CORPORATE SOCIAL RESPONSIBILITY AND PERFORMANCE OF AN ORGANISATION. A CASE STUDY OF SHERATON KAMPALA HOTEL, UGANDA

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MAY, 2012
DECLARATION

I, EGESSA ROBERT do declare that this research dissertation on "CORPORATE SOCIAL RESPONSIBILITY AND PERFORMANCE OF AN ORGANISATION" is entirely my own original work except where acknowledged and that it has not been submitted before to any University or institutions of higher learning for any other academic award.

Signed ..................................................

Date ..................................................
APPROVAL

This research dissertation has been done under my supervision and submitted for examination with my approval as the candidate’s supervisor.

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12/05/12
DEDICATION

This research dissertation is dedicated to my parents, friends and relatives.
ACKNOWLEDGEMENTS

Work of this nature can only be completed with external support and guidance. It’s therefore under this note that I wish to extend my sincere gratitude and appreciation to the following:

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ABSTRACT

Due to recent scandals which have ruined corporations’ image across the world such as the (Enron, Arthur Anderson, Parmalat, and Greenland hotel) for the case of Uganda, have put customers’ trust of the frontline, leading to an exponential growth in the interest of CSR. Looking at Sheraton hotel Uganda, which carries inherently high risk due to the nature of the industry with losses during its transactions being carried out. This study seeks to identify whether CSR initiatives of Sheraton hotel have helped it in building its image.

The research employed descriptive study, which involved cross sectional survey that used both quantitative and qualitative methods (tables, graphs) with the help of self administered questionnaires.

The major findings of the study were, 6% and 77% of the respondents revealed that CSR initiatives of Sheraton hotel were excellent and very good because of its trust fund for charitable activities such as sponsorship packages, good employee welfare, environmental conservation, and anti-pollution measures, 58% of the respondents revealed that CSR initiative has become a source of competitive advantage for the company and 42% revealed that it was due to cost focus and differentiation cost. The company also communicates effectively about its social and environmental activities simply because it encompasses effectively about its social and environmental activities simply because it encompasses a large range of communication, channels such as corporate advertising, media relation, public relations event management, internal communications, employee engagement and online communication.

Overall, this research provides a clear justification and indication from the empirical evidences of various stakeholders such as managers, regulators, corporate customers, employees, investor that benefits of having CSR programs include, enhancing brand recognition and reputation, strengthening profits, risk management and boosting employee relations. However, Sheraton hotel Uganda has to put much effort by carrying out social audits and surveys among its stakeholders by monitoring their CSR activities.
CHAPTER ONE

1.0 INTRODUCTION

This study is concerned with corporate social responsibility and organization’s performance at Sheraton hotel Kampala, Uganda as to whether corporate social responsibility helps the firm to build its image/reputation. This chapter entails the discussion of a brief background of the topic being studied, the statement of the problem of study, purpose of the study, General and specific objectives, research questions, the scope of the study and finding the justification of the study.

1.1 Background to the study

Corporate social responsibility is a growing of movement/concept across the world. The term CSR was coined by the economist Howard Bowen in 1953, since then CSR and other similar sounding terms like corporate citizenship, corporate governance and corporate accountability have become buzzwords in the business world. A number of factors have given rise to the growth of CRS globally. This includes the complex and skeptical world due to corporate scandals which have ruined the corporations’ image such as the (Enron, Arthur Andersen, Parmalat case) uncertain economies, threat of terrorism, reduced government assistance, globalization effects (exploitation), increased poverty, rise of big business empires such as (General motors, coca-cola, Microsoft), growth of information technology and global warming.

CSR seriously first picked ground in the US in 1960s after a more affluent, better educated more critical public began to question the value of the ever increasing production, the resulting pollution and environment decay, the defective products and services being produced and they began to protest the public seeming inability to influence the behavior of the system, sudden consumerism, stockholderism, ration equalitarism, anti militarism, environmentalism and feminism became forces to be reckoned with Friedman, 996).

It is a framework for the role of business in society, setting standards of behavior to which a company must subscribe in society in a positive and a productive manner. The emergence of
social enterprise, business ethics, environmental practices, a human right approach to recruitment and employment conditions and investment in the community are of such impacts.

While many of the industrial giants such as Shell, Microsoft, Coca-Cola have been under the environmental and safety spotlight since the 1970’s. Recent scandals have broadened public and media interest in just how companies go about their business. Consumers are demanding more information on everything from where and how their goods are produced to the environmental record of the companies they invest in. Both Dow Jones and FTSE now produce specialist indices to provide investors with information on which companies score highly on CSR-related concerns in order to improve on their image. The governments of some countries are even setting up new reporting requirements which require companies to assess and monitor their wide social, environmental and ethical performance.

The concern over CSR is also relevant to hotels under ministry of tourism and wildlife so as to enhance service delivery. This is particularly true since those involved in the food production sector and finance normally regard their ethics and social responsibility commitment as being more enduring since they are ultimately based on ministry of tourism and wildlife policies, whereas ethics and social responsibility derived from secular morality are inevitably transitory. This in turn provides a strong indication for CSR to be naturally embedded and instilled in ministry of tourism and wildlife practice.

Hotel companies, which carry an inherently high risk due to the nature of the industry, have benefited in recent years from serious investment in processes to manage their social responsibilities.

According to a study, carried out by ethics rating agency management and excellence, problems for the ministry of tourism and wildlife industry are declining.

The natural resource extraction companies such as Shell, BP and Exxon Mobil were the earliest to address the CSR issues and hire CSR professionals; due to the nature of their products and the places they sourced them.

Then came the Footwear and the Apparel companies which were first forced to address the problem of sweatshops in their supply chains in the 1980’s. Now days the spotlight is widening
and companies as diverse as Hershey’s and Hewlett Packard are looking very carefully at their wider responsibilities, either forced to because of a diverse publicity or because they see the obvious business benefit from the approach.

Additionally, as corporations become increasingly global entities and are affected by global challenges like (HIV/AIDS and climate change), the need to support communities as expansion takes places becomes more urgent.

Because of the potential societal benefits associated with CSR initiatives, as a researcher the study is to evaluate whether encouraging CSR initiatives might be of interest and benefit to improving Sheraton hotel image and corporate value, it is possible that Sheraton hotel is Uganda is to leverage the CSR achievements of local firms that subscribe to it in order to attract investment and export opportunities, and also use CSR initiatives to support local economic development efforts. The extent to which a market exists for this information and how investors and manufacturers respond to this information requires further study. In the Ugandan context, the concept of CSR is relatively new and unclear to the majority of the business sector and the general public at large.

1.2 Statement of the Problem

A surge interest in corporate social responsibility (CSR) has taken its strong hold in developed countries, especially in the United States and in European corporations of all sizes across business sectors.

However, with the infancy of CSR sector in under developed countries, particularly Uganda, looking at hotel industry which carry an inherently high risk due to the nature of the industry, fatalities are still highest in all industries with incidents with food expiry and spooodage while transporting food staffs especially with Sheraton hotel Uganda, the resulting pollution and environment decay, the defective products and services being produced. As a researcher shadowed of doubt remains as to whether Sheraton hotel CSR initiatives have helped it in building its image.
1.3 The Purpose of the Study
The researcher intended to find out the significance of CRS and organization’s performance at Sheraton hotel Kampala, Uganda.

1.4 Objectives of the Study
1. To examine whether CSR initiatives have potentially led to Sheraton hotel Kampala better performance and a source of sustained competitive advantage.

2. To assess whether Sheraton hotel Kampala Uganda communicates effectively about its social and environmental activities.

3. To explore the stakeholders’ perception on CSR as a potential tool to benefit the firms that subscribe to it.

4. To identify whether stakeholders support CSR initiatives of Sheraton hotel Kampala Uganda.

1.5 Research Questions

1. What CSR initiatives have led to Sheraton hotel Kampala better performance and source of competitive advantage?

2. What makes Sheraton hotel Kampala communicate effectively about its social and environmental activities?

3. Why stakeholders perceive CSR as a potential tool to benefit the firms that subscribe to it?

4. How do various stakeholders support CSR initiatives of Sheraton hotel Kampala Uganda?

1.6 Scope of the Study
Geographical scope
Geographically, the study was conducted in central Kampala district where Sheraton hotel is located.
Subject scope

Stakeholders such as corporate customers, managers, regulators, investor and the employees of Sheraton hotel Kampala of which provided a reflection of what happens in other hotels in the country. The study was chosen in those areas because they represent most categories of food companies in the same industry, their business activities, commodities and nature of operation, for easy accessibility in carrying out research others being near the capital city like Mukono and Entebbe, chances are high for respondents (stakeholders) who are educated to release information on CSR and image building than in upcountry where the majority is uneducated.

Time scope

The researcher took four months carrying out this research dissertation.

1.7. Significance of the Study.

The study is to help the management of Sheraton hotel Kampala understand its role, responsibility and rights as regards its stakeholders such as the government, consumers, suppliers, employees, regulators, Non government organizations of the benefits associated with CSR activities.

The study will address challenges encountered in the implementation of CRS programs of Sheraton hotel Kampala.

The study will help in identifying the problems of Sheraton hotel Kampala currently being faced by during their efforts to exercise CRS.

The study will help policy makers and stakeholders in particular the government of Uganda on how to work closely with Sheraton hotel Kampala so as to attain set goals and objectives.

The study will help the researcher to gain an insight in the Sheraton hotel Kampala history, achievements as well as a requirement for completing the course.
CHAPTER TWO

REVIEW OF RELEVANT LITERATURE

2.0 Introduction:

This deals with the theoretical framework, stakeholder theory, purpose of stakeholder analysis of CSR, forms of CSR, factors affecting the level of CSR, the tree bottom line, key principles of CSR, models of CSR, CSR as a source of comparative advantage, the best form of reputation management and competition.

Sheraton hotel Kampala is one of the best hotels operating in Uganda for the last decade with a lot of food variety and quality. They trade and offer services in a range of food products such as packed and unpacked food staffs. They believe that hotel be an integral to the global energy needs of economic development for many decades to come.

Their role is to ensure that they deliver them profitably and in environmentally and socially responsible ways to help meet Uganda’s future needs through provision of better services. Sheraton hotel Kampala CSR activities include trust fund for charitable activities such as work place welfare, environmental stewardship, community engagement like sponsorship packages, and market place responsibility.

The concept has been defined differently by different individuals and organizations although there is a considerable common ground between them putting into consideration the unique community priorities and values.

According to Baker, (2006) CSR is about how companies manage the business process to produce an overall impact on society.
2.1 The Business in Society

Companies need to answer two aspects of their operations.

1. The quality of their management—both in terms in people and process (the inner circle).
2. The nature of and quantity of their impact on society in the various areas.

Outside stakeholders are taking an increasing interest in the activity of the company. Most look to look to the outer circle—what the company has actually done, good or bad, in terms of its products and services, in terms of its impact on the environment on local communities, or in how it treats and develops its workforce. Out of the various stakeholders, its financial analysts who are predominantly focused—as well as past financial performance on quality management as an indicator of likely future performance.

The World Business Council for Sustainable Development in its publication “Making Good Business Sense” by Holmes and Watts, (2005) used the following definition. “Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” “CSR is about capacity building for sustainable livelihood. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government” from Ghana. “CRS is about business giving back to society” from the Philippines.

Traditionally in the United States, CSR has been defined much more in terms of a philanthropic model. Companies make profits, unhindered except by filling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving.

The European model is much more focused on operating the core business in a socially responsible way, complemented by investment in communities for solid case business reasons.

According to Baker, (2006) the model is more sustainable because:
Social responsibility becomes an integral part of the wealth creation process—which if managed properly should enhance the competitiveness of business and maximize the value of wealth creation to society and when times get hard there is the incentive to practice CSR more and better, it will always be the first thing to go when push comes to shove. But as with any process based on the collective activities of communities of human beings (as companies are) there is “none size fits all”. In different countries, there will be different priorities, and values that will shape how business act.

Corporate social responsibility takes various forms and names depending on the organization. The most common among them include;

Workplace welfare, environmental stewardship, community engagement, governance and market place responsibility.

According to Geoffrey and Ferrell (2003), the social performance of a company has several dimensions.

Corporate philanthropy, which includes charitable donations to non-profit groups of all kinds. Strategic philanthropy involves companies making long term commitments to one cause and is not limited to large corporations only but is also a necessity for small business too.

Corporate responsibility, which involves everything from hiring minority workers to making safe products, minimizing pollution, using energy, providing safe work environment among other things.

Corporate policy which refers to the position a firm takes on social and political issues like offering voluntary work whenever it is needed to solve a social problem because a business may be pushed out of business if it ignored its CSR to its stakeholders.

John (2003), states that corporate social responsibility takes various forms and names depending on the organization. The most common include workplace welfare, environmental stewardship, community engagement, governance and market place responsibility.
Workplace welfare means ensuring that employees welfare and rights are catered for and respected, while upholding their responsibility to supply labor to the firm, they should be in turn be enumerated, respected and accorded opportunities for development. It also involves labor relations, diversity and human rights, equal opportunities, work life balance, training and education.

Environmental stewardship means considering direct impact of the firm and those of the firm’s product. The impact of product is assessed through the life cycle analysis. The impact of the business is considered against the broader ecological system with in which the business operates, issues in environmental stewardship include energy, conservation, emissions, waste impact of the core products or packing, raw materials, biodiversity and water.

Community engagement is another form of corporate social responsibility. This involves community investment, employee volunteering and charity giving. A good community engagement program should involve institutional development of community organizations to ensure long term sustainability.

A business should act responsible, respecting not only law, but also fulfilling legitimate expectations that society has for them. The expectation of a business to society goes beyond short-term profit maximization. What people expect in for a business to behave in a responsible way in communities they operate in, treat their employees fairly, respect and maintain the environment, demonstrate sensitivity to the problems of others, disadvantaged people in the world, building trust with its stakeholders and increasing long share holder value for the survival and success of the business.

Likewise, De George, (1990) states that a businesses’ long term competitiveness depends on how it embraces social challenges rather than dismissing them of as somebody else’s problem because societal contract is part and partial of a business. A business should balance the need for long term viability and the prosperity of society and environment on which it operates for it to be competitive and have financial gains in the long run for sustainability of the business and to be of economic value by promoting development socially and economically as it provides new jobs, creates new markets, and prevents conflict directly and
indirectly, as well as preserving the environment, however, there is no generally agreed on forms of corporate social responsibility. According to Korkchi and Rombaut, (2006) concept of triple bottom line, corporate social responsibility is often likened to a three-legged stool. The three legs are people, planet and profit and each leg depends on the other two. The stool collapses if all three factors are not balanced.

1. People-Social sustainability (employees and communities)
2. Planet-Environmental sustainability
3. Profit-Economic sustainability.

Decisions should not be made only of financial reasons but on question such as community investment, environmental impact, business ethics and human rights in other words the above triple bottom line.

Focus on stakeholders not just shareholders, stakeholders are defined as those who affect or are affected by the company. They include employees, shareholders, community, and government.

According to Annan, (2007), reported that the United Nations also weighed in on the issue of CSR with the “Global Compact, a voluntary international corporate citizenship network initiated to support the participation of both the private sector and other social actors to advance responsible corporate citizenship and universal social and environmental principles to meet the challenges of globalization”,
The key principles of CSR; According to corporate social responsibility newsletter No. 7 East Africa October to December 2003 states the key principles of CSR as;

Long-term not short term, companies are encouraged to consider the long-term impact of their operations and needs of their stakeholders so that their decision-making is not just based on short-term gains. Responsibility proportional influence with power come responsibilities and the greater a company’s power or impact the greater the level of responsibility.

Beyond legal compliance, the accountability approach takes corporate responsibility beyond compliance with legal standards with adherence to international rules and regulations expecting it to address responsibility more positively, proactively, and holistically.

Supply chain approach, a company’s accountability is expected to include its forward and backward linkages in its supply chain.

Internal and external focus. A holistic approach to responsibility requires the company to understand and address the issue of responsibility both internally to the business as well as extreme.

Embedness, key to effective corporate responsibility is to embed responsible policies and practices through the organization, taking need of learning and implementation of change response.

Global not just local, for multinational company’s corporate responsibility extends to all operations within its control.

Reporting, companies are expected to make disclosures on their measurement businesses are not enough to say you are doing something good; it’s also necessary to prove it.

The most common and influential model of CSR has its roots in free market or neoclassical economic theory. This model holds that businesses have only one social responsibility, that is, maximize profit within the law. This role of business flows from the basic assumptions of the free market economies. The best defender of this model is noble prize-winning economists Milton Friedman (1996) in his book capitalism and freedom.
Odembo, (2003), Director-Ufadili-centre for philanthropy and social responsibility asserts that CSR leads to operational cost savings engaging in CSR programs helps the firm to reduce on its operational costs over time contrary to the widely opinion of CSR critics that improved environmental system do not automatically result into reduced costs. Adherence to environmental stewardship practices leads to improvement on the operational efficiency by reducing on waste production and water usage. Some companies have got specific ways of reducing on their operating costs for example Dow chemical company has a set itself a target of reducing production of toxic chemical which will save them 5.4 million errors per year, 2.3 million errors was spent on the initial investment to do so.

Environmental stewardship also helps the firm to avoid risks of prosecution and fires as a result of poor pollution practices.

Good workplace welfare system also helps the firm avoiding costs of poor employment policies from employment tribunals as well as losses of constant absenteeism, work stoppages, strikes, and subsequently legal conflicts.

Enhancing corporate reputation, CSR programs like community engagement projects and charity helps the firm to improve on its image. Increasingly, more and more consumers are associating themselves with companies/branches which care about the community and the environment where they operate, by assisting the underprivileged and associating themselves with community ills, helps the firm to improve on its public image thereby building a strong reputation among the existing customers, potential customers and the general public. It is this good image that helps the firm in bad times to continue attracting buyers of its products and services thereby maintaining its profitability and market position in this competitive business world.

CSR helps to sharpen decision making and accountability, through good corporate governance practices CSR helps to sharpen decision making and accountability within the firm. The link between corporate governance and corporate social responsibility is very important for sustainability and profitability of the firm as good governance within the business environment sets the stage for CSR, governance involves directing and controlling of the firm as well as placing the overall business strategy, practices and policies by the senior management and board of directors. It involves promoting a business environment rooted in transparency, fairness and
accountability. Without proper corporate governance of a firm cannot have a sense of direction and control? Therefore, cannot provide viable benefits to its shareholders.

Influence investor relationship and access to capital: - CSR an influence relations and access to capital by various firms. In some instances a firm’s commitment to CSR issues in important when consumers buy stock and mutual funds as well as determining where to work.

According to a study carried in America by cone-66% of the consumers buy stock and mutual funds depending on CSR programs of that particular firm. All this helps to show how CSR is good. Both Dow Jones and FTSE now produce specialist indices to provide investors with information on which companies score highly on CSR-related concerns. CSR reduces on inequality:- CSR though community engagement programs like charitable giving community investment and employee volunteering helps to improve on the welfare of the majority of the population reducing on income inequalities between the rich and the poor. This reduces on the divisive “Us versus them” mentality thereby curbing the growing mistrust, frustrating disappointment, and even rage in society. This ultimately leads to principles and practice of management corporate social responsibility and business ethics by USp Rao Shri V.L Sundar Rao and Smt V Annapurna development to an improvement on the community health and the purchasing power of a wider population the firm is able to recruit health workers thereby reducing on work absenteeism leading to un-increased productivity and ultimately profitability and sustainability for the firm.

The arguments against social responsibility are numerous and multi-dimensional. According Friedman, (1996) the Nobel laureate, leading opponent of business assumption of social responsibilities contends.

“The view has been gaining widespread acceptance that corporate officials and labor leaders have a social responsibility that goes beyond serving the interests of their stockholders or their members. This view shows a fundamental misconception of the character and nature of the free economy. In such an economy, there is one and only social responsibility of business to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say engages in open and free competition without deception and fraud. Free tends could so thoroughly undermine the very foundation of society as the acceptance
by corporate officials of a social responsibility other than to make as much money for their stockholders as possible”.

Critics of CSR also allege that business is not ideal to deal with society evils that the cost of CSR are passed on to the consumers and that CSR encroaches upon the role of government as well as CSR leading to poor location of corporate resource thereby concluding that CSR is not good which does not lead to any financial social or environmental benefit Friedman, (1996). According to Friedman, (1996), CSR misdirects resources and violates sound business decision making that should concentrate on making profits. Social responsibility is an extra cost of doing business.

It might be illegal; executives do not have the legal right to use corporate resource to pursue social responsibility. Businesses are owned by their shareholders any money they spend on so called social responsibility is effectively theft from those shareholders who can, after all, decide for themselves if they want to give to charity. Managers cannot commit funds irrationally just to satisfy public expectations in areas where there are no direct and indirect benefits. A competitive business cannot be genuinely selfless.

Costs are excessive compared to the benefits to society and would tend to rise in prices to excessive levels. Many socially responsible activities don’t cover their costs. Someone has to pay these costs. Business must absorb the costs or pass them on to consumers through higher prices.

Lack of skills by managers to determine which socially desirable projects to support. The outlook and abilities of business leaders are oriented primarily toward economics.

Too much power, business is already one of the most powerful sectors of our society. If it pursues social goals, it would have even more power. Society has given business enough power, it concentrates too much power in the hands of the executives.

It may lead to deterioration of the free enterprise economic system. The pursuit of social goals dilutes business’s primary purpose, economic productivity. Society may suffer if both economic and social goals are poorly accomplished.

As things stand now, today, many organizations have become socially responsible without having been subjected to social group pressure or governmental regulation.
A survey conducted by Parket and Elbert, (2002) on the social actions and attitudes of large corporation in United States of America revealed the following points;

Many organizations have created position in the management hierarchy for employers who work solely on social responsibility issues, the most usual efforts in the social responsibility area ideal with ecology and the hiring and training of minorities, most of the organizations involved in social responsibility projects believe that their efforts have been successful, but do not use ‘hard’ (object) measures of performance, owners of the organizations involved in active social responsibility programs support management’s involvement.

James (2002) asserts that it is increasingly realized these days that a healthy business cannot exist in a sick society. Modern corporation is not only a producer of goods but also environmental impacts. When a manager, for instance decides to raise product prices or move out of an economically background region, the lives of millions of people are affected.

Managers as such must bear the responsibility for social impacts. It is too late to claim incompetence and in experience. In determining a firm’s social responsibility managers must identify the groups that are influenced by its actions and what their expectations of employees, customers, the community, the government, suppliers and society in general.

The contractual of nexus-of-contract between business and society (confer Donaldson (1989). In an ideal world where is no transaction cost, individuals could simply exchange value by contracting with each other the terms of every exchange. However, in the real world where these costs are high, society recognized the importance of and formed business organization (firms) to achieve economic gains cheaply.

According to Samuel (2000), factors that affect the level of CSR include the following;

Company policy; Company policies do affect how companies practice their CSR programs. If a company policy agitates for a CSR program then it will be followed. A company policy stipulates which form of CSR program it should engage in terms of giving back to community as we have various forms of CSR such as workplace welfare, environmental, stewardship, community engagement, market place responsibility and governance.
The level of competition, according to studies carried out, it has been proved that companies engaging in CSR have a competitive advantage compared to the rival companies since giving back to community benefits a lot of companies in terms of offering consumers value, either by means of lowering prices or by providing greater benefits and service that justifies higher prices. Therefore, one firm would not let its rival engage in CSR when for it is just looking.

Amount of profits; the more the firm gets more profits, the more the firm engages it’s self in CSR programs. Some firms have a policy whereby they give out a certain percentage for CSR initiatives depending on the net profit realized. If profits are less, the less they give back to community. Government policy; Sometimes, governments do influence companies to engage themselves in CSR programs; they do offer some funds to some institutions to educate people about CSR more especially in the area of governance which is a form of CSR.

For instance, in Uganda we do have Uganda Institute of Corporate governance and also NEpad, (Africa Peer Review Machanism).

2.3 Purpose of stakeholder analysis to CSR.
The underlying purpose of stakeholder analysis of CRS is two fold. First, to understand the expectations of diverse stakeholder groups with respect to CSR. Secondly, stakeholder analysis can also provide on going evaluation of the CSR programs effectiveness. Much past research suggests that perception of CRS may generate increased resources from stakeholders. Indeed positive perception towards CSR is considered an important determinant of corporate effectiveness (singhapakdi, Kraft et al 1995; singhapakdi, Vitell. 1996). In particular, companies may reap long term benefits of brand enhancement, differentiation, good will, increased worker motivation, quality workforce retention and higher profitability by committing themselves to CSR.


Some studies have even established a positive relationship between a company’s CSR actions and customer loyalty (Maignan, Tomas et al 1999). Other scholars have suggested that consumers are willing to patronize companies committed to CSR related activities and initiative,
such as food ethical behaviours, environmental and employees’ good and favourable treatments (Brown and Dacin 1997; Greyer and Ross 1997; Ellen, Mohr 2000; Mason 2000, Dawkins and Lewis 2003; Dean 2004). Furthermore, studies have also demonstrated a positive attitude and perception among CEOs and managers of companies towards CSR constructs and practices (Gupfa and Suleiman 1996; Robertson and Nicholson 1996; Murraf and Vogel 1997; Fulop, Histrich et al 2000; Quazi and O’Brien 2000, CSR Europe 2001; Singhapakdi and Karande 2001; Ahmad and Rahim 2000; Dawkins and Lewis 2003; Cordon, Frieze et al 2004; Tencati, Perini et al 2004).

Reputation, sustainability and Competiveness

There are many conflicting expectation of CSR practices. On the one hand, the opponents of the CSR doctrine perceive CSR and profit maximization as two conflicting goals, which is not good for market-oriented firms (Pikston and Canoll 1994; Friedman 1996; Pikston and Canoll 1996; Waddock and Graves 1997; Henderson 2001).

On the contrary, the proponents of CSR center argue that business exists to serve the greater community as well as direct beneficiaries of company’s operation. They further assert that instituting CSR components into the business strategy, can create strategic benefits for the organization their by enabling it to reap higher financial returns in the long run and enhancing the company’s competitive standing and financial performance in the market (Burke and Logsdon 1996; Turban and Greening 1997; Greening and Turban 2000; CSR Europe 2001; Lantos 2001 O’Brian 2001; Lantos 2002; Peter and Kramer 2002; Sjovall 2002; Davis 2003: Johnson 2003; Snider; Hill 2003).

More specifically, it has been widely recognized in the literature that enhancing corporate reputation is one of the most important reasons during corporation to commit themselves to CSR activities. By communicating effectively about their social and environmental activities, it is believed that corporation can strengthen their brand, enhance their corporate image and reputation with customers and suppliers, as well as attract and retain a committed and skilful workforce.

Hence it is important for companies to be concerned about their organization relations.
With their stakeholders and how these various stakeholders perceive them in terms of CSR performance and commitment.

2.4 The best form of reputation management
Dawkins and Lewis, (2003). Assert that corporations have become global citizens and will develop global reputations. CSR is not only an essential component of any corporate communications strategy, but it’s often the best form of reputation management in today’s economy.

Reputation is how its stakeholder’s employees, customers, investors, analysts, vendors, government officials, the community and the wider public perceive a company. It used to be called brand equity, and at its most basic level it is simply good will. A company’s reputation is quite simply its most valuable asset. A strong reputation attracts talented employees, garners consumer’s loyalty, fosters good community and government relations, and builds credibility in financial media and among the public. In this information age where we are now, where business practices are increasingly transparent, reputation management has become an essential element of any core business strategy.

Corporate reputations can be built and nurtured on the following, outstanding employee relations, strong records of community involvement, excellent environmental policies, respect for Human Rights, a commitment to diversity. High standards of corporate citizenship have become the most effective means of reputation management in today’s economy. Lewis (2001).

Corporate social performance (CSP) is a term used to describe “strategic behavior by a firm when a firm is in environmental or other social performance that is beyond what the law requires, and does so because it thinks the behavior will help shareholder returns, that is designated CSR. Of course, if it serves the shareholder, then it is perfectly reasonable behavior that management should engage in. there is, in other words nothing special about it. Husted, (2003).

CSR Communicating Social Responsibility more important than ever.
instance on the rise companies have started adopting a “proactive approach” analyzing the cost of not discharging the social responsibility and as a result do the bare minimum to pull on and thus minimizing their spending on this account. This approach only obscures a business from identifying the real potential CSR holds with respect to its core business. CSR Wire Europe, (2006).

Today corporate reputation and brand image has become more important as markets have become more competitive and corporate/reputation more vulnerable. Corporation with a strong SCR image /reputation last longer than a corporation without such an engagement (Kotler and Lee, 2005). Companies that last long are those that focus on their reputation (Kay, 1993 cited in McIntosh et all, 1998). “The brand that will be big in the future will be those that tap into the social changes that are taking place”. According to Sir Michael Perry, chairman of Centrica PLC, being CSR is furthermore not only the right thing to do, it can also distinguish corporation from its industry peers (Smith 2003).

There are other sets of companies that take care of environment because it helps reducing their costs by improving efficiency. It’s the most generic case of integration of CSR and business goals, where improved productivity or operational efficiency in current time frame also results in better environmental condition that fosters better living conditions for future generation. This image building campaign includes CSR reporting where a series of disjointed anecdotes of companies’ contribution to society are highlighted, which are in no way related to implementation of business strategy of the company.

CSR as a source of competitive advantage; A competitive advantage is an advantage over competitors gained by offering consumers value, either by means of lowering prices or by providing greater benefits and service that justifies higher prices. Porter (2002) suggested four “generic” business strategies that could be adopted in order to gain competitive advantage.
The four strategies are summarized in the figure below:

```

<table>
<thead>
<tr>
<th>High Degree of Product Differentiation</th>
<th>Low Degree of Product Differentiation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differentiation Focus</td>
<td>Cost focus</td>
</tr>
<tr>
<td>Differentiation</td>
<td>Cost leadership</td>
</tr>
</tbody>
</table>

Narrow | Broad

Drawn by Michael Potter (2002); Harvard Business School
```

Looking at the scope of business activities, the differentiation and cost leadership strategies seek competitive advantage in broad range of market or industry segments. By contrast, the differentiation focus and cost focus strategies are adopted in a narrow market or industry. Businesses must have clear understanding of the communities that they impact and must give a serious thought to the question.

How the strategy helps these communities grew qualitatively along with the business in short and long term? The answer to this question may not be obviously forth coming but an open debate among the executives and strategic managers may open options, that may help improve the quality of life indicators for the communities around in a way that enhances business opportunity for tomorrow if not the current profitability. The challenge for industry today is to identify social issues that drive its competitiveness both now and in the future. For
this to happen managers must first believe that social concern or CSR as it is popularly known is a source of business opportunity and competitive advantage. This integration could pave way for all round sustainability and growth.

Bishai, (2004) asserts that the benefits that go with global compact (corporate social responsibility) are enormous as it helps to enhance the company’s brand image and reputation, increase their attractiveness to customers, investors and stakeholders, strengthen employ loyalty and performance, and thus improve condition with in their enterprises and in society (Annual meetings Daily; P 22; May 26th -2004).

According to Bartol and Martin, (1994: P110) firms may engage in social responsibility to bring about more stable relationships with major stakeholders and to help reduce the risk of lawsuits and governmental fines that could threaten organizational well being.

According to Hartman, (2002 P, 222), employees who are well treated in their work environment may prove more loyal and more effective and product in their work place leading to good business performance.

Carrol and Hoy, (1984:48) said that the company that engages in corporate social responsibility helps it to avert local governments threatened and increased regulation and a responsive corporate social policy which may enhance a firm’s long term viability, which alternately improves its performance.

According to Odembo (2003:PP 2) the worlds meet successful companies have for many years now realized that responsible business behaviours such as corporate social responsibility under good corporate governance is what strengthens a brand, secures customers and generates additional profits.

He further states that a good corporate social responsibility program is ultimately the best public relation for a smart company. This helps the company to improve its performance.

According to Pearce/Robinson (2000 P, 210), the best way for a company to maximize stakeholder wealth is to act in a socially responsible manner.
They suggest that when a company behaves responsibly benefits accrue directly to the bottom line. Social responsible practices may create savings and as a result increase profits. They add on to say that when a company does not behave responsibly, a company and its stake holders suffer financially.

Cornell and Shpiro, (1984 P 42), asserts that good corporate governance benefits the corporation by creating good will a very important asset because exerts positive pressure on employees, customers, government officials, hotel ers, investors and other important constituencies to be favorably disposed of the corporations.

Marcus, (1993: 29) said that, being perceived as a good social performer may raise employee morale and result in increased productivity. Fewer strikes and work stoppage may more than offset the other costs associated with being socially responsible. Marcus goes on to say that societal performance may enhance customer loyalty. To satisfy customers claim for perceived quality may be easier than to satisfy their claims for better products. He adds on that good will may case tensions with government officials, making it less likely that the corporation will pay large fines and become involved in length suits. He further says that good economic performance may be a precondition for good social performance (If a firm is not profitable, it cannot be a good social performance) and it may be consequence of good social performance (it pays to be good) beneficent cycle exist when strong social performance, which in turn contributes to strong economic performance.

According to Johnson and Scholes, (1999 P. 207), corporate governance arrangement for an organization for an organization determines the minimum obligation of an organization towards its various stakeholders.

According to Kibirango, (2002:34), good governance is increasingly believed to provide an environment conclusive to greater economic efficiency and effectiveness in as much as the corporate sector contributions to societal and environmental improvements outweigh its perceived negatively (CMA Journal Vol. no. 3 September-December 2002; PP 24).
Kibirango, (2005) further said that the application of corporate governance with in a business system helps it to proper more significantly. This comes about amidst a friendlier co-existence between society and the private sector. He adds on that if people around firms assume a stake in those businesses.

The owners shall secure added protection of these enterprises especially during periods of strike or civil communication (sustainable wealth creations-2005, PP 7).

Alexander and Bucholz, (1978: P 479), contend that it pays to be as good quality and skills of good social management also apply to the economic sphere, that is management excellence in one area has some bearing upon excellence in the other area. Socially aware and concerned management may possess the skills needed to run a superior company in traditional financial sense.

According to the private sector corporate governance trust, corporate governance can greatly enhance effectiveness, competitiveness and sustainability of organization. This is increasingly important in the highly competitive global markets.

According to Makower (1994) PP 44; a land mark study by Erfle and Frantantuono found that firms were ranked highest is terms of their records on a variety of social issues (including charitable contributions, community out-reach programs, environmental performance, advancement of women and promotion of minorities) add greater financial performance as well.

Financial performance was greater in terms of operating income growth, sales to asset ratio, sales growth in turn on equity, earning to asset growth, return on investment, return on assets and asset growth.

According to Kakuru (2005), corporate social responsibility hereafter (CSR) calls upon a business firm to address societal issues, which go beyond the scope of the firm’s activities. For instance a business firm participatory in social and general welfare programs where as
these programs are beneficial to society, they may appear irrelevant to individual firm. This raises a question whether it is justifiable to commit a firm’s resources in these programs but the business firm should weigh the benefits of being socially responsible as this can be translated into cash flows because of improved corporate image.

Elaine (2000), states that being socially responsible is being all responsible. It means considering consequences of ones actions, and being accountable for them. The institutional goals need to be subordinates to wider social or moral goals, social responsibility is contentious stake holding which affects the way business is conducted in relation to committing all there resources to charity or to health care, to education, to sports or to agriculture to help the people in the neighborhood of the business.

Francis (2001), states that CRS is the concern a business has for the welfare of the society. A socially responsible business balances the profit motive of a business with the interests of other stakeholders while making business decisions. If society prospers, also does business and business should contribute to resolving the paradoxical riddles of in society for a business to survive and thrive in the long run.

Peter (1997), asserts that corporate social responsibility aims a fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease for product and product safety, environmental care, care for minimum working conditions. Therefore social responsibility of a business consists of providing quality services and goods to the public without endangering either basic well being or common future as it responds to moral demands.

Likewise, Donaldson (1989), states that corporate social responsibility aims at fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease of use for product and product safety, environmental care, care for minimum working conditions.
A business organization should commit itself to reduction of personal and environmental damage, being accountable to the society it operates in. So responsibility requires entrepreneurs to commit themselves to agreed moral demands which severely limits or harms the ability of the business not only to the inside of the company but also the end users and stakeholders. Social responsibility of a business consists of providing quality services and goods to the public, without endangering either basic public well being or common future as it responds to moral demands.

Likewise, Canon (1994), states that a firm should pursue its goals while being socially, economically and legally responsible which means it should be held accountable for any of its actions that affect people, their communities and their environment, as such a business should avoid causing harm to people and society it operates in.

The responsibilities of a business should be blended into a comprehensive corporate strategy while not losing sight of any of its obligations as being socially responsible as a business requires balancing the benefits to be gained against the costs of achieving those benefits. It requires a business firm to be socially responsible to survive in the long run as the world is becoming a global village with such technology as global computer networks, instantaneous e-commerce transaction that has made the getting of information easy.

John (2000), states that business firms have not only on but many different kinds of responsibilities, including economic and legal responsibilities. Corporations have an economic responsibility to produce goods and services and provide jobs and wages to workforce while earning a profit.

Economic responsibility also includes the obligation to seek out suppliers of raw materials, to discover new resources, technological improvements and to develop new products.

Legal responsibilities of the business include acting as a fiduciary or trust, managing the assets of the corporation in interest of shareholders, but as well as having legal responsibilities to employees’ customer, suppliers, and other parties. A business should respond to greater societal expectations because corporate social responsibility is expressed as a voluntary assumption of responsibility that goes beyond purely economic and legal.
responsibilities of the business firm. Corporate social responsibility involves bringing corporate behavior up to a level where it is congruent with the prevailing social norms; values and expectations of performance and a corporation should address social problems as it does its business profitably.

Where as Richard and Fred (2000), asset that a business should contribute to human rights, education, welfare and vitalization of communities around business as such businesses prudent use resources while competing freely and fairly. A business should not participate in bribery, money laundering, or corrupt practices, or trade in business condoned by the community like drug trafficking, organized crime to mention but a few.

Greening, and Turban, (2000), assert that customers need to be treated with dignity and fairly in all aspects whether they buy your products or services directly from you or otherwise get them in the market and there is need to give customers the highest quality products and services consistent with their requirements and work of their money. Employees also need to be treated with dignity and employee interests should be taken seriously. Providing jobs according to workers skills and compensating them fairly improves their productivity, be honest in communications with employees and be open in information sharing to their concerns and where possible, act to employees’ suggestions, ideas, requests and complaints, engage in good faith negotiations when conflict arises, avoid discriminatory practices and guarantee equal treatment and opportunity in areas such as gender, age, race, religion, promote in the business itself the employment of different people in places of work where they can genuinely be useful protect employees, from avoidable injury and illness in the work place, encourage and assist employees in developing relevant transferable skills and knowledge and work with governments, employee group or other agencies in addressing problems faced.

Suppliers and sub contractors should be on mutual respect and there should be fairness truthfulness in all activities including pricing, licensing and rights to sell or to make sure that business activities are free from coercion and unnecessary litigation, to foster long-term supplier relationship in return for value, quality and reliable. Suppliers should be paid in time and in accordance with agreed terms of trade, seek, encourage and prefer suppliers and sub
contractors whose employment practices respect human dignity. There should be trust to honour investor/owners who should have a professional and diligent management to secure a fair and competitive return on owner’s investment as they disclose relevant information to investors fairly and freely as by law.

CSR initiatives by industry, according to industry sector CSR initiatives Canada (2007), the business community is being challenged to be more innovative and competitive, more productive and profitable, and more responsible and sustainable. There are pressures to deliver more value for shareholders, more security and opportunity for employees, and more collaboration and transparency with stakeholders on the solution for issues such as those relating to corporate governance, environmental protection, corruption, human rights, human resource management practices, consumer protection, supplier relations, health and safety and others.

Business have in many instances recognized the challenges and opportunities that are being placed upon them and have embraced a variety of related approaches for response. Corporate social responsibility and related concepts such as corporate accountability, corporate sustainability and corporate citizenship are being used to more effectively integrate the economic, environmental and social objectives of social into corporate structures and processes, more creatively innovate and bring value-added goods and services to solve societal demands and more meaningfully collaborate and engage key holders to improve public credibility and confidence Shabanji, (2003) the corporate social accountability manager of the British American Tobacco PLC.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter focused on the methods and techniques that the researcher used to collect data for the study. It considered study design, procedures, subject selection, data collection instruments, data analysis, limitations and delimitation.

3.1 Research design

Descriptive research design was used in the study. The descriptive research design helped the researcher to describe and explain the way controls were implemented in the organization. Quantitative research approaches was used to obtain the data that can be measured in numerical figures.

3.2 Research population

The researcher was interested in the Sheraton group, and targeted both the top managers as well as the support staff from different departments in the company. The main target samples were employees as a whole a number totaling to 78.

3.3 Sampling procedure

3.3.1 Simple random sampling.

The researcher used this method in order to avoid bias in the process of selecting the respondents from the group of possible respondents for the number needed for this study.

3.3.2 Stratified sampling

The researcher also used the methods where group of possible respondents were arranged in different groups within the targeted population such as Administrators, committee members and other officers in the department.
3.5.4 Documentary Review

This method involved reading documents related to CRS management. It is advantageous because it enabled the researcher to get the first hand information through critical examination of recorded information. It also used to cross check information received from the researcher procedures.

3.6 Data processing and analysis

The researcher processed and analyzed the data by making references to the available literature in order to compare and contrast different opinions presented by different authors. The intervention exposed the gaps in the existing literature upon which the findings and recommendations were based.

3.7 Limitations of the study.

   i. Low levels of literacy of the respondents. Some respondents were illiterate and unable to give the required information.

   ii. Lack of enough secondary data. The researcher lacked enough secondary data from the Sheraton hotel.

   iii. Some respondents refused to give detailed information due to fear that they may lose their jobs.

   iv. Language barrier and hence faced difficulty in communication.

   v. The researcher was denied to access information for completion of the research from Sheraton hotel.
4.0 Introduction

This chapter contains the presentation, analysis and discussion of the findings made by the researcher. The researcher followed the objectives of the study to help in making a thorough analysis. The researcher used tables and pie charts to present and analyze the findings.

4.1 Demographic responses

Background characteristics of the respondents were considered in this analysis because they directly affect the efforts of corporate social responsibility and performance of Sheraton hotel. Such background information consisted gender, age and level of education.

Table 4.1 showing gender

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27</td>
<td>35%</td>
</tr>
<tr>
<td>Female</td>
<td>49</td>
<td>65%</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data
From the above table and figure, it is clearly seen that commercial hotels has most of its employees as women since it serves 65% as women and 35% as male. This is evident from the initial objectives of commercial hotels, since it solely looks forward for women who are good in welcoming and attending to clients.

Table 4.2 showing Age Group Composition

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 25</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>26 – 35</td>
<td>14</td>
<td>19%</td>
</tr>
<tr>
<td>36 – 45</td>
<td>37</td>
<td>48%</td>
</tr>
<tr>
<td>46 and Above</td>
<td>22</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>76</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data
The findings indicate that majority of the employees for Sheraton hotel fall under the age bracket of 36-45 years. This goes hand in hand with John Hatch (2000), who suggests that commercial hotels services are for the elders who have experience and devote most of their time to work place as well as low labor turnover.

**Table 4.3 showing the level of education of Management Staff**

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Level</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Diploma</td>
<td>15</td>
<td>20%</td>
</tr>
<tr>
<td>Masters degree</td>
<td>58</td>
<td>76%</td>
</tr>
<tr>
<td>PHD</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>76</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data
The findings indicate that the majority of the staff/management had degrees in various fields represented by 76% and 20% with diplomas meaning that they had high degree of integrity when dealing with clients and managerial and analytical skills both soft and hard skills that enable them monitor the operations of commercial hotels.

4.2 Corporate social responsibility and Sheraton hotel
What CSR initiatives have helped Sheraton hotel Uganda in building its image?

Table 4: Showing rankings on what CSR initiatives have helped Sheraton hotel in building its image/reputation.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Very good</td>
<td>59</td>
<td>77%</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Fair</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Poor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: primary data (2007)
From the findings, 6% of the respondents revealed that CSR initiatives of Sheraton hotel in building its good image is excellent, while 77% of the respondents ranked it very good, while 13% of the respondents ranked it good and 4% of respondents ranked it fair in its CSR programmes. Due to its trust fund for charitable activities, environmental conservation, sponsorship packages, anti-pollution measures, just to mention a few.

**What initiatives have led to Sheraton hotel better performance and a source of competitive advantage?**

**Table 5: Respondents ranking on what has led to Sheraton hotel CSR better performance and a source of competitive advantage**

<table>
<thead>
<tr>
<th>Option</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>58%</td>
</tr>
<tr>
<td>No</td>
<td>32</td>
<td>42%</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary data (2007)

According to results, 58% of the respondents revealed that CSR initiatives of Sheraton hotel have led to its better performance and a source of sustained competitive advantage while 42% said that it’s not about its CSR initiatives but due to its cost focus and differentiation focus.

**What makes Sheraton hotel Uganda communicate effectively about its social and environmental activities?**
Table 6 shows the respondents ratings on communication effectiveness of Sheraton hotel social and environmental activities.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>22</td>
<td>29%</td>
</tr>
<tr>
<td>Very good</td>
<td>44</td>
<td>58%</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Fair</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Poor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

29% of the respondents revealed that Sheraton hotel Uganda is excellent in terms of communicating effectively about its social and environmental activities, 58% of respondents rated very good and 13% said it was good. It communicates effectively because it encompasses a large range of communication channels such as corporate advertising, government regulations, online communication, employee engagement, government regulations, internal communication and event management.

**Why stakeholders perceive CSR as a potential tool to benefit the firms that subscribe to it?**
Table 7: Shows stakeholders’ perception on CSR as a potential tool to benefit firms that subscribe to it.

<table>
<thead>
<tr>
<th>Respondents opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased profits</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Builds better relations with government</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Enhance corporate image</td>
<td>57</td>
<td>75%</td>
</tr>
<tr>
<td>Increases sales and customer loyalty</td>
<td>13</td>
<td>16%</td>
</tr>
<tr>
<td>Sharpens decision making and accountability</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data (2007)

Majority of the respondents who were interviewed represented 75% revealed that enhanced corporate image is one way Sheraton hotel Uganda benefits when it embraces CSR programmes, 16% of the respondents revealed that the firm benefits in terms of increased profits, sales and customer loyalty, 7% of respondents revealed that it benefits in terms of profits and 2% that it benefits in building relations with government regulators.

**How do various stakeholders support CSR initiatives?**

Table 8: Showing responses of respondents how they support CSR initiatives of Sheraton hotel Uganda limited.

<table>
<thead>
<tr>
<th>Option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>71</td>
<td>94%</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary data (2007)
Majority of the stakeholders that represented 94% of the respondents revealed that they support the CSR initiatives of Sheraton hotel Uganda in one way or another most especially in the community engagement like sponsorship packages for example they always support motor rally championships, like Pearl Motor rally. Championships, Castrol motor rally championships (2006) in Kampala, environmental stewardship like planting of trees, workplace welfare where their employees are motivated highly with good salary, allowance packages, whereas 6% of the stakeholders revealed that they do not support its CSR programmes in a way they conduct it simply because they sponsor people who already have money like the rally drivers instead of sponsoring the needy to go to school or help the peasants who are poor. This shows that Sheraton hotel has really tried very much to give back to the community in terms of CSR.

**Respondents rankings on the factors affecting the level of CSR**

<table>
<thead>
<tr>
<th>Factors affecting level of CSR</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of profits</td>
<td>29</td>
<td>38%</td>
</tr>
<tr>
<td>Company policy</td>
<td>31</td>
<td>41%</td>
</tr>
<tr>
<td>Government policy</td>
<td>16</td>
<td>21%</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>76</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data (2007)

From the results, 38% of the respondents revealed that the amount of profits the company gets, affects the level of CSR programmes, 41% of the respondents revealed that company policy also affects the level of CSR and lastly 27% revealed that government policy affects the level of CSR programmes. We see that mainly its profits that affect the level of CSR because usually companies that practice CSR do allocate some percentage of their profits to CSR activities. The researcher got the number of responses as 267 and 102 as percentage simply because it’s a multiple response. The respondents had more than answer on the questionnaires so they had to tick more than one according to their perceptions.
4.3 Summary of findings

Due to Sheraton hotel trust fund for charitable activities, environmental conservation, sponsorship packages, anti-pollution measures, 6% and 77% of respondents revealed that the company’s CSR initiatives were excellent and very good respectively.
CHAPTER FIVE  
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter presents the summary of the research findings, conclusion and recommendations based on the findings of the research and areas of further research.

5.1 Discussion of the Findings

Corporate Social Responsibility and Image Building.
From the findings of the research 6% and 77% of the respondents revealed that CSR initiatives of Sheraton hotel was excellent and very good respectively because of its CSR activities such as trust funds for charitable activities, environmental conservation whereby so far three thousand trees have been planted, support for the needy at Sanyu babies home, sponsorship packages for Uganda motor rally championships like Kampala, independence day rally, setting un anti-pollution measures, compensation of the victims suffered during road accidents while transporting food products, and its ethical policies such as good employee welfare, have very much contributed to its positive image building and CSR has been a strategic tool to enhance the reputation and public image of the company. A Sheraton hotel CSR activity that is giving back to the community is also part of their advertising campaign. Because of their CSR programs, whenever they are in bad times like when their food truck got an accident and caught fire, the stakeholders were their side trying to help them overcome the problem because of their commitment to the public. That is why according to (Kotter and Lee, 2005), corporations with a strong CSR image/reputation last longer than a corporation without such an engagement.
Companies that last longer are those that focus on their reputation (Kay, 1993 cited in Mc Intosh, et al, 1998).
Sheraton hotel corporate reputation has been built and nurtured mainly on the outstanding employee relations, strong records of community involvement, excellent environmental policies and practices, respect for human rights and a commitment to diversity and through CSR communications.
Because Sheraton hotel contributes resources to causes that have a universal appeal like public health, education, poverty alleviation, community investment and the environment, the company’s reputation has dramatically improved across all stakeholders according to the findings.

**Performance and Competitive Advantage:**
According to the results 58% of the respondents revealed that CRS initiatives of Sheraton hotel have made it to improve on its performance and has become a source of competitive advantage among its rivals and the public has built trust in the company while 42% revealed that it is not about CSR activities but due to its cost focus and differentiation cost. According to the general manager Mwine Ben, companies face increasing demands for disclosure of their social and environmental performance from customers, investors, and a wide range of other stakeholders. As a result, his company is sharing information and issuing reports describing the economic, environmental, and social impacts of their operations and products. And because of that, he sees that there is improved performance and source of competitive advantage due to pressure of the company’s CSR report which is good.

**Communication and social environmental activities.**
The results of the research indicated that 29% and 58% of the respondents revealed that Sheraton hotel communicates effectively about its CSR was excellent and very good respectively and 13% of the respondents rated it was good simply because it encompasses a large range of communication channels that have been critical to the success of the company.

According to the corporation’s manager Mwine Ben, he said “that the channels used include corporate advertising, public relations, media relations, community engagement, research and measurement, reputation management, internal communications, employee engagement, government relations, online communication and event management. “He further added that whatever form the company communications takes, the objective remains the same: to enhance brand, the image and reputations of a company and to drive profitability”.

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Sheraton hotel also communicates effectively because according to their CSR policy, through communicates, its employees are made sure that they are familiar and comfortable with and informed about, all the messages a company is delivering to its stakeholders. If they are loyal to a company’s vision, employees also assume the crucial role as the best advertisers for all the company stands for and all they want to convey to stakeholders. The public is more likely to believe messages delivered to them individually by a personable individual rather than the anonymous proclamations of an organization through news releases or paid advertisements. Communications can show the results of CSR programs as having an impact on the welfare so that the public can themselves judge that they are more than just an act.

CSR interims of cooperate communications has presented the best means of Sheraton hotel to humanize its programs that has made community to identify them. This has given the company’s management the opportunity to consciously reinforce the organization’s purpose, goals and vision to ensure that their core messages are internalized first among employees before they are communicated to external stake holders to understand them. For employees communicating CSR internally has given them a sense of pride through association with the company’s good deeds and public recognition of those deeds.

Through it is effective communications; it has a social responsibility statement in its annual reports which has made the company get a reputation, as a socially and environmentally conscious company which has given it a political leverage and public support in times of need.

Sheraton hotel good CSR legacy is weighing more positively in the company’s favor. This is what is called by social investor" positive screening”, which is important for all stake holders of a company, not just investors. This is all because of its CRS communication/reporting. Some of its communication strategies are memos, letters, reports, websites, TV, radios announcements, community engagement, social and environmental initiatives or programs.

As we are living in an “age of transparency”, a time in which business are forced to operate on the premises that all of its actions with ultimately be made public. It is in the environment
in which corporate reputation will be based less on the information that a company’s professional communicators can shape and control and more on third party perceptions. Working to create these perceptions is where corporate communication using the tools of CRS ethically and ethically authentically seeks to demonstrate influence on reputation and the presentations about a company over a longer period of time. This communicates a much deeper message, which is best described by the words of Peter F. Druker, “The most important thing in communication is to hear what isn’t being said”.

**Stakeholders’ perceptions**

According to the findings of the research, 75% of the respondents revealed enhanced corporate image is one way Sheraton hotel has benefited while embracing CSR activities, 16% revealed increased profits, sales and customer loyalty, 7% revealed in terms of profits and 2% revealed that benefits in building relations with government regulators different perceptions are seen from different societies across the world like Africa CSR is about capacity building for sustainable livelihoods. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government though back here in Uganda CSR is understood as giving back to community mainly by those who had the knowledge of CSR as specified by those in the age bracket of 31-40 who had masters degree and who also very much understand the concept of CSR.

According to Kakuru, (2005), he perceives by calling upon a business firm to address societal issues, which go beyond the scope of the firm’s activities. For instance a business firm participatory in social and general welfare programs where as these programs are beneficial to society, they may appear irrelevant to individual firm. This raises question whether it is justifiable to commit a firm’s resources in these programs but the business firm should weigh the benefits of being socially responsible as this can be translated into cash flows because of improved corporate image.

To further gauge stakeholders’ opinion about CSR as a potential tool, they perceived that when a company embraces CSR, it enhances its corporate image which was true with Sheraton hotel Uganda whereby 75% of the respondents revealed that it has improved its image in the wider eyes of the public. Other respondents said the firm benefits in terms of
increased sales and customer, loyalty, profits and also build good relations with the government regulators.

Also looking at the perception of stakeholders regarding a conflicting nature between social responsibility and profit maximization goals, majority of the respondents revealed that there is a conflict between the two while other respondents said not really. This particular result is not surprising since there have been long conflicting expectations among the scholars themselves towards the nature of business organization’s responsibilities. And the best defender of this model is the late-noble prize-winning economist Milton Friedman in his book capitalism and freedom, where he says that “businesses have only one social responsibility, that is, maximize profit within the law”.

Respondents’ perception on using CRS as a competitive advantage, well, majority, of the respondents revealed that CSR does not jeopardize a competitive niche of Sheraton hotel. Most of the respondents said that it’s excellent. They disagreed that, being socially responsible is competitively disadvantageous to Sheraton hotel Uganda.

The results also suggest a large number among the respondents may have subscribes to similar attitudes of CSR proponents, who staunchly believe that, business organization should incorporate CSR in their strategic planning to maximize ‘license to operate’ in order to satisfy their multiple stakeholders to stay in business (Burke and Logsdon 1996; Lantos 2001; Windsor2001, Lantos 2001; Quester and Thomson 2001; Husted 2003; Garriga and Mele 2004; Greenfield 2004).

**Stakeholders’ support for CSR initiatives.**

From the findings of the research 94% of the respondents supported CSR initiatives of Sheraton hotel Uganda in one way or another most especially when it comes to community engagement like sponsorship packages mainly in spurs like, the rally championships, environmental conservation whereby they are fighting hard to see that the environment is protected because of nature of their business operation, workplace welfare of which their employees are motivated with allowances and bonuses, whereas 6% of respondents revealed
that they only sponsor sports men and women who already have money than going to a common man.

The manager further says “he believes that, there is much more to Sheraton hotel than solely focusing on profit maximization like most firms do. “For him, he incorporates social responsibility components in their operations with the ultimate aim of serving the society as a whole.

By effectively and efficiently getting involved in CSR activities, Sheraton hotel Uganda limited has generated valuable resources in terms of reputation long-term standing, and loyalty from various stakeholders. This in turn has proved beneficial in the long-run for the company to reap the benefits of brand enhancement, differentiation, good will, quality workforce retention and ultimately profitability and sustainability.

This shows he Sheraton hotel has really tried very much to give back to the community in terms of CSR as asserted by Francis (2000) as socially responsible business should help society to prosper by solving paradoxical riddles in society.

Factors affecting the level of CSR

The findings of the study revealed that a number of respondents that represented 38% agreed that the amount of profits comes first when looking at the factors that affect the level of CSR programs embraced by a firm. That the more profits the more CSR activities and vice versa.

Secondly, they revealed that company policy and government policy respectively do also affect the level that presented 41% of the respondents. That is why according to some company policies, they have to allocate a percentage of their profits to CSR activities. For Sheraton hotel they allocate less than 1% of the profits annually for CSR activities.

This concurs with Samuel (2000), the factors that affect the level of CSR include the amount of profits got by the firm, the company policy, amount of competition being faced and rules and regulations governing their operations as a business.

5.2 Conclusion

Overall, this research provides a clear justification and indication from the empirical evidences of various stakeholders’ perspectives about the relationship between corporate social responsibility and image building/reputation especially of Sheraton hotel Uganda.
Corporations cannot count only on financial performance to survive in these ever-changing scenarios of global competition, but have also responsibility to various stakeholders in which they exist.

To identify whether CSR initiatives have helped Sheraton hotel in building its good image (reputation).

As evidenced from the study, CSR can be used as a strategic tool to enhance the reputation and public image of a business corporation as seen from the study of Sheraton hotel Uganda Limited. More especially, it is widely recognized in the findings that enhancing corporate reputation is one of the most reason Sheraton hotel Uganda Limited to commit itself to CSR activities.

To examine whether CSR initiatives have potentially led to Sheraton hotel better performance and a source of sustained competitive advantage.

From the results of the study, the findings showed the CSR can prove to be profitable for a corporation in the long run since Sheraton hotel Uganda Ltd had to use Micheal Porter’s model of competitive advantage using cost focus and differentiation cost.

The more financially successful an food company is the better the ability to undertake CSR.

To assess whether Sheraton hotel Uganda communicates effectively about its social and environmental activities.

By communicating effectively about their social and environmental activities, It is believed that Sheraton hotel Uganda has strengthened its brand, enhance its corporate image and reputation with customers and supplies, as well attract and maintain a committed and skilful workforce, suggested by (Burke and Logsdon 1996; Lantos 2001, Porter and Kramer 2002, Ferrel; Patterson 2004).
To explore the stakeholder’s perception on CSR as a potential tool to benefit the firms that subscribe to it.

Based on the positive results on perceptions of various stakeholders towards the practice of CSR as evidenced in the study, managers need to be convinced that CSR and profit maximization need not to be conflicting goals, therefore I do not concur with Milton Friedman (1967; 1967), who suggested that the sole responsibility of a business is profit maximization that a business should not waste time on CSR activities.

To identify whether stakeholders support CSR initiatives of Pear Foods Uganda.

From the findings of the study, stakeholders showed increased support and patronage to the company which has led it to better long run performance because of the company’s CSR activities of giving back to community such as sponsorship packages, environmental conservation and workplace welfare. Based on the positive results on perceptions of various stakeholders towards the practice of CSR as evidenced in this study, managers need to convince that CSR and profit maximization need not be conflicting goals. Instead, CSR can be used as a strategic tool to enhance the reputation and public image of a business corporation while at the same time, prove to be profitability for corporation in the long-run. The more financially successful a food company is the better the ability to undertake CSR, and the higher level of CSR should in turn lead to increase support and patronage from stakeholders with better consequent long-run performance.

More especially, it has been widely recognized in the findings that enhancing corporate reputation is one of the most important reason during Sheraton hotel Uganda Limited to commit itself to CSR activities. By communicating effectively about their social and environmental activities, it is believed that Pear Foods Uganda has strengthened its brand, enhance its corporate image and reputation with customers and suppliers, as well as attract and retain a committed and skilful workforce.
5.3 Recommendations:
Based on the findings of the research, the following recommendations are given at Sheraton hotel Uganda.

Since the company is fully engaged in corporate social responsibility (CSR) via concrete policies, commitments and targets, and each year they provide full details of their CSR performance in a special annual report. With the surge in interest in corporate social responsibility of other hotels in Uganda like African and Imperial hotel just to mention a few, Sheraton hotel Uganda has to put much effort by carrying out social audits and surveys among its stakeholders and the public to see how good or bad they are doing so as to rectify the problem.

They should make sure that they lead in embracing CSR so as to gain competitive advantage over the rival firms and get benefits that come with it.

Much emphasis should be put on the stakeholder analysis of CSR which is twofold:
First, to understand the expectations of diverse stakeholder groups which should be of primary concern to the management?
To identify which social problems, needs, and interests or demand that a firm needs to address is essential for continued good will and support of the firm by relevant stakeholder groups. This in turn, provides a signal to firm on whether their CSR practices may potentially be useful marketing instrument to the organization and to avoid stakeholder sanctions.
Secondly, stakeholder analysis can also provide ongoing evaluation of the CSR programs effectiveness. Much past research suggests that perception of CSR may generate increased resources from stakeholder. Indeed positive perception toward CSR is considered an important determinant of corporate effectiveness (Singhapakdi, Kraft et al. 1995; Singapakdi, vit Ell et al. 1996).

5.4 Area for further research
Because of the societal benefits associated with CSR initiatives, more research should be carried out on how to aggregate firm’s level data on CSR performance for use at both National and International level especially as it is still new for a country like Uganda.
Finally, more research should be carried out on the various forms of corporate social responsibility such as governance. The research should be carried out with the help of institutions such as the Uganda Institute of Corporate Governance and Nepad-African Peer Review Mechanism.
REFERENCES:


APPENDIX A: RESEARCH INSTRUMENTS

APPENDIX 1: RESEARCH QUESTIONNAIRE

QUESTIONNAIRE (to be filled by the employees of Sheraton hotel)

Introduction

This research study is being undertaken as a partial fulfillment of the required of the award of Bachelor’s Degree in Tourism and Hotel Management.

Being an employee of Sheraton hotel Uganda, I feel that you are in a better position to provide relevant information, this information is purposely for academic purposes and its confidentiality is highly guaranteed.

Please fill this questionnaire appropriately

PERSONAL DATA

PLEASE TICK THE APPROPRIATE BOX.

SECTION A: GENERAL INFORMATION

GENDER (Tick in the appropriate box).

A) Male

B) Female

AGE OF THE RESPONDENTS

A. Below 30 years of age.
B. 31 to 40 years of age.
C. 41 to 50 years of age.
D. 51 to 60 years of age
E. Above 60 years of age
INFORMATION ON POSITION

Name of department
Category of position
A. Management
B. Supervisory
C. Other

Duration in the present position.
A. Below 1 year
B. 1 to 4 years
C. 5 to 9 years
D. 10 to 14 years
E. Above 14 years

HIGHEST LEVEL OF QUALIFICATION
A. Ordinary level
B. Advanced level
C. Diploma level
D. Bachelors degree
E. Honors degree
F. Master degree
G. Professional level
H. Others, (specify) ........................................................................................................

SECTION B

1. Why did you come to know Sheraton hotel (U)? .................................................................
................................................................................................................................................

2. List the type of services that are offered by Sheraton hotel (U)?
................................................................................................................................................
................................................................................................................................................
3. Has the above services helped you in steering economic development?  
   Yes  
   No

4. If yes in (5) above, then list how it has helped you
   ........................................................................................................................................
   ........................................................................................................................................

5. How do stakeholders perceive Sheraton's CSR programs?
   Excellent  Good  Average
   Poor  Very poor  No option

6. How do you rate your firm on using CSR as a competitive advantage?
   Excellent  Good  Average
   Poor  Very poor  No option

7. Do you think Sheraton hotel CSR initiatives have led to the firm's better performance and source of sustained competitive advantage?
   Yes  No

If yes, how?
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
8. What percentage of your annual profits do you give out for CSR programs annually?

- 1% □
- Less than 1% □
- 4% □
- 2% □
- 3% □
- Above 4% □

If none of the above, please specify:

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

9. Do you seem to care on prices and quality and not image building?

- Yes □
- No □

If Yes, why?

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

If No, why?

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

10. Do you believe that CSR and profit maximization are two conflicting goods?

- Yes □
- No □

If Yes, why?
11. Do various stakeholders support your firm’s CSR initiatives?

Yes □  No □

If Yes, why?

If No, why?

12. Any general comment?

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

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APPENDIX 11: INTERVIEW GUIDE

1. what do you understand by CRS?
2. How is Sheraton competitive due to its CRS programmes?
3. How would you like to see Sheraton hotel improve its CRS programmes?
4. What CSR initiatives have led to Sheraton hotel Kampala better performance and source of competitive advantage?
5. What makes Sheraton hotel Kampala communicate effectively about its social and environmental activities?
6. Why stakeholders perceive CSR as a potential tool to benefit the firms that subscribe to it?
7. How do various stakeholders support CSR initiatives of Sheraton hotel Kampala Uganda?
8. How are Uganda’s companies responding to CRS programmes?

THANK YOU.
APPENDIX B

TIME FRAME OF THE STUDY

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<thead>
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<th>ACTIVITY</th>
<th>TIME IN MONTHS</th>
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<tr>
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</tr>
<tr>
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<tr>
<td>DATA ANALYSIS</td>
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<td>SUBMISSION</td>
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