarshie (2020)

Demographic Characteristics of Respondents

This section presented the demographic characteristics of respondents comprising sex, age, and level of education. Regarding the sex of respondents, results showed that females were 24.64% (n=69), while males were 75.36% (n=211), signifying that the respondents were dominated by males (Table 1).

Moreover, while 38 respondents (representing 13.57%) fell within the “21 – 30” age category, the remaining 242 respondents (86.43%) were 31 years and above, signifying that the majority of the respondents were matured enough to make informed contributions to this study. Further examination revealed that, out of the 242 respondents (86.43%) who were 31 years and above, most of them (n=89) were within the “31-40” age category, followed by “41 – 50” age category (n=76).

In terms of the educational levels of the respondents, the results showed that the majority of respondents (n=148, representing 52.86%) have had tertiary education, followed by secondary education (n=125, 44.64%), and finally, basic education (n=7, 2.50%). As such, the use of a self-administered questionnaire process during data collection was justified, because the employees can read and understand the statements on the instrument and, subsequently, provide candid responses. Table 2 below depicted the demographic characteristics of respondents.

Table 2: Demographic Characteristics of Respondents

Details	Freq	%
A1 Sex:		
Female	69	24.64
Male	211	75.36
A2 Age in years:		
21 – 30	38	13.57
31 – 40	89	31.79
41 – 50	76	27.14
51 – 60	51	18.21
Above 60	25	8.93
A3 Level of Education:		
Basic	7	2.50
Secondary	125	44.64
Tertiary	148	52.86

Source: Field survey, Quarshie (2020)

Employees’ perceptions on Gold Field Ghana Limited CRS roles

The first objective of this research sought to examine the Employees’ perceptions on Gold Field Ghana Limited CRS roles. However, since corporate social responsibility is made up of four distinct dimensions, it is appropriate to consider each of the four dimensions before concluding. The first sub-section, therefore, began by examining the existence of economic responsibilities, as a dimension of CSR, at GFGL from the viewpoint of employees.

Economic responsibilities at GFGL, Damang Mine

In examining the existence of economic responsibilities at GFGL, two indicators were measured on a five-point Likert-type scale with scores 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores are generalised based on respondents’ level of *agreement* or *disagreement* with each of the statements under “Economic Responsibilities” on the questionnaire. The cut-off point for the scale was arrived at using the mean of the scale minus 0.1, as used by earlier researchers (Koomson, 2017; Osei-Bonsu, 2019). As such, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 suggests *agreement* from respondents. Table 3 below clearly indicated the economic responsibilities at Gold Fields Ghana Limited, Damang Mine.

Table 3: Economic Responsibilities at GFGL, Damang Mine

Serial	Label	Mean	Interpretation	SD
CSR01	GFGL strives to improve the company’s operating performance.	4.71	Agreement	.81
CSR02	GFGL values service quality.	4.80	Agreement	2.10

Source: Field survey, Quarshie (2020)

From Table 3, the mean of “GFGL strives to improve the company’s operating performance”, as an indicator from a sample of 280 was 4.71, suggesting *agreement with* economic responsibilities at GFGL from employees’ standpoint, with a variation from a standard deviation of .81, implying that respondents’ views were less varied. This result indicates that GFGL is committed to enhancing the company’s operational performance. Similarly, “GFGL values service quality”, as an indicator from a sample of 280 obtained

an average value of 4.80, signifying *agreement with* economic responsibilities at Gold Fields Ghana Limited from the perspective of employees, with a degree of dispersion from a standard deviation of 2.10, implying relatively high disparity in respondents' views. The agreement with this indicator means that employees at GFGL affirm that the company priorities service quality.

Gleaning from the opinions of respondents with respect to the existence of economic responsibilities at GFGL, respondents showed *agreement with* all the two indicators measuring economic responsibilities at GFGL. Therefore, the researcher of this study concludes that economic responsibilities are a form of corporate social responsibility that is practiced at GFGL, Damang Mine. The next sub-section considers the existence of legal responsibilities at GFGL, Damang Mine.

Legal responsibilities at GFGL, Damang Mine

In examining the existence of legal responsibilities at GFGL among employees, five indicators were measured on a five-point Likert-like scale with scores 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores are generalised based on respondents' level of *agreement* or *disagreement* with each of the statements under "Legal Responsibilities" on the questionnaire. The cut-off point for the scale was arrived at using the mean of the scale minus 0.1, as used by earlier researchers (Koomson, 2017; Osei-Bonsu, 2019). As a consequence, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 suggests *agreement* from respondents. Table 4 below clearly indicated Legal responsibilities at GFGL, Damang Mine.

Table 4: Legal Responsibilities at GFGL, Damang Mine

Serial	Label	Mean	Interpretation	SD
CSR03	GFGL is able to comply with the relevant authorities' regulations.	3.71	Agreement	.86
CSR04	GFGL does not deceive customers in marketing and advertising.	3.81	Agreement	1.04
CSR05	GFGL discloses information such as financial and business information.	3.30	Agreement	.81
CSR06	GFGL provides complete mining production information to all customers.	3.32	Agreement	.92
CSR07	GFGL has certain norms and standards for business conduct.	3.45	Agreement	.77

Source: Field survey, Quarshie (2020)

As displayed in Table 4, the mean of “GFGL is able to comply with the relevant authorities’ regulations”, as an indicator from a sample of 280 was 3.71, suggesting *agreement with* legal responsibilities at Gold Fields Ghana Limited, with a variation from a standard deviation of .86, implying that respondents’ views were less varied. This result indicates that GFGL, Damang Mine complies with the relevant authorities’ regulations.

Similarly, “GFGL does not deceive customers in marketing and advertising”, as an indicator from a sample of 280 obtained an average value of 3.81, signifying *agreement with* legal responsibilities, with a degree of dispersion from a standard deviation of 1.04, implying relatively high disparity in respondents’ views (Table 4). The *agreement with* this indicator means that GFGL, Damang Mine does not trick customers in marketing and advertising their products.

In a similar fashion, the medium of “Gold Fields Ghana Limited focuses on information disclosure and transparency, such as financial and business information”, as an indicator from a sample of 280 was 3.30, indicating an *agreement* with the legal responsibilities at GFGL from the opinion of employees, with a degree of variation from a standard deviation of .81, implying that respondents’ views were relatively similar (Table 4). This indicator signifies that GFGL pays attention to information disclosure such as financial and business information.

Likewise, “GFGL provides complete mining production information to all customers”, as an indicator from a sample of 280 was 3.32, signifying *agreement with* legal responsibilities at GFGL, from the standpoint of employees, with a variation from a standard deviation of .92, indicating invariability in respondents’ views (Table 4). The outcome of this indicator insinuates that GFGL, Damang Mine provide relevant mining information to their customers.

In the same way, “GFGL has certain norms and standards for business conduct”, as an indicator from a sample of 280 was 3.45, signifying *agreement with* legal responsibilities at GFGL, from the standpoint of employees, with a variation from a standard deviation of .77, indicating invariability in respondents’ views (Table 4). The outcome of this indicator insinuates that invariability, Damang Mine have written down norms and standards for business dealings

Judging from the responses of employees with respect to legal responsibilities at invariability, it is manifest that respondents showed *agreement with* all the five indicators of legal responsibilities (Table 4). As

such, the researcher settles that legal responsibilities are a form of corporate social responsibility at GFGL, Damang Mine. The next sub-section considers ethical responsibilities at GFGL, Damang Mine.

Ethical responsibilities at Gold Fields Ghana Limited, Damang Mine

In analysing the existence of ethical responsibilities at GFGL of Damang Mine, two indicators were measured on a five-point Likert-type scale with scores 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores were generalised based on respondents' level of *agreement* or *disagreement* with each of the statements under "Ethical Responsibilities" on the questionnaire. The cut-off point for the scale was arrived at using the mean of the scale minus 0.1, as used by previous researchers (Koomson, 2017; Osei-Bonsu, 2019). As a consequence, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 implies *agreement* from respondents. Table 5 below clearly indicates ethical responsibilities at GFGL, Damang Mine.

Table 5: Ethical Responsibilities at Gold Fields Ghana Limited

Serial	Label	Mean	Interpretation	SD
CSR08	GFGL values employee education, development, and welfare.	4.54	Agreement	.71
CSR09	GFGL commit part of its profits to support non-profit activities.	3.14	Agreement	.73

Source: Field survey, Quarshie (2020)

As depicted in Table 5, the mean of "GFGL values employee education, development, and welfare", as an indicator from a sample of 280 was 4.54, suggesting *agreement with* ethical responsibilities at GFGL, with a variation from a standard deviation of .71, implying that respondents' views were less

varied. This result indicates that GFGL values employee education, development, and welfare.

Likewise, “GFGL is committed to using part of its profits to help non-profit activities”, as an indicator from a sample of 280 obtained an average value of 3.14, signifying *agreement with* ethical responsibilities at Gold Fields Ghana Limited of Damang Mine, with a degree of dispersion from a standard deviation of .73, implying relatively low disparity in respondents’ views (Table 5). The *agreement with* this indicator means that Gold Fields Ghana Limited is committed to using part of its profits to help non-profit activities.

Gleaning from the views of respondents with respect to the existence of ethical responsibilities at GFGL of Damang Mine, respondents showed *agreement with* all the two indicators that measured ethical responsibilities (Table 5). Therefore, the researcher concludes that ethical responsibilities are a form of corporate social responsibility practised by GFGL of Damang Mine. The next sub-section considers philanthropic responsibilities at GFGL, Damang Mine.

Philanthropic responsibilities at GFGL, Damang Mine

In analysing the existence of philanthropic responsibilities at GFGL, two indicators were measured on a five-point Likert-type scale with scores 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores were generalised based on respondents’ level of *agreement* or *disagreement* with each of the statements under “Philanthropic Responsibilities” on the questionnaire. The cut-off point for the scale was arrived at using the mean of the scale minus 0.1, as used by previous researchers (Koomson, 2017; Osei-Bonsu, 2019). Therefore, a mean range of 1.0 to 2.9 suggests *disagreement* from

respondents, while a mean range of 3.0 to 5.0 implies *agreement* from respondents. Table 6 below clearly indicates Philanthropic responsibilities at GFGL, Damang Mine.

Table 6: Philanthropic Responsibilities at GFGL, Damang Mine

Serial	Label	Mean	Interpretation	SD
CSR10	GFGL encourages partnerships with local businesses and schools.	4.84	Agreement	.61
CSR11	GFGL values and often participates in charitable activities.	4.71	Agreement	.63

Source: Field survey, Quarshie (2020)

As shown in Table 6, the mean of “GFGL encourages partnerships with local businesses and schools”, as an indicator from a sample of 280 was 4.84, suggesting *agreement with* philanthropic responsibilities at GFGL, with a variation from a standard deviation of .61, implying that respondents’ views were less varied. This result indicates that Gold Fields Ghana Limited encourages collaborations with local businesses and schools.

Likewise, “GFGL values and often participates in charitable activities”, as an indicator from a sample of 280 obtained an average value of 4.71, signifying *agreement with* philanthropic responsibilities at GFGL, with a degree of dispersion from a standard deviation of .63, implying relatively low disparity in respondents’ views (Table 6). The agreement with this indicator means that GFGL values and often participates in charitable activities.

Judging from the opinions of respondents with respect to the existence of philanthropic responsibilities at GFGL, respondents showed *agreement with* all the two indicators that measured philanthropic responsibilities (Table 6).

Consequently, the author of this dissertation concludes that philanthropic responsibilities are a form of corporate social responsibility that is practised at GFGL, Damang Mine.

The overall mean scores of each of the four dimensions of CSR at GFGL, Damang Mine

The overall mean for each of the four dimensions of CSR was calculated in order to succinctly ascertain the type, nature and form of CSR among employees at GFGL, Damang Mine. Table 7 presents the results of this calculation.

Table 7: Overall Mean of Corporate Social Responsibility Dimensions

CSR dimensions	Overall Mean	Ranking
Economic responsibilities	4.76	2 nd
Legal responsibilities	3.52	4 th
Ethical responsibilities	3.84	3 rd
Philanthropic responsibilities	4.78	1 st

Source: Field survey, Quarshie (2020)

It can be inferred from Table 7 that CSR at GFGL, Damang Mine, was more philanthropic, and followed by economic, ethical, and legal. This result resembled the finding of an earlier study by Baffoe (2018) in Ghana, in which the author discovered that CSR activities of Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited, and Activa Insurance Ghana Limited were more philanthropic in nature.

Regression Analysis on the Relationship between CSR and JS of Employees of GFGL, Damang Mine

The second objective of this research sought to assess the effect of CSR on the JS of employees at GFGL, Damang Mine. The standard regression technique was used to analyse this relationship. The essence of the regression analysis was first, to determine the extent of the relationship between the CSR and JS; secondly, to determine the extent of variation that exists between the CSR and JS and lastly, to determine the extent of the impact of the CSR on JS. Table 8 below presents the results on these key issues.

Table 8: Regression result on effect of CSR on JS at GFGL

Regression statistics	
Multiple R	0.49
R Square	0.24
Adjusted R Square	0.23
Standard Error	2.93
Observations	280.00

- a. Dependent variable: EMPLOYEE ENGAGEMENT
- b. Predictors: CSR, JS

Source: Field survey, Quarshie (2020)

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1.00	133.33	133.33	15.55	0.00
Residual	278.00	411.55	8.57		
Total	279.00	544.88			

- a. Dependent variable: EMPLOYEE ENGAGEMENT
- b. Predictors: CSR, JS

Source: Field survey, Quarshie (2020)

a. Dependent variable: EMPLOYEE ENGAGEMENT

Regression coefficient					
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	8.68	2.98	2.91	0.01	2.69
CSR	0.59	0.15	3.94	0.00	0.29

b. Predictors: CSR, JS

Source: Field survey, Quarshie (2020)

Table 8 presents three fundamental areas of the regression output; regression statistics, ANOVA, and regression coefficient. The multiple R in the regression statistics is the absolute value of the correlation coefficient of the independent variable (CSR) being studied. It also explains the strength of the correlation. Thus multiple R of 0.49 suggests a strong positive correlation between CSR and JS. This means that the positive effect of CSR causes JS to increase proportionately in the same direction by 49%. The R-Squared indicates the percentage of variation in JS that is explained by CSR. It indicates that 24% of JS is caused by the CSR in GFGL, Damang Mine.

Again, the coefficient of CSR (0.59) indicates that a unit change in CSR positively affects JS approximately by 60%, all things being equal. The p-value indicates whether or not the model adopted is statistically significant. Thus the p-value of 0.00 suggests that the model is statistically significant because it is less than the acceptable significance level of 0.05 (i.e. $P < 0.05$). This means that CSR is a predictor of JS. From the above analysis, it can therefore be stated that ***CSR has a positive and significant effect on JS meaning that hypothesis one (H1) is accepted.***

It can be noted that the positive finding from the study looked similar to the result of an earlier study conducted by Glavas & Kelly (2014), in which the

authors showed that employee perception of CSR was positively linked to employees' organisational commitment.

In a similar fashion, this finding resembled the result of an initial study by Closon et al. (2015) in Belgium, where the authors discovered that ethical and legal external CSR practices influenced employee affective commitment, while JS was also positively influenced by external and internal CSR practices. However, this finding locked horns with the result of the previous study by Newman et al. (2015) in China, wherein the researchers disclosed that employees' perception of CSR in relation to the government, employees, and customers were not predictors of both JS and job performance. Similar to Closon et al.'s (2015) research finding, this result compared well with the finding of the study by Baffoe (2018) in Ghana, in which the author showed that employee perception of CSR influenced JS.

Regression Analysis on the Relationship between CSR and EE at GFGL, Damang Mine

The third and final objective of this research sought to assess the effect of CSR on EE at GFGL, Damang Mine. The standard regression technique was used to analyse this relationship. The essence of the regression analysis was first, to determine the extent of the relationship between CSR and EE; secondly, to determine the extent of variation existing between the CSR and EE and lastly, to determine the extent of the impact of CSR on EE. Table 10 thus presented the effect of CSR on EE at GFGL, Damang Mine.

Table 9: Regression result on effect of CSR on EE at GFGL,

Regression statistics

Multiple R	0.38
R Square	0.15
Adjusted R Square	0.13
Standard Error	3.11
Observations	280.00

- a. Dependent variable: EMPLOYEE ENGAGEMENT
 b. Predictors: CSR

Source: Field survey, Quarshie (2020)

Source: Field survey, Quarshie (2020)

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1.00	79.55	79.55	8.21	0.01
Residual	278.00	465.33	9.69		
Total	279.00	544.88			

- a. Dependent variable: EMPLOYEE ENGAGEMENT
 b. Predictors: CSR

Source: Field survey, Quarshie (2020)

Table 10 Cont'd: Regression coefficient

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	11.22	3.21	3.50	0.00	4.76
CSR	0.48	0.17	2.86	0.01	0.14

Table 10 presented three fundamental areas of the regression output; regression statistics, ANOVA, and regression coefficient. The multiple R in the regression statistics is the absolute value of the correlation coefficient of the

independent variable (CSR) being studied. It also explains the strength of the correlation. Thus, the multiple R of 0.38 suggests a positive correlation between CSR and EE. This means that the positive effect of CSR causes EE to increase proportionately in the same direction by 38%. The R-Squared indicates the percentage of variation in EE that is explained by CSR. It indicates that 15% of EE is caused by the CSR in GFGL, Damang Mine.

Again, the coefficient of CSR (0.48) indicates that a unit change in CSR positively affects EE by approximately 50%, all things being equal. The p-value indicates whether or not the model adopted is statistically significant. Thus the p-value of 0.01 suggests that the model is statistically significant because it is less than the acceptable significance level of 0.05 (i.e. $P < 0.05$). This means that CSR is a predictor of EE. From the above analysis, it can therefore be concluded that *CSR has a positive and significant effect on EE meaning that hypothesis two (H2) is accepted.*

It is significant to state that the finding looked similar to the result of the study by Ferreira and Real de Oliveira (2014) in Portugal, wherein the authors discovered a positive and significant relationship between corporate social responsibility and work engagement among 193 middle-level managers from major firms from diverse sectors, namely food and beverages, retail finance, and telecoms.

Likewise, this finding mirrored the result of the study by McNamara et al. (2017), where the authors revealed that employees who had a good perception of the externally focused CSR activities of their company showed high levels of affective commitment and EE. In the same vein, this finding can

be likened to the result of the study by Baffoe (2018) in Ghana, in which the researcher showed that employee perception of CSR influenced EE.

Table 11: Hypotheses results

Hypothesis	Relationship	Effect size	T statistics	P values	Decision
H1	CSR-JS	0.59	3.94	0.00	Accepted
H2	CSR-EE	0.48	2.86	0.01	Accepted

a. Dependent variable: EMPLOYEE ENGAGEMENT

b. Predictors: CSR

Source: Field survey, Quarshie (2020)

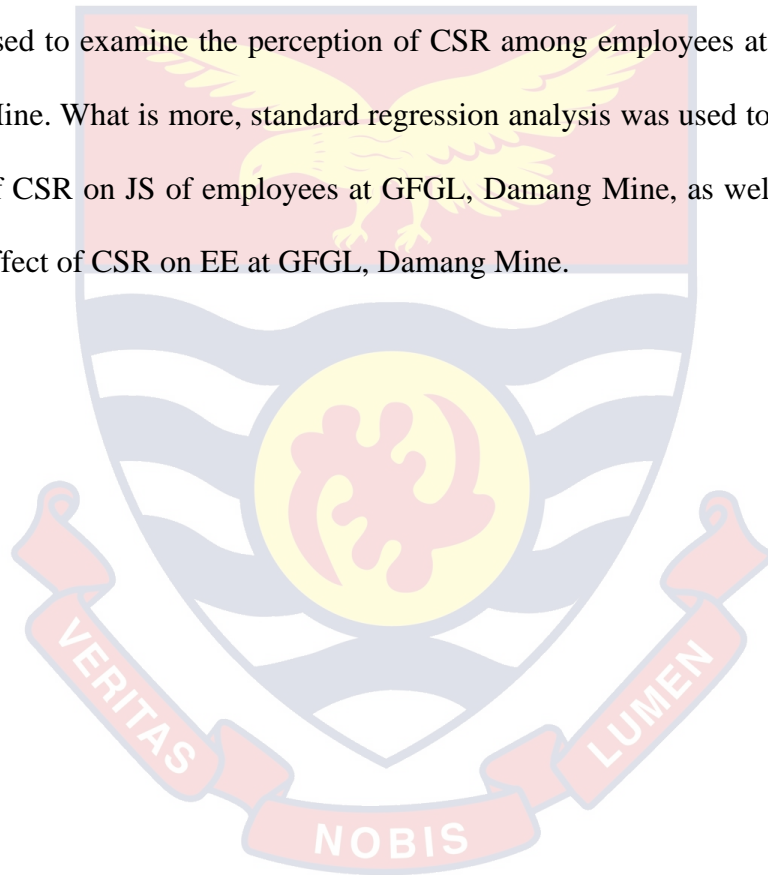
Table 11 presented a summary of the hypotheses results for the variables being investigated. It indicated that the T values for CSR-JS and CSR-EE were 3.94 and 2.86 respectively. These suggest more reliable coefficients since the T values are larger than standard error. The p-values in the above table indicate whether or not the independent variable has the likelihood of having an impact on the dependent variables and also whether or not the model adopted is statistically significant.

Moreover, the p-values of CSR-JS (0.00) and CSR-EE (0.01) suggest that CSR has the likelihood of impacting very well on JS and EE and it is also an indication that the model is statistically significant because both values are lower than the acceptable value of 0.05 (i.e. $p < 0.05$). This also means that changes in the independent variable (CSR) are associated with changes in response to the larger population.

Generally, based on the findings of the study in terms of the P and T values, the researcher deems it appropriate to accept both hypotheses; *CSR has a positive and significant effect on JS and CSR has a positive and significant effect on EE.*

Chapter Summary

This chapter looked at the demographic characteristics of respondents, namely; sex, age, and level of education using frequencies and percentages as analytical tools. Afterward, the mean and its associated standard deviation were used to examine the perception of CSR among employees at GFGL, Damang Mine. What is more, standard regression analysis was used to assess the effect of CSR on JS of employees at GFGL, Damang Mine, as well as to assess the effect of CSR on EE at GFGL, Damang Mine.



CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the study, conclusions and recommendations arising from the findings, and also suggestions for future research. The study sought to answer the following research questions:

1. What is the employees' perception on GFGL, Damang Mine CSR roles?
2. What is the effect of CSR on JS of employees at GFGL, Damang Mine?
3. What is the effect of CSR on EE at GFGL, Damang Mine?

Summary of the Study

This study sought to examine corporate social responsibility (CSR), job satisfaction (JS), and employee engagement (EE) at Gold Fields Ghana Limited (GFGL), Damang Mine. The study was organised into five main chapters. Chapter One presented the introduction, comprising the background to the study, statement of the problem, research objectives, research questions, significance of the study, and organisation of the study. Chapter Two reviewed various literature relevant to this research, and Chapter Three described the research methods of the study. Chapter Four provided details on the results and discussions, and Chapter Five finalised the report with the summary, conclusions, and recommendations of the study.

The first research objective of this study, which sought to examine the perception of CSR among employees at GFGL of Damang Mine, was analysed

using the mean and its associated standard deviation. The second objective which sought to assess the effect of CSR on JS of employees at GFGL, Damang Mine, was analysed using standard regression analysis. Finally, the third objective of this study, which sought to analyse the effect of CSR on EE at GFGL, Damang Mine, was also analysed using standard regression analysis. The outputs are also presented in tables.

In line with the stated research objectives, this study found that:

- 1) Corporate social responsibilities at GFGL of Damang Mine were more philanthropic, followed by economic, ethical, and legal by nature;
- 2) There was a positive and significant effect of corporate social responsibility on JS at GFGL of Damang Mine; and
- 3) There was a positive and significant effect of corporate social responsibility on EE at GFGL, Damang Mine.

Conclusions

This study sought to examine CSR, JS, and EE at GFGL, Damang Mine. In line with the first finding of this study which revealed that corporate social responsibilities at GFGL of Damang Mine were more philanthropic, followed by economic, ethical, and legal by nature; this study concluded that GFGL paid more attention to the philanthropic dimension of CSR, followed by economic responsibilities, and then, ethical responsibilities, and, lastly, legal responsibilities.

Regarding the second finding of this study, which revealed a positive and significant effect of corporate social responsibility on JS of employees at GFGL of Damang Mine; this study concluded that when GFGL, Damang Mine cares for society and environment in its business activities, its employees are

likely to be satisfied with their jobs. Concerning the third finding of this study, which revealed a positive and significant effect of corporate social responsibility on EE at GFGL of Damang Mine; this study concluded that when GFGL, Damang Mine cares for society and the environment in its business activities, its employees are likely to engage in their work to the fullest.

Recommendations

This study sought to examine CSR, JS, and EE at GFGL, Damang Mine. This study recommends that the management of GFGL should pay equal attention to all the dimensions of corporate social responsibility. Also, this study recommends that GFGL should continually strive towards fulfilling its corporate social responsibilities to produce positive employee outcomes for the long-term benefit of the company.

Suggestion for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses. This study was carried out in only one mining company in Ghana. Further studies can also engage in a comparative study across other mining companies in Ghana to examine the influence of CSR and Job Satisfaction on Employee Engagement. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only CSR and Job Satisfaction as the predictors of Employee Engagement.

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APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES

CORPORATE SOCIAL RESPONSIBILITY, JOB SATISFACTION AND
EMPLOYEE ENGAGEMENT AT GOLD FIELDS GHANA LIMITED,
DAMANG MINE

Dear Respondent,

My name is Gloria Quarshie, a Master of Business Administration student at the Department of Management, School of Business, University of Cape Coast. This study forms part of the requirement for the award of my Master of Business Administration Degree in Management and it seeks to examine Corporate Social Responsibility, Job Satisfaction and Employee Engagement at Gold Fields Ghana, Damang Mine.

I am writing to ask for your help with my research. I would be grateful if you could spare about 35 minutes of your time to answer these questions for the research, with all honesty. There is no right or wrong answer. Your questionnaire is strictly anonymous and will only be read and used by myself. Participation is voluntary. In the event that anything is published from this research, no information supplied will be identifiable to you since only aggregated data will be reported in this study.

It is expected that the findings of this research provide guidelines for management during business strategy formulation in terms of paying attention and emphasizing dedication to corporate social responsibility. I would be very grateful if I could get the completed questionnaire within a week. If you need

any clarification on this questionnaire, its nature or its purpose, or you wish to be informed on the results of the study, do not hesitate to contact me on 050-663-6310 or email: *yaagloria36@gmail.com*. Thank you for your valuable time and input.

Questionnaire

Section A: Demographic Characteristics

A1. Sex: a. Male b. Female

A2. Age in years: _____

A3. Level of education: a. Basic b. Secondary c. Tertiary

Section B: Corporate Social Responsibility

Corporate social responsibility is a concept that explains how a company incorporates the society and environment needs in its business operations as well as the interaction the company has with its key stakeholders on a voluntary basis. Please indicate how you agree or disagree to each of the following statements in relation to corporate social responsibility; by **ticking** the appropriate number, on the scale: 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

<i>Economic Responsibilities</i>						
CSR01	Gold Fields Ghana Limited strives to improve the company's operating performance.	1	2	3	4	5
CSR02	Gold Fields Ghana Limited values service quality.	1	2	3	4	5
<i>Legal Responsibilities</i>						
CSR03	Gold Fields Ghana Limited is able to comply with the relevant authorities' regulations.	1	2	3	4	5
CSR04	Gold Fields Ghana Limited does not deceive customers in marketing and advertising.	1	2	3	4	5
CSR05	GFGL discloses information such as financial and business information.	1	2	3	4	5
CSR06	Gold Fields Ghana Limited provides complete mining production information to all customers.	1	2	3	4	5
CSR07	Gold Fields Ghana Limited has certain norms and standards for business conduct.	1	2	3	4	5
<i>Ethical Responsibilities</i>						
CSR08	Gold Fields Ghana Limited values employee education, development and welfare.	1	2	3	4	5
CSR09	GFGL commit part of its profits to support non-profit activities.	1	2	3	4	5
<i>Philanthropic Responsibilities</i>						
CSR10	Gold Fields Ghana Limited encourages partnerships with local businesses and schools.	1	2	3	4	5
CSR11	Gold Fields Ghana Limited values and often participates in charitable activities.	1	2	3	4	5

Section C: Job Satisfaction

JS refers to the psychological response that a person exhibit towards his or her work, usually resulting from the assessment or work experience, with indicators such as promotion opportunities, suitability of work facilities, positive relationship with supervisors and colleagues, among others. Please indicate how you agree or disagree to each of the following statements in relation to job satisfaction in Gold Fields Ghana Limited, by **circling** the appropriate number, on the scale: 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strong agree.

<i>JS</i>						
JOT1	In comparison with other jobs, I find mine to be very interesting.	1	2	3	4	5
JOT2	I am satisfied with the work environment where I work.	1	2	3	4	5
JOT3	I am satisfied with my professional activities.	1	2	3	4	5
JOT4	I am satisfied with my working conditions.	1	2	3	4	5
JOT5	I am satisfied with the relationship I have with my colleagues.	1	2	3	4	5
JOT6	I am satisfied with my work roles and responsibilities.	1	2	3	4	5
JOT7	I am satisfied with the relationship I have with my line manager.	1	2	3	4	5

Section D: Employee Engagement

Employee engagement refers to the degree to which employees are passionate about their work, committed to the company, and subsequently put discretionary effort into the work they do. The statements below relate to employee engagement at Gold Fields Ghana Limited. Please indicate how you agree or disagree to each of the following statements in relation to corporate social responsibility; by **circling** the appropriate number, on the scale: 1=least agree, 2=disagree, 3=neutral, 4=agree, 5=strong agree.

EMPLOYEE ENGAGEMENT						
EEN1	I feel bursting with energy at work.	1	2	3	4	5
EEN2	I feel strong and vigorous at work.	1	2	3	4	5
EEN3	I am enthusiastic about my job.	1	2	3	4	5
EEN4	My job inspires me.	1	2	3	4	5
EEN5	I feel excited going to work every morning.	1	2	3	4	5
EEN6	I feel happy when I am working intensely.	1	2	3	4	5
EEN7	I feel proud of the work I do.	1	2	3	4	5
EEN8	I am immersed in my work.	1	2	3	4	5
EEN9	I am easily carried away when I'm working.	1	2	3	4	5

THANK YOU