

**CORPORATE SOCIAL RESPONSIBILITY STRATEGY AND STAKEHOLDER  
MANAGEMENT IN STANDARD CHARTERED BANK KENYA**

**BY:**

**HELLEN MOKAYA**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF  
NAIROBI**

**2020**

## DECLARATION


I declare that this research project proposal is my original work and has not been submitted for an award at any university or institution of higher learning.

Signature.......... Date 04/12/2020.....

**Hellen Mokaya**

**REG. NO: D61/5510/2017**

This project proposal has been submitted for examination with my approval as the University supervisor.

Signature.......... Date.....4/12/2020.....

**Prof. Mary Kinoti,**

**Associate Professor**

**Department of Business Administration**

**School of Business, University of Nairobi**

## **ACKNOWLEDGEMENTS**

First, I acknowledge Almighty God for his guidance and good state of health during the project. I also wish to recognize my supervisor **Professor Mary Kinoti** and moderator **Professor Bitange Ndemo** for their dedication during the entire project period. I also acknowledge my family, relatives and friends for their moral support and love.

## **DEDICATION**

I dedicate this project to my family. My parents Mr. Vincent Mokaya Ouno and Mrs. Norah Moraa Mokaya who really love matters education and always pushing me to go beyond the limits. My children Joy Nyambura Githuka and Vincent Kiharo Githuka I dedicate this to you for according me easy time to go through this project and always reminding me that it is study time for all of us. Not forgetting my sister Bernice Kemunto who has stood by me and gave me all kind of support I needed. May almighty God bless you all.

# TABLE OF CONTENTS

DECLARATION .....	ii
ACKNOWLEDGEMENTS .....	iii
DEDICATION .....	iv
ABSTRACT.....	vii
CHAPTER ONE: INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.1.1 Corporate Social Responsibility Strategy .....	1
1.1.2 Stakeholder Management.....	2
1.1.3 Standard Chartered Bank Kenya.....	3
1.2 Research Problem .....	4
1.3 Research Objectives.....	6
1.4 Value of the Study .....	6
Value to Practitioners/Management.....	7
Value to Policy Makers and Governments .....	7
Value to Scholars/Academicians/Researchers .....	8
CHAPTER TWO: LITERATURE REVIEW .....	8
2.1 Introduction.....	9
2.2 Theoretical Foundation .....	9
2.2.1 Stakeholder Management Theory .....	9
2.2.2 Resource-Based Theory .....	10
2.3. Corporate Social Responsibility Strategies.....	12
2.3.1 Environment Conservation .....	12
2.3.2 Education Sponsorship.....	12
2.3.3 Healthcare Sponsorship .....	13
2.3.4 Economic Inclusion .....	13
2.3.5 Pandemic Response Sponsorship.....	14
2.4 Corporate Social Responsibility and Stakeholder Management.....	14
2.5 Empirical Studies and Knowledge Gaps.....	15
CHAPTER THREE: RESEARCH METHODOLOGY .....	18
3.1 Introduction.....	18
3.2 Research Design.....	18

3.3 Data Collection .....	18
3.4 Data Analysis .....	19
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....	21
4.1 Introduction.....	21
4.2 The Participants Response .....	21
4.3 Demographic Characteristics of the Respondents .....	22
4.3.1 Age and Gender of the Respondents.....	22
4.3.2 Level of Education and Work Experience of the Participants .....	22
4.4 Corporate Social Responsibility Strategies at Standard Chartered Bank Kenya .....	23
4.4.1 Moral Obligations to the Society .....	24
4.4.2 Ethical Obligations to the Society.....	25
4.5.1 Economic Obligations to the Society.....	26
4.5.2 Environmental Conservation Strategies.....	26
4.6 Benefits of Corporate Social Responsibility Strategies .....	27
4.7 Relationship between Corporate Social Responsibility Strategies and Stakeholder Management at Standard Chartered Bank Kenya .....	29
4.8 Discussions .....	30
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....	33
5.1 Introduction.....	33
5.2 Summary of the Study Findings .....	33
5.3 Conclusion .....	35
5.4 Recommendations for the Study .....	36
5.4.1 Recommendations for the Bank Management .....	36
5.4.2 Recommendations to Policy Makers.....	36
5.4.3Recommendations for Theory.....	37
5.5 Limitations of the Study.....	37
5.6 Suggestions for Further Research .....	38
REFERENCES .....	39
APPENDICES .....	43
Appendix I: Interview Guide .....	43

## **ABSTRACT**

Corporate social responsibility practices adopted by organizations improve and enhance their stakeholder efficiency. The objective of the study was to determine the effect of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya. The inquiry investigated the corporate social responsibility strategies adopted by Standard Chartered Bank Kenya and how these plans promoted the stakeholder management at the bank. The study was guided by stakeholder management theory and resource-based theories. Using a case study method, data was collected using interview method. The data was collected from various respondents which included the top management from Corporate Affairs within the bank. Specifically, the data was collected from Standard Chartered Bank and the respondents were top management from Corporate Affairs Brand and Marketing department (Core business is to organize and plan SCB Kenya

CSR activities), as well as five of its branches in Nairobi. Four employees from each of the bank branch were contacted for an engagement in an online interview. The study interview included both male and female managers and it was noted that the majority of the firm employees are above 40 years. It was also noted that the majority have higher levels of education and have worked with the firm for more than 4years. The data analysis was done using content analysis method and data was presented on thematic manner. The study established that the bank had adopted various corporate social responsibility strategies such as the use of moral obligation of the company to the society, ethical obligations as well as economic obligations and environmental conservation strategies. The study determined there is a significant relationship between corporate social responsibility stakeholder management at Standard Chartered Bank, Kenya. The study suggested the need for the management of the bank and other companies in the community to adopt CSR programs to increase their customer engagement levels and customer base by meeting the social, economic and moral needs of the customers.



# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the Study**

Corporate social responsibility (CSR) and stakeholder management has come as an essential area of study in the business and strategy field. This is because the advancement in these two areas has taken place nearly concurrently since 1950s. Degree of correlation exists in the two studies where recent studies indicate CSR can be assessed and analysed better from the context of stakeholders (Clarkson, 2015). Globally, there is interplay between organizations economic growth and being socially responsible has influenced organizations behavior in their approach in handling and meeting stakeholders' expectations without ignoring the society duties in which they operate (Post et al 2018).

This study will be founded on the stakeholder management theory and resource-based theories to underscore the CSR strategies and their impacts in the company. In Kenya, many organizations have and are currently adopting CSR plans in their major operations and activities. We have various Commercial banks participating in CSR such as Co-operative and SCB as well as Equity and National Bank (Kiko, 2018). This study will focus on Standard Chartered Bank, Kenya and will determine how corporate social responsibility strategies affect stakeholder management at the bank.

### **1.1.1 Corporate Social Responsibility Strategy**

De Grosbois (2012) defined corporate social responsibility as the process by which firms provide and contribute on the social and economic welfare of the society. Holmes & Watts (2010) argued that the model allow global firms to understand the social values of the society and seek provision of future needs of the world in a sustainable manner. This is

because companies that adopt CSR plans on the future needs of the world and include high commitment in supporting social and general activities of the community. This may be in terms of educational, health or environmental protection support in the society. According to Panayiotou (2019), CSR allow firms to have the views of the community and to render services in a beneficial manner to the community. This ends up promoting ethical as well as social and moral obligation of the firm to the community.

Accordingly, CSR strategy to stakeholders is the approach that firm takes on its practices, policies and processes for that stakeholder. This is because CSR prioritizes the desire for organizations to be socially responsible by putting in place and ensuring open talks with all the relevant stakeholders to promote morally and socially correct approach for different issues (Golob & Bartlett, 2007; Kirat, 2015). CSR entails multinational fundamental change from conventional profit-making goal to stakeholder management focus where effects of their actions on the stakeholders are considered (Stubbs and Cocklin, 2007). With CSR programs, firms can manage the social and legal challenges facing the community and this may involve the inclusion of both internal and external elements of the firm. According to Baker (2011), the best way to deal with the firm economic elements is to include CSR programs and plans in the strategic mission of the company.

### **1.1.2 Stakeholder Management**

According to Brine, Brown and Hacket (2017), stakeholder's management involves the consideration of the internal and external environment of the firm. Some of the key stakeholders that the firm must consider include the views of the employees and customers. Additionally, considering the opinions of the government, suppliers as well as the larger community is part of stakeholder management. Importantly, Kasimbu (2010) posits that

stakeholder management promotes the success of the firm since it includes the evaluation of the values important to different groups. Companies that work and plan their activities through stakeholder considerations usually enjoy highly competitive advantage and success in the long run.

Manowong and Ogunlana (2010) recognize that when stakeholder management is ignored the probability of achieving goals diminishes which makes any other chances of interacting with stakeholders for the gain of the organization immensely affected. The concept of stakeholder puts more emphasis on effective management of the business relations, environment the advocacy interests shared within the organization. To promote effective management, the firm must include the views and opinions of the society in its major operations. This should also feature within the CSR plans and other major decision-making policies of the firm.

### **1.1.3 Standard Chartered Bank Kenya**

Standard Chartered Public Limited Company mothers many banks and financial services which are located all over the universe. Standard Chartered Bank (SCB) is the biggest subsidiary with wider operations. SCB Kenya was the first foreign bank in Kenya and is among the many commercial banks that operate in the republic Kenya. It is subsidiary of the London based British Standard Chartered in the United Kingdom (Ndegi, 2014).

SCB Kenya has remained listed on NSE since 1989 and it currently has local shareholding of about 26%.

The banks clientele base is established on a strategic method consisting of Commercial Banking, Business Banking, Retail banking, Corporate & Institutional banking. Therefore, the bank has acquired a large customer base which has also contributed to its strategic plan

(Wafula, 2012). In terms of assets, SCB is the fourth largest bank in Kenya. The firm's assets as at 2013 December were valued at a figure of about US\$2.539 billion, where shareholders' capital stood at about US\$417.1M (Wanjiku,2015). As of April 2020 SCB had a total of 31 branches, about 1500 employees and 105 Automated Teller Machines (ATMs). The vision of the SCB brand promise is to provide strong values and heritage for all its stakeholders across the world.

## **1.2 Research Problem**

Companies and scholars worldwide agree there is the need to use Corporate Social Responsibilities to manage stakeholders. This is because firms function in a dynamic situation characterized by regulatory requirements, technological changes, economic changes competition and opportunistic strategic decisions and adopting corporate social responsibility strategies can help improve different stakeholder's needs and values. Additionally, corporate social responsibility provides way through which companies give back to the community and its stakeholders in a sustainable and acceptable manner. This means companies ought to invest in corporate social responsibility to maximize on stakeholder management.

Currently, many companies in the banking sector in the country have realized that the ever-changing market environment make companies decide on specific strategic intent that forms the foundation of assessing their performance and improving their stakeholder management. This includes the use of various corporate strategies to understand stakeholders of the firm. This is in tandem with Porter (2010) who argued that CSR agendas emphasize typically on reputation and have inadequate linking to the business, rendering

it difficult to sustain and run it in the long run. There is a necessity for SCB Kenya Limited need to enumerate the benefits that accrue from every CSR activity in order to rationalize the investments, especially towards stakeholder management. It is also increasingly becoming imperative for SCB Kenya Limited to align every CSR investment to its stakeholder needs and this requires further analysis.

According to past studies done in various parts of the world, it was evident that CSR strategies promote effective stakeholder management. For example, Porter & Kramer (2016) conducted a study in the United States using a survey method and noted that CSR is at the margin of most small and medium enterprises in the region and help the firms to understand the stakeholders. Brine, Brown and Hackett (2017) also conducted a study in Australia and noted that corporate social responsibility promote the financial performance of banks in the region. Additionally, Giannakakos and Theotokas (2011) study in Japan noted that CSR plan help in enhancing corporate image and help in attracting different stakeholders and it is one of the public relation models adopted by many Corporates in the world. However, this study was based on the telecommunication industry. A study done in UK to determine how practice of CSR influence the activities of foreign multinational corporations in Europe noted that CSR plans provide firms with good corporate regulations and social contracts and this help to attract the local communities.

The study also found out that CSR is considered seriously by all the listed companies and is actually expressed as a social contract in their annual financial reports. Mwangi and Jerotich (2013) also evaluated how corporate social responsibility impacts competitive advantage and noted that CSR offers an effective means in which organization can maintain a positive reputation in the society in which they operate. In a study conducted by Mutuku,

K. (2013) on the association between CSR and organizational financial performance among the mobile phone firms in Kenya established that most CSR programs were highly disjointed from the strategy plans of the organizations and there is need for matching the strategy with the financial measures. Likewise, in a study conducted by Okwemba et al. (2014) on the CSR programs of multi-national's performance noted that there is a great disparity between the amount that these companies invested in CSR and the amount that they made as profits. The study recommendation was that there the MNCs operating in Kenya should be closely monitored so as to ascertain that the amount that they invested in CSR was acceptable with regard to the profits that they made.

From the analysis of the above-mentioned empirical studies, it is evident that there is a link between CSR plans and improvement of stakeholder management. However, no clear studies have been done to determine the link between corporate social responsibility strategies and stakeholder management at Standard Chartered Bank, Kenya. Therefore, this study seeks to determine the link between corporate social responsibility strategies and stakeholder management at Standard Chartered Bank, Kenya. The researcher will answer the question-What is the effect of corporate social responsibility strategies and stakeholder management at Standard Chartered Bank, Kenya?

### **1.3 Research Objectives**

The objective of this study was to determine the effect of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya

### **1.4 Value of the Study**

The results and findings would benefit various stakeholders in the society. For example, the study would benefit the management of Standard Chartered Bank, the policy makers as well as the future scholars and academicians dealing with analysis of corporate social responsibility strategy and its effects on stakeholder management in the society. This means that the study would provide more insights that can be adopted by the academicians, government policy makers as well as practice or the management of various industries across the globe.

### **Value to Practitioners/Management**

The study would be important to the top management of Standard Chartered Bank since they would use the study findings to help them better understand how to use corporate social responsibility strategies to improve their stakeholder management plans. This is important in promoting stakeholder's management and satisfaction in the company. The study findings and results would also help the management of Standard Chartered Bank to have more knowledge on the best CRS plans or strategies to use in enhancing their stakeholder management and this is important towards the achievement of the overall objective of the company. Understanding the stakeholder's values and needs is important in ensuring the smooth running and success of all companies globally.

### **Value to Policy Makers and Governments**

The study findings and results would also help different government agencies and policy makers. For example, the policy makers and government agencies would use the results of the study to formulate and implement policies associated with the proper adoption of effective corporate social responsibility strategies and favorable stakeholder management plans in the county. The corporate social responsibility policies adopted would help

companies or firms within the banking industry to improve their stakeholder management models and improve their performance levels and ensure timely achievements of the firm's objective.

### **Value to Scholars/Academicians/Researchers**

The study would also benefit various academicians and researchers since it would provide more insight on how firms can use their corporate social responsibility strategies to promote their stakeholder management. In that sense, scholars would use the study findings and results as a reference point in their future studies. The study would also help students in their daily studies and to provide a theory that will indicate and determine the relationship between corporate social responsibility strategies and stakeholder management in the society. As a result, researchers and academicians in the banking industry would use the study findings and results for further studies in the area and help them understand how corporate social responsibility strategy affect stakeholder management around the world. This can help in providing future references in promoting effective management of stakeholders using good CSR plans and promoting the competitive edge of the firms within the current dynamic business environment.

## **CHAPTER TWO: LITERATURE REVIEW**



## **2.1 Introduction**

This segment provides various previous studies that relate to the topic of the study. Notably, it includes the theoretical framework as well as a discussion on issues associated with the corporate social responsibility strategies as well as the stakeholder management by different companies around the world. It also covers empirical review of past literature associated with corporate social responsibility strategies and its effects on stakeholder management among different companies around the world.

## **2.2 Theoretical Foundation**

This investigation was directed by various theories associated with working capital management and profitability. Specifically, the study was guided by the stakeholder management theory and resource-based theory of the firm. The above theories are discussed in sections below:

### **2.2.1 Stakeholder Management Theory**

A stakeholder is an individual, group, or organization who may be affected by project decisions. Stakeholder management involves identification of persons or organizations that could be impacted by the project, understanding their needs and putting in place measures to meet these needs to ensure project success (PMI, 2018). The stakeholder theory emanated from several philosophical views on the nature of the relationships between individuals and the civil society. Richard Edward Freeman is considered the father of stakeholder theory through his publication titled, *Strategic Management: a Stakeholder Approach* in 1984. Giancarlo Pallavicini, a German economist earlier in 1968 devised a methodology of determining the impacts of non-economic activities such as environmental

and social on an enterprise and Hein Kroos and Klaus Schwab later published a book in 1971 supported the argument that management must not only serve the shareholders but all the stakeholders. Further and most recent studies to exemplify the theory have been conducted (Preston, 1995), (Friedman and Miles, 2006) and (Philips, 2003).

Businesses are only considered successful if they deliver value to most of the stakeholders. Therefore, an understanding of the application of stakeholder theory will enable the researcher to underscore the present situation (economic and non-economic) of the bank under investigation. Stakeholder theory can be applied to enable a company increase employee satisfaction, increased investment, improved talent acquisition and increase retention rates which all lead to increased profitability.

The stakeholder theory prescribes the principles managing stakeholders of an organization. It classifies stakeholders and their needs and guides the organization on how to address these needs (Freeman, 2015). Stakeholder theory seeks to assist organizations to deal with dynamic business environment and intricate needs of various stakeholder groups (Wicks, Gilbert & Freeman, 2016).

Yee-Chin (2019) further proposed that the degree of influence of each stakeholder group on the project be assessed. Ackerman and Eden (2016) noted that the importance of stakeholder's to strategy and overall planning of firms has been appreciated; however, consideration of stakeholders in terms of performance has not been done sufficiently. The consumer of performance measurement information has not been clearly indicated.

### **2.2.2 Resource-Based Theory**

Resource-based viewpoint was first introduced in late 1980s and it supports the view that firms compete with others using their assets (Rousseau, 2017). It supports the view that assets are main condition for completion. It also assumes that firms within an industry have different levels of capabilities and resources and they must use it to provide rare and high-quality products and services in the society. Thus, it is important that organization use their assets and resources to outsmart their competitors.

Otubanjo (2018) also noted that the application of resources can help firm to have highly competitive edge and to deliver long and stable sustainable competitive advantage. This is because when assets, capabilities and the firm resources are properly controlled; other organizations cannot imitate the firm, thus allows the firm to achieve highly competitive advantage. Companies that have unique, rare and non-imitable resources can achieve sustainable competitive advantage in the society.

Moreover, according to İpek (2018), the resource-based perspective or viewpoint (RBV) mainly support the opinion that the main models for success and achievement of competitive edge by firms mainly emanate from their ability to acquire rare, unique and stable assets and resources. This may include the competence level of their workers and the available resources to use in their operations. The theory also indicates that assets and capabilities must be well controlled. This is the only way the firm can promote its success in the long run in the society (Ainuddin *et al.*, 2017). Banks and financial institutions are noted to have unique characteristics, such as flexibility and employees from different cultural backgrounds with various competencies. Despite this, it is true that financial institutions have various challenges such as inadequate resources in terms of time, poor management capacity and other technical expertise challenges due to nepotism and

ethnicity hiring preferences. These special characteristics and circumstances make organization resource vital for effective management of the different stakeholders in the financial institutions such as Standard Chartered Bank.

### **2.3. Corporate Social Responsibility Strategies**

CSR is largely conceptualized in the context of the community social and economic issues. This is because it covers the company's ability to support the community in different programs. According to Enderle (2015), companies with effective SCR plans enjoy highly competitive advantage. This is because SCR include effective use of resources and managing of the needs of the society. Some of the common social responsibilities plans of the modern firms are discussed below.

#### **2.3.1 Environment Conservation**

Environmental conservation is one strategy used by companies to enable the company to build its image in the market. It may be argued that environmental conservation does not serve to effect shareholder strategy but its proponents such as Friedman (1970) argue that CSR initiatives beyond profit maximization may be possible only if they profit the firm. In Kenya a good example is Green Run Marathon in Kitui to conserve the environment through tree planting. We also have Ndakaini Marathon whose objective is to conserve the Ndakaini dam environment.

#### **2.3.2 Education Sponsorship**

A company is a member of the community and thus has an obligation to give back to the society to make a positive contribution to the society. Philanthropic acts such as sponsoring education comes from a company's profits thus may be little or no negative impact on the society but also contributes to the development of the company's image. Altruistic strategies such as sponsoring education may lack real underlying motives but entails simply doing the right thing without expecting anything in return (Hemingway & Maclagan, 2004). In Kenya a good example of this is Wings to Fly offered by Equity bank. This is geared towards sponsoring bright needy students high school education.

### **2.3.3 Healthcare Sponsorship**

Firms may strategically implement to sponsor healthcare initiatives. The main aim may be to handle illnesses cost that the community is battling with. The motivating idea would be to see a world free of that illness the organization is sponsoring or reduced cases of contamination and even deaths. Some of the healthcare initiatives in Kenya are Seeing is Believing, Beyond Zero Campaign and Heart to Heart Foundation.

### **2.3.4 Economic Inclusion**

Companies often give back to the community through contributions to economic causes or intermittent basis such to bridge the economic inequality while promoting economic inclusion. Such strategic acts of goodwill form part of the altruistic strategies because the company expects nothing in return. Economic Inclusion is geared towards helping the young generation to realize their potential by building their skills on entrepreneurship and increasing their chances of acquiring a job. The most recent initiative is Futuremakers.

### **2.3.5 Pandemic Response Sponsorship**

Pandemics usually hit the world hard and most of the time no country or organization is well prepared to tackle it. Nevertheless, if it happens most organization most often react urgently to come to the rescue of the affected or infected with the little resources they can donate. The most recent pandemic is the corona virus where most organizations and even individuals donated funds and resources towards the fight of covid-19 to aid the reduction of infection rate and towards the medication of the infected in individuals. It is also noted that when a pandemic strikes the most vulnerable group are the poor and low-income earners.

### **2.4 Corporate Social Responsibility and Stakeholder Management**

Using corporate social responsibility strategies to satisfy the demands of various stakeholders enables the organization to provide a clear perspective of the outside and inside demand. Essentially, a company should balance the need to carry out actions that are profitable to shareholders whilst being good corporate citizens and this can be achieved through the adoption of corporate social responsibility strategies. While companies aspire to partake in CSR programs together with their stakeholders, they have also to strive to comprehend the real relations that underscore this relationship (Thompson, 2016). With the application of corporate social responsibility strategies, firms can effectively manage their stakeholders in their different situations.

The normative theory may take an instrumental approach which utilizes empirical data to identify the links between corporate social responsibility and stakeholder management. Generally, the normative approach holds that managers in firms must pay attention to the key stakeholder relationships because company decisions affect stakeholder outcomes.

According to Thompson (2016), there are two models which are instrumental in facilitating the conceptualization of this relationship. There is the inside-out model which holds that organizational leaders can control their CSR programs and aim at achieving preferable reputations with the stakeholders. Secondly, they can exploit the CSR programs to deliver information about organizational goals and objectives to the stakeholders including the shareholders (Pierce and Robinson, 2015). The aim of the CSR programs is to satisfy the integrated and the multiplicity of needs of several stakeholders of the firm (Goodwin, et al. 2015). Luo and Bhattacharya (2015) contend that CSR programs should be managed so that they provide the authentic and specific needs as well as expectations of the stakeholders within the monetary constraints that the organization could be experiencing. Just like other organizational factors, CSR programs impact in the long-term human resource and organizational management (Clark, 2017).

## **2.5 Empirical Studies and Knowledge Gaps**

Global studies have been done to determine how the corporate social responsibility strategies affect stakeholder management among different companies around the world. Carroll (2015) in a study to determine the CSR impact on the firm profitability in Czech Republic noted that CSR help and provide an increase in profit in the firms. The study noted that CSR creates an environment for growth of profits of companies. Siegel and Vitaliano (2017) in their works on the role of CSR in the mining industry in Canada and cited that the nature of competition within the retail environment has shifted and this has made it difficult for organizations to differentiate themselves from other firms. The study findings confirmed the need for adoption of CSR in all sectors across the world. However,

the study was done in Canada and in the mining industry and may not apply in the current study.

Winter et al. (2016) study assessed the relative influence of projects stakeholders to the performance of the project in UK and established that it was important to incorporate stakeholders' expectations in projects planning at every phase during the project life cycle. The study also advocated for organizations to develop a culture that embraces stakeholder engagement to ensure that there is commitment to project success by the stakeholders. However, this study was conducted in UK and its key implications may not apply within the current context.

Locally, studies have been done to determine how the corporate social responsibility strategies affect stakeholder management among different companies in the country. A study conducted by Kiko (2018) on the CSR programs of multi-national corporations in Kenya, it was determined that there was also great disparity between the amount that these companies invested in CSR and the amount that they made as profits. The study recommendation was that there the MNCs operating in Kenya should be closely monitored so as to ascertain that the amount that they invested in CSR was acceptable with regard to the profits that they made. The study indicated that there was need inspire a sense of social responsibility among the MNCs in Kenya towards local communities.

In a study conducted by Kimathi (2019), on the relationship between CSR and competitive advantage in the Oil industry in Kenya, it was found that each company could identify a certain particular set of societal problems that it could best solve and while at it gain competitive advantage. The study concluded that CSR promote the competitive advantage



of oil Companies in the Country. However, the study was based oil industry and its findings may not apply within the Banking Industry.

Abiero (2015) also looked at the challenges of stakeholder management in implementation of Sondu Miriu hydroelectric power project in Kenya. The study found that stakeholder participation was important for achievement of the project goals; power generation and reduced resistance towards the project. From the analysis of these past studies, it was evident that no current study has been done to establish how corporate social responsibility strategies affect stakeholder management at Standard Chartered Bank, Kenya. Additionally, the empirical review indicates that majority of these studies focused on non-banking industry and this means there is a knowledge gap to be filled. Therefore, this study filled the knowledge gap by establishing how corporate social responsibility strategies affect stakeholder management at Standard Chartered Bank, Kenya.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section includes the research design as well as the sampling design and the data collection method that were used in this study. The section also includes the data analysis methods that were used to analyze the research data. The segment also covered the analysis of the study methods and procedures.

### **3.2 Research Design**

In this study, the researcher adopted case study method and the case study was the Standard Chartered Bank, Kenya. The model allowed the study to determine relevance of the topic since it was based on wider real-life scenario. Case study also allows the researcher to get a detailed analysis of a situation because it provides an in-depth understanding of phenomena under study (Bryman & Bell, 2015). The use of case study method allowed the researcher to understand the corporate social responsibility strategies adopted by Standard Chartered Bank, Kenya and how the bank used such plans to manage their different stakeholders. According to Bryman and Bell (2015), case study method forms a basis for further research since it promotes a close analysis of the case in question and allows the researcher to get in depth information/data.

### **3.3 Data Collection**

This study used only primary data which was collected from the field. The researcher interviewed managers in the Bank to obtain important information about the study. Interview was conducted online, and the platform was blue jeans. The method gave the respondents an opportunity to express their views regarding the topic of the study. The

interview contained both structured open-ended and closed-ended questions which are designed to suit the research questions and objectives. Data capturing was done through audio and video recording where necessary to ensure accuracy. Video enabled online interview method allowed the researcher to interact closely with the participants during the actual data collection process and this is important in identify if the respondents is lying or not being honest while providing data from the company. The researcher interviewed about four respondents which comprised two top management from Corporate Affair Brand and Marketing department (Core business is to organize and plan SCB Kenya CSR activities), one top management from Wealth Management and one top management from Voice & Virtual. The representation was limited to the mentioned numbers as sampling a bigger number was argued to not change the outcome of the responses being that they are likely to give same feedback.

### **3.4 Data Analysis**

In this study, qualitative data analysis was adopted, and this was done after data is collected using interview method. The data was transcribed first before being coded using NVivo software since this is a fundamental aspect of analytical process that researchers utilize to understand the information in the collected data. Data was then analyzed using descriptive statistics through generalization of themes and eventual interpretation. The data analysis included the use of content analysis method and this was presented on thematic manner. The researcher used the content analysis method to analyze the data based on different thematic concerns. Content analysis enabled the researcher to be able to conduct an effective analysis of the recorded data during data collection and this was made it possible

to infer and interpret the data that were collected during the actual study. The data collected was analyzed and presented in different formats in Chapter four.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the analysis, interpretations and discussions of the study findings in line with the objective of the study which was to determine the effect of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya. The chapter specifically explores the relationship between corporate social responsibility and the efficiency of stakeholder management strategies in Standard Chartered Bank, Kenya. The section reviews a number of corporate social responsibility strategies utilized by Standard Chartered Bank such as the moral obligation of the company to the society, ethical obligations of the company to the society, economic obligations and environmental conservation strategies before looking at the relationship between such strategies with stakeholder management.

### **4.2 The Participants Response**

The survey targeted Standard Chartered Bank Kenya, Corporate Brand and Marketing department as well as five of its branches in Nairobi. Four employees from each of the bank branch were contacted for an engagement in an online interview. However, only 22 out of the possible 24 respondents accepted and participated in the interviews to completion. The number of responses represented a high response rate of more than 90% which was deemed to be adequate in the realization of the research objective. Donald (2011) explains that the response rate of a sample size ought to be more than 50% the total sample size to enhance accuracy. The two respondents either failed to complete the interview or failed to turn up for the interview due to commitments.

### **4.3 Demographic Characteristics of the Respondents**

#### **4.3.1 Age and Gender of the Respondents**

The respondents' demographic characteristics were checked to determine their suitability for this study. The main demographic characteristics that were taken into consideration included the respondents' age, gender, level of education and experience in the job. It was noted that most of the respondents were male, and the rest were females. Out of the 22 respondents, 14 were aged 40 and above, 6 were aged between 30 and 39 while 2 were aged 30 and below.

This means that the bank has a high number of male employees, especially in their corporate and stakeholder's management department. It is also evident that the banks employees including individuals from different age groups. However, most of the bank employees are above 40 years, especially within the banks corporate, brand and marketing department.

#### **4.3.2 Level of Education and Work Experience of the Participants**

The level of education and the work experience of the respondents were recorded because these characteristics determine the quality and quantity of information that the researcher could obtain from the respondent. It was discovered that 5 of the respondents had a PhD, 8 of the respondents had a Master's degree and above, 7 had a Bachelor's degree while the remaining 2 had a Diploma as shown in Table 4.1.

Table 4.1: Level of Education

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
---------------------------	------------------	-------------------

<b>PhD</b>	5	22.7
<b>Masters Degree</b>	8	36.4
<b>Bachelors Degree</b>	7	31.8
<b>Diploma</b>	2	9.1
<b>Total</b>	<b>22</b>	<b>100</b>

From the Table 4.1, it is true that the work experience of the participants was determined by the number of years each respondent had taken in the company and in the specific position. The experience durations were clustered for convenience and out of the 22 respondents, only 3 had a work experience of less than 3 years; 13 had an experience of between 4 and 8 years and the remaining 6 had experience of more than 8 years.

This means that most of the firm employees have worked with the firm for more than 4 years. It can be argued that the firm has stable and effective ways of managing their employees. In addition, the findings also indicate that the firm employees especially in their corporate and stakeholder's management department have higher levels of education. This means that the firm is considering education levels in hiring their employees.

#### **4.4 Corporate Social Responsibility Strategies at Standard Chartered Bank Kenya**

The study sought to identify the corporate social responsibility strategies used by the Standard Chartered Bank. All the respondents agreed that Standard Chartered Bank made use of diverse CSR strategies that were founded on the company's moral, ethical, economic and environmental obligations to its business and natural environment.

From the findings, it is true that companies should adopt social responsibility factors in their major activities to improve their stakeholder management. This will also help them attract more customers and improve their brand image in the community. Stable and good brand image is associated with high performance of the firm.

#### **4.4.1 Moral Obligations to the Society**

The respondents were asked to state whether the company's leadership supported moral obligations to the society, and they all agreed that the leadership was committed to their moral obligations to the society. For instance, the company has an employee volunteering program in which the employees occasionally choose social programs to engage in freely. The company has a program dubbed; skill-based volunteering that offers free financial education and mentoring to groups of young people and women.

In addition, the respondents noted that the company had participated in several social activities touching on health and education of the youth where its sponsor health awareness programs such as free cancer screening programs. The available data in the company annual reports also revealed that the company also offers scholarships to young bright students to help them pursue their education. The company also engages in a global initiative called 'seeing is believing' where it supports measures to tackle avoidable blindness. This program reached close to 20 million Kenyans among whom 13.5 million were screened in 2003 alone and facilitated more than 180,000 sight restoring surgeries.

From this analysis, it can be argued that companies including banks should adopt moral obligations to the society, especially by the top leadership or management of the firm. This will ensure that the firm is committed to the operations and consider moral policies and plans in their major operations. Companies with moral plans and policies enjoy high



employee satisfaction and stable stakeholder management as evident in the study findings. This is because moral standards allow the employees to experience fair practices and this attract other stakeholders to the firm.

#### **4.4.2 Ethical Obligations to the Society**

The respondents agreed that the company strives to treat clients fairly and has in place measures that help it deliver high-quality services and products. The company has in place measures and policies to ensure that customer complaints are resolved faster and amicably. The respondents also noted that the company also has in place financial compliance programs that aim at protecting the clients and employees from economic crimes within the company. They also pointed out that that the company has a culturally diverse mix of employees that include a close to 50/50 gender equity with more than 45% of the leadership positions taken by women. It was also noted that Standard Chartered Bank had in place a global standardized health and safety guideline that helps to minimize occupational injury and health hazards.

From this analysis, it can be argued that the firm has adopted ethical policies in their operations. Application and use of ethical programs have led to fair treatment of the employees as well as delivery of high-quality services to stakeholders. This means that companies should seek to adopt ethical policies and programs in their operations to attract more employees and other stakeholders by ensuring fair practices in the workplace. Ethical practices can also help reduce workplace misunderstandings and help the employees enjoy a workplace free from corrupt practices.

#### **4.5.1 Economic Obligations to the Society**

The respondents were asked to state the support of their company towards their economic obligations to the society. All the respondents agreed that the company had set aside some money for economic development programs in the surrounding communities. The bank spend spends Ksh. 90 million annually to sponsor The Standard Chattered Nairobi Marathon with the aim of building financial capability among the youth, women and SMEs. The company has also in place financial education initiatives, FE4Y and E4E which help to educate and empower youths and women respectively.

It was also established that Standard Chartered Bank had in place a community investment initiative which makes use of sports and life skills education to help transform lives of women and young girls by offering social and economic empowerment to adolescents; the Goal program offers knowledge that enhances employability of the youths.

From the findings, it can be argued that adoption of economic support systems is important for companies operating in the banking industry. This is because it helped the firm to support educational and healthcare activities in the community. It is important that other companies adopt economic obligation framework in their operations to support economic development programs such supporting girl child education and sport sponsorship in the surrounding communities. This is important in engaging with the stakeholders from different sectors in the society.

#### **4.5.2 Environmental Conservation Strategies**

The respondents were asked to state whether their company top leadership and the company in general supported environmental conservation programs. They agreed that the company had indeed participated in several environmental conservation programs and that

most of the top leaders and managers of the company support such programs. In addition, it was noted that the company sets aside specific amounts of money in its annual budget specifically for environmental conservation programs under CSR.

All the respondents mentioned that the company has procedures for measuring energy use and a proper waste disposal mechanism. Reports show that the company had reduced its energy use by 34%, water use by 36% for the period between 2008 and 2017. The firm also ensured environmentally friendly practices in their operations.

Based on this analysis, it can be argued that adoption of environmental conservation programs is important to all banks in the society. This is because the environmental conservation programs help the firm to adopt environmentally friendly practices and to encourage safe environmental practices. It is important that all firms set a specific budget for promoting their environmental conservation programs under CSR.

#### **4.6 Benefits of Corporate Social Responsibility Strategies**

The respondents were asked to give the benefits that the company and other stakeholders had gained by undertaking CSR programs. One outstanding benefit noted by most respondents is that the CSR programs had helped in improving the standards of living and enhancing good quality of life to the communities. They also noted that the company's CSR programs have come in handy in helping the people during natural calamities. Apart from helping the community, it was noted that the company itself benefits from its CSR programs in that it is a business strategy that enables the company employees adhere to the business ethics.

The respondents alluded that CSR programs has enabled the company to gain more customers because it helps the company advertise itself. It increases public awareness of the company's business thus increasing customer loyalty. It was found out that the CSR programs that involved humanitarian acts helped in creating a positive image about a company thus helping in building the company's reputations as an honest, reliable and caring partner. This has eventually been translated into increased sales thus increased revenue for Standard Chartered Bank.

According to the bank Corporate Brand and Marketing manager, "as a bank we have managed to adopt corporate social responsibility to improve our networks and understanding of the public viewpoints. Our bank fully supports marathons and girl child education in various universities in the country. We fully believe that adoption of CSR plans will help us to increase our understanding of the stakeholders whether in urban or rural settings. Our next plan as the bank is to adopt health care support systems to engage with our stakeholders and to help social and healthcare problems in the community. This is something that we are having a long-term goal to achieve within the next two years" (Standard Chartered Bank Corporate Brand Manager, 2020).

From these results, it is true that the adoption of CSR programs and policies help the firm to enjoy several benefits. For example, the firm was able to experience high levels of stakeholder management, good brand reputation in the community and attraction of new customers. It is important that firms adopt CSR programs to help in improving the standards of living and enhancing good quality of life to the communities. Firms should adopt ethical, moral standards and encourage environmentally friendly practices as well.

#### **4.7 Relationship between Corporate Social Responsibility Strategies and Stakeholder Management at Standard Chartered Bank Kenya**

The respondents noted that public involvement in CSR initiatives by the company helped in creating public awareness which created an increased customer base. The economic inclusion initiatives of the community tend to create a good working environment with the other stakeholders such as the government officials, landowners and other stakeholders. It was noted that the fact that CSR programs increase customer loyalty and customer base by meeting the social needs of the customers, the company enjoys increased profits which end up as dividends to the shareholders of the company.

The respondents alluded to the fact that despite CSR programs benefiting the company; such programs must be arrived at through a negotiated consensus with all stakeholders, especially shareholders due to their financial implications. CSR programs include costs, for instance, Ksh. 90 million for the annual Standard Chartered Nairobi Marathon is a cost that must be borne by either the shareholders (through profit reduction), or by customers through price increment.

The respondents agreed that somehow, CSR programs have improved stakeholder management because before any program is rolled out, all stakeholders are consulted and their opinions sought on the best approaches for the proposed program. This has helped improve stakeholder engagement in the company processes. Some of the common stakeholder management strategies identified by the respondents include stakeholder engagement through constant communication with them and stakeholder mapping at various process stages.

Based on the findings, it can be argued that the adoption of public involvement in CSR initiatives by the companies is important in promoting stakeholder management. The firm adopted CSR programs, and this led to creating public awareness and attraction of more customers. The adoption of CSR policies and programs also help the firm to engage with the public in different activities including in Marathon and educational services. In that sense, it can be argued that firms must adopt CSR programs in their major operations to engage with stakeholders such as the government officials, the community, customers as well as landowners and other stakeholders. Companies that have adopted CSR programs also enjoy negotiated consensus with all stakeholders as evident in the study findings.

#### **4.8 Discussions**

The findings of the study revealed that the firm has both male and female employees. However, most of the employees are males. This is in line with other studies done on the banking industry (Okwemba et al., 2015). Additionally, the study also revealed that majority of the employees has higher education levels and have worked with the firm for more than 4years. This is also in line and similar to other studies done in the banking industry in the past by Ponnu and Okoth (2019).

According to Post, Preston and Sauter-Sachs (2015), community social responsibility is a process in companies where the companies taking economic, social, and environmental responsibility while aiming at promoting sustainable development. The Standard Chartered Bank has been found to engage in a number of CSR strategies that touch on moral, ethical, economic and environmental aspects. Some of the running CSR programs in the company include Seeing is believing, a project that helps prevent blindness among people, Standard

Chartered Nairobi Marathon, Financial Education for Youth, Education for Entrepreneurs, Women in Technology and the Goal Program. The company has annually set aside large sums of its budgetary allocations on CSR initiatives that have been found to not only benefit the community but also the company. The findings of the study were comparable Siegel and Vitaliano (2017) who noted that CSR programs help empower the public through increasing the levels of social, economic and moral activities in the society.

The findings further supported Mutuku (2018) who argued that the CSR initiatives that banks have put in place have helped the company improve its financial growth as well as stakeholder management due to increased engagement and enhanced communication with such stakeholders. Since CSR programs have cost implications, it is critical that a company should find a way of increasing value to the shareholders before it engages in a CSR activity. This means that companies need to set a budget for their CSR programs.

Apart from CSR as a stakeholder management strategy, Standard Chartered bank have in place other stakeholder management strategies that include stakeholder engagement through constant communication with them and stakeholder mapping at various process stages. This was in line with other past studies by Ochoti et al. (2018) who noted that CSR plans help boost the stakeholder's confidence in the company. This means that companies should support introduction of CSR plans in all their programs and activities.

Accordingly, the study findings supported the theories in the study. This is because the study noted that stakeholder management is important in managing the success of the company (Wicks, Gilbert & Freeman, 2016). The study also confirmed the philosophical view that stakeholders are different and include the firm customers, the public as well as the employees and the general top management of the firm (Friedman and Miles, 2006).

Philips (2003) noted that businesses are only considered successful if they deliver value to most of the stakeholders and it was evident in the study that understanding the values of the stakeholders results into increase in the employee satisfaction, increased investment, improved talent acquisition as well as i increases retention rates which all lead to increased profitability of the firm. This is a clear indication that the stakeholder's values matter a lot in the organization (Ackerman and Eden, 2016).

Moreover, the study findings also supported the resource-based viewpoint of the firm. This is because it was evident from the findings of the study that the firm managed to adopt several social responsibilities due to its vast resources ((Ainuddin et al., 2017). Additionally, the study revealed that the firm had unique and non-imitable resources that allow them to compete with others using their assets (Rousseau, 2017). The results also supported the view that assets are main condition for success of the firm in its major operations and activities. This is in line with the study findings and it can be argued that the application of resources can help firm to have highly competitive edge and to deliver long and stable sustainable competitive advantage. This is because the results confirmed that when assets, capabilities and the firm resources are properly controlled, the firm can achieve highly competitive advantage (İpek, 2018).



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter provides a summary of the findings, the conclusions, and recommendations. It also contains the contribution of the study to existing knowledge and areas for further study. The conclusions are in line with the specific objectives of the study which is to determine the effect of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya.

### **5.2 Summary of the Study Findings**

The objective of this study was to explore the relationship between corporate social responsibility and stakeholder management at Standard Chartered Bank, Kenya. The data was collected from Standard Chartered Bank and the respondents were top management from Corporate Affair Brand and Marketing department (Core business is to organize and plan SCB Kenya CSR activities), as well as five of its branches in Nairobi. Four employees from each of the bank branch were contacted for an engagement in an online interview. The study interview included both male and female managers and it was noted that most of the firm employees are above 40 years. It was also noted that the majority have higher levels of education and have worked with the firm for more than 4years.

The study reviewed the various corporate social responsibility strategies utilized by Standard Chartered Bank such as the moral obligation of the company to the society, ethical

obligations of the company to the society, economic obligations and environmental conservation strategies. From the study findings, it was evident that there is a positive relationship between corporate social responsibility and stakeholder management at Standard Chartered Bank, Kenya.

The study indicated that the bank management included both males and females and majority of them had Masters degree and have worked in the banks for more than 4 years. The study also confirmed that the bank made use of diverse CSR strategies that were founded on the company's moral, ethical, economic and environmental obligations to its business and natural environment. On analysis of the moral obligations to the society, the inquiry found out that the bank top leadership was committed to their moral obligations to the society. The bank participated in a number of social activities touching on athletics, health and education of the youth where its sponsor health awareness programs such as free cancer screening programs.

The study noted that the banks supported ethical obligations to the society and strives to treat clients fairly and has in place measures that help it deliver high-quality services and products. The company has in place measures and policies to ensure that customer complaints are resolved faster and amicably. Importantly, the study also found out that the firm has adopted economic social responsibility and has set aside some money for economic development programs in the surrounding communities. The bank supported women activities and offered young girls social and economic empowerment programs. Other major social responsibility adopted by the bank included environmental conservation programs. All these corporate social responsibility programs led to efficiency of stakeholder management in the bank.

### **5.3 Conclusion**

The study determined that there is a positive and significant relationship between corporate social responsibility and the efficiency of stakeholder management at Standard Chartered Bank, Kenya. This is because the adoption of moral obligations, ethical obligations as well as economic obligations and environmental conservation strategies led to high stakeholder engagement within the bank.

The study also established that the adoption diverse CSR strategies such as company's moral, ethical, economic and environmental obligations to its business and natural environment is important in promoting efficiency of stakeholder management. It is imperative that banks and other organizations adopt social, economic and moral obligations to the society. This is because the inquiry found out that the bank top leadership was committed to their social, moral and economic obligations to the society and this led to high stakeholder engagement.

The study also concluded that adoption of corporate social responsibility strategies is important to bank and other organizations in the society. This is because it helps the firm/company employees to adhere to the business ethics as well as enabled the company to gain more customers because it helps the company advertise itself. It also increases public awareness of the company's business thus increasing customer loyalty and Stakeholder Management at Standard Chartered Bank Kenya. This is because there is a high public involvement in CSR initiatives by the company and this helped in creating public awareness which created an increased customer base. The paper concluded that

firms should adopt economic inclusion initiatives of the community to create a good working environment with the other stakeholders such as the government officials, landowners and other stakeholders.

#### **5.4 Recommendations for the Study**

The study confirmed the view that there is a positive relationship between corporate social responsibility and the efficiency of stakeholder management at Standard Chartered Bank, Kenya. In that sense, the inquiry provides various suggestions to the bank management, the policy makers as well as theory in line with the results and findings.

##### **5.4.1 Recommendations for the Bank Management**

The study recommends that the management of the bank and other companies in the community should adopt CSR programs to increase their customer loyalty and customer base by meeting the social, economic and moral needs of the customers. This will also help the companies to enjoy or experience increased profits and performance in the long run. The companies should also use CSR programs to build consensus with all its stakeholders. It is evident that improved stakeholder management promote the success of the firm and the firms should adopt continuous stakeholder engagement using strategies such as the use of constant communication and adoption of stakeholder mapping plans.

##### **5.4.2 Recommendations to Policy Makers**

The study recommends that policy makers in the country and beyond adopt plans and policies associated with promoting companies' efforts towards taking economic, social, and environmental responsibility while aiming at promoting sustainable development. The government policy makers should adopt policies that encourage moral, ethical, economic

and environmental programs within various organizations in the country. This will help companies to encourage and support social welfare in terms of education, health and entrepreneurship activities in the society.

#### **5.4.3 Recommendations for Theory**

The study also suggested that companies and future scholars involve the analysis of how CSR initiatives can help companies to improve their financial growth and performance. The study noted a close relationship between CSR plans and stakeholder management due to increased engagement and enhanced communication models and it is important that theoretical frameworks underlying the relationship between CSR programs and the firm cost implications and growth rate be determined.

#### **5.5 Limitations of the Study**

This study adopted case study method and the data collected was limited to Standard Chartered Bank Kenya only. This means that the study was limited to one company and faced contextual limitations since it was conducted industry. While the findings of this study may be generalized for policymaking and management of other industries, qualitative data collected was specific to the banking industry, which may limit generalization of results in other industries and sectors.

During the study, there were also other limitations that were faced by the researcher. For example, some of the respondents were not willing to participate and share the firm data. They noted that such data were considered secret. However, the researcher convinces them that the study data was only meant for academic objectives and was not going to be shared to the public without their consent.

Moreover, another limitation was the use of interview method to collect data. It was noted that some of the respondents exaggerated information to provide their banks with a good public image. However, the researcher encouraged the respondents to give honest and non-bias data related to the firm activities.

### **5.6 Suggestions for Further Research**

This study concentrated on the analysis of the determination of the effects of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya. It is important that future studies consider other industries and determine how CSR plans promote stakeholder management. Additionally, future studies should consider analysis how specific CSR plans such as moral or ethical obligations influence the performance of companies in the country and beyond. It is also important that future researchers consider adopting studies to determine the relationship between economic obligations and firm performance in different industries.

## REFERENCES

- Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2017). Putting the s back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of management review*, 32(3), 836-863.
- Andriof, J., Waddock, S., Husted, B., & Rahman, S. (2018). Unfolding stakeholder thinking: theory. *Responsibility and Engagement*, Greenleaf, Sheffield.
- Carroll, D., (2015). An empirical examination of the relationship between corporate social responsibility and profitability in Czech Republic. *Academy of Management Journal*, 28 (2): 446-463.
- Cheruiyot, F. K. (2015). *The relationship between corporate social responsibility and financial performance of companies listed at the Nairobi Stock Exchange* (Doctoral dissertation, University of Nairobi, Kenya).
- Donaldson, L. & Preston, E. (1995). The Stakeholder Theory of Corporation: Concepts, Evidence and Implication. *Academy of Management Review*, 20(1), 65.
- De Grosbois, D. (2018). Corporate social responsibility reporting by the global hotel industry: Commitment, initiatives and performance. *International Journal of Hospitality Management*, 31(3), 896-905.
- Enderle, G. (2004). Global competition and corporate responsibilities of small and medium-sized enterprises. *Business Ethics: A European Review*, 13(1), 51-63
- Freeman, R. E. (1984). *Strategic Management*. Boston: Pitman Books
- Freeman, R., & Evan, W. (1990). Corporate governance: a stakeholder interpretation. *Journal of Behavior Economics*, 19(1), 337-59.

- Friedman, M. (1970). 'The social responsibility of business to increase its profits'. *New York Times Magazine*, September 13, 32-33, 122, 124, 126
- Friedman, A., & Miles, S. (2006). *Stakeholders: Theory and Practice*. London: Oxford University Press.
- Galbreath, J. (2006). Corporate social responsibility strategy: strategic options, global considerations. *Corporate Governance International Journal of Business in Society* 6(2), 175-187
- Ghikas, N. N. (2018). Implementation of the business process outsourcing strategy in standard chartered bank Kenya limited (*Doctoral dissertation, University of Nairobi*).
- Golob, U., & Bartlett, J. L. (2017). Communicating about corporate social responsibility: A comparative study of CSR reporting in Australia and Slovenia. *Public Relations Review*, 33(1), 1-9.
- Hazlett, S. A., McAdam, R., Sohal, A., Shahin, A., & Zairi, M. (2017). Corporate governance as a critical element for driving excellence in corporate social responsibility. *International Journal of Quality & Reliability Management*.
- Hermingway, A., & Maclagan, W. (2004). Managers' personal values and drivers of corporate social responsibility. *Journal of Business Ethics*, 50(1), 33-44
- Hohnen, P., & Potts, J. (2017). Corporate social responsibility: An implementation guide for business. *International Institute for Sustainable Development and Institute of international development*
- Kagendo, C. M. (2015). Corporate social responsibility and competitive advantage by commercial banks in Kenya (*Doctoral dissertation, University of Nairobi*).



- Kiko, J. N. (2018). The practice of corporate social responsibility among foreign multinational companies in Kenya. (*Unpublished MBA Thesis*), University of Nairobi, Kenya.
- Kiko, J. N. (2018). The practice of corporate social responsibility among foreign multinational companies in Kenya (*Unpublished MBA Thesis*), University of Nairobi, Kenya.
- Kimathi. I. K. (2019). A survey of relationship between corporate social responsibility and competitive advantage in the oil industry in Kenya, (*Unpublished MBA project*) University of Nairobi, Kenya.
- Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review*, 41(4), 438-446.
- Kothari, C. R. (2015). Research methodology: Methods & techniques. New Delhi, IN: New Age International (P) Ltd.
- Lichtenstein, D. R., Drumwright, M. E., & Braig, B. M. (2015). The effect of corporate social responsibility on customer donations to corporate-supported nonprofits. *Journal of marketing*, 68(4), 16-32.
- Logan, D., Regelbrugge, L., & Roy, D. (1997). *Global corporate citizenship: rationale and strategies*. Washington D.C.: Hitachi Foundation
- Maignan, I., & Ferrell, O. C. (2019). Nature of corporate responsibilities: perspectives from American, French and German consumers. *Journal of Business Research*, 56(1), 55-67.
- Manowong, E., & Ogunlana, S. (2015). Strategies and tactics for managing construction stakeholders. *Construction stakeholder management*, 121-137.

- Muriu, L. M. (2015). Corporate social responsibility as a factor in strategy development and implementation at East African Breweries Limited. *Unpublished MBA Thesis*.
- Mutuku, K. (2018). The relationship between corporate social responsibility and financial performance: a case of publicly quoted companies in Kenya.
- Ochoti, G. N., Muathe, S., Ronoh, P. K., Maronga, E., & Ochoti, F. O. (2018). Corporate social responsibility, client satisfaction and competitive advantage in retail banking institutions in Kenya. *International Journal of Arts and Commerce*, 2(2), 161-173.
- Okwemba, E. M., Chitiavi, M. S., Egessa, R., Douglas, M., & Musiega, M. G. (2015). Effect of corporate social responsibility on organization performance; Banking industry Kenya, Kakamega County. *International Journal of Business and Management Invention*, 3(4), 37-51.
- Ponnu, C. H., & Okoth, M. O. (2019). Corporate social responsibility disclosure in Kenya: The Nairobi Stock Exchange. *African Journal of Business Management*, 3(10), 601-608.
- Post, J. E., Preston, L. E., & Sauter-Sachs, S. (2015). *Redefining the corporation: Stakeholder management and organizational wealth*. Stanford University Press.
- Siegel, D., Vitaliano, F. (2017). An empirical analysis of the strategic use of corporate social responsibility. *Journal of Economics & Management Strategy*, 16(3): 773-792.

## **APPENDICES**

### **Appendix I: Interview Guide**

The topic of this study is to determine the effect of corporate social responsibility strategies on stakeholder management at Standard Chartered Bank Kenya.

Kindly provide answers on the above questions from the best of your understanding.

#### **SECTION A: Background Information**

1. How long have you worked with the Standard Chartered Bank Kenya?
2. Which department are you currently working in?
3. How long have you worked in this department?
4. Are you involved in leadership position within the company?

#### **SECTION B: Corporate Social Responsibility Strategies at Standard Chartered Bank Kenya**

5. How do you understand Corporate Social Responsibility?
6. Has your company ever engaged in CSR?
7. What are some of the corporate social responsibility strategies that have been adopted by Standard Chartered Bank Kenya?
8. Does your company top leadership support corporate social responsibility initiatives?  
Why do you feel so?
9. Does your company top leadership support and depicts ethical, moral and economic obligation to the society?

Why do you feel so?

10. Does your company top leadership support environmental conservation?
11. What is the approximate percentage of the company annual budget that goes to CSR programs?
12. Is there a department/team/individual tasked with managing and running CSR programs? What is its composition? What are its responsibilities?
13. Do you have any CSR programs currently underway as conducted by your company? Tell us more about these programs.
14. What benefits have the company gained from such CSR programs?

**SECTION C: Stakeholder Management at Standard Chartered Bank Kenya**

15. Apart from CSR programs, does your company have methods of managing other stakeholders? Please elaborate on this.
16. If asked to give your opinion, what will you tell your management to do to improve on stakeholder management and increase efficiency of CSR programs?
17. Has the company success on stakeholder management improved due to adoption of different Corporate Social Responsibility Plans?
18. Suggest various plans/strategies that can be adopted to promote corporate social responsibility and stakeholder management at Standard Chartered Bank Kenya

.....  
.....