UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA

FACULTY OF INTEGRATED MANAGEMENT SCIENCE

DEPARTMENT OF MANAGEMENT STUDIES

EFFECT OF PERCEIVED CORPORATE SOCIAL RESPONSIBILITY ON AFFECTIVE COMMITMENT AND EMPLOYEE WORK BEHAVIOR IN MINING COMPANIES IN GHANA. EVIDENCE FROM GOLDEN STAR RESOURCES

BY

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MASTER OF SCIENCE IN ENGINEERING MANAGEMENT

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REI QUARSHIE EKLU

SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
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MANAGEMENT

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TARKWA GHANA
OCTOBER, 2021

DECLARATION

I declare that this thesis is my own work. It is being submitted for the degree of MASTER OF SCIENCE AND TECHNOLOGY MANAGEMENT (MANAGEMENT SCIENCE) in the University of Mines and Technology (UMaT), Tarkwa. This thesis has not been submitted for any degree or examination in any other University.

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(Date)

ABSTRACT

Employees are perceived by firms' CEOs as the key stakeholder applying pressure and giving motivations to socially dependable behavior since a positive perception of CSR affects their emotional, attitudinal and behavioral responses. The study's main aim is "to evaluate employees' perceptions of CSR in the Ghanaian mining industry" as well as "examine the effect of the employee perceptions of CSR on their individual commitment and work behavior", using Golden Star Co. Ltd as a case study. The study is a descriptive survey using the quantitative research approach to collect data with questionnaire from a randomly sampled respondents of 250 employees of Golden Star Resources. The study findings indicated that employees of Golden Star Co. Ltd generally have a positive perception towards all aspects of CSR activities undertaken in the company. The findings showed that employees' perception of CSR activities of a company has a positive significant effect on organisational citizenship behaviour (OCB). Particularly, OCB was significantly impacted the strongest by their perception of CSR activities towards the environment, followed by their "perception of CSR towards employees". Employees' CSR perception of activities towards the society and customers did not have significant impact on their OCB. The findings also showed that a company's CSR activities influences employees' feelings towards their organisation (affective organisational commitment, AOC), which further affects their willingness to perform constructive behaviour for their organisation (OCB). Thus, statistically, there is a "full mediating effect of AOC between perceived CSR and OCB". It is recommended that mining companies in Ghana give particular attention to the natural environment and employees in their CSR activities since these have the most significant impact on their affective commitment and corporate behaviour.

DEDICATION

This project is dedicated to my mother Gifty Abla Eklu, father Jones Quarshie Esseh and lovely wife Mavis Eklu-Rei, my dear children who continued praying, empowering, and supporting me all through my task.

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I give glory to God whose effortlessness and kindness have been so bountiful upon me since the time I began the undertaking. He has made my fantasy about finishing this venture a reality.

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I finally thank my mother, my dear wife, my children and my siblings especially for their gigantic assistance and enormous commitment towards the proposition. God favor all of you.
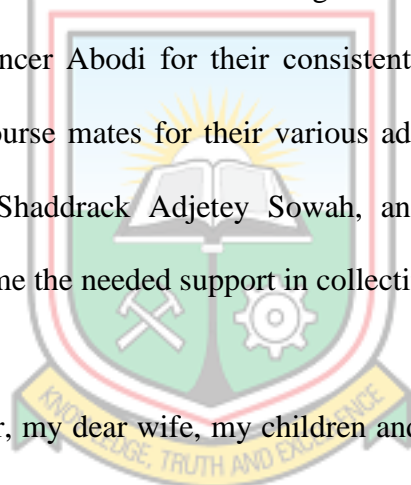
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ABBREVIATION

NEPAD	–	New Partnership for Africans Development
AIF	–	African Investment Forum
PDAC	–	Properties and Developers Association of Canada
FTSE	–	Financial Times Stock Exchange
MPSD	–	Ministry for Exclusive Sector Development
SME	–	Small and Medium Enterprises
HRM	–	Human Resource Management
OB	–	Organisational Behavior
OCB	–	Organisational Citizenship Behavior
AOC	–	Affective Organisational Commitment
SRI	–	Socially Responsible Investment
UNEP	–	United Nations Environmental Programme
WBCSD	–	World Business Council for Sustainable Development
GHBC	–	Ghana Business Code
AGI	–	Association of Ghana Industry
GEA	–	Ghana Employers Association
GNCCI	–	Ghana National Chamber of Commerce and Industry
GDWP	–	Ghana Decent Work Programme
SDG	–	Sustainable Development Goals
SPSS	–	Statistical Package for the Social Sciences
GSOPP	–	Golden Star Oil Palm Plantation
GSBPL	–	Golden Start Bogoso/Prestea Limited
GSWL	–	Golden Star (Wassa) Limited
NGGL	–	Newmont Ghana Gold Limited

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, the idea of only growing the wealth of a business is now fading against the wider definition of corporate success. What matters most to such organisations in defining a successful organisation under the current global competition, is sustainable growth. This concept has caused modern intellects to contend that as long as competitive advantage is concerned, concentrating on Corporate Social Responsibility (CSR) is currently vital for companies (Turker, 2009). According to Carroll (2009), "CSR definitely entered into the debates and works of many social actors since the 1990, and today the notion of CSR is viewed as one of the research themes of the 21st century" (45 pp).

Globally, companies within the mining industry today find themselves wrapped up in an incessant set of requests from partners to be all the more socially dependable, straightforward, and responsible around friendly, ecological, and administration issues. "These stakeholders incorporate clients who started to dissociate themselves from products that were perceived to be socially and environmentally irresponsibly acquired; investors who started to want socially dependable investments; potential representatives who started to uncover an inclination for socially mindful companies and the communities whose lands, resources and lives were adversely affected by mining operations" (Anon, 2012). Large mining companies are increasingly gaining cognizance of the business benefits stemming from the participation in socially capable drives. These advantages incorporate strengthened company reputation, motivate and retain employees, expanded requests to financial backers, expanded capacity to draw in, improved sales and market share, and decreased operational costs, amongst others (Siegel & Vitaliano, 2007; Backhaus *et al*., 2012; Kotler & Lee, 2015).

Lately also, Corporate Social Responsibility has gained strategic noticeable quality before top management of corporations, and this has brought about organisations taking part in a wide scope of CSR exercises that includes supporting societal events, espousing environment-friendly programs, advancing ethical training initiatives, and employee education (Lin *et al*., 2010). In a similar vein, organisations are putting much efforts into publicizing their CSR activities with the desire to fortify relationships with investors, customers, employees and broader society (Maignan & Ferrell, 2015).

According to Aguilera *et al*. (2007), "Corporate Social Responsibility is generally defined as company actions addressing issues that are beyond the scope of its narrow economic, technical and legal requirements". As indicated by Barnett (2017), "CSR is a form of business investment characterized by a dual orientation towards the improvement of social welfare and of stakeholder dealings". This accentuation on stakeholder relations clarifies why workers, as a partner group, influence the policy of CSR. Right off the bat, representatives can go about as specialists for social change when they push companies to embrace socially responsible behaviors. Moreover, "environmental policy shows that employee support is essential to secure effective CSR programs and policies". Furthermore Rowley & Berman (2010) explains that, "employees as a stakeholder group perceive, evaluate, judge and react to CSR programs and activities".

The employee is one fundamental partner of tremendous significance to organisations considering that his/her contribution towards the corporate functioning, performance, efficiency and survival is personal and direct (Donaldson & Preston, 2005; Clarkson, 2015). As indicated by the World Economic Forum (2012), representatives are seen by firms' CEO as the key partner applying pressure and giving motivating forces to socially mindful conduct. As individuals from the association, representatives are worried about, add to, and

respond to organizations' interest in practices of social responsibility. Workers not just anticipate that corporations should act in a socially mindful manner, yet they are likewise significant specialists of CSR. The acknowledgment of key CSR results will principally rely upon their readiness to help out one another and cling to CSR procedures. Other than their significance as specialists of CSR, representatives additionally assume different parts that conceivably increment their advantage in and attention to the organizations' socially capable practices. They are immediate (HRM arrangements) or roundabout (local area support approaches) recipients and eyewitnesses of the execution of CSR systems. In light of this triple-role, the perception of employees about the social performance of a company is likely to affect their relations with the organisation, setting off enthusiastic and attitudinal response from the employees towards the organisation. This is why the subject of CSR needs to be of great interest to scholars and practitioners in the field of Organisational Behavior (Van Buren, 2015; Rupp *et al*., 2016).

Studies have revealed that employee behavior is heavily impacted by fair and unfair actions of a company (Greening & Turban, 2015). "Companies tend to be more attractive for employees if they focus more on CSR initiatives" (Cropanzano, & Rupp, 2008). As Bentein (2019) asserted, one of the important duties of the manager of an organisation is to develop strong relationship between the organisation and its employees, because employees that are all the more sincerely associated with the associations are bound to remain inside it, focus more of their energy on their work and always speak well of the organization. Workers, who feel that their organization is engaged with practices of corporate social obligations and have more consideration for the government assistance of the general public, foster a good successful behavior. These actions establish a viable and positive connection between CSR exercises and OCBs. It is accordingly both significant and fascinating to address what may spur or impact workers to order good attitudes and OCB.

1.2 Statement of the Problem

The high standing of CSR on research agenda within the mining industry (Berle, 2002; Joseph, 2004) is echoed in theoretical and managerial settings that contend, not exclusively is doing acceptable the best thing to do, however it likewise prompts improving. In effect, by being socially responsible, an organisation also tend to do well in their primary goal (i.e., profitability), and this is reflected in the productivity of its core stakeholders, the employees.

The findings of McGuire *et al*., (2008) reported that "the recent CSR trends have shifted industry's orientation from earning profit and improving its corporate image to explore environmental, social, ethical and legal responsibilities of the business organisations". Fernandez-Feijoo *et al*., (2018) recent study on financial institutions extends the scope of CSR further by associating CSR with concepts relating to organisational behaviors, which include perception of justice, emotions, abilities and attitudes. However, "despite growing literature on CSR in relation with organisational behavior, very little research is conducted in behavioral context within the mining industry, specifically exploring the effects of CSR on employee's attitudes and behaviors" (Lee and Kim, 2013).

In Ghana, considering the mining industry in particular, CSR related studies have focused on types of CSR activities or initiatives (Adams and Kuasirikun, 2010), impact of CSR on profitability (Droppert and Bennett, 2015), and ethical CSR disclosure issues (Cheah *et al*., 2007; Salton & Jones, 2015). CSR related studies in the area of organisational behavior have not been explored within the mining industry, regardless of the active contribution of the sector in the country.

Moreover, past examinations on CSR have given restricted concentration to workers, as a unit of investigation and have primarily focused on the perspective of organisational management (Swanson, 2008; Waldman, Siegel & Javidan, 2006), or community perspectives (Aguilera et al., 2007: 839; Rupp *et al.*, 2006; Swanson & Niehoff, 2001). Although mention can be made of studies such as (Wood, 2001, Brammer et al., 2015; Onkila, 2015), that explicitly included employees in the unit of analysis, very few of these studies looked at CSR's influence on employee behavior. Prior studies concluded that affective organisational commitment, as a psychological mechanism, is significantly related to the connection between behavioral outcomes and CSR perception like OCB in the mining industry (Tsai Wu, 2010). Nonetheless, there is no definitive finding for the impact of employees' perception of CSR on their shared corporate behavior in the context of mining industries. This study thus seeks to assess employees' perception of CSR activities in the mining industry, and how it affects their individual commitment and citizenship behavior.

1.3 Research Objectives

The main aim of this research was to evaluate employees' perceptions of CSR in the Ghanaian mining industry and examine the effect of the employee perceptions of CSR on their individual commitment and corporate behavior. To accomplish the principle point of the study, the accompanying explicit targets were detailed:

   i.   Determine the perceptions of employees working in selected mining companies of their company's CSR activities and its impact on individual commitment.

   ii. Examine the effects of employee's perceived Corporate Social Responsibility on their organisational citizenship behavior (OCB)

   iii. Examine the effect of individual commitment (AOC) on their organisational citizenship behavior (OCB).

iv.   Determine the mediating effects of affective organisational commitment (AOC) on the relationship between employee's perceived Corporate Social Responsibility (CSR) and their organisational citizenship behaviors (OCB).

1.4 Research Questions

Based on the research gaps identified in the research problem above, the following questions were asked to help fill the research gap in literature.

i.   What are employee perceptions of CSR practices in Golden Star Resource Co. Ltd?

ii.   How do the perceptions of employees on CSR affect their citizenship behavior in mining companies?

iii.   How does Affective Organisational Commitment (AOC), mediate the relationship between employees' perceptions of CSR and their citizenship behavior in mining companies?

1.5 Significance of the Study

- The importance of this review lies in the solid ramifications of the effect of apparent CSR on AOC, OCB and resultantly on the practices of human resource management in the mining organizations. This study will make a substantial added contribution to existing works of other researchers on theory and practice of corporate social responsibility issues crucial to the development of the organisational attitude and citizenship behavior of employees within the mining industries of developing countries within the Sub-Saharan African. The findings of the study, professing the potential impact of CSR activities on developing positive attitude and behavior among employees in the mining company, would provide vital information to the selected mining companies in determining the types of CSR practices that have the most impact on employees' attitude and behavior. Workers' misconception of their

associations CSR practices might assist associations with requiring another glance at the organization's CSR practices to work on representatives' commitment, maintenance and lessen turnover.

Moreover, discoveries of the review will endeavor to illuminate policy creators in Ghana, particularly the people who define CSR strategies for the mining area, about the need to come out with proficient and exhaustive CSR arrangements for the associations. The concentrate additionally pointed toward sharpening strategy creators and organizers to have a complete view altogether CSR, and add to the current writing in space of CSR, AOC and OCB, consequently filling in as a kind of perspective material to future scientists.

1.6 Scope of the Study

As a case study research design, the study was limited geographically to two mining sites of Golden Star Resources – Prestea/Bogoso and Wassa. Specifically, the study engaged only the employees of Golden Star Resources at the two mining sites since this study focused on drawing conclusions from the perspective of employees, which constitute a very significant part of an organisation's stakeholders. Conceptually, the subjects of Corporate Social Responsibility, employee attitude and employee behavior are broad subjects of which all aspects cannot be fully covered in this cross-sectional study. The study therefore limited its conceptual framework to employees' perception of CSR as the measure of CSR, affective organisational commitment as the measure of employee attitude and organisational citizenship behavior as the measure of employee behavior. These concepts were chosen because the researcher identified a gap in literature of which these concepts could fill.

1.7 Organisation of the Study

This research was isolated into five sections. The main section covered the background and statement of problem of the study, objectives, significance of the study, and organisation of

the study. Chapter two dealt with a review of theories and previous literature relevant to the topic whilst chapter three isolated into five sections. The main section with the methodology. The fourth chapter presents the data analysis and result discussion, whilst the chapter five gives conclusions and offer recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section examines relevant writing that are identified with the subject matter of this study. The key issues that are reviewed in this chapter include CSR and employees' perceived CSR, employee attitude and affective organisational commitment, employee behavior and organisational citizenship behavior and CSR within the Ghanaian context. It also presents the conceptual framework and the empirical literature.

2.1 Conceptional Review

2.1.1 Definitions of CSR

"Corporate social responsibility (CSR) is increasingly viewed as an important aspect of firm-level strategy due to evolving demands and pressures from various stakeholder groups" (Jones, 2010). The idea of corporate social obligation (CSR) has a long and differed history. In any case, formal composition on CRS is a to a great extent result of the twentieth century, particularly in the beyond 50 years. According to Gugler and Shi (2009), "The development of the concept of corporate social responsibility has been carried out mainly in the North, from the 1950s when literature focused on responsibility of businessman, to the 1980s when the stakeholder theory took ground and to the 1990s when more studies on the linkage between CSR and corporate financial performance was developed".
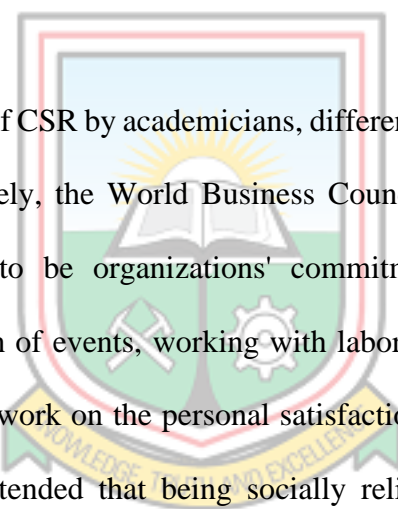
"The term CSR has indeed been defined in various ways from the narrow economic perspective of increasing shareholder wealth to economic, legal, ethical and discretionary

strands of responsibility to good corporate citizenship" (Friedman, 1962; Carroll, 1979; Hemphill, 2004). "These varieties stem to some degree from contrasting key presumptions concerning what CSR involves, fluctuating from originations of negligible legitimate and monetary commitments and responsibility to investors to more extensive obligations to the more extensive" (Jamali, 2008). Corporate social obligation comprises in the actual organizations characterizing, singularly and willfully, social and natural approaches through elective instruments that are neither aggregate arrangements nor enactment, and offering, in quest for these points, associations to different actors (Fonteneau, 2003). At the end of the day, as Moon (2007) states it, companies will in general characterize their CSR drives to mirror their helpful directions toward their partners. Accordingly, the trouble with CSR is that, it implies various things to various individuals. (Moon, 2007; Kuznetsov, 2006). Despite the fact that there might be an understanding that CSR manages the cultural errands of associations, there still exists vulnerability regarding what these obligations would fuse (Smith, 2003).
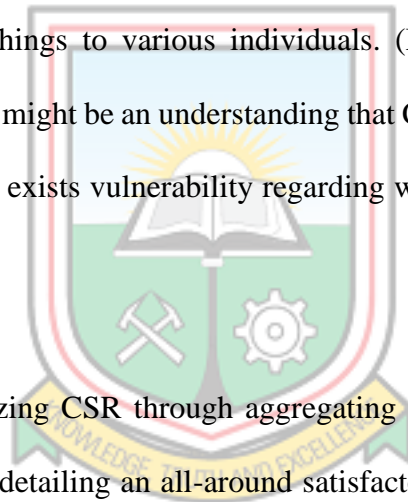
It is clear that characterizing CSR through aggregating a rundown of critical pursuits is problematical. However, detailing an all-around satisfactory calculated definition ends up being a muddled task. "One ongoing review has counted 37 meanings of CSR" (Dahlsrud, 2006); a number that Carroll and Shabana (2010) accept to be a wild underestimation. A few of these definitions have embraced an overall methodology while others attempted to be more extraordinary. Some previous definitions for instance, Friedman (1962) suggested that "an association's single social responsibility was once to seek after augmentation of profits for their investors inside the limits set by utilizing law". Thusly, Carroll (1979) contended that "the social obligation of business contains the monetary, lawful, moral and optional assumptions that society has of organizations at a given time".

Various examinations, nonetheless, endeavored a more engaged methodology by recommending that the social obligations of organizations lied on those partners who straightforwardly or in a roundabout way influence or are influenced by associations' tasks (Jones, 1995; Donaldson and Preston, 1995). The main disadvantage, all things considered, with this methodology identifies with the way that it is somewhat convoluted to characterize the association's partners. The definition set forward by McIntosh et al. (1998) is surer as they make an interpretation of CSR into an assortment of organizations' exercises inside the accompanying eight regions: corporate administration, climate, basic freedoms and the work environment, reasonable exchange and moral speculation, arms exchange, tobacco, creature government assistance and assurance and schooling.

Aside from the meanings of CSR by academicians, different associations have outlined their own meanings. Illustratively, the World Business Council for Sustainable Development (1998) considers "CSR to be organizations' commitment to make commitments to manageable monetary turn of events, working with laborers, their families, the local area and society at colossal to work on the personal satisfaction". The European Union (2001) green paper on CSR contended that being socially reliable involves rising above past satisfying legitimate assumptions and putting more into human resources, climate and partner relations. "The situations become more elaborate as organisations even have supplied their own definitions of the subject. As it can be seen from the examples below, companies' definitions confer with routine that promote local community support and employee aid, steady improvement and mitigation of their trade impact" (Iatridis, 2011).

The review takes on a stakeholder arranged conceptualization of CSR and is dictated by Turker's (2009) meaning of CSR drives as "corporate practices which plan to affect partners decidedly and go past its financial premium". Partners are comprehensively characterized

as any individual, gathering, or substance that can influence or be influenced by an association's action (Freeman, 1984). Roeck & Delobbe (2012) opined the stakeholder theory to be, "the existence of companies relies on their potential to incorporate stakeholders' expectations into their business strategy due to the fact stakeholders provide most important assets and returns for the positive functioning and survival of corporations". Furthermore, Ofori, Nyuur and S-Darko (2014) consent to "the Stakeholder measurement of CSR and notice that the idea is presently being seen as satisfying the needs of the two firms and the partner, and hence augmenting profit even as yet fulfilling more extensive stakeholder needs".

2.1.2 Components of CSR

Among a large group of advantages emerging from being socially dependable, one significant contention for tending to CSR is its "business case", in another word, the linkage among CSR and corporate seriousness (Porter and Kramer, 2006). For CSR to be acknowledged by a money manager, it ought to be outlined so that the whole scope of business obligations is embraced. CSR accepts a scope of standards or thoughts, going from reasonable advancement, corporate administration, and business morals through to basic liberties as well as ecological concerns.

2.1.2.1 Business Ethics

Ethical firms assess the moral ramifications of their activities, from item improvement to assembling to dispersion, with a reason to stay serious. Numerous issues fall beneath the rubric of exchange morals: common liberties, natural wellbeing, specialist wellbeing and safeguard, work necessities, publicizing, responsibility, and announcing. Business ethics are associated with a consistence with inside laws and chief commands. An Ethical business will likewise look past its own ethical practices to the acts of its industry mates and providers

(see supply chain management). Chryssides & Kaler (1993) dictates that, "Trade ethics can be taught as an educational self-discipline to business students at undergraduate and postgraduate degree". According to Hartman (2002), "Ethics are used as a guide in legal or religious compliance and in accomplishing profit maximization. It is merely one form of decision making".

2.1.2.2 Sustainable Development

For certain individuals' social obligation is "a subcategory of economical turn of events, for other people, it underlines and recognizes the social components of the effects on organizations, because of the reality manageable advancement has come to recommend an emphasis on the climate" (Agenda, 2001). Most governments enact that economic improvement is set gathering four desires even as. These are: social improvement which perceives the desires of everybody; social advancement which perceives the requirements of everybody; powerful assurance of the climate; judicious utilization of normal assets; and support of high and stable degrees of financial development and work (UNEP, 2011).
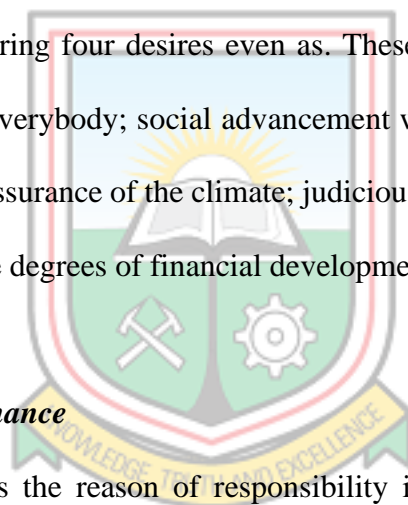
2.1.2.3 Corporate Governance

"Corporate governance is the reason of responsibility in organizations, affiliations and organizations, adjusting organization monetary and social objectives from one viewpoint with local area and person's desires on the other". The Cadbury Record (Committee on the monetary places of corporate Governance, 1995) and Greenbury Committee Report (Greenbury, 1995) each type the premise of the codes that oversee corporate administration likely for freely cited organizations. Cadbury contended for "a clearly acknowledged division of obligations at the top of an organization to guarantee an overall influence and authority, with the end goal that no individual has free powers of choice". Greenbury's fundamental focuses were on the compensation of the governing body. The Committee was introduced by the national government to investigate chairmen's compensation and benefits.

It made suggestions inside the kind of a Code which all recorded associations are prescribed to conform to. The financial Reporting Council delivered "The joined Code on organization Governance" in July 2003.

2.1.2.4 Environmental Concerns

Comfort et al., (2007) opined that "ecological issues are one of the top issues on loads of the organizations in UK CSR plan". They hold that associations record on energy utilization and emanations, uncooked texture use, water utilization, squander, the amount of bundling, reusing, hereditarily altered dinners and the use of synthetics. The sourcing of labor and products and their deal to the customer are ordinarily announced. Steady with Curran (2005), the natural issues of organizations may likewise be partitioned into the neighborhood and the worldwide. All organizations in the UK should agree with laws that prevent gross contamination of water, air, and soil. Assembling organizations can buy allows or trade duties with an end goal to be in a situation to contaminate up to a novel limit. They need to likewise make arrangement for purging up. Associations should likewise oppose world natural issues; they know about that their occasions can have expansive running repercussions on the climate, specifically on worldwide warming through the discharge of ozone depleting substances.

2.1.2.5 Community Work, Human Resource and Supply Chain Management

Organizations have consistently had a type of relationship with the networks that live around them, ordinarily in light of the fact that they enlist staff locally. Associations put away energy and money helping close by networks in a combination of ways, e.g., supporting guidance undertakings and prosperity care drives. Pirsch et al. (2007) showed that organizations have consistently had a type of relationship with the networks that dwell

around them, overall for the explanation that they select workers locally. Organizations invest cash and energy supporting neighborhood networks in various ways including helping tutoring projects and wellbeing acknowledgment drives. Human asset the executives part of an association incorporates enrollment of good experience individuals and furthermore preparing individuals with insufficient work insight, equivalent freedoms for individuals to be prepared and utilized, benefit sharing and offer possession plans. Associations undertaking corporate social responsibility additionally assessment their providers' works on empowering providers to address the difficulties of a socially responsible exchange the occasion that they need to keep exchanging with them. Organizations taking part in corporate social obligation additionally audit their providers' works on empowering providers to address the difficulties of a socially dependable business assuming they need to keep exchanging with them.

2.1.2.6 Socially Responsible Investment (SRI) and Eco-labels

Where SRI was in the past created for strict gatherings (Quakers, Catholics, Muslims), it is accessible in a wide range of configurations to resolve issues of worry to individuals of any confidence, or none. The expansion of socially dependable or moral assets has prompted the making of lists of socially mindful organizations for example FTSE4good, Dow Jones Sustainable list, Domini 400 and so on Overviews have shown that purchasers don't just need great and safe items, yet they are furthermore considering sorting out in case they are delivered in a socially dependable way. European buyers are worried about ensuring the wellbeing and securing laborers, regarding basic freedoms, protecting the air, and diminishing ozone harming substances. As a reaction a developing number of market-based (as opposed to administrative) social names are to be found on an assortment of items and administrations. These names start either from individual producers or modern areas, NGOs and governments.

2.1.2 Theoretical Review

The study found two theories that provides solid hypothetical system for comprehension representatives' perspectives and practices in an organisation in relation to the organisation's CSR activities. These theories are the social identity theory and social exchange theory.

2.1.2.1 Social Identity Theory

This hypothesis was initially proposed by Tajfel and Turner (1979). The Social Identity Theory "is an integrative hypothesis about the view of mental establishment of intergroup separation". It is worried about both the mental and sociological parts of gathering conduct. This hypothesis attempts to clarify the effect of person's insight, social classification and gathering uniqueness on people's perspectives and practices (Azim, Diyab, & Al-sabaan, 2014). According to the social identity theory, individuals see themselves as belonging to particularly social groups, such that the effort to attain self-esteem is connected to a sense of in-group identity which sets them apart from other people outside the group. As a result, they will conform their behavior to that of the group (Taifel, 1982).
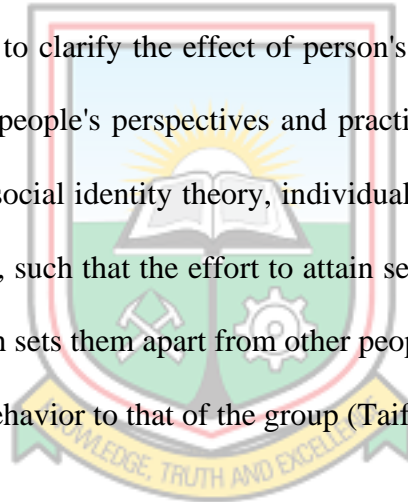
Reviewing previous literature reveals that the principles of "social identity theory" applies to the association between CSR and employee behavior. According to this theory, individuals have the tendency to define their personality and that of others into different social groups. A person has a number of associations with different social groupings, including political affiliation, religion, sport team, nationality, and ethnicity, among other similar groups. Now, social identity "contains all qualities of one's mental self-portrait which was gotten from the gatherings to which that individual affiliates". Thus, every affiliation in various social classifications is a social personality that defines and suggests one's qualities (for example, what one ought to see, and how one ought to respond) as a

member of that gathering. "The identification is in this way defined as the view of unity with or belongingness to a gathering, including immediate or vicarious experience of its prosperity and disappointments" (Hoggetal, 2015). As per Turker (2009) components that are connected with identification are extraordinary upsides of the gathering and status of the gathering in the general public and seriousness of the gathering with different gatherings and one takes a stab at a positive social personality to make mental uniqueness for one's own gathering or to accomplish intergroup peculiarity. Along these lines, the positive status of a gathering influences the picture of its individuals. A business organisation is prominent when expanding on the groups that constitute social categorization.

Based on the theory of social identity, Turker (2009) asserted that "organisational affiliation can be turned into an important dimension of individual's identity and impact on the self-description of an employee". Like be an enthusiast of a football club, workers may likewise respond to the hierarchical accomplishment as their very own issue accomplishment and contrast their associations and others. Consequently, a positive separation of gathering principles can straightforwardly affect on the social character of an individual and one shows hopeful mentality due to the positive methodology of his organisation. In the current study, the employee is that individual who attempts to attain positive social identity from his or her perception of the company's involvement in CSR activities. In effect, the company's level of involvement in CSR activities goes to endorse the employee's identification with his or her company. This positive social identification would in effect lead to more positive reactions towards the company's CSR activities and create positive attitude towards work (O'Reilly & Chatman 1986; Rodrigo & Arenas, 2008).

Elaborating further, affective organisational commitment (AOC) as a vital dimension of corporate attitude, "is the psychological identification that the employee feels toward his or her company" (Vakola and Nikolaou, 2015). As explained by Mowday *et al*., (2012) this

AOC "reflects the employee's association with the organisation and has implications for the decision to remain in the same organisation. People join the organisations with some needs, skills and expectations. They are optimistic in working in a healthy environment utilizing their abilities and forecasting future opportunities. If they are successful in achieving those opportunities, their level of commitment increases as well. Positive behaviors are the outcome of positive attitudes. Those individuals who are committed to a certain organisation tend to show positive behaviors within the organisation such as Organisational Citizenship Behavior" (p. 37). So, social identity theory connects Corporate Social Responsibility initiatives with the personal attachment (affective commitment) of the employees with their company, and drives organisational citizenship behavior (OCB) as an outcome.

2.1.2.2 Social Exchange Theory

Blau (1987) presented the Social exchange theory as the theory that, "provides a strong theoretical framework for understanding employees' attitudes and behaviors in an organisation". As expressed in Taifel (2002), this hypothesis is vital according to the point of view of representative relations in the working environment. The creators of that study recommend that specific work predecessors infer relational associations that ordinarily lead to beneficial ramifications for the association for the advancement of uplifting outlooks or practices by representatives. Different creators (Azim, Diyab, and Al-sabaan, 2014) have hypothesized four premises about this hypothesis: each trade connection produces monetary as well as friendly outcomes; there is a course of correlation on schedule between the outcomes acquired in such a trade and those that could be gotten by different trades; if the outcomes are positive after some time, trust in the other party improves and the obligation to that trade increments; and if the interaction is kept up with after some time, they wind up making decides of social trade that oversee the relationship.

"Social exchange theory has to do with the fact that social behaviour is the outcome of an exchange process. He refers to exchanges as a reciprocal behaviour" (Blau, 2014). Especially, the hypothesis recommends that when representatives are fulfilled working in their association, it is profoundly feasible for them to effectively uphold their companies as a shared trade. On occasion, workers might even participate in extra job conduct to respond the conduct that they get from their association.

"Previous research works in literature have revealed a noteworthy correlation between perceived organizational support and individual extra-role behaviour based on the reciprocal rationale" (Tepper & Taylor, 2013; Gonzalez & Garazo, 2016). As indicated by the social exchange theory, when the CSR programs satisfy representatives' assumption, workers are probably going to display positive work mentalities. The uplifting perspectives will thus prompt their endeavors on the side of the enterprise like extra-job practices. Thus, the social trade hypothesis might clarify the relationship that apparent CSR would prompt representatives' work elevations and conduct (Organ & Lingl, 2006).
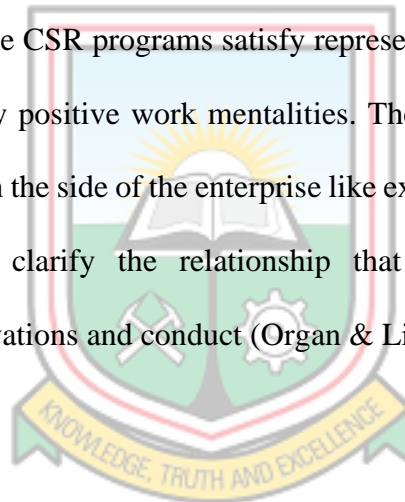
2.2 Empirical Review

2.2.1 Employee Perceptions of CSR

Employee perceptions of the work environment have attracted a lot of fixations among analysts the hierarchical writing. "It is a mental understanding of association's developments that has been recognizable as an indicator of individual effectiveness similar to authoritative citizenship conduct" (Bhattacharya and Sen, 2004). In any case, the association between representative impression of CSR and their social impacts has as of now not been perceived skillfully. Taking into account that specialist insights can impact individual practices, laborer impression of CSR is accepted to anticipate character-degree results like work mentalities and work productivity like in-job and extra position conduct. Employee belief

is abstract thinking about that it addresses worker's understanding of authoritative exercises and sense-production measure (Weick, 1995). This insight will thusly bring about staff attitudinal and conduct responses (Rodrigo& Arenas, 2008). For delineation, if staff has a valuable idea on an association's socially mindful pursuits, they will review this association to be moral and they could respond through showing OCB (Bhattacharya& Sen, 2004).

All the more of late, analysts have been leading some learn regarding how the discernments representatives save of their organizations' social presentation are concerning their perspectives and practices on the working environment. Discoveries recommend that "representatives' mentalities and practices are emphatically impacted with the guide of the discernments they keep of their enterprises' social proficiency". For delineation, "workers show a more grounded commitment to their provider bunch when they see it as a socially mindful partnership" (Brammer *et al*., 2007; Peterson, 2004).

An applicable finding is that an organization's social presentation appears to get reactions from their genuine representatives as well as of future workers ((Brammer et al., 2007). Various examinations have shown that "potential laborers are extra drawn to extra socially trustworthy organizations and exhibit a superior expectation to apply to them than to organizations saw as less socially in control" (Albinger and Freeman, 2000; Backhaus, Stone and Heiner, 2002; Evans and Davis, 2011; Greening and Turban, 2000; Smithet al, 2004). Accordingly, CSR could be a focal point of forceful abilities and central enrollment instrument, remarkably inside the instance of unnecessary capacities applicants with duplicated work choice (Albinger & Freeman, 2000).

Studies into the effect of CSR on laborers' perspectives and practices stays scant, essentially contrasting and various partners, likened to buyers and chiefs. As featured through Rodrigo and Arenas (2008) this is particularly astonishing on the grounds that fascination of ability,

further developed devotion to a firm, and improved inspiration have been utilized to clarify why CSR can be a wellspring of upper hand to an organization (Branco & Rodrigues, 2006; European commission, 2001; Kotler & Lee, 2005).

2.2.2 Employee Attitude: Organisational commitment

Mowday *et al*. (1979) defines organisation commitment (hereafter, OC) as "a strong belief in and acceptance of the organisation's goals and values, a willingness to exert considerable effort on behalf of the organisation, and a strong desire to maintain membership in the organisation". "A number of studies have been conducted on predictors and outcomes of OC" (Huselid and Day, 1991; Mahajan *et al*., 2012; Scott, 2012). Meyer and Allen (1991) consider commitment as "psychological state and suggest three different types of OC, namely: (1) affective commitment; (2) normative commitment; and (3) continuance commitment".

Affective commitment is referred as "the affective association that an individual feels toward his workplace, characterized by involvement, emotional attachment and identification with his organisation". Normative commitment is defined as "the affiliation of a person with his organisation". It is additionally considered as a feeling of obligation to the association, which causes people to feel that they ought to stay with their association. While continuance commitment relates to "how much employees feel the need to stay at their organisation". "In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation" (Suppayah, 2010).

Abdullah and Ramay (2012), directing exploration on financial area of Pakistan, inspected the three kinds of OC. Discoveries show that emotionally dedicated representatives show the most grounded responsibility with their organizations, bringing about better forerunners.

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Moreover, Meyer et al. (2002) believed that full of feeling responsibility have moderately more constructive outcome on OC than other two sorts. Inspected writing recommends that this is more fitting to utilize AOC for the examination as keeping in see the solid relationship of workers with individual organisations (Jehanzebetal, 2013).

2.2.3 Employee Behavior: Organisational Citizenship Behavior (OCB)

Organisational citizenship behavior is an individual and volunteer conduct that isn't referenced straightforwardly in true rewards arrangement of an association. Anyway, "it contributes to effectiveness and efficiency in an organization" (Salavati *et .al*. 2011). Effective associations need representatives who will accomplish more than their standard occupation obligations and give execution that is past assumptions. Organisational citizenship behaviors (OCB) depict activities in which representatives will blow away their recommended job prerequisites (Ahmadi, 2010). Initially characterized by Organ, Podsakoff and MacKenzie (2006), "OCBs address individual conduct that is optional, not straightforwardly or expressly perceived by the conventional award framework, and in the total advances the proficient and viable working of the association". Exploration proposes that OCBs are reliably identified with hierarchical viability (Podsakoff and MacKenzie, 1997), while other examination has ordered people's practices in an association to two measurements: in-job practices and extra-job practices. In-job practices include with the people who do the most un-conceivable to keep up with enrollment while extra-job practices include the individuals who go past broad assumptions to advance the viable activity of the association or to help others in the association (Lin et. al., 2010). OCB is described as those extra business-related practices which pass up their arrangements of assumptions or assessed in proper assessments. Instances of these endeavors incorporate collaboration with peers, performing additional obligations without grievance, timeliness, chipping in and

helping other people, utilizing time proficiently, saving asset, sharing thoughts and decidedly addressing the organisation (Ahmadi, 2010).

Organ (1988) arranged different elements of OCB as follows:

1. "Altruism, helping other members of the organisation in their tasks (e.g. voluntarily helping less skilled or new employees, and assisting co-workers who are overloaded or absent and sharing sales strategies)";

2. "Courtesy, preventing problems deriving from the work relationship (e.g. encouraging other co-workers when they are discouraged about their Professional development)";

3. "Sportsmanship, accepting less than ideal circumstances (e.g. petty grievances, real or imagined slights)";

4. "Civic virtue, responsibly participating in the life of the firm (e.g. attending meetings/functions that are not required but that help the firm, keeping up with changes in the organisation, taking the initiative to recommend how procedures can be improved)";

5. "Conscientiousness, dedication to the job and desire to exceed formal requirements in aspects such as punctuality or conservation of resources (e.g. working long days, keeping the organisation's rules and never wasting work time)".
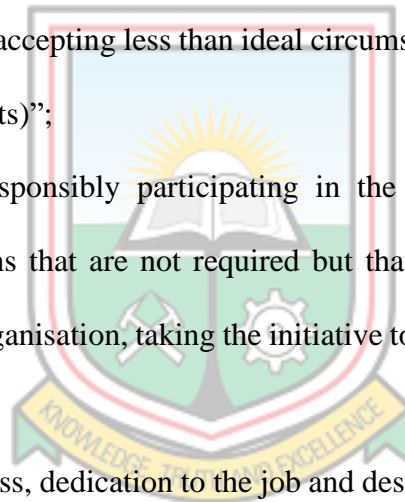
"OCBs play a very significant job in workers' work results specifically in execution improvement" (Nadiri and Tanova, 2010). Along these lines, workers with more elevated level of OCBs are regularly seen as superior workers in the association. Expecting the positive results of OCB, explores have been directed on precursors of OCBs inside the extent of persuasive hypothesis (Moorman, 1991; Puffer, 1987). Puffer (1987) set up that

"workers' inspiration to engage in OCBs is straightforwardly connected with their work fulfillment from material rewards or feeling of prevalence among partners".

2.3 Conceptual Framework

Social identity theory and social exchange (Schwepker, 2001) theory explains "the relationship between perceived CSR and employees' positive organisational attitude and behaviors". Schwepker (2001) contended that if the moral upsides of a worker goes against with the upsides of organization, it will result into the disappointment. Bhattacharya et al. (2008) claimed that "individuals' identities are partly associated to their company and those individuals' attitudes and feelings are influenced by their firm's social activities. Accordingly, if their company is known for socially responsible activities and have the interest of its stakeholders at heart, the employee would more happily work his firm". Based on this theory, the researcher adopted the conceptual framework as shown below to argue the relationships between employees' perceived CSR, their affective organisational commitment, and their organisational citizenship behavior within the mining industry of Ghana.
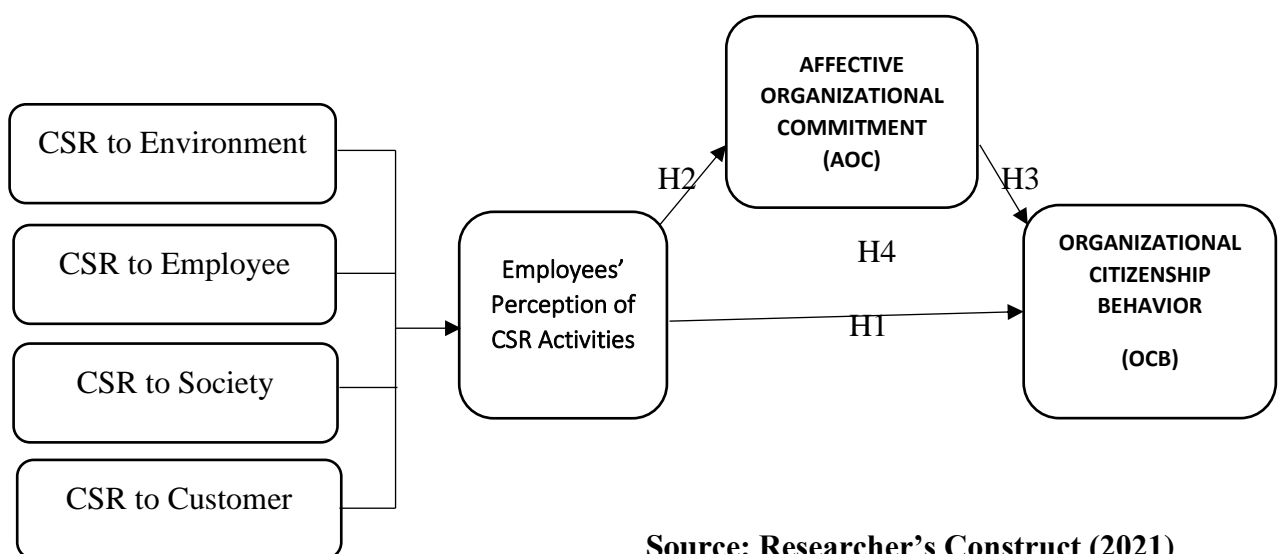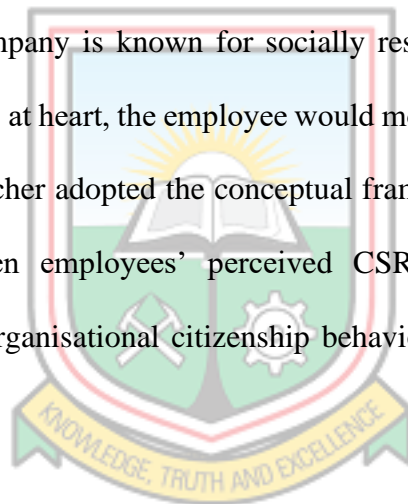
Source: Researcher's Construct (2021)

Fig. 2.1: Diagram Representation of Conceptual Framework

2.3.1 Impact of Perceived Corporate Social Responsibility on Affective Organisational Commitment

Past writing on CSR recommends that it decidedly affects an association by and large. For instance, expanded AOC, work fulfillment, OCB and occupation execution of the people working in the association (Colquittetal, 2001) further developed standing of the firm (Droppert and Bennett, 2015) and pulled in expected partners (Greening and Turban, 2000). However, till date, there is no convincing review that exactly inspected the effect of CSR on AOB in mining organizations' specific circumstance. It is anticipated that positive results of CSR are straightforwardly connected with representative's discernment about the firms. Representatives assume an essential part in responding and assessing organization's CSR as opposed to creating CSR strategy in the organization (Colquitt et al., 2001; Greening and Turban, 2000). For instance, people are more agreeable and focused on their associations if workers think about their organization as renowned one. Additionally, if the explanation is socially mindful enacts, the responsibility is considerably more grounded. It tends to be contended that if the intellectual picture of the association is positive among workers, they will show positive attitudinal results, for example, affective organisational commitment. To fulfill this writing gap, the review has inspected the accompanying hypothesis:

H2. Perceived CSR will have a positive impact on employees' AOC.

2.3.2 The Impact of Perceived CSR on Organisational Citizenship Behavior (OCB)

The connection among CSR and OCB and the impact of CSR exercises of firms on representatives have not been explored a ton in the connected writing. Little is thought concerning how workers may react to their organization's socially dependable strategic policies. A new worldwide overview of 1,122 corporate chiefs recommends CEOs saw that organizations advantage from CSR in light of the fact that it builds appeal to potential and

existing representatives (Economist, 2008). A French survey on CSR showed that representatives were viewed as the main partner bunch toward whom organizations need to practice their social obligation. Despite wide dispersal, its cross-disciplinary nature and expected importance for workers' administration, Organizational Behavior (OB) and Human Resource Management (HRM) scientists have under-researched CSR. Albeit a few investigations of CSR embraced an authoritative conduct point of view, they basically centered around what CSR meant for forthcoming workers, and expanded corporate engaging quality (Gond et. al., 2010). Branco and Rodrigues (2006) expressed that CSR emphatically affects representative inspiration, confidence, responsibility and steadfastness. In this way, an association's social contribution assists it with creating assets and different capacities identified with organizational culture (Yaniv, Lavi and Siti, 2010).

Exploration has shown that representatives relate to their association all the more emphatically when they accept that others see it as lofty that an association's standing and esteem is identified with workers' conduct (Jones, 2010). In another review, in excess of 2,000 workers of an enormous, revenue driven association in the United States partook in the exploration and from this review dependent on representatives of a huge association in the United States, results show that an association's CSR action without a doubt seems to build worker trust in the firm and that this trust then, at that point, prompts representative practices (diminished turnover goals and expanded OCB) fit for expanding the association's exhibition or primary concern (Hansen, 2010). From all the investigates that have been made in the connected writing, it is contended in this review that workers' view of CSR exercises of associations can emphatically affect OCB of representatives. The following hypothesis was therefore examined.

H1. Perceived CSR will have a positive impact on employees' OCB.

2.3.3 Impact of Affective Organisational Commitment and Organisational Citizenship Behavior

Organ (1990) has suggested that "individuals who are affectively committed to their organisations are more enthusiastic to help others". In addition, these representatives offer more than their work obligations (Moorman, 1991) and, hence, show extra-job practices (Williams and Anderson, 1991). Late investigations on AOC and OCB shows an extremely impressive connection between them (Huang et al., 2012; Lee and Kim, 2013). Lee and Kim (2013) inferred that, workers with solid AOC are more able to help other people, showing OCBs.Moreover, discoveries uncover that AC and occupation fulfillment depict a positive and critical relationship with OCB. Consequently, intervention examination portrays that all factors, that is AC, CSR and occupation fulfillment to some extent intercede the relationship between representatives CSR discernment and OCB.

Thusly, it is hypothetically justifiable that workers who are emotionally dedicated are relied upon to show OCB. The accompanying speculation of the review has inspected it:

      H3. AOC will positively affect workers' OCB.

      H4. AOC intercedes the positive connection among CSR and OCB.
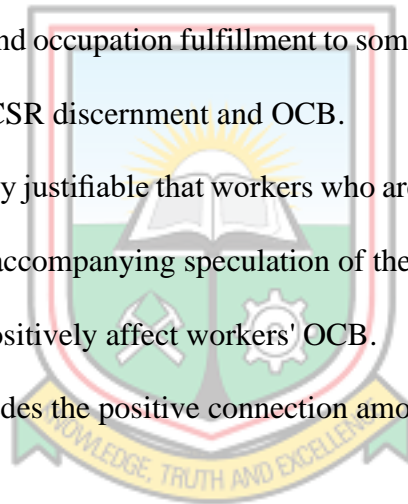
2.4 Corporate Social Responsibility in Ghana

Concurringly Mensah, (2015) "in spite of the omnipresence studies directed on the idea of CSR across the globe, its present status, the idea supposedly is filling in Ghana's business climate because of the positive conditions winning" (Mensah, 2015). Atuguba and Dowuona-Hammond (2016) recognized a portion of these conditions as globalization, the advancement of the financial environment, an administration obligation to the Golden Age of business such in light of the fact that the formation of a Ministry for restrictive Sector improvement (MPSD) to initiate the acknowledgment of a serious and lively private area, a promising and rising capital market with outstanding execution, critical energy and a chose

will for improvement. This useful air seemingly, has finished acceptable into a supported private area, subsequently the rising talk on CSR. Furthermore, the creating capabilities about CSR and its related issues may likewise be credited to the development of backing, instruction and promoting endeavors of certain organizations which includes non-legislative organizations (Ngo's), instructive foundations, and business relationship in Ghana.

As per reports by Ghana Society for Development Dialog (2008), "organizations from a wide range of ventures are involved a few CSR exercises going from a consummation of a school block, wellbeing office, borehole or the stockpile of clinical or instruction by some organization". This statement is upheld through observational discoveries inside the Ghanaian setting that has said an assortment of CSR occupied with, with the guide of partnerships from telecom, monetary, ranger service and extraction ventures of Ghana (Ofori & Hinson, 2007; Hinson & Kodua, 2012; Hinson *et al*., 2010; Ayine, 2008; Dashwood & Puplampu 2010; Atuguba & Dowuna-Hammond, 2006).

"The act of CSR in Ghana is dominatingly in worldwide partnerships, while the sensibly little enterprises, nearby association infrequently participates in CSR" (Ofori and Hinson, 2007; Atuguba and Dowuona-Hammond, 2016). Among various variables, studies apparent as boundaries to CSR commitment via SMEs demonstrated that absence of time, absence of inspiration, deficient assets and abilities, lacking information about friendly responsibility and the conviction that local area inclusion isn't in regards to exchange repress the see of CSR among neighborhood SMEs. In any case, huge global firms in excess of a couple of ventures are enormously occupied with CSR. These include the telecom area like MTN, Vodafone and Airtel; the mining area like AngloGold, Newmont and Golden Star Resources; the oil area equivalent to Tullow and Cosmos power; the financial area like Barclays, Standard Chartered, Ecobank Ghana Limited, among others.

These organizations firmly confirm in their qualities their responsibilities toward social obligation. Illustratively, to "Vodafone", CSR implies applying its business desires capably with an attention to its environmental factors and natural wishes with the aim to satisfy partners' requests get benefits and stay cutthroat. The MTN then again moreover certifies its commitment to the financial advancement of the country via working on individuals' lives through proper and supportable social intercessions in networks the spot it works (MTN 2013). In their devotion declaration, Newmont Ghana discloses that vital aspect for achieving that vision and judicious is their capacity to make an enduring and positive commitment towards maintainable advancement via ecological stewardship, social obligation, and assurance of soundness of people inside the networks where they work (NGGL, 2013).
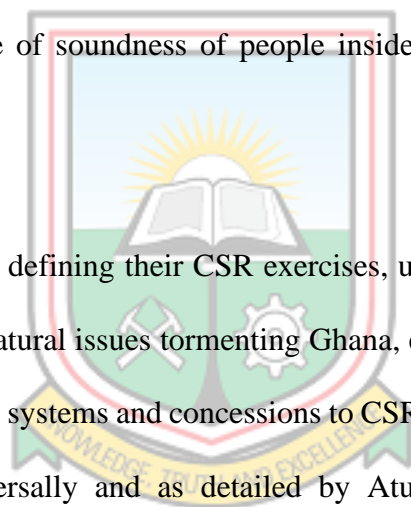
In Ghana, partnerships in defining their CSR exercises, utilize different benchmarks. Past the plenty of social and natural issues tormenting Ghana, enterprises' social obligations are as a rule, in light of global systems and concessions to CSR and privately blended structures and arrangements. Universally and as detailed by Atuguba and Dowuona-Hammond, (2016), "these systems incorporate the OECD Guidelines for Multinational Enterprises and the ILO Tripartite statement on standards Concerning Multinational Enterprises, the Social Policy, the United Nations Global Compact, NEPAD, among others".

Locally, a few drives were placed in area to control or capacity as benchmarks for CSR commitment. Basically, the 1992 design orders all individuals and people to regard and maintain the right to life, the legitimate to private freedom and human pride, securities from servitude and constrained work, the right to property and in excess of a couple other financial rights among others. The 1992 constitution separated, there exist the Ghana

business Code (GHBC), which used to be dispatched through Ghana Employers affiliation (GEA), the Ghana public Chamber of Commerce and industry (GNCCI) and the association of Ghana Industries (AGI). "The one demonstrated close by the worldwide Compact, the Ghana exchange Code looked to present and develop the follow of CSR in industry activities" (Amponsah Tawiah and Dartey-Baah, 2011).

CSR inside the business setting of Ghana can be supposed to be worked with and constrained via both National and global laws. As indicated by Atuguba and Dowuona-Hammond (2006), "the ILO's Tripartite Declaration of Principles to which Ghana buys in, incites firms especially global firms to carry out dependable work rehearses". Stiftung (2012) but concentrates on that "Ghana as a country, has thought that it is intricate to uphold the details proposed by utilizing ILO's in Tripartite Declaration Principles". The confounded one concurring Stiftung (2012) is C182, "the show entitled Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor". Child work is in any case found in Ghana most importantly in horticulture and in the casual area. ILO (2012) has announced accomplishment in "the advancement of social wellbeing for staff in the relaxed economy at the neighborhood degree via the nearby monetary turn of events (LED) factor of its Ghana fair Work Program (GDWP)".

Business foundations in Ghana have additionally given confirmation of a guarantee to advancing CSR rehearses in the work class. For example, Stiftung (2012) reports that "constrained with the guide of the inadequate abilities of representatives in Ghana and the way that it is in general complicated to convey unfamiliar specialists to Ghana, German enterprises give essential and further preparing to their laborers in Ghana". Moreover, Hinson and Kodua (2012) report that "the determination models utilized for aggregating the Ghana Club 100 file incorporates outsider appraisals of business morals and associations

with workers". The intra-partnership CSR routine observed for the Ghana participation 100 list identifies with human and work rights just as ecological advancement and draws in 72% of the absolute positioning while the communities 'advantage drive draws in 28 rates; an obvious sign of a focal point of consideration on CSR drives concerning the business class. As more organizations endeavor to enter or keep up with their situation on the lofty Ghana Club 100 posting, it is accepted that it will facilitate CSR drives in the work setting of Ghana.

Generally, Ghana as a setting for the review gives an arising monetary and political economy expanding center around CSR particularly in the work class. Also, giving the expanded requirement for quality labor force in a cutthroat climate, Ghana presents a setting portrayed by lacking nature of work in an inexorably aggressive climate. Getting and keeping up with quality labor force can be seen basic to corporate accomplishment in Ghana. The conceivable job of CSR dependent on representatives' CSR insights in moving inspirational perspective and conduct inside the labor force in Ghana is thusly inspected in this review.
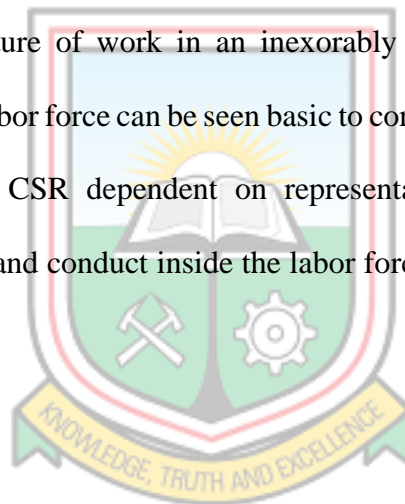
CHAPTER THREE

METHODS USED

3.0 Introduction

This chapter explores the methods that were employed to assist the researcher in getting answers to the research objectives and questions. This part of the study discussed the population, research design, the sample size and sampling techniques, and data collection instruments as well as data analysis strategies.

3.1 Research Design

Taylor et al. (2012) indicates that, "A research design can be defined as a detailed outline of how an investigation takes place, which usually includes how data is collected, what instruments are employed, how the instruments are used and the intended means for analyzing data collected". This study adopted the descriptive case study design to assess the effect of perceived corporate social responsibility on the attitude and behavior of employees in the mining industry. Consequently, Golden Star Resources was selected as the case for this study. Manning (2004) emphasized on the benefits of adopting a case study on employee-based research by stating that if provides a profound insight of the employees themselves in contrast to most of the literature that concentrates particularly on the impact of CSR from the perspective of union executives.

"A research approach explains the systematic and logical steps taken towards the collection and analysis of data to obtain information for a study" (Erikson & Wiedersheim, 2011). The current study adopted the quantitative research approach which involves "the generation of data in numerical form that was subjected to quantifiable analysis in a prescribed and arduous manner" (Saunders *et al*, 2009).

3.2 Profile of Case Study Company

Golden Star in a roundabout way holds a 90% value revenue in Golden Star (Bogoso/Prestea) Limited (GSBPL) and Golden Star (Wassa) Limited (GSWL). GSBPL claims the Bogoso/Prestea property (Bogoso/Prestea), which contains the Prestea underground gold mine (Prestea Underground), the Prestea open pit gold mine (and satellite pits) including Prestea South and Mampon, and the Bogoso/Prestea recalcitrant stores (which have been suspended since the second from last quarter of 2015). GSWL claims the Wassa property (Wassa), which contains the Wassa underground gold mine (Wassa Underground), just as preparing plants at every one of Bogoso/Prestea and Wassa. Both GSBPL and GSWL are situated in Ghana. In this AIF, GSBPL and GSWL are alluded to all in all as the Foreign Operating Entities. Brilliant Star additionally holds gold investigation intrigues somewhere else in Ghana. It is the Company's unbiased to change into a high grade, edge centered gold mining organization through the improvement of its underground ventures (Golden Star, 2017).

Golden Star is focused on working with the most significant level of regard for the networks and conditions in which they work. Their CSR objective is to keep a socially capable business that brings financial flourishing while guaranteeing mindful natural stewardship and moral business practice. This methodology empowers Golden Star to guarantee that a positive and feasible heritage stays past the existences of their mining tasks. Golden Star has had a presence in West Africa for a long time and are pleased to add to the monetary development of the networks, areas and nations they work. In acknowledgment of Golden Star's obligation to mindful mining, they were named as the victor of the PDAC 2018 Environmental and Social Responsibility Award. (Golden Star, 2019).

Golden Star credits to the United Nations' Global Compact and its 10 standards on basic liberties, work, the climate and hostile to defilement. By coordinating these standards into their maintainability drives, Golden Star intends to ceaselessly further develop their corporate obligation execution, while progressing more extensive financial and social objectives. "Golden Star supports and respects the protection of international human rights within their sphere of influence" (Golden Star CSR, 2017). Golden Star has also integrated the 2030 Agenda for Sustainable Development into their projects and programs. "The agenda better known for the 17 Sustainable Development Goals (SDGs) it encompasses is now the focal point for development across the globe. SDG number 17 is particularly important to Golden Star as it outlines the importance of multi-stakeholder partnerships in achieving all of the other SDGs" (Golden Star CSR, 2018).

3.3 Population and Sampling

3.3.1 Target Population

The population is the bigger pool from which examining components are attracted and to which discoveries can be summed up. "The population encompasses all the elements that make up the unit of analysis" (Terre-Blanche *et al*., 2006). The research particularly targeted workers of Golden Star Resources Mining Company in Bogoso and Wassa. Overall, the total permanent employees in Golden Star Resources is 485.

3.3.2 Sampling Size

The size of the sample size, according to Wegner (2010), "determines the statistical precision of the findings". "The size of the sample is a function of change in the population parameters under study and the estimation of the quality that is needed by the researcher" (Wegner, 2000). In this study the sample size formula by Taro Yamane (2017) was used, with an assumed error term of 5% to determine the preferred sample size.

$n = N/ (1 + N (e)^2$

$n = 485/ (1+485*0.05^2)$

$n = 485/2.2125$

$n = 219$

Where; n= Sample size, N= Population Size

"Generally, larger samples result in more precise, statistical findings" (Terre Blanche *et al*., 2006), as such, the study used a sample size of 236 to increase the chances of accuracy and precision.
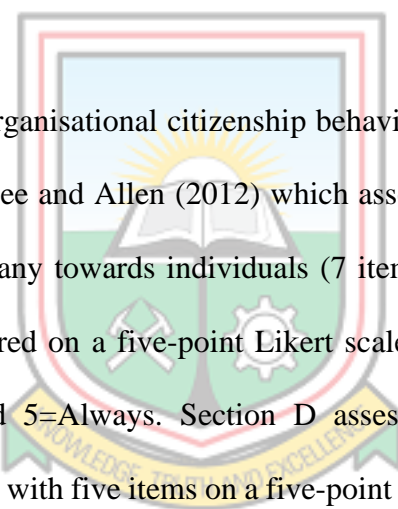
3.3.3 Sampling Technique

According to Neuman (2011), "by sampling, the primary goal of researchers is to get a small collection of units from a much larger collection or population, such that the researcher can study the smaller group and produce accurate generalizations about the larger group". The probability sampling technique was used in this study; specifically, the simple random sampling technique was used to select the respondents. As such, employees from the various departments across the company were randomly handpicked to be part of the study were the study questionnaires were given to them to fill.

3.4 Data Collection Techniques

In this review, both primary sources was utilized for information. An structured questionnaire was utilized as the main primary data assortment instrument while optional data as literature review was used to interpret the study findings obtained from online journals and books. A questionnaire is an information assortment instrument used to assemble essential information in study based investigations. "A structured questionnaire consists of well-formulated questions and fixed response alternatives that are directly related to the research objectives" (Wegner, 2000). The questionnaire was organized into four

sections outlined as follows. The first section (section A) was the demographic profile of the respondents, which included items such as age, gender, highest level of education achieved, number of years worked with the company, position held in the company and marital status. Section B assessed employees' perceptions of CSR activities in the company, based on a recent CSR scale used by De Roeck and Delobbe (2017), which measured employee perception CSR activities toward four main groups of stakeholders (society, employees, customers and environment). The 24 items from the scale loaded onto four subscales comprised eight, five, four and seven items. Items were measured on a five-point Likert scale where 1= strongly disagree; 2= Disagree; 3 =Neutral; 4= Agree; and 5 =strongly agree.

Section C measured the organisational citizenship behavior (OCB) of employees on a 15-item scale adapted from Lee and Allen (2012) which assessed the level of engagement of employees with the company towards individuals (7 items) and towards the company (8 items). Items were measured on a five-point Likert scale where 1 = Never; 2= Rare; 3= Sometimes; 4=Often; and 5=Always. Section D assessed the affective organisational commitment of employees with five items on a five-point Likert scale; 1-Strongly disagree; 2-disagree; 3-neutral; 4-agree and 5-strongly agree. The scale involved things adjusted from Mowday et al. (2009).

An introduction letter from the University of Mines and Technology (UMaT) Graduate School was first obtained and sent to the administration of Golden Star Resources Co. Ltd to seek their consent. After permission was granted to engage the employees of the company in the study, the validated questionnaires was administered to employees at their respective departments and fields. Respondents were given two weeks to fill the questionnaires and return them. During those two weeks, the researcher consistently reminded the respondents

through their department managers or supervisors and used another two weeks to gather all the responses from the respondents.

3.5 Validity and Reliability of Research Instrument

"The importance of validity and reliability in the study was critical to the usefulness of the study and can be approached through careful attention to a study's conceptualization and the way in which the data are collected, analyzed, and interpreted, and the way in which the findings are presented" (Shadish *et al*., 2002). Validity is characterized as "the degree to which correct inferences can be made based on results from an instrument" (Frank and Wallen, 2003).

To ensure validity, the content and construct of the questionnaire was validated by research experts in Organizational Behavioral Studies. The academic supervisor of this research study also perused the constructs and contents of the questionnaire before it was administered. Moreover, a pilot study was also conducted, which involved 15 respondents from a different mining company. This was to serve as a pre-test to check for any inconsistency that might be found. After the pre-test, all inconsistencies and area where constructs were not clear enough were all corrected before full-scale data collection.

The Cronbach's alpha coefficient was the reliability scale that was utilized in this review to check for the dependability of the exploration instrument. Struwig and Stead (2011) describe Cronbach's alpha as "a measurement of how well a set of items measure a single one-dimensional talent construct. The measure ranges from 0 to 1. A value of 1 indicates perfect reliability, and the value 0.70 is considered to be the lower level of acceptability". Thusly, a Cronbach's alpha of essentially 0.70 was considered satisfactory in this review.

3.6 Data Analysis Methods

The study used the Statistical Package for Social Sciences (SPSS v.20) to perform the analysis of the data that were gathered from the field survey. Descriptive statistics and inferential statistics of data analysis were both used. Descriptive statistics, for example, frequency distribution was utilized to introduce segment foundation of respondents. To test for the speculation, one example t-test, and relationship and relapse technique was utilized. The one example t-test was utilized to evaluate the perception of employees of the CSR activities in the case mining company and test the first hypothesis. The correlation and regression method were used to achieve the second and third objectives of the study in evaluating the relationship between employee perceptions of CSR and AOC and between CSR and OCB, testing hypothesis 2 and 3.

3.6.1 Regression Estimation Strategy

To test the connection among factors and the degree to which they impact one another, relationship investigation and inferential measurements was utilized which includes different relapse examination. "Multiple regression analysis was used to determine whether a combined group of independent variables predicts a given dependent variable" (Cooper & Schindler, 2011). The regression equation was: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Whereby Y = Organisational Citizenship Behavior

            X_1 = Perception of CSR toward Employees

            X_2 = Perception of CSR toward Society

            X_3 = Perception of CSR toward Customers

            X_4 = Perception of CSR toward Environment

            $\beta_1, \beta_2, \beta_3, \beta_4$ are coefficients of determination

ε is the error term.
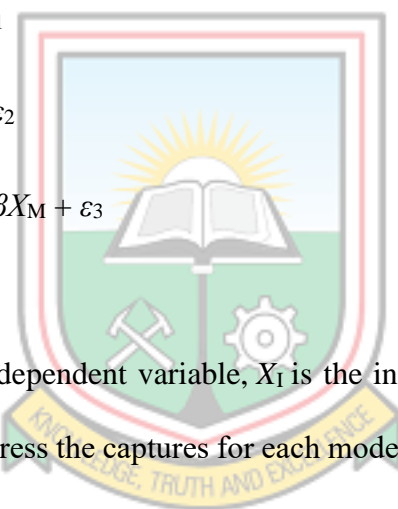
3.6.2 Mediation Estimation Strategy

The Sobel test was the statistical approach used to test for the mediation effect of affective commitment between CSR perception and Organisational Citizenship Behaviour. "The Sobel test is basically a specialized t test that provides a method to determine whether the reduction in the effect of the independent variable, after including the mediator in the model, is a significant reduction and therefore whether the mediation effect is statistically significant. When evaluating a mediation effect three different regression models are examined" (Baron, 2016):

Model 1: $Y_O = \gamma_1 + \tau X_I + \varepsilon_1$

Model 2: $X_M = \gamma_2 + \alpha X_I + \varepsilon_2$

Model 3: $Y_O = \gamma_3 + \tau' X_I + \beta X_M + \varepsilon_3$

In these models Y_O is the dependent variable, X_I is the independent variable and X_M is the mediator. γ_1, γ_2, and γ_3 address the captures for each model, while ε1, ε2, and ε3 address the blunder term for every situation. τ signifies the connection between the dependent variable and the independent variable in model 1, while τ' indicates that equivalent relationship in model 3 subsequent to controlling for the effect of the mediator. The terms αX_I and βX_M address the connection between the mediator and the independent variable, and the dependent variable and the mediator subsequent to controlling for the independent variable, separately.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 Introduction

This section presents and talks about the output of the research. The study utilized the case study questionnaire to provide the information on employees' perception of the company's Corporate Social Responsibility (CSR) activities, organisational citizenship behavior and affective organisational commitment, within Golden Star Company Limited, Ghana. The analysis was pivoted around the objectives of the study. The analytical tools used were descriptive statistics (mean score with standard deviation), one-sample t-test, relative importance index, linear regression model together with Pearson's Correlation. Statistical software that aided the estimation of the results was SPSS version 26.
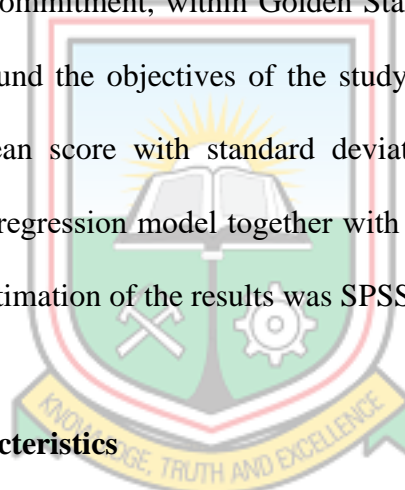
4.1 Demographic Characteristics

This stage of the analysis sought to enquire into the background of respondents in order to determine the degree of credibility of the data gathered. This consists of the respondents' age group, gender, education level, duration of service, marital status, and department of service. Results from the background information were presented using descriptive analysis which involves frequencies and percentages as shown in Table 4.1.

Table 4.1: Descriptive Statistics of Demographic Characteristics

Category		Frequency	Percentage (%)
Age	Below 20 years	3	1.3
	20 - 29 years	60	25.4
	30 - 39 years	95	40.3
	40 - 49 years	55	23.3
	50 - 59 years	23	9.7
	Total	**236**	**100.0**
Gender	Female	36	15.3
	Male	200	84.7
	Total	**236**	**100.0**
Education	SSCE/WASSCE/Technical Certificate	63	26.7
	Diploma/HND	22	9.3
	First Degree	83	35.2
	Masters' Degree	44	18.6
	Others	24	10.2
	Total	**236**	**100.0**
Years of Service	Below 2 years	46	19.5
	2 - 5 years	52	22.0
	6 - 10 years	69	29.2
	11 - 15 years	58	24.6
	More than 15 years	11	4.7
	Total	**236**	**100.0**
Marital Status	Single	85	36.0
	Married	147	62.3
	Divorced	4	1.7
	Total	**236**	**100.0**
Department	Technicians	32	13.6
	Clerk/Administrators	38	16.1
	CRS	6	2.5
	Metallurgical Engineer	9	3.8
	Env. Officer	6	2.5
	Geologist	12	5.1
	Health & Safety	16	6.8
	Labourer	4	1.7
	Field Manager	6	2.5
	Mechanic	24	10.2
	Operators	14	5.9
	Account & Procurement	14	5.9
	Sampler Grade	10	4.3
	Security	15	6.4
	Supervisor	30	12.7
	Total	**236**	**100.0**

From Table 4.1, the ages of the respondents were mostly between 30 – 39 years with 40.3% of respondents within this range. There were 25.4% of respondents that were between 20 – 29 years, 23% were between 40 – 49 years, 9.7% were between 50 – 59 years and 1.3% were below 20 years. The result showed that the majority (84.7%) were males and 15.3% were female. This age group and gender distribution is true reflection of the general population in a mining company, as Kim and Park (2011) iterated that the mining business is predominantly young male adults between the age of 25 and 45. The majority of employees had first degree education (35%), then a 26.7% had Secondary or Technical education, 18.6% had Masters' degree, 9.3% had diploma/HND and the remaining 10.2% had other educational certificates. Generally, respondents are were educated to be able to understand the research instrument and provide reliable information.

Table 4.1 also uncovered that greater part of the respondents were married, representing 62.3%, while 36% were single and 1.7% had divorced. Majority of the respondents (29.2%) had had 6 – 10 years working experience with the company, 24.6% had had 11 – 15 years of working experience, 22% had had 2 – 5 years working experience, 19.5% had had below 2 years of working experience and 4.7% had been working with the company for more than 15 years. Respondents have had enough working experience with the company to be well exposed to the company's CSR activities and thus provide reliable information in that regard.

The employees were sampled from almost every section of the company's organizational structure. Specifically, respondents were/from Clerk/Administration (16.1%), Technical (13.6%), Supervisors (12.7%), Mechanics (10.2%), Health & Safety (6.8%), Security (6.4%), Operators (5.9%), Account & Procurement (5.9%), Geologist (5.1%), Sampler

Grade (4.3%), Metallurgical Engineer (3.8%), Community relations (2.5%), Environmental Officers (2.5%), Field Managers (2.5%) and Labourers (1.7%).

4.2 Descriptive Statistics of the Constructs of Variables used in the Study

This segment presents the portrayal of the relative multitude of develops utilized in this review; "employees' perception of CSR, organisational citizenship behavior (OCB) and affective organisational commitment (AOC)". A proportion of focal propensity (mean score) and a proportion of scattering (standard deviation) were used. The mean score portrayed the normal or general articulation of the workers' impression of CSR, full of organisational citizenship behavior (OCB) and affective organisational commitment (AOC). Respondents were approached to rank the elements on a scale where 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4= Agree; 5=Strongly Agree. This piece of the review was keen on knowing the request for arrangement of view of CSR, OCB and AOB of workers, explicitly which things were positioned high and which things were positioned low. The clear outcomes were introduced in Table 4.2, Table 4.3 and Table 4.4.
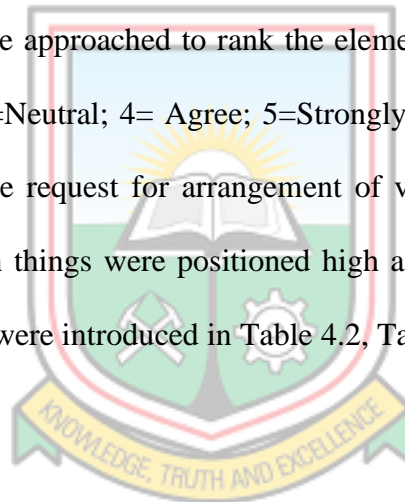
Table 4.2: Perception of CSR Measurement (N=236)

CSR Towards the employees	Mean	Std. Dev.
"Our company policies provide a safe and healthy working environment to all its employees".	4.381	0.707
"Our company provides a wide range of indirect benefits to improve the quality of employees' lives".	4.106	0.826
"The employees in our company receive a reasonable salary to maintain an acceptable quality of life".	3.890	0.833
"Our company implements flexible policies to provide a good work and life balance for its employees"	3.826	0.702
"Our company policies encourage the employees to develop their skills and careers".	3.763	0.964
"The management of our company primarily concerns itself with employees' needs and wants".	3.674	0.819
"I believe that our company provides equal opportunities to all its employees"	3.533	1.033
"The managerial decisions related with the employees are usually fair and transparent"	3.453	1.069
Composite Mean (SD)	**3.828**	
CSR Towards Customers		
"Our products comply with the national and international standards"	4.334	0.621
"One of the main principles of our company is to provide high-quality products to its customers"	4.161	0.652
"Our company respects customers rights beyond the legal requirements"	4.148	0.760
"Our company provides full and accurate information about its products to its customers"	4.105	0.673
"Our company is responsive to the complaints of its customers"	4.029	0.711
Composite Mean (SD)	**4.156**	
CSR towards Environment		
"Our company implements special programs to minimize its negative impact on the natural environment".	4.372	0.636
"Our company participates in activities that aim to protect and improve the quality of the natural environment".	4.364	0.621
"Our company makes well-planned investments to avoid environmental degradation".	4.326	0.632
"Our company has the necessary equipment to reduce its negative environmental impact".	4.139	0.647
Composite Mean (SD)	**4.301**	
CSR towards Society		
"Our company contributes to schools, hospitals, and parks according to the needs of the society".	4.114	0.850
"Our company targets sustainable growth that considers future generations".	4.063	0.777

Table 4.2: Perception of CSR Measurement (N=236) – Cont'd.

"Our company makes sufficient monetary contributions to charities".	4.051	3.804
"Our company makes investment to create a better life for communities in which it operates"	4.008	0.870
"Our company conducts research & development projects to improve the well-being of society in the future".	3.792	0.910
"Our company encourages its employees to participate in voluntarily activities".	3.678	0.983
"Our company supports nongovernmental organizations working in problematic areas"	3.572	0.864
Composite Mean (SD)	**3.871**	

Table 4.3: Organisational Citizenship Behavior (N=236)

OCB towards the employee	Mean	Std Dev.
"I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations".	4.21	0.819
"I willingly give my time to help others who have work-related problems".	4.14	2.193
"I give up time to help others who have work or non-work problems".	4.03	0.689
"I go out of the way to make newer employees feel welcome in the work group".	4.21	0.845
"I assist others with their duties"	4.02	0.726
"I always show consideration for others, even when especially busy or stressed".	3.77	0.830
"I share personal property with others to help their work".	3.62	0.967
Composite Mean (SD)	**3.94**	
OCB towards the Organisation		
"I express loyalty toward the organization".	4.36	0.761
"I show pride when representing the organisation in public".	4.33	0.809
"I defend the organisation when other employees criticize it".	4.20	2.095
"I demonstrate concern about the image of the organization".	4.20	0.799
"I offer ideas to improve the functioning of the organization".	4.15	0.803
"I take action to protect the organisation from potential problems".	4.09	0.928
"I keep up with developments in the organization".	3.96	0.849
"I attend functions that are not required but that help the organisational image".	3.22	1.238
Composite Mean (SD)	**4.045**	

Table 4.4: Affective Organisational Commitment (N=236)

Affective Organisational Commitment	Mean	Std. Dev.
"I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful"	4.54	0.728
"I really feel as if this company's problems are my own"	4.27	0.726
"I talk up this organisation to my friends as a great company to work for"	4.25	0.787
"I feel a strong sense of belonging to this company"	4.22	0.773
"I would accept almost any type of job assignment in order to keep working for this company"	3.95	0.888
Composite Mean (SD)	**4.244**	

4.3 Reliability

The review utilized Cronbach's Alpha as an unwavering quality measure to survey the normal entomb thing covariance inside the scale utilized in the review instrument. Cronbach's Alpha is the most well-known unwavering quality gauge in research explicitly when analyzing issues identified with scale dependability. The inner consistency, the base Cronbach's alpha coefficient esteem was over the suggested removed worth. "A Cronbach's alpha coefficient value above 0.700 is ideal for good research" (Tavakol and Dennick, 2011; Owusu-Manu and Kukah, 2017).

Table 4.5: Reliability Test Statistics

	N	Cronbach's Alpha
Employee Perception of CSR	23	0.762
CSR toward Employees	8	0.761
CSR toward Customers	5	0.737
CSR toward Environment	4	0.733
CSR toward Society	6	0.818*
Corporate Behavior (OCB)	13	0.766
OCB towards Individuals	6	0.77*
OCB towards Organisations	7	0.761*
Individual Commitment (AOC)	5	0.767

There were some items that were deleted from the constructs during the regression analysis in order to ensure a higher reliability. Under the variable CSR towards Society, the fourth item (Our organization makes adequate financial commitments to noble cause) was erased; the primary thing under OCB towards people (I enthusiastically give my opportunity to help other people who have business related issues) was deleted; the third item under OCB towards organisation (I defend the organisation when other employees criticize it) was deleted. Afterwards, the inward textures of the reactions from the exploration instrument were high as displayed in Table 4.5.

4.4 Level of Employees' Perception of CSR activities in the Company

This section examined the perceptions of employees of Golden Star Company Limited on the CSR activities of the company, according to the first research objective. This was measured based on four main variables obtained from literature subjected to descriptive (mean scores), and one-sample t-test as measurement techniques. The results of the composite descriptive (mean scores and standard deviation) of the variables were presented in Table 4.6 and the details (item by item) is presented in Table 4.2 above.
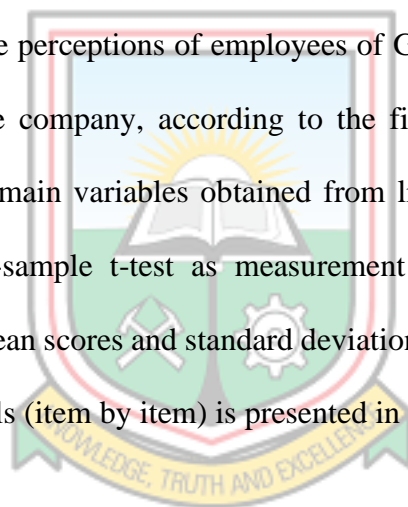
The indicators of employees' perception of CSR activities in Golden Star Company Limited had low standard deviation which meant the measure of perception of CSR was highly consistent and reliable. The employees had the most favorable perception with CSR towards environment, composite mean score of 4.3 (SD = 0.473), which was ranked first among the four CSR perception indicators. The least favorably perceived CSR indicator (ranked 4th) was CSR towards employees, with composite mean score of 3.83 (SD = 0.538). CSR towards customers was the second most favorably perceived CSR activities by employees of Golden Star Company Ltd (ranked 2nd) with composite mean score of 4.16 (SD = .478), and CSR towards Society was the third most favorably perceived CSR activities (ranked

3rd), composite mean of 3.87 (SD = 0.635). The overall composite mean score of employees' perception of the company's CSR activities was 4.04, showing the general perception of CSR activities by the employees was high (agreed).

"One-sample t-test was used to determine whether the observations of the variables were statistically significant. The one sample test of means compares the mean of a sample to a pre-specified value and tests for a deviation from that value" (Krzywinski, & Altman, 2013). In order to attain definitive clarifications of the results, Gravetter and Wallnau (2019) range was adapted which followed the intervals: "$1.0 \leq$ score < 1.8: strong disagreement; $1.8 \leq$ score < 2.6: disagreement; $2.6 \leq$ score ≤ 3.5: not sure/low agreement; $3.5 <$ score ≤ 4.2: agreement; $4.2 <$ score ≤ 5.0: strong agreement". From this, the hypothesized test-value for the one sample t-test was chosen to be 3.5 (the least mean value that represents a degree of agreement). Thus, the one-tailed t-test was significant ($p < 0.05$) in this study if the observed mean score was higher than the hypothesed mean (i.e., 3.5).

Table 4.6: Perception of CSR Activities

	Mean	Std. Dev.	t	Sig.
CSR toward Employees	3.83	0.538	9.377	.000
CSR toward Customers	4.16	0.478	21.064	.000
CSR toward Environment	4.30	0.473	26.025	.000
CSR toward Society	3.87	0.635	8.984	.000
Composite Mean (SD)	**4.04**	**0.531**		

t = 3.5; df = 236

From the results in Table 4.6, all the variables were statistically significant (p-values < 0.05). There was a significant agreement by employees that the company engaged in CSR activities towards employees [M = 3.83, S.D = 0.538; t (236) = 9.377, p < 0.05] as well as towards customers [M = 4.16, S.D = 0.478; t (236) = 21.064, p < 0.05]. Also, employees

agreed that the company extend CSR initiatives toward the environment [M = 4.3, S.D = 0.473; t (236) = 26.025, p < 0.05] and the society [M = 3.87, SD = 0.635; t (236) = 8.984, p < 0.05]. The observed mean scores were all higher (significantly) than the hypothesed mean value of 3.5 showing high perception of CSR. This suggested that employees of Golden Star Company Ltd have high and good perception of the company's CSR activities.

4.5 Relationship between Employees' Perception of Corporate Social Responsibility (CSR) and Corporate Behavior

The second objective of the study sought to determine "the effect of employees' perceived Corporate Social Responsibility on the organisational citizenship behavior of employees". Multiple regression model was utilized to determine the connection between the organisational citizenship behavior and the employees' perception of CSR. Perception of CSR being proxied by four sub-constructs (CSR toward employees, CSR toward customers, CSR toward environment and CSR toward society) are used as independent variables and organisational citizenship behavior (OCB) being the dependent variable.
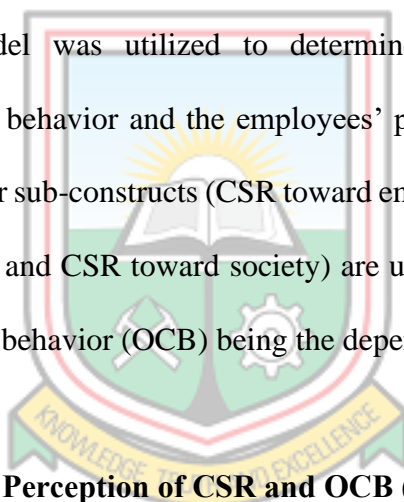
Table 4.7: Employees' Perception of CSR and OCB (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.568[a]	0.323	0.311	0.468

a. Predictors: (Constant), CSR toward Society, CSR toward Environment, CSR toward Customers, CSR toward Employees

b. Dependent Variable: OCB

Table 4.7 introduced the model synopsis which included R-square which estimated the coefficient of assurance, in this way, the measure of variance in organizational citizenship behavior explained by their perception of CSR (the four independent variables). Thus, the model was explained by about 32.3 percent (R-square value of 0.323). The model's fitness

was evaluated utilizing F-statistics (Table 4.7), showing huge model execution. The outcomes demonstrated the model anticipated the result fundamentally, p-worth of F-statistics of $0.000 < 0.05$. This showed the model was acceptable (fitting) for the appraisal.

Table 4.8: Employee Perception of CSR and OCB (ANOVA[a])

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	24.122	4	6.031	27.564	0.000[b]
1	Residual	50.539	231	.219		
	Total	74.662	235			

a. Dependent Variable: Organisational Citizenship Behavior

b. Predictors: (Constant), Mean CSR toward Society, Mean CSR toward Environment, Mean CSR toward Customers, Mean CSR toward Employees

Table 4.9: Employee Perception of CSR and OCB (Regression Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.127	.323		3.485	.001
	Control					
	Marital Status	0.067	0.057	0.073	0.99	0.40
	Age	0.228	0.015	0.211	2.49	0.17
	Gender	0.036	0.092	0.017	0.017	0.26
2	CSR_EMP	0.290	0.088	0.276	3.307	0.001
	CSR_CUS	0.034	0.085	0.029	0.401	0.689
	CSR_ENV	0.413	0.075	0.347	5.521	0.000
	CSR_SOC	0.023	0.069	0.026	0.330	0.742
3	**Overall CSR**	**.690**	**.073**	**.527**	**9.475**	**.000**

The result shows that in Model 1, the control variables; gender, age and marital status of the respondents had no significant influence on organisational citizenship behavior (OCB). However, from model 2, there were positive relationships between employees' perception of CSR toward employees, customers, environment and society and organizational citizenship behavior. From Table 4.10, the partial regression coefficient, t-value and p-value of CSR towards employees were; coefficient was 0.29, t-value was 3.307 and p-value of $0.001 < 0.05$. These results showed significant positive relationship between CSR towards employees and corporate behavior. Again, CSR toward environment had positive coefficient of 0.413 with t-value of 5.52 and p-value of $0.000 < 0.05$ indicating significant positive relationship between employees' perception of CSR towards environment and corporate behavior. There was no significant relationship between CSR towards customers and CSR towards society and organisational citizenship behavior.

Generally, from model 3, employee perception of CSR activities thus, composite of all the four sub-constructs (using the mean of all four constructs) revealed a strong positive relationship with organisational citizenship behavior; coefficient of 0.69, t-value of 9.475 and p-value of $0.000 < 0.05$. This result supported the findings of Helgesen and Nesset, (2017) that employee perception of a company's CSR is positively related to the corporate behavior of the organisation. This suggested that in an organisation where employees perceive the company's CRS activities to be good or high, there will be a positive corporate behavior within that organisation.

4.6 How Employees' Affective Commitment Mediates the Effect of Employees' Perception of CSR Activities on Organisational Citizenship Behavior

This section presents the mediation of employees' individual commitment on the effect of employee perception of CSR on organisational citizenship behavior. The study had already

established that "there was significant positive relationship (effect) between employees' perception of the company's CSR activities and corporate behavior". It however seeks to know whether the individual commitment of employees influence this relationship between employees' perception of CSR activities and the corporate behavior.

The estimation of mediation analysis of "the effect of employees' perception of CSR on organisational citizenship behavior" followed Sobel test (Sobel, 1982). There were two models in Table 4.11, where model 1 sought to determine the effect of control variables and perceived CSR on employees' commitment. Model 2 also sought to determine the influence of control variables, perceived CSR and employee commitment on organisational citizenship behavior. The outcome of these two models were used to establish how employee commitment mediates "the effect of employees' perception of CSR on organisational citizenship behavior".

Table 4.10: Mediation Role of Affective Commitment on CSR Perception and OCB

Variables (dependent variables)	Models: (Dependent Variables)		Total Effect Model
	Model 1: Employee Commitment	Model 2: Corporate Behavior	
Control variables			
Marital status	0.049 (0.655)	0.036 (0.502)	0.063 (0.766)
Age	0.040 (0.533)	0.151 (2.121)*	0.174 (2.109)
Gender	-0.130 (-1.388)	-0.117 (-1.307)	-0.188 (-1.842)
Independent			
Perceived CSR	0.690 (9.475)**	0.580 (8.885)**	0.814 (8.903)**
Employee Commitment		0.434 (8.640)**	-
R	*0.568*	*0.502*	*0.667*
R-Square	*0.323*	*0.252*	*0.444*
F-statistics	*31.831**	*78.948**	*25.194**

*t-values are in parenthesis; *p-value < 0.05; **p-value < 0.01*

In Model 1, the control variables; gender, age and marital status of the respondents had no significant influence on affective commitment. Perception of CSR had significant positive effect on employee commitment, from Model 1, the coefficient of perceived CSR on employee commitment was 0.69 with t-value of 9.475 showing statistically significant effect. This indicated there was critical constructive outcome of employees' perception of CSR activities on their personal commitment.

In Model 2 (Table 4.10), the R-square value was 0.252 showing the independent variable together with the mediator and control explained organisational citizenship behavior by 25 percent. There was no significant influence of the control variables on organisational citizenship behavior. There was critical constructive outcome of perceived CSR on organisational citizenship behavior which was the direct effect, coefficient of 0.580 and t-value of 8.885. The direct effect of employee commitment on organisational citizenship behavior was significant and positive, coefficient of 0.434 and t-value of 8.640.

Table 4.11: Sobel Test Mediation Analysis

Path	Direct Effect (D)	Indirect Effect (I)	Total Effect (D+I)	Sobel Test Statistics (SD)	p-value	Form of Mediation
CSR→AOC→OCB	0.58	0.69*0.434 =0.299	0.879	5.584 (0.089)	0.000	Partial Mediation

4.6.2 Mediation Analysis

Mediation analysis modeled the influence of independent variable (perceived CSR) directly on organisational citizenship behavior as well as indirectly influencing organisational citizenship behavior through a single intermediary or mediator variable, employee commitment. From the exposition of the various effect, direct effect of employee commitment on organisational citizenship behavior was 0.434 (in Model 2) and the direct

effect of perceived CSR on organisational citizenship behavior was 0.69 (in Model 1). This yielded an indirect effect of 0.299 (0.907*0.548). Therefore, direct and indirect effects of employees' perception of CSR on organisational citizenship behavior sum up to the total "effect of employees' perception of CSR" on organisational citizenship behavior, thus 0.299 (Table 4.12).

The test statistics of Sobel test was 5.584 (standard error = 0.089) with p-value of 0.000 < 0.05 showed the mediation of employee commitment partially mediate the effect of employee perception of CSR on organisational citizenship behavior. This inferred that "the influence of employees' perception of CSR on organisational citizenship behavior was as a result of the level of employees' individual commitment to the company".
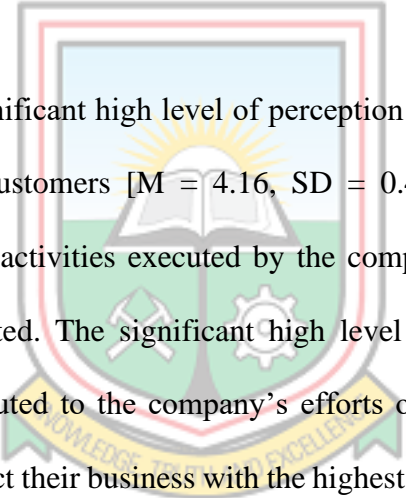
4.5 Discussion of Results

4.5.1 Level of employee perception of CSR activities in Golden Star Company Limited

The first objective of the research was to look at the level of employee perception of CSR activities in Golden Star Company Limited. From the one-sample t-test, the result shows that employees of Golden Star Company Ltd have high and good perception of the company's CSR activities towards all four areas that were assessed (i.e. environment, customers, employees and society.

The results pointed out that "employees' perception of CSR activities" towards the environment had the highest level of agreement (M = 4.3, RII = 0.791) suggesting that the CSR activities of the company towards the environment had positive psychological impressions on the employees. The strong perception as discovered suggests that Golden Star Company Ltd is truly contributing satisfactorily towards CSR exercises corresponding to the climate. This can be credited to the organization following the moral and lawful

thought of mining operations to ensure environmental sustainability. The most recent CSR report (2019) of the company showed 100% zero reported environmental incidents to the Ghana Environmental Protection Agency, and a 100% regulatory compliance for air, water, noise and dust, as set by the UN Global Compact Goals for Environment. Osborne (2017) indicated that mining businesses are subject to extensive environmental laws and regulations due to the high impact of its activities on the natural environment requiring stringent management such as water management, tailings management, energy and emissions management, waste management and management of mine closure. The criticality of environmental issues makes it a major interest for both internal (employees) and external stakeholders.

Similarly, there was a significant high level of perception by employees of the company's CSR activities towards customers [M = 4.16, SD = 0.478]. This finding suggest that employees perceive CSR activities executed by the company towards customers as well developed and implemented. The significant high level of perception of CSR towards customers could be attributed to the company's efforts over the years to demonstrate to customers that they conduct their business with the highest standards of ethics and integrity, thus boosting the confidence of customers in the company. This finding is consistent with Thornton and Skarlicki (2013) where their study in Europe established that "providing CSR activities towards customers, who form the heart of every business, create opportunity for commitment and retention in an organization from employees" (p.69). This impact on employees is generated from the feedbacks customers provide employees which are consistent with their moral standards and personal values. Another study by Osborne (2017) showed that corporate social responsibility practices towards customers are crucial to the overall survival of businesses. It is thus expedient that Golden Star Company Limited align their CSR activities and operations towards the expectation of customers.

The level of employees' perception of CSR towards society was significant but moderate [M = 3.87, SD = 0.635]. The significant but moderate perception as found could be attributed to the fact that although the company is actively involved in CSR activities that benefits the society, employees might not be fully aware of the extent of the company's CSR activities within the various communities. This could be due to low or inadequate feedbacks from the society, as Osborne (2017) indicated that positive feedbacks from the society when seen by workers raise their discernment level on CSR exercises towards the society, and vice versa. In the absence of positive feedbacks from the society, which might be due to high expectations from the society and thus unappreciative attitude, the management of the company should make conscious efforts to expose all its employees to every single CSR activity undertaken within the communities to serve the society. On their study on Sustainability reporting of companies, Beckman and Essy (2016) pointed out that, sufficiently disclosing a company's CSR activities within the society in which they operate is as important as executing those CSR activities themselves, considering the enormous negative effect the lack of awareness of such activities could have on the company. In other words, Beckman and Essy (2016) were saying that if companies would not be diligent enough to disclose properly their CSR activities, then they should not bother to execute them.

Having made these assumptions, the obvious could also be true that probably the CSR activities of the company towards the society might not be adequate enough, as compared to the previous two areas (environment and customers) discussed. In relation to Golden Star Company Ltd, the company has CSR activities towards the society through initiatives which provides social and economic benefits for example "the Golden Star Oil Palm Plantation (GSOPP)" which is an innovative social enterprise initiative, wide ranging health initiatives, including the Private Sector Malaria Prevention Program and local value retention initiatives

including local employment, procurement and alternative livelihoods beyond mining. The assertion of Osborne (2017) that is "positive feedbacks from the society when observed by employees raise their perception level on CSR also leads to employees forming positive image towards the company. Therefore, the responsibility lies on the company to continue to offer CSR activities towards society and adequately disclose it to all employees, and by so doing increase employee perceptions towards the company".

With the least mean score and relative importance index ranking [M = 3.83, RII = 0.716 (4th)], CSR towards employees had the least perception from employees, which was also significant but moderate. This means that either the company gives the least attention to CSR activities towards employees or employees' expectations from the company towards them are too high, thus making the company's efforts appear not to be adequate enough to earn a high perception. Another reason could be that, efforts of the company towards employees are perceived by employees to be "mandatory or required" efforts, for which reason there is no need for extra favorability and positive perception.
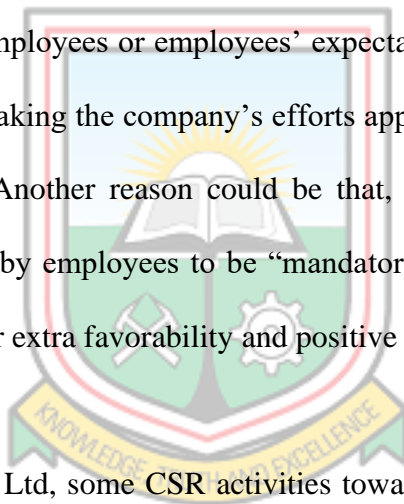
In Golden Star Company Ltd, some CSR activities towards employees include employee health and safety, employee development initiatives, inclusion and diversity initiatives such as women and girl's empowerment and human rights. Tziner et al, (2011) established that "important CSR practices towards employees that can raise the satisfaction of workers in the organisation are vital determinants to organisational development. Therefore, the onus lies on the company to know that employees are important asset to an organisation and extending CSR activities is very important in raising the level of employees' morale".

In general, the result shows that employees show positive perception towards all areas of the company's CSR activities, however, perception of CSR towards the environment was much greater followed by CSR towards customers. This result is very consistent with the

vision and mission of Golden Star Co. Ltd, as per the vision of the company, it is set out to be "a sustainable (*CSR towards environment*), diversified gold mining business, which our stakeholders are proud to be associated with" (GSR website, 2020). The mission of the company includes "providing safe, inclusive and rewarding work environment (*CSR towards employees*), creating lasting value for our host communities (*CSR towards society*), consistently delivering and improving our [operations/service] plans (*CSR towards customers*)" (GSR, 2020).

4.5.2 Effect of Perceived CSR on OCB

The second objective of the study sought to determine if employees' perceived Corporate Social Responsibility will have significant impact on their corporate behavior. The multiple regression showed how the perception of each category of CSR activities (i.e., environment, customers, society and employees) affects employees' OCB. The result showed employee perception of CSR towards the environment had the strongest significant impact on employee Organisational citizenship behaviour, explaining about 40% of employee work behaviour. This means that the mining industry, particularly Golden Star Company Ltd should give greater attention to the natural environments in which they operate, which had the highest perception from employees. This is because, employees align positive environment sustainability practices with their own ecological qualities which impacts OCB. Bartels *et al*., (2010) pointed out that the external environment is vital, particularly for mining companies, if the company seeks to build an excellent corporate image. This is because, mining operations come with massive environmental impact that is often publicly opposed by some external stakeholders. As such when employees consider CSR issues related to the environment to be critical and sensitive to the company, it influences their work behaviour.

From the result, CSR towards workers have a huge effect towards hierarchical citizenship conduct. This implies that the degree to which the organization is worried about the requirements and needs of workers had critical positive impact on OCB. This is because, when employees' needs and wants are met, they feel higher sense of ownership and similarity of values with the company which then positively impacts their OCB. Turker (2009) buttresses the fact that, "when employees are made part of an organisation, in that, their contributions towards the welfare of the organisation are adhered to, it creates positive relationship between employees and motivates them to develop positive attitude towards building good organisational climate. When this happens, it reshapes employee's perception towards their organisations". Wood (1991) is of the view that, "when organisations are able to transform the negative perception of employees to a positive one, it creates we-feeling among employees and serves as a motivation for good performance". However to the contrary, "An employee perception of the CSR practices of an organisation does not influence the performance and organisational citizenship behaviour" (Newman, Nielsen and Miao, 2015). Notwithstanding, proof from this review uncovers that, worker impression of CSR toward representatives has huge impact on their OCB.
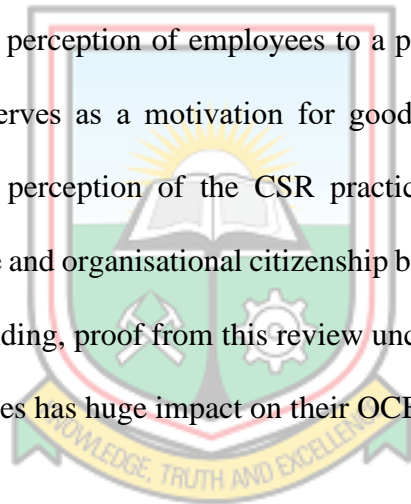
The study results showed that" employees' perception of CSR activities toward the society and customers did not have significant effect on their citizenship behavior (OCB)". This result does not match earlier findings where employee perception of CSR toward customers was high. This means that apparently, high perceptions do not necessarily mean it significantly affects workers' conduct. The non-significant effect of employees' perception of CSR activities toward society and customer on their behavior might be due to the absence of personal impact of these CSR activities on employees. Brammer, Millingtn and Rayton, (2017) explained that "implicitly, some employees might see the activities of CSR towards society and customer as something that does not benefit them directly and therefore has no

value for them. It can also be thought as normal practices of organisations where they give back to the community in which they operate in order to avoid conflicts, or provide their customers with best services with integrity in order to increase their profitability. As a result, no impact on their OCBs in observed". This result is consisted with the findings of Newman, Nielsen and Miao (2014) who discovered that "employees had high perceptions of firms CSR activities towards the society, but are not moved because they see it as a duty for organisations to accomplish".

In general, that is merging all four areas of the CSR, employee perception of CSR activities of the company was found to have a positive significant effect on employee organisational citizenship behavior (OCB). The findings under the second objective have therefore provided support to the social exchange theory, where employees reciprocate the company's CSR activities towards them and the environment in which they work with positive behavior towards the company. As postulated by the social exchange theory, for the company to continue benefiting from such positive attitude and behavior of its employees, it must persistently implement CSR activities that re-enforces the idea that the company cares about their wellbeing, health and safety and the environment in which they work in. Furthermore, since the general perception of CSR activities of the company was found to have significant effect on employee behavior, it denotes that the company cannot also relax on the other two areas of CSR (i.e., toward society and customer), because the collective CSR practices of the company promotes a social identity for the employees, of which they are proud to be associated with, thus, boosting their corporate behavior. Hartman (2012) pointed out that "employees are not only concerned about paying them for their work, but also on how the organisation consider their work. When organisations are able to perform CSR functions well, they are perceived by their employees to be good and fair corporate citizen. This also enhances the employees OCB engagement at workplace. Therefore, it makes sense for

organisations to invest in CSR practices, as its projects motivates employees to give out their best with strong sense of fairness and boosts higher CSR perceptions of employees".

4.5.3 How AOC mediates the effect of employee perception of CSR on their OCB

The third objective was based on the social identity theory (Turner, 2009), where the interest was in exploring underlying psychological mechanism that explains the why and how perceived CSR activities of a company drives organisational citizenship behaviour. For that matter, affective organisational commitment was included as a mediator to examine the research model that links CSR perception to OCB. The study results uncovered that apparent CSR was decidedly related with the affective organisational commitment experienced by employees, thus the individual commitment or devotion towards the company. This means that a company's CSR activities can "influence employees' feelings toward the company, and furthermore their influence their willingness to perform constructive behaviour for their organisation". This finding is consistent with the findings of Mowday *et al.* (2012) that discovered that "positive behaviors are the outcome of positive organisational commitment, which was defined as the psychological identification that one feels towards his organisation". Another study by Vakola and Nikolaou (2015) among banking companies found that "an individual's cognitive perception (i.e., CSR perception) can change his/her emotional experience (i.e., affective organisational commitment), which in turn brings about a certain behavior (i.e., OCB)".

Further, empirical findings like (O'Reilly & Chatman 2006; Rodrigo & Arenas, 2018; Turker, 2019) also had their findings being consistent with the current result, that is, "a full mediating effect of AOC between perceived CSR and OCB". This portrays that "the mining worker, believing in strong involvement of employee safety, environmental sustainability practices, societal welfare and charitable activities of their company, improve their

emotional attachment (commitment or devotion) with their mining companies and induce Organisational Citizenship Behavior in them". In order words, the higher the apparent CSR and AOC environment in the mining site, the more broadly OCBs would be divided between workers. This infers that representatives' attitudinal (i.e., AOC) and social (i.e., OCB) results at the working environment in the mining business setting are probably going to be influenced by the representatives' insight and assessment of their organization's CSR exercises.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents the rundown of key discoveries of the study, the conclusion drawn from the review and the suggestions dependent on the examination discoveries. The review sought after three examination inquiries whereupon ends are adjusted to.

5.1 Summary of Key Findings

The main aim of this study was to evaluate employees' perceptions of CSR in the Ghanaian mining industry and examine the effect of the employee perceptions of CSR on their corporate attitude and behaviour using Golden Star Co. Ltd as case study. The study sampled 250 respondents who were all employees of Golden Star Co. Ltd, of which 236 appropriately responded, giving a response rate of 94.4%, using the quantitative approach.

The first research objective sought to determine the perception of employees of Golden Star Company Limited on the company's CSR activities. The indicators of employees' perception of CSR activities in Golden Star Company Limited had low standard deviation which meant the measure of perception of CSR was highly consistent and reliable. Also, from the one sample t-test, at a t-value of 3.5, all the observed mean scores were higher (significantly) than the hypothesed mean value of 3.5 showing high perception of CSR. The employees had the highest perception for CSR towards environment, [M= 4.3, SD = 0.473), which was ranked first among the four CSR perception indicators. Some efforts of the company on CSR towards environment include 100% zero reportable environmental incidents to the Ghana EPA, and a 100% regulatory compliance for air, water, noise and dust, as set by the UN Global Compact Goals for Environment.

It was found that the company is making efforts over the years to demonstrate to customers that they conduct their business with the highest standards of ethics and integrity, thus boosting the confidence of customers in the company. CSR towards customers was the second most favourably perceived CSR activities by employees of Golden Star Company Ltd [M = 4.16, SD = 0.478]. CSR towards Society was the third most favourably perceived CSR activities [M = 3.87, SD = 0.635). Some CSR activities towards the society include the Golden Star Oil Palm Plantation (GSOPP), wide ranging health initiatives like the Private Sector Malaria Prevention Program and local employment, procurement and alternative livelihoods beyond mining. The least favourably perceived CSR indicator (ranked 4th) was CSR towards employees [M = 3.83, SD = 0.538). The findings showed CSR activities towards employees of Golden Star Co. Ltd include employee health and safety, employee development initiatives, inclusion and diversity initiatives such as women and girl's empowerment and human rights. The overall composite mean score of employees' perceptions of the company's CSR activities was 4.04, showing the general perception of CSR activities by the employees was high (agreed).
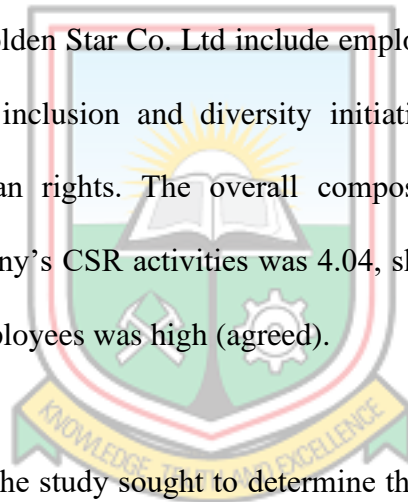
The second objective of the study sought to determine the effect of employees' perceived "Corporate Social Responsibility" on the corporate behavior of the organisation. Corporate behavior was measured by the Organisational Citizenship Behavior (OCB) variable. The multiple regression model used to determine the connection between the organizational citizenship behaviour and workers' view of CSR showed that there was no significant relationship between CSR towards customers and CSR towards society and organisational citizenship behavior. However, there was significant relationship between employee perception of CSR towards environment and OCB and CSR towards employees and OCB. Generally, employee perception of CSR activities thus, composite of all the four sub-

constructs revealed a strong positive relationship with organisational citizenship behavior; coefficient of 0.69, t-value of 9.475 and p-value of 0.000 < 0.05.

The third objective was focused on exploring how affective organisational commitment mediates between the effects of employee perceived CSR activities on organisational citizenship behaviour. The test statistics of Sobel test was 5.584 (standard error = 0.089) with p-value of 0.000 < 0.05 showed the mediation of employee commitment fully mediate the effect of employee perception of CSR on organisational citizenship behavior. This inferred that "the influence of employees' perception of CSR on organisational citizenship behavior was as a result of the level of employees' individual commitment to the company".

5.2 Conclusion

The main aim within this research was to evaluate employees' perceptions of CSR in the Ghanaian mining industry as well as examine the effect of the employee perceptions of CSR on their individual commitment and corporate behaviour, using Golden Star Co. Ltd as case study. In view of the discoveries of the review, the end drawn is that employees of Golden Star Co. Ltd generally have a positive perception towards all aspects of CSR activities undertaken in the company. In the view of employees, the company has given much attention to Corporate Social Responsibility and thus CSR activities are well developed and implemented, which in reality is seen to be consistent with the vision and mission of the company. CSR activities towards environment was the most highly perceived by employees, followed by followed by CSR towards customers, then society and least being CSR towards employees.

In an effort to understand whether employees' perception of a company's CSR activities within the mining industry would have a significant effect on their corporate behaviour,

based on the findings, this study concludes that "employees' perception of CSR activities of a company has a positive significant effect on organisational citizenship behaviour (OCB)". So, the more employees perceive their company to be involved in corporate social responsibilities, the higher and better will be their collective behaviour at the workplace. Particularly, the study observed that the corporate behaviour of employees are significantly impacted the strongest by their perception of CSR activities towards the environment, followed by their view of CSR towards representatives. Representatives' view of CSR exercises towards clients and the society does not have

? K; significant impact on their corporate behaviour, likely because those aspects of CSR does not directly affect the employees.

The study further explained based on the social identity theory how employee perception drives organisational citizenship behaviour (OCB) through underlying psychological mechanisms (feelings) such as affective organisational commitment (AOC). Defining AOC as a psychological identification that one feels towards his organisation, based on the study findings, the conclusion is drawn that "a company's CSR activities" influences workers' feelings towards their organisation (affective organisational commitment, AOC), which further affects their willingness to perform constructive behaviour for their organisation (OCB). Thus, statistically, there is a full intervening impact of AOC between seen OCB as well as CSR, which means within the mining industry, the higher the perceived CSR activities and affective feeling of commitment of the workplace atmosphere, the more extensively citizenship behaviours would be shared among employees.

5.3 Recommendation

The recommendations made in this section of the study are in view of the discoveries of the review.

It is suggested that the mining industry, particularly Golden Star Company Ltd should give greater attention to the natural environments in which they operate, and ensure greater sustainability of the environment. This is because, from the study findings, it was discovered that employees align positive environmental sustainability practices with their own environmental values and as such a positive perception of CSR toward environment have greater significant effect on their citizenship behavior.

Workers in the mining industry ought to be all around inspired to develop the work execution through positive shared citizenship behavior. The CSR towards the workers ought to be approached in a serious way considering that from the study, it is the least perceived by employees, yet among the two aspects that had a significant effect on employees' citizenship behavior. This shows the high extent of expectation employees have from their company when it comes to CSR activities towards them. It is therefore recommended that key elements of CSR towards employees such as workplace safety and health, protecting the human rights and dignity of employees, promoting inclusion and diversity, increasing commitment to justice, career development opportunities, competitive remuneration, and workplace flexibility should be intensified by the management of Golden Star Co. Ltd and the entire mining industry. In the intensification process, employee needs such as, invest in employee wellness, act on employee feedback, make recognition part of day-to-day work and also offer competitive compensation and benefits ought to be coordinated against authoritative objectives so workers can recognize themselves with the organisation. These initiative when considered will improve employee performance and engagement in the organisation.

The study findings showed that although Golden Star Resources Co. Ltd had laid out several initiatives towards the society, which according to their report, constituted a greater percentage of their CSR budget, employees perception of CSR towards society was found to be low. One of the possible attributes was a weak disclosure process of CSR activities to employees. Considering that the study sample involved all employees from different levels of the organisation, with different educational background, and different levels of involvement in company operations, it might not be enough to use CSR annual reports as the only channel to disclose CSR activities, particularly within the society to employees. It is therefore recommended that other more efficient channels be explored as channels of disclosure to employees. A typical example could be a video documentary of CSR activities which is directly made available to employees, either through their social media contacts or showed at the workplace.

Having established that employee citizenship behaviour at the workplace could be influenced by their CSR perception through positive psychological feelings such as affective commitment, it is recommended that, the human resource department explore other psychological mechanisms which can drive positive OCB and create the needed workplace atmosphere that inspires more of affective organisational commitment aside employee perception of CSR. From the study perception of CSR explained 40% of AOC, which means there are other 60% factors that contributes to affective commitment of employees.

5.3.1 Recommendations for further Research

Although this study was extensively conducted using data from large sample size of 236, generalization of findings to the entire mining industry is challenging since it reflects the opinion of employees from a single mining company. It is in this way suggested that future

exploration should expand the study scope to involve several companies in the mining industry across the entire country.

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APPENDIX A: QUESTIONNAIRE

SECTION A: Demographic Background

(Please tick [ ] in the box that which best describe you)

1. Age

      Below 20yrs [ ] 20- 29yrs [ ] 30- 39yrs [ ]

      40- 49yrs [ ] 50- 59yrs [ ] Above 60yrs [ ]

2. Gender:

      Female [ ] Male [ ]

3. Highest level of education achieved:

      SSSCE/WASSCE/Technical Certificate [ ] HND [ ] Degree [ ]

      Master's Degree [ ] others, Specify: ……………………………………….

4. How long have you been working with this organisation:

      Below 2 yrs. [ ] 2-5 yrs. [ ] 6-10yrs [ ] 11-15yrs [ ]

      More than 20yrs [ ]
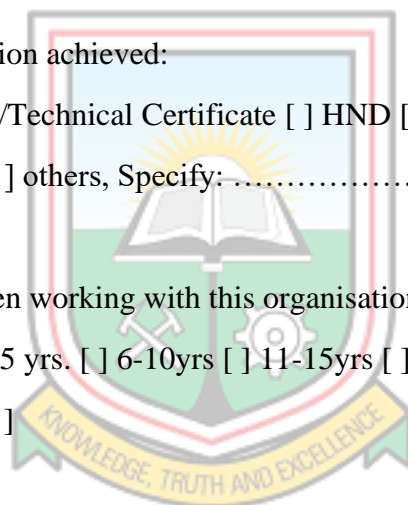
5. Position Held: Please Specify…………………………………………………...

6. Marital Status: Single [ ] Married [ ]

SECTION B

Listed below are a number of statements that could be used to describe a variety of factors relating to the perceptions employees have about CSR practices in the company. Please read each statement carefully and indicate the extent to which you AGREE or DISAGREE with each statement by ticking the appropriate number on the following scale.

1= Strongly Disagree 2=Disagree 3=.Not Sure 4=Agree 5=Strongly Agree.

		1	2	3	4	5
	CSR Towards the employees					
1	"Our company provides a wide range of indirect benefits to improve the quality of employees' lives".					
2	"Our company policies encourage the employees to develop their skills and careers".					
3	"The management of our company primarily concerns itself with employees' needs and wants".					
4	"Our company implements flexible policies to provide a good work and life balance for its employees"					
5	"The managerial decisions related with the employees are usually fair and transparent"					
6	"The employees in our company receive a reasonable salary to maintain an acceptable quality of life".					
7	"Our company policies provide a safe and healthy working environment to all its employees".					
8	"I believe that our company provides equal opportunities to all its employees"					
	CSR Towards Customers					
9	"One of the main principles of our company is to provide high-quality products to its customers"					
10	"Our products comply with the national and international standards"					
11	"Our company provides full and accurate information about its products to its customers"					
12	"Our company respects customers rights beyond the legal requirements"					
13	"Our company is responsive to the complaints of its customers"					

	CSR towards Environment					
14	"Our company implements special programs to minimize its negative impact on the natural environment".					
15	"Our company participates in activities that aim to protect and improve the quality of the natural environment".					
16	"Our company has the necessary equipment to reduce its negative environmental impact".					
17	"Our company makes well-planned investments to avoid environmental degradation".					
	CSR towards Society					
18	"Our company targets sustainable growth that considers future generations".					
19	"Our company makes investment to create a better life for communities in which it operates"					
20	"Our company conducts research & development projects to improve the well-being of society in the future".					
21	"Our company makes sufficient monetary contributions to charities".					
22	"Our company contributes to schools, hospitals, and parks according to the needs of the society".					
23	"Our company supports nongovernmental organisations working in problematic areas"					
24	"Our company encourages its employees to participate in voluntarily activities".					

SECTION C

The following are a number of statements that could be used to describe a variety of factors relating to Organisational Citizenship Behaviours (OCB) in the organisation. Please read each statement carefully and indicate the extent to which you often show with each statement by ticking the appropriate number on the following scale.

1 = Never 2= Rare 3= Sometimes 4=Often 5=Always

	OCB towards the individual	1	2	3	4	5
1	"I willingly give my time to help others who have work-related problems".					
2	"I go out of the way to make newer employees feel welcome in the work group".					
3	"I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations".					
4	"I give up time to help others who have work or non-work problems".					
5	"I assist others with their duties"					
6	"I share personal property with others to help their work".					
7	"I always show consideration for others, even when especially busy or stressed".					
	OCB towards the Organisation					
8	"I attend functions that are not required but that help the organisational image".					
9	"I keep up with developments in the organization"					
10	"I defend the organisation when other employees criticize it".					
11	"I show pride when representing the organisation in public".					
12	"I offer ideas to improve the functioning of the organization".					
13	"I express loyalty toward the organization".					
14	"I take action to protect the organisation from potential problems".					
15	"I demonstrate concern about the image of the organization".					

SECTION D

The following are a number of statements that could be used to describe a variety of factors relating to Affective Organisational Commitment (AOB) in the company. Please read each statement carefully and indicate the extent to which you often show with each statement by ticking the appropriate number on the following scale.

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

	Affective Organisational Commitment	1	2	3	4	5
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.					
2	I talk up this organisation to my friends as a great company to work for					
3	I would accept almost any type of job assignment in order to keep working for this company					
4	I feel a strong sense of belonging to this company					
5	I really feel as if this company's problems are my own					

Thank You.

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