THE INFLUENCE OF SOCIAL AUDITS ON THE PERFORMANCE OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS: THE CASE OF KENYA PORTS AUTHORITY, MOMBASA, KENYA

BY: ABDULWAHID ALI

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BUSINESS MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.

SEPTEMBER, 2018
DECLARATION

This project is my original work and has not been presented for a degree in any other University

Signature…………………………… Date ………………………
Abdulwahid Ali
ODL-BML/7/00265/3/2015

This project has been submitted for examination with my approval as University Supervisor

Signature…………………………… Date ………………………
John Cheluget, PhD
The Management University of Africa
DEDICATION

To the Almighty God for making it possible for me to enroll for a Degree program at The Management University of Africa and to my family and friends for their support and sacrifices throughout my learning journey.
ACKNOWLEDGEMENT

I wish to appreciate my project supervisor Dr. John Cheluget for his morale and professional guidance throughout the compilation of this study. I would also sincerely appreciate the management and employees in corporate services at Kenya Ports Authority for the support given towards conducting this research in one of their CSR projects, I also appreciate all the respondents that were engaged in this research for their very useful feedback. Finally I sincerely appreciate the Management University of Africa for being a competitive institution of learning.
ABSTRACT

This study examines the influence of participative approach, leadership, government regulations, resources and social accountability on corporate social responsibility projects (CSR) carried out by the Kenya Ports Authority (KPA). KPA is challenged in the area of integration with the community and in some instances resulting to conflict. The study was supported by several theories namely, Managerial capitalism Milton Friedman (1984) whereby the main purpose is to protect stakeholder interest and maximize profits for as long as the organization stays within the rules of the game. Freeman (1984) proposed the Stakeholder theory as a strategic management approach aimed at enabling the firm to survive in turbulent times by becoming more responsive to the many constituencies that affect the firm’s success. The moral minimum a theory by Kant (1785) states in one of his maxims that “Act in such a way that you treat humanity, whether in your own person or in the person of any other, never merely as a means to an end but always at the same time as an end”. The legitimacy theory Suchman (1995) considers desirable actions within socially constructed system of norms, values, beliefs, and definitions. Legitimacy theory posits that for a corporation to continue to exist it must act in congruence with society's values and norms Dowling & Pfeffer, (1975). In pursuance of the objectives, the research study adopted descriptive design as a research design. The researcher used questionnaires to collect data from managers, employees, beneficiaries, community leaders. The researcher used stratified sampling technique followed by random sampling to come up with the sample size. The target population for this study is 109 and the sample size was 80 respondents based on scientific guideline for sample size decisions Krejcie & Morgan (1970); the response rate was 97.5 % indicating a high response rate making the findings of the study reliable. Excel was used to analyse the respective data. The data is presented in table format and analysed accordingly. The study established that social audits influence the performance of corporate social responsibility in an organization and that the adopted independent variables for this study namely participative approach, leadership, government regulations, resources and social accountability have an influence on the performance of corporate social responsibility projects at KPA. Based on the findings, it is recommended that the Kenya Ports Authority should strengthen its CSR management structures that would enable integration into the society with ease and to open up avenues of communication with the community. The government should enhance the regulatory framework to support CSR activities from small business enterprises to multinationals and larger institutions. CSR should be an integral part of doing business rather than organizations focusing on profit maximization only.
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ACRONYMS AND ABBREVIATIONS

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<thead>
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<th>Description</th>
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<tbody>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>ESRC</td>
<td>Economic Social Research Council</td>
</tr>
<tr>
<td>IISD</td>
<td>International Institute of Social Development</td>
</tr>
<tr>
<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
</tr>
<tr>
<td>KPA</td>
<td>Kenya Ports Authority</td>
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**OPERATIONAL DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Beneficiaries</strong></td>
<td>Persons utilizing the services of SwahiliPot Hub</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Persons that impact or are affected by KPA services and operations</td>
</tr>
<tr>
<td><strong>Community Leaders</strong></td>
<td>Leadership Representatives of the community on CSR activities</td>
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<tr>
<td><strong>Participative approach</strong></td>
<td>Inclusivity of all stakeholders</td>
</tr>
<tr>
<td><strong>Social accountability</strong></td>
<td>Monitoring and oversight of accountable activities</td>
</tr>
<tr>
<td><strong>Social audits</strong></td>
<td>A way of measuring and reporting social and ethical performance</td>
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CHAPTER ONE

INTRODUCTION

1.0 Introduction
This chapter covers the background of the study, the statement of the problem, the general objectives, the specific objectives, and the statement of the problem, the specific objectives, and research questions, significance of the study and the summary of the chapter.

1.1 Background
The globalized economy has made corporations to consolidate their engagement with the community in view of respect to human rights, social welfare, environmental policies and applicable regulations, ethically control and promote sustainable development. Corporations nurture positive relationship with their respective community through investing and engaging in consultative participative approach with stakeholders. Human accountability is a common responsibility between the Government, business and society, it calls for a close work relationship amongst them. These concepts form part of the independent variables for the study as follows:

1.1.1 Participative Approach
Participative approach brings inclusivity of all stakeholders and result to increased stake and ownership. According to Wild, Wales and Chambers (2015) it’s a combination of local efforts with policymakers to encourage responsiveness. The KPA engages its stakeholders to an extent as seen acceptable to the management, Stakeholders write to KPA to seek CSR project support and acceptance or rejection is based on management evaluation of the request.

1.1.2 Leadership
Leadership in CSR is key considering the traditional economic view of organizational profit maximization. Corporate leaders should demonstrate leadership beyond protecting brand image and should further social good. The KPA has demonstrated strong leadership in the willingness
to support social good by allocating a percentage on after tax profits towards CSR. It has also just established a CSR Policy to guide its philanthropic activities. Leaders must be aware of demands and needs of different groups including the society Witt and Stahl (2015). In previous years and until recently the allocation of funds was based on connections with influential persons. Despite this challenge several CSR projects have been undertaken by KPA, SwahiliPot Hub being one of them.

1.1.3 Resources

These are all the assets including information and knowledge within the control of the firm that can be dispensed to address on CSR activities. KPA in its objective towards managing CSR activities has allocated funds from its after tax profits towards addressing social and environmental concerns. This enables the organization to better manage its CSR projects, according to Friedman (2002) asserted that the social responsibility of business is to use its resources, however access to the funds is a challenge.

1.1.4 Government Regulations

Idemudia (2011) summarizes the need for a more active governmental role in regulation and facilitation, he further states that the government must strengthen and support the institutional and technical capacities of local civil society groups that can monitor CSR practices in the face of government failure. Government inability to satisfy basic human needs weakens the role of supporting CSR initiatives (Valente & Crane, 2010) this undermines satisfaction from the population and government authority.

1.1.5 Social Accountability

It’s an ongoing engagement towards holding the state or an organization to be accountable for failures in providing public goods Joshi and Houtzanger (2012). KPA is a state organization that is audited and is continuously on the path of continual improvement on its CSR activities, several achievements demonstrate this i.e. introduction of the CSR policy, ISO audited procedures, several CSR projects undertaken and interaction with stakeholders.
1.1.6 Kenya Ports Authority (KPA)

KPA is a state cooperation under the ministry of transport, infrastructure, housing and urban development, it was formed on 20\textsuperscript{th} January, 1978 through an act of parliament, CAP 391 and mandated to manage, operate and maintain the port of Mombasa and all scheduled seaports along Kenya’s coastline, its jurisdiction includes Lamu, Malindi, Kilifi, Mwapa, Kiunga, Shimoni, Funzi, Vanga, and all inland waterways.

The objective of this research is to depict the influence of social audits on the performance of corporate social responsibility projects at KPA. The lack of CSR guiding policies linked to government stipulated regulations, the ability to interact, communicate and engage with the community, lack of supportive regulations, ability to evaluate the tradeoffs due to port activities and associated compensation towards the social wellbeing of the community leads to conflict with the community and stakeholders.

The study was done at the SwahiliPot Hub, a CSR project sponsored by the Kenya Ports Authority (KPA), Mombasa. SwahiliPot Hub as the beneficiary of CSR funding by KPA is focused on youth innovation through creative arts and technology, enhance partnership and transformation in the community through peer to peer training in a favorable and conducive environment. SwahiliPot Hub provides an appropriate environment for the youth to build sustainable solutions around the challenges in the community with a mission of empowering the community through creative innovation.

Profit maximization objective can be achieved in tandem with social responsiveness. In a global economy CSR entails strategic approach in company’s activities parallel to stakeholder expectations on social, economic and environmental expectations. Corporate social responsibility, corporate governance and auditing are interactively connected and cooperate with each other, Artem Koldovskiy (2015). Judy N. Muthuri et al. (2010) refers to (CSR) as a global concept and a noticeable feature of international business, with its practice localized and differing across countries. Corporations around the globe get assessed through social audits and voluntarily report the results of the audit findings as a means of their commitment to social
responsibility. The gaps identified by the audit can help the corporation identify weaknesses that need improvement, risk identification and planning, non-compliance with the company policies and applicable laws, stakeholder and community expectations. The assessments provide a systematic and objective survey of the firm’s culture and values. Audits can also spotlight social responsibility activities and accomplishments related to environmental impact, sustainable development, consumer welfare, fair trade, treatment of employees, and relationships with other stakeholders, Appendix, The social audits (2010) the concept of corporate social responsibility has progressed from theory to practice over the years despite unaccountable challenges and obstacles to overcome, Corporate social responsibility and environmental leadership are the most probable pillars to ensure success in organizations DiSegni et al., (2015), it is a global business agenda. A key challenge facing business is the need for more reliable indicators of progress in the field of CSR, along with the dissemination of CSR strategies, Social indicator use is still sporadic at best, To be at the leading edge of corporate reporting, companies will need to start publishing indicators on health and safety, employment, community affairs and community involvement at the very least IISD (2013). According to Douglas and Emily (2011), business environment has changed significantly recently. As a strategy and due to the nature of business environment being ever changing and dynamic, businesses are forced to integrate CSR in their business model.

1.2 Statement of the Problem
Douglas and Emily (2011), argues that business environment has changed significantly recently and therefore organizations adapt to the amalgamation of CSR into their business strategy to survive. Although, the topic has been widely researched, there is still a gap in adopting CSR as a model for building company- community relationships, and the adoption of the concept of CSR is still on the minimum to the community. Several challenges are encountered by KPA in terms of managing its CSR activities due to lack of a guiding policies linked to government stipulated regulations, the ability to interact, communicate and engage with the community, lack of supportive regulations, ability to evaluate the tradeoffs due to port activities and compensation accordingly towards the social wellbeing of the community. According to Archie 2015, corporate social responsibility has evolved from little environmental consciousness to a perception that controls all the company’s stakeholders.
In Kenya the tax regime doesn’t encourage investment in CSR projects, according to Les Baille (2010) intangible assets such as company values, human and intellectual capital, reputation and brand equity have become important to organizations. The government regulations are inadequate towards supporting and sustaining CSR activities and reporting, in Kenya CSR participation is pegged on willingness and desire for strategic positioning within the society for future economic advantage, Ponnu and Okoth (2009), and Imani Development, (2009) state that CSR is seen as “add-on” peripheral to the core business, CSR policy adherence is not typically evaluated and not embedded in the fabric of business processes. As such, business success is not dependent on its willingness to adjust its operations to suit the society needs; instead, it depends on how well it is ready to adapt to dynamism within the same society (Wu et al., 2015). The role of business in society has been researched for more than six decades (Carroll, 1999), including the ethical dimensions of business (Crane & Matten, 2010) and a company’s responsibilities to its stakeholders beyond shareholders (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010). Therefore this study contributes to the existing literature in the context of a Kenyan Institution, by investigating the influence of social audits on the performance of corporate social responsibility projects.

1.3 Objectives
The wider objective of this study is to assess the Influence of social audits on the performance of corporate social responsibility projects.

1.3.1 Specific Objectives
The specific objectives will be:

i. To determine how participative approach influence the performance of corporate social responsibility projects at KPA.

ii. To establish how leadership influence the performance of corporate social responsibility projects at KPA.

iii. To assess how accountability influence the performance of corporate social responsibility projects at KPA.

iv. To evaluate the influence of resources on the performance of corporate social responsibility projects at KPA.
v. To investigate how government regulations influence the performance of corporate social responsibility projects at KPA.

1.4 Research Questions
The study is directed by the following questions.

i. How does participative approach influence the performance of corporate social responsibility projects?

ii. What is the influence of leadership on the performance of corporate social responsibility projects?

iii. What is the influence of accountability on the performance of corporate social responsibility projects?

iv. How resources influence the performance of corporate social responsibility projects?

v. How government regulations influence the performance of corporate social responsibility projects?

1.5 Justification or Significance of Study
The study focused on CSR as an emerging trend towards the responsibility of organizations for their impact on society. This study will be useful to various categories as discussed below:

The Kenya Ports Authority (KPA) will benefit from this study as it will bring forth information for improvement on the processes and the management of CSR projects and shall contribute towards improvement of government regulations and related CSR management policies which will enhance a conducive operating environment for CSR projects. The research findings will be a reference at the institute’s library for students and researchers who may benefit from the knowledge contributed by this study to the existing literature and further the research gaps on the topic and to the researcher this study is a requirement in partial fulfillment of the requirements for the award of Degree in Business Management and Leadership.

1.6 Scope of the Study
The study was carried out for a period of 4 months from May, 2018 to August, 2018. The geographical area was Mombasa County, at the SwahiliPot Hub Forte Jesus area. The study collected primary data from the beneficiaries of the CSR project, the community leaders, the
management and employees at KPA and SwahiliPot Hub. The study focused on the influence of social audits on CSR projects funded by KPA.

1.7 Chapter Summary
The study focused on Kenya Ports Authority funded corporate social responsibility project at SwahiliPot Hub, Mombasa. The respondents shall be personnel from corporate services, social responsibility department, and the beneficiaries of the project, the community and their respective leaders. This study was done for a period of 4 months, and was guided by five factors identified as the independent variables of the study namely participative approach, leadership, social accountability, resources and government regulations. This study contributes to the existing literature in the context of a Kenyan Institution, by investigating the influence of social audits on the performance of corporate social responsibility projects.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This section reviews literature related to the current study. This chapter contains theoretical literature review, empirical literature review, summary and research gaps, conceptual framework, operationalization of variables and chapter summary.

2.1 Theoretical Literature Review
This study was supported by the following theories

2.1.1 Managerial Capitalism
The classic view is that a corporation’s main purpose is to maximize profits for stockholders. This theory is associated with economist Milton Friedman (1962); he stated that the firm’s profits belong to the stock holders and that the stock holders deserve their profits. In a free economy there is only one social responsibility of business that is to invest, use resources and employ activities designed to profit maximization and protect stockholders interest for as long as the organization stays within the rules of the game, which is open and free competition, without deception and fraud.

2.1.2 Stakeholder Theory
Freeman (1984) proposed the Stakeholder theory as a strategic management approach aimed at enabling the firm to survive in turbulent times by becoming more responsive to the many constituencies that could play a role in the firm’s success. He further defines stakeholders as “any group or individual who can affect or is affected by the achievement of a corporation’s objectives”. This theory states that business has a social responsibility to serve all the corporate stakeholders affected by business decisions. The theory holds that the rights of these groups must be ensured and further the groups must participate in the decisions that substantially affect their welfare. In the 21st Century executives are tasked to create value for stake holders without resorting to trade-offs according to Freeman et al. (2010) great companies sustain due to aligned stakeholder interests.
2.1.3 The Moral Minimum

The moral minimum a theory by Kant (1785) in one of his maxims state that “Act in such a way that you treat humanity, whether in your own person or in the person of any other, never merely as a means to an end but always at the same time as an end”. The theory advocates that the corporation is to maximize profits but states that in doing so, it must conform to the moral minimum. That is the organization is free to maximize profits for as long as it doesn’t commit any harm, and that the organization’s social responsibility would unlikely extend to charity or educating the poor.

2.1.4 The Legitimacy Theory

Suchman (1995) reflects that legitimacy is a generalized perception or assumption that the actions of an entity should operate within some socially acceptable system of norms, values, beliefs, and definitions. It is fundamentally viewed as a system-oriented theory. Organizations are supported by the theory towards their efforts in implementing voluntary social and environmental disclosures that will enable recognition of their respective objectives and survival in the dynamic environment. Reporting of organization’s activities must meet the society’s expectations; the organization has to be legitimate and shouldn’t jeopardize the existence of the society and its environment, the society can sanction the organization when its moral values are faulted and not respected. Abuse of power must be avoided by organizations as they are viewed as members and components of a larger society.

2.2 Empirical Literature Review

2.2.1 Participative Approach and CSR

Participative approach brings inclusivity of all stakeholders and result to increased stake and ownership. According to Wild, Wales and Chambers (2015) local efforts are combined with high level coalitions with policymakers to encourage responsiveness. There is the need for companies to work closely together for a cost-effective management of environmental threats (Bear, 2017). CSR processes must therefore be participative so as to achieve the intended purpose with mutual gains. Michael Porter et al (2011) suggested that treating societal challenges as business opportunities is the most important new dimension of corporate strategy and most powerful path to social progress. CSR remains the most widely used concept in current literature to refer to
business-society relationships (Wood, 2010). To successfully deal with the various social and environmental challenges we need to ‘develop far more collective intelligence as a society and as a global civilization -- and then apply it with wisdom.’ (Atlee and Por, 2006).

“Participative leadership consists of inviting subordinates to share in the decision making. A participative leader consults with subordinates, obtains their ideas and opinions, and integrates their suggestions into the decisions about how the group or organization will proceed” Northouse, (2010).

According to Malik (2013) participative approach attains high employee performance due to consultation. Business ethics are moral standards that organizations apply to ensure that they are within the rules, regulations and principles of the organization while doing business. The marriage of the two are used by large organizations and companies to promote corporate governance, this in turn creates the framework of procedures, policies and the guidelines for the individual stakeholders, that is, those who are employed and even those who have invested in the company Bendixen & Abratt (2007). There are gains in good governance whereby stakeholders also benefit, thus, ensuring ethical behaviors lead throughout the institution will mostly promote good working relationship Stryker, S. & Stryker, J. (2017). The success of an organization is centered on the ability to deal with people, planet and financial issues according to Svensson & Wagner (2015). CSR will develop a culture of eliminating loopholes to prevent economic wastage and also appreciate the contribution by their stakeholders towards success Tian, Liu, & Fan (2015). Ethical behaviors rein throughout the institution will most likely promote good working relationship Stryker, S. & Stryker, J. (2017).

Companies that control huge portions of the economic resources scrutinised pertaining to their respective business ethics, thus some organizations share their gains with the local community by improve the living standards of the people, making sure that they do not introduce pollutants into the environment and harm the community. Given the ability to utilize these ethics, it is possible to create a social responsibility, which can transform the leadership, culture and the business ventures so that there are goods for the society Bendixen & Abratt, (2007). However, at times, governments and individuals demand too much from the companies Berenbeim (2006). It is evident that as much as the organizations should not misuse the natural resources, they are also challenged due to inability to pay for all the social needs of the community. Participative
leadership is challenged when there is lack of skills to create solutions to specific problems, inadequate knowledge and when team members are starved with information. Participative approach as an enabler of social responsibility, the society or governments is able to decide whether the organizations will be able to give back to the communities that they are exploiting for profitable gains. The negative results of the business transactions should not be a burden to the community; however it should be an ethical mutual beneficial exchange that creates tangible value for all.

The new business world requires interaction with its environment which is much more holistic in processes that embrace authentic values, consult with stakeholders and the community as partners in solving world problems through participation. Ethical and transparent disclosures (mandatory and voluntary) can help bring managers’ interests in line with investors’ and other stakeholders’ interests Healy & Palepu (2001); Verrecchia (2001) CSR is about the integrity and representation of the soul of a business, like values or principles with which a company governs itself, fulfill its mission, lives by its values, engages with its stakeholders, measures its impacts and reports on its activities. The beauty of participatory leadership approach lies in the fact that the simplest truths are the most powerful; it is wide-known that human conversation is the oldest and easiest way to generate conditions for change Magzan (2010). Organizations create communities that want to support them in their vision and mission, thus they provide funds and expertise to help resolve social problems. Harjoto & Jo (2011) suggested that CSR is an extension of firm’s efforts towards effective corporate governance and ensuring firm’s sustainability through comprehensive business practices that uphold accountability and transparency”. Socially responsible disclosures can be considered as a communication mechanism with stakeholders that goes above and beyond what is legally required of a firm (mandatory disclosure). Organization’s disclosure practices are an important aspect of the overall discipline of CSR.

In a broader social context participative leadership is necessary towards engaging the community and respective stakeholders in a meaningful exchange of information and have deliberate collaboration group-supported actions for mutual benefit becomes more necessary than ever before. This is because solutions to the complex problems such as poverty, political violence and global warming, can be only found when people from diverse sectors like business, government and NGOs work together Magzan et al., (2010).
2.2 Leadership and CSR

Corporate social responsibility requires Corporate Social Leadership Hilton and Gibbons (2002). According to Manz et al., (2008), managers and employees cannot be trusted and need to be monitored and controlled strictly. In particular, leaders are not viewed as necessarily ethical Kouzes and Posner (2003) but rather as driven by the traditional economic view of organizational profit maximization Friedman, (2002). Agency theory, for instance, assumes that executive leaders are the agents of the principals (e.g. shareholders), who need to control these leaders to cater to their best interests Manz et al., (2008). Corporate leaders are expected to demonstrate leadership that goes beyond protecting the brand image and take “actions that appear to further some social good, beyond the interest of the firm and that which is required by law” McWilliams & Siegel (2001). Interest has progressed into more understated areas of CSR where there is a desire for corporate leaders and organizations to demonstrate a pledge to CSR. Researchers are keen to explore on various questions relating to leadership, such as what is the influence of leadership on CSR activities and performance at the organization? And which leadership styles support CSR activities and performance at the organization? Despite the increased interest in research on CSR leadership the relationship between leadership and CSR, it is apparent that there are research gaps that explore the intersection. Important related contributions have been made to explore such related topics as ethical and responsible leadership (Brown & Trevino (2006) and importance of ethical behaviour to an organization, Trevino, Weaver, & Reynolds, (2006); however there is room for more thorough explorations into the role of leadership in CSR. Transformational leadership, transactional leadership, visionary leadership, and participative leadership are among the main leadership theories that have been explored:

Transformational Leadership & CSR: “involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership” Northouse (2010). Burns (1978) put forward the notion of transformational leadership in opposition to transactional leadership, stating that the former is “more complex” and “more potent” where the “transforming leader recognizes and exploits an existing need or demand of a potential follower...[and] looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower. As Bass
(1990) described, “the transformational leader asks followers to transcend their own self-interests for the good of the group, organization, or society; to consider their longer-term needs to develop themselves, rather than their needs of the moment; and to become more aware of what is really important. Ketola (2006) concluded “companies and their leaders are often encouraged to be visionary in their corporate social responsibility issues and Lisak and Roos (2001) say: it is more important to be coherent than visionary. Leaders must be trusted by their respective followers, otherwise the leaders dream about the future could remain but just a dream. Hence leaders are advised to be consistent first, then visionary.”

2.2.3 Social Accountability and CSR

Social accountability is “the ongoing engagement of collective actors in civil society to hold the state to account for failures to provide public goods” Joshi and Houtzanger (2012). Social accountability encompass citizen monitoring and oversight of public and/or private sector performance, user-centered public information access/dissemination systems, public complaint and grievance redress mechanisms, as well as citizen participation in actual resource allocation decision-making, such as participatory budgeting Fox (2014). Communities need to be vigilant and knowledgeable in respect of their tradeoffs with organizations, they have to be capable of identifying their respective issues on social changes and environmental challenges which will enable them to make informed decisions and leverage organizations to respond to their demands. What is to be considered in responding to the demand of communities to expound; where and when communities considering all the complexities can put leverage on companies so that the corporate respond more to the desires of the people who are directly affected by the actions of those very corporate Berenbeim (2006). The Communities ability to decide and influence on decisions pertaining to the trade-offs is important, Communities should be able to influence decisions pertaining to the trade-offs that have positive or negative effects on them, it is their concern and responsibility to determine the particular elements to sustain, what to expense and how to expense them. Not only because these decisions directly impact on them but because they have crucial roles to play in the processes that aim at enhancing responsibility Berkhout (2005). According to Fox (2014) tactical and strategic are two approaches to social accountability. The tactical social accountability approach is bounded to interventions; limited to society-side efforts. In this approach effective communication is assumed to inspire collective action to influence
public sector performance. The strategic approach refers to interventions that deploy multiple tactics, for example: encouraging the creation of fertile environments for collective action, coordinating citizen voice initiatives with governmental reforms that bolster public sector responsiveness, and finding mechanisms to scale up and across Fox (2014).

In Africa, CSR is still in its infancy stage due to socioeconomic realities such as poverty, HIV/AIDS and ineffective public administration & service delivery which have had a significant impact on the drivers, role and function of CSR for companies operating in Africa Klins, Niekerk &Smit (2010). In this regard where the government is unable to fully address issues facing the society, CSR activities and projects try to resolve the challenges on a voluntary philanthropic basis. In Africa, it is mostly the Multinational companies and corporations that are associated with CSR and In Kenya, CSR is often seen as an ‘add-on’, peripheral to the core business Imani Development, (2009). CSR is at its infancy in Kenya and lacks the supporting regulatory structures that will make CSR activities evaluated. Most organizations do not embed CSR policies in their business models as it’s viewed as typical philanthropic endeavor.

2.2.4 Government Regulations and CSR

Idemudia (2011) summarizes the need for a more active governmental role in regulation and facilitation, he further states that the government must strengthen and support the institutional and technical capacities of local civil society groups that can monitor CSR practices in the face of government failure. Government inability to satisfy basic human needs weakens the role of supporting CSR initiatives (Valente & Crane, 2010) this undermines satisfaction from the population and government authority. For CSR and its policies to succeed, its outfit needs to be tailored to suit business practices within the respective country. On government Program Participation, companies collaborate and work with government agencies to provide research on issues, organizations that are exposed and in a position to evaluate and understand the current problems at hand so as to be better positioned in achieving tangible solutions. Through their respective contribution in research, companies can also contribute towards legislation and regulatory mandates which are sound, effective, and incorporate common interests.

Among the issues that social audits should cover in tandem with government regulations are: Fortification of Human Rights, social rights of workers, examples would include prevention on child labor, reasonable work conditions and wages, and non-discrimination at work.
Destruction of Natural Environment, Flora and Fauna or Resources: Through stringent laws the environment must be protected and sustained diminution of natural habitats, wildlife, and deforestation and pollution must not be allowed.

Free Market Development: The multinational corporations and mega corporations that significantly impact developing market economies are the main sectors influencing unfair trade policies, they should ideally cushion less developed countries towards healthy economic growth to curb on disparities and exploitation of people. Given the ability to utilize these ethics, it is possible to create a social responsibility, which can transform the leadership, culture and the business ventures so that there are goods for the society Bendixen & Abratt, (2007). At times, governments and individuals demand too much from the companies Berenbeim (2006). Vogel (2010) reason that civil regulation can compensate for some of the shortcomings of public governance, however they are not a substitute for effective exercise of state authority. Applicable regulations are often based on the ratification and subsequent domestication of international conventions that have an impact on CSR which focus on workplace issues and the natural environment. Examples of specific national CSR-related legislation in Kenya are: Vision 2030; Kenya National Environment Action Plan; and Draft guidelines (recently developed) by Kenya Bureau of Standards (KEBS), Ponnu and Okoth (2009) in a study done on CSR disclosure in Kenya found that Kenyan companies are relatively small if compared in the international standards. The organizations social activities are determined by the management willingness and desire for strategic positioning in the society for future economic advantages.

2.2.5 Resources and CSR

CSR is related to complex issues of environmental protection, human resources management, health and safety at work, relationship with the local communities, and enhanced relationship with all its stakeholders. Friedman (2002) asserted that the social responsibility of business is to use its resources and engage in activities that maximize profits for as long as it stays within the rules of the game. Resources are essential towards addressing matters surrounding CSR activities. Resources are all the assets, capabilities, organizational processes, firm attributes, information, and knowledge in control of the firm (Barney, 1991). The present-day dominant conception of CSR implies that organizations are philanthropic thus they voluntarily adopt social and environmental issues in their business decisions strategies. Barney (1991) argues that certain characteristics can make resources sources of (sustained) competitive advantage. At the most
basic level, the resource must be valuable and non-substitutable Barney, (1991); Dierickx & Cool, (1989). There is an assumption that firms can be trusted to address, on their own, any problems their operations may cause, without being bound by laws and regulations. It is thus necessary to understand what kind of motivations the companies have to engage in social responsibility activities and having the desire to do good as well as focus on the business case for profit maximization. The business case can be presented by asking how companies view the possibility of furthering their economic success by paying attention to social responsibility. Although there is a clear difference between these two perspectives, CSR activities might reflect a mixture of the two Smith, (2003).

Engaging in social responsibility activities involves costs, as it might require, for example, purchasing environmentally friendly equipment, implementing stricter quality controls, or new health, safety and environmental programs. Disclosing social responsibility information also involves costs such as those related to data collection, communication and audit. Organizations effectively control and manipulate their resource capabilities which are rare, unique and valuable to generate sustainable competitive advantages. Engaging in CSR can help firms to create some of these resources and capabilities. McWilliams et al. (2006) argued that engaging in social responsibility activities when these are expected to benefit the firm is a behavior that can be examined through the resource based perspective lens.

2.3 Summary and Research Gaps
Levy and Kaplan, (2007) state that the negative consequences of globalization has brought rising social inequalities, soaring disparities in income, the emergence of global environmental problems and the outsourcing of increasingly skilled operations to developing countries have led to demands for protection against the anarchy of unregistered market forces and for companies to take responsibility for their impact on society moon and Vogel, (2008). These call for responsible business practices, and corporate contributions are normally framed in terms of CSR. The Kenya Ports Authority (KPA) has gaps in its CSR reign towards integrating with the community, the process of handling of CSR projects applications and related trade-offs, inadequate government regulations and management policies that support CSR activities, Free flow communication with the youth and local community. In essence CSR addresses the role and responsibilities of companies in society. In Kenya the tax regime doesn’t encourage investment
in CSR projects, according to Les Baille (2010) intangible assets such as company values, human and intellectual capital, reputation and brand equity have become important to organizations. The government regulations are inadequate towards supporting and sustaining CSR activities and reporting, in Kenya CSR participation is pegged on willingness and desire for strategic positioning within the society for future economic advantage, Ponnu and Okoth (2009), and Imani Development, (2009) state that CSR is seen as “add-on” peripheral to the core business, CSR policy adherence is not typically evaluated and not embedded in the fabric of business processes. The study addressed how the research gaps should be addressed, what should be addressed in relation to filling the CSR gaps with all related stakeholders, the time span for corrective action in CSR policies and regulations is suggested to be linked with Vision 2030 objectives and timeline. The established policies should be across all organizations, apply a blanket policy in proportion to size of an organization or institution. Therefore, this study will contribute to the existing literature in the context of a KPA by investigating the influence of social audits on the performance of corporate social responsibility projects.
2.4 Conceptual Framework

Figure 1: Conceptual Framework

Independent Variables

<table>
<thead>
<tr>
<th>Participative Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
</tr>
<tr>
<td>Resources</td>
</tr>
<tr>
<td>Government regulations</td>
</tr>
<tr>
<td>Social Accountability</td>
</tr>
</tbody>
</table>

Dependent Variable

Performance of corporate social responsibility

From the Figure above the dependent variable is corporate social responsibility while the independent variables are participative approach, leadership, resources, government regulations and accountability which among the independent variables which have greater influence on the dependent variable.
### 2.5 Operationalization of Variables

**Table 1a Independent Variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Data Collection Instruments</th>
<th>Analysis Tool</th>
</tr>
</thead>
</table>
| To determine how participative approach influence the performance of corporate social responsibility projects. | Participation by stakeholders in activities
Communication with partners and suppliers of corporate values / build long term relationship.
Participation of the community in decision making                                                                 | Questionnaire | Descriptive statistics
Inferential statistics (linear regression)                                      |
| To establish how leadership influence the performance of corporate social responsibility projects. | Establish a self-regulatory mechanism and abide by the law
Corporation provides funds and sponsorships where appropriate for public and or social welfare purposes
 Corporations encourages its employees to take part in public welfare activities | Questionnaire | Descriptive statistics
Inferential statistics (linear regression)                                      |
### 2.5.1 Independent Variables

**Table 1b Independent Variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Data Collection Instruments</th>
<th>Analysis Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>To study how accountability influence the performance of corporate social</td>
<td>Condone bribery and other unacceptable business practices</td>
<td>Questionnaire</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>responsibility projects.</td>
<td></td>
<td></td>
<td>Inferential statistics</td>
</tr>
<tr>
<td></td>
<td>Provides care and support for disadvantaged groups where appropriate</td>
<td></td>
<td>(linear regression)</td>
</tr>
<tr>
<td></td>
<td>Minimize safety hazards to the community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To evaluate the effects of resources on the performance of corporate</td>
<td>Provision of resources</td>
<td>Questionnaire</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>social responsibility projects.</td>
<td>Allocation of resources</td>
<td></td>
<td>Inferential statistics</td>
</tr>
<tr>
<td></td>
<td>Contractual obligations are met</td>
<td></td>
<td>(linear regression)</td>
</tr>
<tr>
<td>To study how government regulations influence the performance of corporate</td>
<td>Obey the requirements of laws and policy</td>
<td>Questionnaire</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>social responsibility projects.</td>
<td>Provide employment opportunities</td>
<td></td>
<td>Inferential statistics</td>
</tr>
<tr>
<td></td>
<td>Environmental protection</td>
<td></td>
<td>(linear regression)</td>
</tr>
</tbody>
</table>
2.5.2 Dependent Variable

Table 2 Independent Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Data Collection Instruments</th>
<th>Analysis Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective implementation of corporate social</td>
<td>Good governance</td>
<td>Questionnaire</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>responsibility projects</td>
<td>Project impact on community</td>
<td></td>
<td>Inferential statistics</td>
</tr>
<tr>
<td></td>
<td>Company values do not interfere with the beliefs</td>
<td></td>
<td>(linear regression)</td>
</tr>
<tr>
<td></td>
<td>and values of the community</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.6 Chapter Summary

This chapter had dealt with the theoretical literature review, empirical literature review, summary and research gaps, conceptual framework, operationalization of variables and chapter summary.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This chapter gives an introduction to the methodology to be adopted and used in this study; it describes the study design, target population, sampling design, data collection methods and instruments, reliability and validity, Data analysis methods and procedures.

3.1 Research Design
The research design is basically the mechanism employed for sampling the population, data collection and analysis. Michael Vaz et al.(2007) state that it is a logical and systematic plan prepared for directing a research study and it is a ground plan for conducting the research investigation, it provides guidelines, keep track of actions and ensures that the researcher is moving in the right direction in collecting data. A research design is the strategy for a study and the plan by which the strategy is to be carried out, it specifies the methods and procedures for the collection, measurement, and analysis of data (Cooper & Schindler, 2013). Descriptive design was used in this study. According to Michael Vaz et al. (2007) descriptive study is a fact-finding investigation with adequate interpretation, it has focus on particular aspects or dimensions of the problem studied. A fact that Mugenda and Mugenda (2003) agrees that descriptive design is most preferred because it gives a report on things as they are.

3.2 Target Population
The target population for this study was 109 comprising of CSR employees and the management of KPA, community leaders and community as the beneficiaries of the sponsored project. According to Sekaran, (2005), population is a group of individuals, objects or items from which samples are taken for measurement or it is an entire group of persons, or elements that have at least one thing in common. Michael Vaz et al. (2007) state that it is the total number of elements with certain characteristics which form the subject of study in a particular survey. According to Krejcie & Morgan (1970) recommended a scientific guideline for sample size decision which indicates that for a population of 100 the sample size should be 80.
3.3 Sample and Sampling Technique

Purposive sampling will be used to identify the sample of 80 respondents for the categories of stakeholders. And the method results in more reliable and detailed information (Kothari, 2004) purposive sampling is considered desirable when the universe happens to be small and a known characteristic of it is to be studied intensively. In addition, purposive sampling will be used to select the respondents to be interviewed.

Table 3: SAMPLE SIZE

<table>
<thead>
<tr>
<th>STRATA</th>
<th>TARGET POPULATION</th>
<th>SAMPLE SIZE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Employees</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Community Leaders</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>100</td>
<td>71</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>109</strong></td>
<td><strong>80</strong></td>
<td></td>
</tr>
</tbody>
</table>

3.4 Instruments

Questionnaires will be administered to the respondents and collected for analysis. Questionnaires were preferred because they save time, they are relatively easy to analyse, cost effective and easy to analyse. The questionnaire shall be comprised of open and closed questions.

3.5 Pilot Study

According to Connelly (2008), extant literature suggests that a pilot study sample should be 10% of the population is enough. Treece and Treece (1982) also suggested 10% of the project sample size. Thus the pilot study will be conducted with ten respondents selected from all the categories. The piloting serves as an early warning indicating where research procedures are not followed and the proposed methods or instruments are inappropriate or too complicated. The questionnaire will be tested for reliability and validity to ensure that the data collected, using them accurately answered the research questions. In the words of De Vaus (1993) “do not take the risk. Pilot test first.”
Research material must be tested before data compilation as content validity in this research. When those materials are used on data compilation, it gave correct and trusted result. Researcher will create a questionnaire and consult the research project supervisor for improvement purposes in order to be consistent with the research objectives.

### 3.5.1 Validity

The content validity will be tested in two ways, firstly, the researcher will discuss the research instrument with the supervisor and other members in the school of management and colleagues for advice and this will contribute to the research instrument to be valid. Secondly, pilot study will be conducted so as to ensure the research instrument is valid.

### 3.5.2 Reliability Test

After repeated trials in testing reliability of the research instrument, a pre-test on three selected respondents will be given the questionnaire in order to detect any deficiencies for elimination and to determine whether the questionnaire has the ability to provide consistent and desired results.

### 3.6 Data Collection Procedure

Questionnaires will be administered to the respondents and collected for analysis. Questionnaires were preferred because they save time, they are relatively easy to analyse, cost effective and easy to analyse. The questionnaire shall be comprised of open and closed questions.

### 3.7 Data Analysis and Presentation

Data collected will be analysed using excel to ensure that the information contained is correct, coded and edited. Raw data will be segregated into respective categories, and these groupings then summarized into frequency tables. The coding of categorized data will be done according to various guiding statements stipulated by the question items. Data will be put in a tabular form for statistical analysis; using tables and bar graphs.

### 3.8 Ethical Considerations

Ethical issues in research must be taken into account in respect to the truth, privacy and confidentiality of all participants Rebecca Olapido et al. (2015). Despite various reasons that leads people to participate in research, the ultimate drive should be voluntary participation.
According to the Economic and social Research council ESRC (2005), research should be guided by moral principles from inception to completion and publication. Ethical practices, apply to the entire research process, the related stakeholders involved and the consumers of the research results.

3.8.1 Informed Consent
Ethics will be observed before, during and after carrying out the study. Permission was sought from MUA Swahili Pot and KPA before embarking on the research. According to Oso and Onen (2009), the researcher must inform the respondents of all the facts regarding the research so that they can make informed decision on whether or not to participate in the research, thus the purpose, duration and any risks or discomfort must be communicated well in advance.

3.8.2 Voluntary Participation
In respect of the principle of voluntary participation, respondents shall not be coerced into participating in research. This implies that researcher shall provide and explain all information, ensure the respondents understands the information and all respondents to give consent without undue pressure or influence. Thus, participation should be conducted with one’s consent. In this study, the researcher will ensure that the respondents willingly participated in the study. The purpose of the study will be explained for them to make informed choice about their participation.

3.8.3 Confidentiality
Confidentiality is concerned with the data collected and who has access to such data. In this research confidentiality is guaranteed by assuring the respondents that the information provided is only used for academic purpose.

3.8.4 Privacy
All individuals have a right to privacy, and this must be respected by the researcher. A right to privacy means one has the right to refuse to be interviewed Cooper and Schindler (2006). Sensitive information that may infringe on participants’ privacy will be avoided as much as possible.

3.8.5 Anonymity
The respondents will remain anonymous throughout the conduct and reporting of the research and the researcher shall not disclose identifiable information about the respondents. In this study, the respondents will not be required to provide their names. They will be addressed according to their designation.

3.9 Chapter Summary
Descriptive research design is the appropriate approach to the study as it helps to describe the observed phenomenon as it is concerning the current status with respect to the variables of the study. The target population for this study will be 109 comprising of CSR employees and the management of KPA, community leaders and community as the beneficiaries of the sponsored project common. According to Krejcie & Morgan (1970) recommended a scientific guideline for sample size decision which indicates that for a population of 100 the sample size should be 80. Ethical considerations, the research design and methodology are analysed.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction to Data Analysis
This chapter presents the results of the data analysis, presentation and interpretation of findings

4.1 Presentation of Findings and Analysis

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received response</td>
<td>78</td>
<td>97.5</td>
</tr>
<tr>
<td>Non submitted response</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4:1 Response Rate

Analysis

Table 4.1 illustrates that response of the study was received form 97.5 % filled while 2.5 % of the respondents did not submit issued questionnaires.
Findings

Based on the returned questionnaires, the findings are conclusive platform which are valid due to high response from the intended focus and thus the findings of the study are reliable.

4.1.1 Response by Gender (N=78)

Table 4.2 Response Rate by Gender

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>3.85</td>
</tr>
<tr>
<td>Com. Leaders</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3.85</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>36</td>
<td>33</td>
<td>69</td>
<td>89</td>
<td>88.46</td>
</tr>
<tr>
<td>Employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3.85</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>39</td>
<td>78</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2 Response Rate by Gender

Analysis

Table 4.1 illustrates that response of the study was received from men 50% and 50% women. This is an indication of gender balance.
Findings

Based on the returned questionnaires, the survey is not gender biased. Thus the captured information from the survey is balanced considering the interests of both genders.

4.1.2 Education Level of Respondents (Population N=78)

Table 4.3 Education Level of Respondents

<table>
<thead>
<tr>
<th>Education</th>
<th>Non</th>
<th>College</th>
<th>University Degree</th>
<th>Masters</th>
<th>Others</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Com. Leaders</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>1</td>
<td>28</td>
<td>37</td>
<td>0</td>
<td>3</td>
<td>69</td>
</tr>
<tr>
<td>Employees</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Totals</td>
<td>1</td>
<td>29</td>
<td>41</td>
<td>3</td>
<td>4</td>
<td>78</td>
</tr>
<tr>
<td>Percentage %</td>
<td>1.28</td>
<td>37.17</td>
<td>52.56</td>
<td>3.85</td>
<td>5.12</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.3 Education Level of Respondents

Analysis

Table 4.3 illustrates the education level of the respondents, masters 3.85 %, university degree 52.56 %, College 37.17%, others 1.28 %, non 1.28 %.
Findings

Based on the returned questionnaires, the respondent’s levels of education are mostly at college and degree level for the beneficiaries, employees are at degree level, and the management are at masters’ level. The level of education helps towards the understanding of anticipated CSR services, and in articulating response towards the survey questionnaires, thus the survey is a conclusive platform which makes the findings to be meaningful and reliable.

4.1.3 Management’s Response to the Variables (Population = 3)

4.1.3.1 The Influence of Management Participative Approach on CSR Projects

Table 4.4 The Influence of Management Participative Approach on CSR Projects

(In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization has an effective and inclusive environmental policy as a result of participative approach</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The management engage the community through meetings and awareness programs</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The community is engaged in CSR decision making as a commitment towards management participative approach</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Prior to implementation of CSR projects the stakeholders are trained and sensitized</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>The organization has a policy for assessing, selecting and supporting CSR projects</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis 100% of the respondents strongly agree to an effective community environmental policy, engaging the community in decision making, and that the community is trained and sensitized prior to implementation of CSR projects, whilst 100 % of the respondents agree towards the organization having a policy for selecting, assessing and supporting CSR project. Also 100% agree that the management engage the community through meetings and training.

Findings

Based on the analysis of the questionnaires, it can be deduced that the management’s participative approach with the community influence the performance of corporate social responsibility projects.

4.1.3.2 The Influence of Leadership on CSR Projects

Table 4.5 The Influence of Management Leadership on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>CSR reports are Publish as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Manage suppliers through leadership / Supplier CSR policy</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>Implement CSR Code of conduct as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Allocate a percentage of the profits to community projects as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>Through leadership, CSR training to employees are done</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>06.</td>
<td>Communication of Environmental effects to the community are done as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis 100% of the respondents agree to have a Published CSR report, Supplier CSR policy, Code of conduct, Funds are allocated to support CSR objectives, CSR training to employees, and Communication of Environmental effects to the community.

Findings

Based on the analysis of the questionnaires, it can be deduced that the management agree on a higher percentage that leadership as a variable influence the performance of corporate social responsibility through leadership structures that support CSR projects selection and implementation.

4.1.3.3 The Influence of Social Accountability on CSR Projects

Table 4.6 The Influence of Management Social Accountability on CSR Projects

(In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization has an accessible complaint mechanism as an indication of being Accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Awareness Training of stakeholders are organized to enhance shared accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>CSR information is accessible to stakeholders as a result of accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The impact of CSR projects is shared with the stakeholders prior to implementation as a result of accountability.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>The organization has a conflict resolution process for handling community grievances.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis 100% of the respondents agree to have a Participative approach, Awareness Training of stakeholders, Accessibility of information to stakeholders and a conflict resolution procedure.

Findings

Based on the analysis of the questionnaires, it can be deduced that the management agree on a higher percentage that accountability as a variable influence the performance of corporate social responsibility

4.1.3.4 The Influence of Resources on CSR Projects

Table 4.7 The Influence of Resources on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization commits to an annual budget towards CSR projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Transparent approach on public relation taken as CSR</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The community leaders are engaged towards preparation of the CSR budget.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>None of the CSR projects started have stalled due to lack of resources.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>Available resources influence decisions on CSR projects to be taken</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents agree that the organization has a CSR budget, transparent approach on CSR, none of the CSR projects have stalled due to lack of resources and
that available resources influence CSR decisions, however also 100% of the respondents were not sure of involvement of community leaders in CSR budget preparations.

Findings

Based on the analysis of the questionnaires, it can be deduced that resources and planning influence the performance of CSR projects. It is also evident that all the respondents were not sure of level of involvement of community leaders in CSR budget preparations.

4.1.3.5 The Influence of Government Regulations on CSR Projects

Table 4.8 The Influence of Government Regulations on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The government regulations are adequate towards supporting CSR activities.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The government collaborates and gives incentivize towards CSR initiatives taken by the organization.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The government regulations support open communication and creates awareness of workers’ right</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The applicable regulations are adequately monitored and evaluated at organization level.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents dis agree that the government regulations support CSR activities, 100% of the respondents were not sure of government incentives in relation to CSR activities. 100% of the respondents agree that applicable regulations are monitored and evaluated at organization level, 100% of the respondents agree that the government regulations support open communication and create awareness on employee rights.
Findings

Based on the analysis of the questionnaires, it can be deduced that government regulations influence the performance of CSR projects. It is also evident that all the respondents are not sure whether government regulations provide incentives in relation to CSR projects, it’s also noted the respondents disagree that government regulations support CSR projects.

4.1.4 Employees Response to the Variables - Population (N=3)

4.1.4.1 The Influence of Participative Approach on CSR Projects

Table 4.9 The Influence of Participative Approach on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>Employees are engaged in the decision making process towards CSR activities as a result of management participative approach</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Employees are empowered with information to enable contribute towards CSR management decisions.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The organization’s CSR policy is understood by all the employees of the organization and not confined to CSR section/department.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The organization has an internal reporting mechanism on issues affecting employees, employee grievances are resolved promptly.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents agree that employees are engaged in CSR decision making processes, and that employees are empowered with information to enable contribution towards decision making. 100% of the respondents agree that the CSR policy is understood by
all employees of the organization and 100% of the respondents were not sure if employee grievances are resolved promptly.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage employees agree that leadership as a variable influence the performance of corporate social responsibility, however the employees were also not sure on the aspect support to interact with the community, this is an area that the organization can seek to pursue.

4.1.4.2 The Influence of Leadership on CSR Projects

Table 5.0 The Influence of Leadership on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>Employees are engaged and encouraged by the management to interact with the community</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Project evaluation after handover is done as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>CSR documented procedures exist as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Clear documented procedures are used in handling of CSR projects</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents were not sure of whether the organization encourage interaction with the community. 100% of the respondents agree that project evaluation is done after handing over, the organization has documented procedures and the documented procedures are used in handling CSR projects.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage employees agree that leadership as a variable influence the performance of corporate social
responsibility, however the employees were also not sure on the aspect of support to interact with the community, this is an area that the organization can seek to pursue. Documented procedures are used in handling CSR projects.

4.1.4.3 The Influence of Accountability on CSR Projects

Table 5.1 The Influence of Social Accountability on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>Community leaders are trained as a result of accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Corruption is a concern on CSR as a result of accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>Trade off are in relation to funded projects due to accountability</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents agree to Community leaders being trained. 100% of the respondents agree that corruption is a concern on CSR. 100 % of the respondents were not sure on Trade off in relation to funded projects.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage employees agree that accountability as a variable influence the performance of corporate social responsibility, however the employees were also not sure on the aspect of Trade off in relation to funded projects.
### 4.1.4.4 The Influence of Resources on CSR Projects

**Table 5.2 The Influence of Resources on CSR Projects** (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization commits to an annual budget towards CSR projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The respective employees are engaged towards preparation of the CSR budget.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>None of the CSR projects started have stalled due to lack of resources.</td>
<td>-</td>
<td></td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Available resources influence decisions on CSR projects to be taken</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Analysis**

From the analysis 100% of the respondents agree that the organization has a CSR budget and employees are engaged in the preparation of CSR budget and that available resources influence CSR decisions, however also 100% of the respondents were not sure if none of the CSR projects have stalled due to lack of resources.

**Findings**

Based on the analysis of the questionnaires, it can be deduced that resources planning influence the performance of CSR projects. It is also evident that all the respondents were not sure if CSR projects stall due to lack of funds.
4.1.4.5 The Influence of Government Regulations on CSR Projects

Table 5.3 The Influence of Government Regulations on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The government regulations are adequate towards supporting CSR activities.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The government collaborates and gives incentivize towards CSR initiatives taken by the organization.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The government regulations support open communication and creates awareness of workers’ right</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The applicable regulations are adequately monitored and evaluated at organization level.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Analysis**

From the analysis 100% of the respondents were not sure that the government regulations support CSR activities, 100% of the respondents were not sure of government incentives in relation to CSR activities. 100% of the respondents agree that applicable regulations are monitored and evaluated at organization level, 100% of the respondents agree that the government regulations support open communication and create awareness on employee rights.

**Findings**

Based on the analysis of the questionnaires, it can be deduced that government regulations influence the performance of CSR projects. It is also evident that all the respondents are not sure
whether government regulations provide incentives in relation to CSR projects, it’s also noted that the respondents disagree that government regulations support CSR projects.

4.1.5 Community Leaders Response to the Variables – Population (N=3)

4.1.5.1 The Influence of Participative Approach on CSR Projects

Table 5.4 The Influence of Participative Approach on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization has a formal environmental policy</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The management engage the community leaders through meetings, and community based awareness programs as a participative tool towards influencing CSR projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The community is involved in the CSR decision making process as a commitment towards participative approach.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>The organization has a standard criteria / policy for assessing, selecting and supporting CSR projects.</td>
<td>-</td>
<td>50</td>
<td>50</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis

From the analysis 100% of the respondents agree that the organization has an environmental policy, which includes a commitment to legal compliance, continuous measurement and
continuous improvements in environmental performance, and that management engage the community leaders through meetings, and community based awareness programs as a participative tool towards influencing CSR projects and that prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach. 100 % of the respondents were not sure that the community is involved in the CSR decision making process as a commitment towards participative approach by the management. 50 % of the respondents agreed that the organization has a standard criteria / policy for assessing, selecting and supporting CSR projects whilst 50 % were not sure.

Findings

Based on the analysis of the questionnaires, it can be deduced that 100% of the respondents agree that the organization has an environmental policy, which includes a commitment to legal compliance, continuous measurement and continuous improvements in environmental performance, and that management engage the community leaders through meetings, and community based awareness programs as a participative tool towards influencing CSR projects and that prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach. 100 % of the respondents were not sure that the community is involved in the CSR decision making process as a commitment towards participative approach by the management. 50 % of the respondents agreed that the organization has a standard criteria / policy for assessing, selecting and supporting CSR projects whilst 50 % were not sure.
4.1.5.2 The Influence of Leadership on CSR Projects

Table 5.5 The Influence of Leadership on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization publishes a Corporate Social Responsibility (CSR)/ Sustainability Report Participative approach on CSR as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Awareness on CSR projects to community prior to implementation due to leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The company has a Supplier CSR/Sustainability Policy.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The organization has a Code of Conduct to govern CSR projects as a result of good leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>A percentage of the organization’s profits after tax is committed to CSR activities and projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>06.</td>
<td>CSR employees are trained on CSR processes, and objectives as a result of leadership</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>07.</td>
<td>Stakeholders are informed of the environmental effects and the respective mitigating factors, as a result of port activities.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis
From the analysis 100% of the respondents agree to Participative approach, Awareness on CSR projects to community prior to implementation, Access of information to the community, Complaint handling mechanism is available.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage Community leaders agree that leadership as a variable influence the performance of corporate social responsibility.

4.1.5.3 The Influence of Accountability on CSR Projects

Table 5.6 The Influence of Social Accountability on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization has an accessible complaint mechanism as an indication of being accountable.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>Gender balance / minority/physically challenged are all included and balanced due to accountability</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site as a result of accountability</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Stakeholders are given access to information on the impact of CSR projects prior to implementation</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>The organization has a conflict resolution process for handling</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
community grievances.

Analysis

From the analysis 100% of the respondents agree to the organization having an accessible complaint mechanism and Gender balance / minority/ physically challenged are all included and balanced, Opinions of minority considered. 100% of the respondents were not sure on training session to enhance CSR sustainability. 100% of the respondents agree that stakeholders are given information on the impact of CSR projects. 100% of the respondents agree that the organization has a conflict resolution process.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage Community leaders agree that accountability as a variable influence the performance of corporate social responsibility. Findings also show that the respondents were not sure on CSR training in relation to CSR sustainability, the organization can seek to pursue.

4.1.5.4 The Influence of Resources on CSR Projects

Table 5.7 The Influence of Resources on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization commits to an annual budget towards CSR projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The respective employees are engaged towards preparation of the CSR budget.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>None of the CSR projects started have stalled due to lack of resources.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Available resources influence decisions on CSR projects to be taken</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis
From the analysis 100% of the respondents agree that the organization has a CSR budget and employees are engaged in the preparation of CSR budget and that available resources influence CSR decisions, however also 100% of the respondents were not sure of if none of the CSR projects have stalled due to lack of resources.

**Findings**

Based on the analysis of the questionnaires, it can be deduced that resources and planning influence the performance of CSR projects. It is also evident that all the respondents were not sure if CSR projects stall due to lack of funds.

### 4.1.5.5 The Influence of Government Regulations on CSR Projects

**Table 5.8 The Influence of Government Regulations on CSR Projects** (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The government regulations are adequate towards supporting CSR activities.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The government collaborates and gives incentivize towards CSR initiatives taken by the organization.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The government regulations support open communication and creates awareness of workers’ right</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The applicable regulations are adequately monitored and evaluated at organization level.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Analysis**

From the analysis 100% of the respondents were not sure that the government regulations support CSR activities, 100% of the respondents were not sure of government incentives in
relation to CSR activities. 100% of the respondents agree that applicable regulations are monitored and evaluated at organization level, 100% of the respondents agree that the government regulations support open communication and create awareness on employee rights.

Findings

Based on the analysis of the questionnaires, it can be deduced that government regulations influence the performance of CSR projects. It is also evident that all the respondents are not sure whether government regulations provide incentives in relation to CSR projects, it’s also noted the respondents disagree that government regulations support CSR projects. It is evident that gap in regulations exist an area that needs further study.

4.1.6 Beneficiaries Response to the Variables – Population (N=69)

4.1.6.1 The Influence of Participative Approach on CSR Projects

Table 5.9 The Influence of Participative Approach on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>Commitment to legal compliance, continuous measurement and continuous improvements in environmental performance as a result of participative approach.</td>
<td>69.57</td>
<td>27.53</td>
<td>2.9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The management engage the community leaders as a result of participative approach</td>
<td>76.80</td>
<td>23.20</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The community is involved in the CSR decision making process as a commitment towards participative approach by the management.</td>
<td>66.67</td>
<td>18.84</td>
<td>14.49</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach.</td>
<td>-</td>
<td>68.12</td>
<td>31.88</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis the rating on the Commitment to legal compliance, continuous measurement and continuous improvements in environmental performance as a result of participative approach 69.57 % Strongly agree, 27.53 % Agree, and 2.9 % Not sure. The ratings on management engaging the community leaders as a result of participative approach 76.81 % strongly agree and 23.12 % Agree. The ratings on community involvement in CSR decision making process as a commitment towards participative approach by the management 66.67 % strongly agree, 18.84 % agree, and 14.49 % not sure. The ratings on CSR projects stakeholders are trained and sensitized as a commitment towards participative approach 68.12 % agree and 31.88 % not sure.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage the beneficiaries agree that participative approach as a variable influence the performance of corporate social responsibility.

4.1.6.2 The Influence of Leadership on CSR Projects

Table 6.0 The Influence of Leadership on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization publishes a Corporate Social Responsibility (CSR)/ Sustainability Report.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The company has a Supplier CSR/Sustainability Policy.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The organization has a Code of Conduct in place.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>A percentage of profits after tax is committed to CSR activities and projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>05.</td>
<td>CSR employees are trained on CSR processes, and objectives.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>06.</td>
<td>Stakeholders are informed of the environmental effects and the</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
respective mitigating factors, as a result of port activities.

Analysis

From the analysis, the rating by the beneficiaries on leadership 100% of the respondents agree that the organization publishes a CSR sustainability report, 100% agree that the organization has a supplier CSR policy, 100% agree that CSR are trained on CSR processes and objectives, 100% agree that stakeholders are informed of the environmental effects and the respective mitigation factors as a result of port activities.

Findings

Based on the analysis of the questionnaires, it can be deduced that on a higher percentage the beneficiaries agree that leadership as a variable influence the performance of corporate social responsibility.

4.1.6.3 The Influence of Government Regulations on CSR Projects

Table 6.1 The Influence of Government Regulations on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The government regulations are adequate towards supporting CSR activities.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The government collaborates and gives incentivize towards CSR initiatives taken by the organization.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>The government regulations support open communication and creates awareness of workers’ right</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The applicable regulations are adequately monitored and evaluated at organization level.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis 100% of the respondents were not sure that the government regulations support CSR activities, 100% of the respondents were not sure of government incentives in relation to CSR activities. 100% of the respondents agree that applicable regulations are monitored and evaluated at organization level, 100% of the respondents agree that the government regulations support open communication and create awareness on employee rights.

Findings

Based on the analysis of the questionnaires, it can be deduced that government regulations influence the performance of CSR projects and that there is a gap to be addressed. It is also evident that all the respondents are not sure whether government regulations provide incentives in relation to CSR projects, it’s also noted that the respondents disagree that government regulations support and provide incentives to CSR activities.

4.1.6.4 The Influence of Resources on CSR Projects

Table 6.2 The Influence of Resources on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization commits to an annual budget towards CSR projects.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The respective employees are engaged towards preparation of the CSR budget.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>None of the CSR projects started have stalled due to lack of resources.</td>
<td>-</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>Available resources influence decisions on CSR projects to be taken</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Analysis
From the analysis 100% of the respondents agree that the organization has a CSR budget and employees are engaged in the preparation of CSR budget and that available resources influence CSR decisions, however also 100% of the respondents were not sure if none of the CSR projects have stalled due to lack of resources.

Findings

Based on the analysis of the questionnaires, it can be deduced that resources and planning influence the performance of CSR projects. It is also evident that all the respondents were not sure if CSR projects stall due to lack of funds.

4.1.6.5 The Influence of Accountability on CSR Projects

Table 4.1.6.5 The Influence of Accountability on CSR Projects (In percentage %)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>The organization has an accessible complaint mechanism as an indication of being accountable.</td>
<td>-</td>
<td>39.13</td>
<td>60.87</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>02.</td>
<td>The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site</td>
<td>-</td>
<td>62.32</td>
<td>37.68</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>03.</td>
<td>Stakeholders are given access to information on the impact of CSR projects prior to implementation.</td>
<td>-</td>
<td>17.39</td>
<td>82.61</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>04.</td>
<td>The organization has a conflict resolution process for handling community grievances.</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Analysis

From the analysis the rating on the organization has an accessible complaint mechanism as an indication of being accountable 39.13 % agree and 60.87% were not sure. The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site 62.32% Agree and 37.68 % of the respondents were not sure. Stakeholders are given access to information on the impact of CSR projects prior to implementation 17.39% Agree and 82.61 % were not sure. The respondents rating on that Stakeholders are given access to information on the impact of CSR projects prior to implementation 17.39 % Agree and 82.61 % not sure. The rating on the organization having a conflict resolution process for handling community grievances 100 % of the respondents Agree.

Findings

Based on the analysis of the questionnaires, it can be deduced that on aspect of the organization having an accessible complaint mechanism as an indication of being accountable 39.13 % agree and a higher percentage of 60.87% disagree as an indication of a gap. The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site 62.32% Agree and 37.68 % disagree. Stakeholders are given access to information on the impact of CSR projects prior to implementation 17.39% Agree and a higher percentage of 82.61 % disagree as an indication of a gap. The rating on Stakeholders are given access to information on the impact of CSR projects prior to implementation 17.39 % Agree, 82.61 % not sure, this is an indication of a gap to be addressed, whilst 100 % of the respondents rating Agree that the organization has a conflict resolution process for handling community grievances.

4.2.1 Limitations of the study

The study had the following limitations

4.2.1 Suspicion: the study may be viewed with suspicion by the respondent as the motive may be mistaken by the respondents as a competition strategy. This shall be overcome by communicating the objectives of the study and commit the researcher to signing a privacy and confidentiality clause.
4.2.2 Uncooperative respondents: Due to nature of the study the respondents may not be willing to provide feedback as the exercise may be seen as confidential to management, thus fear of reprisals by their respective employers. This will be overcome by seeking approval from the management prior to engaging any employees.

4.2.3 Hostility: being purely academic research the request for feedback may encounter hostility as may be presumed to be non-value addition exercise. This shall be overcome by transparent and participative approach to the study.

4.3 Chapter Summary
To summarize this chapter, we can deduce that participative approach; leadership and accountability, resources and government regulations are key inputs in the overall management of CSR projects. An all-inclusive approach with the management, employees, project stakeholders, the government and the respective community leaders will help the organization fit in the respective society and enhance delivery of philanthropic projects that meet the needs and expectations of the community. According to the findings majority of the respondents agreed that the independent variables selected for this study have an effect on the performance of corporate social responsibility activities and projects.

Given the importance of CSR especially in the context of low income countries, it is imperative to study and structure the CSR concept such that organizations do not only take from the community and its respective resources and environment, but they also share the gains and contribute towards the protection of the environment, human and natural resources.

The study focused on CSR as an emerging trend towards the responsibility of organizations for their impact on society.

From the study it is evident that the government regulations need to be regularized support and give incentives towards CSR activities and projects.
CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter covers the summary of findings, conclusions and recommendations.

5.1 Summary of findings

The findings are a conclusive platform which are valid due to high response from the intended respondents, thus the findings of the study are reliable. The survey was not gender biased; the information captured from the survey is balanced considering the interests of both genders. The respondent’s levels of education were mostly at college and degree level for the beneficiaries, CSR employees are at degree level, and the management at KPA are at masters’ level. The level of education helps towards the understanding of anticipated CSR services, and in articulating response towards the survey questionnaires, thus the survey is a conclusive platform which makes the findings to be meaningful and reliable.

It was evident that the management strongly agree that the respective variables influence the performance of corporate social responsibility. Thus, a management system is in place to manage CSR processes through documented guidelines, an annual budget based on profits generated CSR policy, vision and mission. It was evident that a high percentage of the employees were not sure of the response to the questions asked in relation to the variables. Training and transparency on CSR are areas that employees indicated a gap.

The high score ratings by the beneficiaries were mainly on strongly agree and agree on the respective independent variables as an indication that they influence the delivery and performance of corporate social responsibility of the organization. Though on a smaller scale,
some of the beneficiaries did not know how to reach for support on CSR from KPA and they did criticize that accessibility to present their requests to the management can be a challenge.

5.1.1 What is the influence of transparency as a result of social audits on CSR projects?
The study found out that majority of the respondents strongly agreed and agreed that transparency influences CSR projects, thus it can be deduced that it enhances the ability to promote understanding, create an environment of participative decision making, remove suspicion and aid in channelling resources for better output towards meeting the expectations of the intended beneficiaries. It can also be deduced that social audits aid in continuous improvement.

5.1.2 What is the influence of leadership as a result of social audits on CSR projects?
The study found out that leadership enhanced the implementation and development of CSR projects. The most of the respondents strongly agreed to the questions asked relating to CSR leadership at KPA and the Community leaders entrusted with the community projects. An indication that leadership plays an important role towards establishing management structures towards serving the community.

5.1.3 What is the influence of accountability as a result of social audits on CSR projects?
The study found out that accountability promotes service delivery to the community, through enhanced communication between the organization and the community, most of the respondents agreed to the questions asked in relation to accountability on CSR projects.

5.1.4 How resources influence the performance of corporate social responsibility projects?
The study found out that resources are among the key drivers that promotes CSR service delivery to the community, by the organization allocating and providing the required resources towards serving the community, most of the respondents agreed to the questions asked in relation to the influence of resources on CSR projects.

5.1.5 How government regulations influence the performance of corporate social responsibility projects?
The study found out that government regulations are essential towards supporting service delivery to the community, through accessible and clear regulations the organization can be better prepared towards initiating and supporting the its community, most of the respondents agreed to the questions asked in relation to the influence of government regulations on CSR projects.

5.2 Recommendations
Based on the findings of the study we recommend consideration of the findings by organizations to have more interaction with the local community by integrating themselves into the social issues of the community, this will lead to supporting and giving back to community projects that are unbiased, with value addition and where needed in terms of prioritization and urgency of needs by the community, it is also important to open free flowing channels of communication between the organization and the community.

The government regulations should encompass the reality on ground by supporting CSR initiatives extended by the organizations, the regulations should give incentives to organizations to support social responsibility projects. Monitoring and evaluation should be regularized, CSR reporting should be stipulated and formalized at defined period similar to financial reporting. The business fraternity, stakeholders and related government ministries should engage with an objective of improving the policies and regulations governing CSR activities. In the case of Kenya’s institutions CSR should be linked with Vision 2030 and the big four to ease strategy planning and implementation.

Research in this area is essential towards filling in gaps on regulations and policies across organizations, Multi-nationals and local companies, profit and non-profit organizations. Gender equality, the physically challenged persons must be well represented so as to address their concerns and needs.

CSR structures and culture should be cemented through education and training through the education system and orientation programs in organizations.

5.3 Conclusions
The broad research question was to establish the influence of social audits on corporate social responsibility projects and findings analyzed in order to draw conclusions. The results of this
study strongly add to the growing empirical research evidence corporate social responsibility projects have on their respective community’s.

The findings are also relevant as they provide vital information to managers, community leaders, employees and beneficiaries towards the understanding of corporate social responsibility and its purpose.

In conclusion organizations should manage and keenly address CSR project issues with the community, as stated in the theory Iron Law of Responsibility Davis (1973) that society grants legitimacy and power to business.

5.5 Suggestions for further research
Given that the study concentrated on a project funded by KPA, this study recommends that further studies of similar nature be conducted on other CSR projects funded by KPA. Further research can also be done on youth access to CSR funding.
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68-87.


APPENDICES

APPENDIX I: AUTHORIZATION LETTER

Dear respondent,

As a student of Degree program in Business Administration, Management and Leadership, at The Management University of Africa. I will be carrying out a research on the influence of social audits on corporate social responsibility and will be pleased to get your response to the following questions. The answers to these questions will help me in accomplishing the objectives for this research. The information provided will be used specifically for academic purposes and will be handled with maximum confidentiality.

Your cooperation will be highly appreciated.

Yours Sincerely,

Abdulwahid Ali
APPENDIX II: QUESTIONNAIRE

Information collected from these questionnaires will be handled with high confidentiality and will strictly be used for academic purposes by the researchers.

QUESTIONNAIRE – All Categories

Please tick where applicable

1. Gender

☐ Male ☐ Female

2. What is your position in the organization?

☐ Executive ☐ Senior Management ☐ Management ☐ Middle management ☐ Supervisory

☐ Subordinate staff

3. Work experience in relation to CSR

☐ 0 – 5 years ☐ 5 – 10 years ☐ 10 – 15 years ☐ 15 years and above

4. What is your level of education?

☐ Non ☐ College ☐ University Degree ☐ Masters ☐ Others
QUESTIONNAIRE – Management

Influence of Participative Approach on CSR Projects

1. The organization has a formal environmental policy, which includes a commitment to community protection, legal compliance, continuous measurement and continuous improvements in environmental performance.

☐ strongly agree ☐ agree ☐ not Sure ☐ disagree ☐ strongly disagree

2. The management engage the community through meetings, and community based awareness programs as a tool towards influencing CSR projects.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

3. The community is involved in the CSR decision making process as a commitment towards participative approach by the management.

☐ Strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

4. Prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

5. The organization has a standard criteria / policy for assessing, selecting and supporting CSR projects.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

Influence of Leadership as a Result of Social Audits on CSR Projects

6. The organization publishes a Corporate Social Responsibility (CSR)/ Sustainability Report.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

7. The company has a Supplier CSR/Sustainability Policy.
8. The organization has a Code of Conduct in place.

9. A percentage of the organization’s profits after tax is committed to CSR activities and projects.

10. CSR employees are trained on CSR processes, and objectives.

11. Stakeholders are informed of the environmental effects and the respective mitigating factors, as a result of port activities.

**Influence of Accountability on CSR Projects**

12. The organization has an accessible complaint mechanism as an indication of being accountable.

13. The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site

14. Are stakeholders given access to information on the impact of CSR projects prior to implementation?

15. The organization has a conflict resolution process for handling community grievances.
Influence of Resources on CSR Projects

12. The organization commits to an annual budget towards CSR projects that serve the community.

13. The community leaders are engaged towards preparation of the CSR budget.

14. None of the CSR projects started have stalled due to lack of resources.

15. Available resources influence decisions on CSR projects to be taken.

Influence of Government Regulations on CSR Projects

12. The government regulations are adequate towards supporting CSR activities.

13. The government collaborates and gives incentivize towards CSR initiatives taken by the organization.

14. The government supports open communication and creates awareness of workers’ right

15. The applicable regulations are adequately monitored and evaluated at organization level.
QUESTIONNAIRE – Employees

The Influence of Participative Approach as a Result of Social Audits on CSR Projects

1. Employees are engaged in the decision making process towards CSR activities.
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

2. Employees are empowered with information to enable contribute towards CSR management decisions.
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

3. The organization’s CSR policy is understood by all the employees of the organization and not confined to CSR section/department.
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

4. The organization has an internal reporting mechanism on issues affecting employees and issues are resolved promptly.
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

The Influence of Leadership as a Result of Social Audits on CSR Projects

5. Employees are engaged and encouraged by the management to interact with the community
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

6. Community projects are evaluated after implementation and handing over to the community
   [ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree
7. Clear documented procedures are used in handling of CSR projects

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

The Influence of Accountability as a Result of Social Audits on CSR Projects

8. Community leaders are trained and supported on leadership skills as a result of the management being accountable.

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

9. Corruption a concern in relation to CSR projects selection and implementation.

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

10. Are community tradeoffs in relation to funded CSR projects clearly accounted for, evaluated, assessed and accepted based on expert input and the community

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

Influence of Resources on CSR Projects

11. The organization commits to an annual budget towards CSR projects that serve the community.

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

12. The respective employees are engaged towards preparation of the CSR budget.

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

13. None of the CSR projects started have stalled due to lack of resources.

☐ strongly agree  ☐ agree  ☐ not sure  ☐ disagree  ☐ strongly disagree

14. Available resources influence decisions on CSR projects to be taken.
Influence of Government Regulations on CSR Projects

15. The government regulations are adequate towards supporting CSR activities.

16. The government collaborates and gives incentivize towards CSR initiatives taken by the organization.

17. The government supports open communication and creates awareness of workers’ rights

18. The applicable regulations are adequately monitored and evaluated at organization level.
QUESTIONNAIRE – Community Leaders / Beneficiaries

Influence of Participative Approach on CSR Projects

1. The organization has a formal environmental policy, which includes a commitment to legal compliance, continuous measurement and continuous improvements in environmental performance.

☐ strongly agree ☐ agree ☐ not Sure ☐ disagree ☐ strongly disagree

2. The management engage the community leaders through meetings, and community based awareness programs as a participative tool towards influencing CSR projects.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

3. The community is involved in the CSR decision making process as a commitment towards participative approach by the management.

☐ Strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

4. Prior to implementation of CSR projects stakeholders are trained and sensitized as a commitment towards participative approach.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

5. The organization has a standard criteria / policy for assessing, selecting and supporting CSR projects.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

Influence of Leadership as a Result of Social Audits on CSR projects
6. The organization publishes a Corporate Social Responsibility (CSR)/ Sustainability Report.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

7. The company has a Supplier CSR/Sustainability Policy.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

8. The organization has a Code of Conduct in place.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

9. A percentage of the organization’s profits after tax is committed to CSR activities and projects.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

10. CSR employees are trained on CSR processes, and objectives.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

11. Stakeholders are informed of the environmental effects and the respective mitigating factors, as a result of port activities.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

**Influence of Accountability on CSR Projects**

12. The organization has an accessible complaint mechanism as an indication of being accountable.

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree

13. The organization organizes training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site

[ ] strongly agree [ ] agree [ ] not sure [ ] disagree [ ] strongly disagree
14. Stakeholders are given access to information on the impact of CSR projects prior to implementation.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

15. The organization has a conflict resolution process for handling community grievances.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

**Influence of Resources on CSR Projects**

12. The organization commits to an annual budget towards CSR projects that serve the community.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

13. The community leaders / and the community are engaged towards preparation of the CSR budget.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

14. None of the CSR projects started have stalled due to lack of resources.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

15. Available resources influence decisions on CSR projects to be taken.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

**Influence of Government Regulations on CSR Projects**

12. The government regulations are adequate towards supporting CSR activities.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

13. The government collaborates and gives incentivize towards CSR initiatives taken by the organization.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree
14. The government supports open communication and creates awareness to the community on environmental policies.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree

15. The applicable regulations are adequately monitored and evaluated at community level.

☐ strongly agree ☐ agree ☐ not sure ☐ disagree ☐ strongly disagree