

**AN INVESTIGATION INTO THE PRACTICES OF SOCIAL
RESPONSIBILITY AMONG POLYTHENE
MANUFACTURERS IN KENYA**

BY



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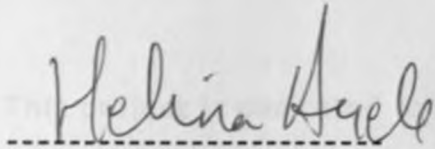
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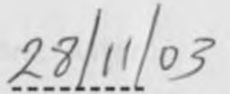
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Declaration

This research project is my original work and has not been submitted for a degree in any other university.

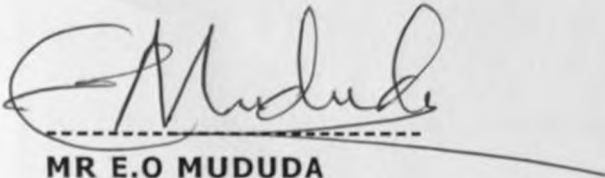


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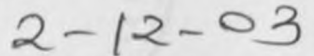


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This research project has been submitted for examination with my approval as a university supervisor.



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DATE

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Dedication

This project is dedicated to my parents Dr. Ayele Tirfie and Mrs. Aster Alemu for their constant love and encouragement that kept me going to successfully complete the project.

I would like to thank my friends and colleagues, and all the help they have provided me with.

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Abstract

Business practices have changed tremendously over the years. The focus is no longer profit maximization. Contemporary business practices call for increased attention on societal and environmental aspect. Managers of today are striving to change their outlook by focusing more on factors that directly or indirectly affect operations hence, paving the way for long-term profit maximization. The concept social responsibility came as a result of these changes.

The study was designed to investigate the social responsibility practices among Polythene manufacturers in Kenya. There are 32 Polythene manufacturers in Kenya which comprised the population. A census study was conducted. Primary data formed the basis for this research and was collected through personal interviews and structured questionnaires.

The results have shown that even though the manufacturers are well aware of the concept of social responsibility that has not led to the implementation of the same. This is mainly because of the prohibitive costs associated with it. Training and employment opportunities, and transport provision have been undertaken to certain degree with the aim of maximization of profit. But with regard to the environment not much has been done.

Government should play a major role in order to minimize the effects Polythene products have on the environment by giving incentives for the manufacturers making investment somehow easy. Manufacturers

also have a role to play by educating users to the right disposal methods, finding alternative suitable for making bags and packaging material at competitive rate and convenience without having any negative aspect.

Lastly, we should learn from best practices in other countries by adopting practices to our local settling. For example in India, due to widespread awareness drive by NGO's and government and to lesser extent by educational institutions has resulted in increasing consciousness among few shopkeepers they have shifted back to the old system of wrapping up goods in paper bags or newspapers, some people are slowly getting habituated to going to the market with cloth bags.

Besides a few NGO's, even school students have come forward to take up a promotion campaign for the use of paper or cloth bags. It has also been suggested rather than spending on anti-plastic campaign, the authorities should gear up its machinery for effective waste management and disposal of plastic.

CHAPTER ONE

INTRODUCTION

1.1 Background

Companies are like people – each has a unique personality. Just as people recognize each of us by the way we communicate and the way we behave, a company reflects its own unique character to the world. Companies typically portray their uniqueness through advertising, product research and placement, image building and brand name recognition. However, one of the ways by which companies can also achieve this is through the role they play in the society. Besides providing customers with unique products and services, whether big or small, local or international companies are increasingly taking account of the social, environmental and ethical impact of their operations be it in the products and services they deliver or the way they respond to the consumer demand. Increasingly, consumers demand that products and services be environment friendly and should not adversely affect the society.

1.1.1 The impact of societal trends

As production and consumption processes become increasingly urban based due to the advent of urbanization, the products and production processes of companies play an increasingly important and visible role in sustainable urban development. Businesses exist in a pluralistic environment. The plural environment is defined as the relationship of a business institution to values and institutions outside its own formal organization (Keith 1975). It

has many semi-autonomous and autonomous groups through which power is diffused. No one group has overwhelming power over all others and each has direct or indirect impact on all the others. According to Keith (1975), centuries ago business was rather uncomplicated, involving only a few interest groups. But institutions and interest groups have expanded as a result of development of science, education and culture. Two societal trends have had a major impact on business. These are urbanization and evolution towards pluralistic social environment. The pluralistic environment in which business operates includes investors, management, labor, customers, government, the community, vendors, researchers, professionals and business associations.

The challenges to businesses operating in a pluralistic environment include a more competitive investment environment, public concern for quality of life and of the work environment, and providing for the public good through taxes. In addition, companies are expected to be good neighbors to the community and contribute to social goals, public interest, and human progress.

Over the years businesses have come under attack for contributing to major social problems such as urban congestion, air and water pollution, and the unsustainable exploitation of raw materials. Social interest groups pressure businesses through an array of methods such as picketing, product boycotts and lobbying for restrictive legislation. Prominent movements in this century include labor unions, civil rights groups, consumers, and public interest groups (Steiner 1988). Over the years, businesses have become aware of the expectations of the public and are struggling not only to enhance their

image as socially responsible institutions but also to help find and contribute solutions to major social, economic, and environmental issues.

For example, managers' jobs today include finding ways to work with government. Both governments and businesses have vested interest for greater well being and economic prosperity. For instance, some businesses contribute to educational institutions to gain good will with the community on one hand and to make use of the later educated work force on the other hand. The growing power of trade unions has meant that managers must relate to organized groups of workers, both union and non-union on a variety of new fronts. Management is also increasingly expected to maintain relationship with the public at large. (Steiner 1988)

1.1.2 Business and the environment

A survey on business and environment (Buchholz, 1995) established that environmental problems of concern in the 1970's were global in the sense that every industrial society had some of the same problems. Air pollution existed in every country with factories and automobiles and water pollution was a problem in societies with manufacturing companies and cities with large quantities of waste disposed in lakes and rivers. The disposal of solid hazardous waste like plastics and Polythene began to pose serious problems for many countries in the 1970's. These problems were dealt with largely on a national basis and even sometimes on a local and regional basis. Every country that became concerned about these types of pollution passed some kind of laws or regulation to deal with the problem.

The concept of social responsibility springs from the need to solve some of these problems caused by business entities. The society puts pressure on companies to take into consideration the society's problems. According to (Buchholz 1995), social problems began to receive attention from business corporations, and from schools of business and management when the society was going through social revolutions. Because of these developments a need arose to devise new theories and rationales for business investment in solving social problems. Businesses needed to be able to explain to their employees and shareholders why they were turning some of their attention to new areas of concern and these new business efforts focused on the concept of social responsibility as a way of rationalizing and justifying new behaviors.

1.2 Rationale for the study: The case of Polythene products

Hundreds of new products are appearing in the market every day, which are dramatically proliferating into everyday life. Polythene is one such product, which due to its ease of use, handiness, lightweight, waterproof nature and low cost has found a wide applicability in modern production and consumption processes. It is largely used for packaging and storing and is most widely used as carry-bag. As the consumption of polythene has increased enormously, so has the accumulation of waste polythene, particularly in urban areas. Polythene bags lying in garbage heaps and blowing here and there have become a common sight in public places, residential areas, tourist destinations etc, which not only is an eyesore but also has serious environmental implications.

Polythene is non-degradable and can take hundreds of years before it breaks down into constituent elements that can be absorbed by nature. Chemically, polythene is a polymer of ethylene of high molecular weight. It is a thermoplastic material, which when heated gets softened due to weakening of intermolecular forces and eventually melts. On cooling it solidifies again (Tribune 2002).

The main problem with polythene is associated with its non-degradable nature, which raises the question regarding its disposability. After using the consumables contained within polybags, the latter are usually thrown away. Being light in weight, they can be spread by wind and end up in drains and often cause blockage of sewage and hence cause flooding, much to the discomfort of the public who themselves are one of the causative agents of the problem. It is also a common practice to pack up the household trash in polybags and throw it away.

Most consumers do not realize that the disposal of household waste in polybags inhibits the biodegradable kitchen-waste from decomposing freely in the soil or prevents animals from consuming the waste. Dumping the polythene bags in the ground is also not an environmentally sound approach due to their non-degradable nature. Mechanical shredding of polythene reduces the fertility of soil as the shreds get mixed up with the soil particles. Similarly, burning of polythene is harmful as it releases toxic gases like dioxins, which have detrimental effects on health. Thus, it is not safe to throw, dump or burn polythene.

For instance, only 20 per-cent of used Polythene is collected for recycling in Dakha, Bangladesh. The remaining 80 per cent is scattered over the grounds, in the drains, and sometimes in the sewerage lines. As a result, waste cannot pass through them. The effect of Polythene on the soil is destructive as water and air cannot pass and the soil gradually loses its fertility. Even when the polythene bags are recycled, the process creates harmful hydrogen cyanide gas, which contributes to respiratory problems for those dealing in the recycling process (Tribune 2002).

The situation has continued unchecked because the public is unaware of the threat posed by their treatment of the environment. While there are many organizations with environmental focus in Bangladesh, often these organizations do not attempt to change the lifestyle decisions that regular citizens make everyday which can have profound impact on the environment.

In general, there has been great concern about the environmental degradation caused by plastics in general. Plastic wastes, especially recycled plastic bags, pose several serious problems, which have been widely documented and publicized (Down to earth 2000).

1.3 Statement of the problem

In Kenya, the Polythene manufacturers have played a major role in production and distribution of Polythene at an affordable price. The polythene bags provide easy carriage and can be used over and over again for a period of time. Even though polythene bags have become very useful in the Kenyan society, we can not ignore the tremendous pollution they are causing to the environment. In general, the lack of clean rivers, air pollution and most of all litter as a result of products and by-products can testify to the problem of pollution in Nairobi. Among these products and by-products, Polythene and other packaging materials take the precedence.

There has been great concern about the impact of polythene on the environment over the years. This concern has been world wide in that some countries have even banned the production of polythene bags since their non-biodegradable nature and scattered usage is becoming counter productive for sanitary systems and environment degradation. Consumer awareness and government intervention is very important in addressing this issue. For example, Jammu and Kashmir governments planned to bring a comprehensive legislation to ban the use of recycled polythene bags in the states (Tribune 2002). Kenya is no exception in this Polythene 'Syndrom'. Indeed garbage sites in Kenyan cities and towns testify to this.

In this regard: *scope of the study*

1. What is the status of awareness of the social responsibility concept among Polythene manufacturers in Kenya?
2. What are the manufacturers of these materials doing to contain the situation? *scope of the study*
3. What is their role in the improvement of the environment and societal life in relation to their products?

The study shall seek to answer these significant questions. *if issued answers*

significantly related to Polythene.

It helps the organization come up with new initiatives that will help them improve their social responsibility systems.

It helps policy makers in addressing issues by suggesting suitable solutions.

1.3 Scope of the study

The study is confined to finding the level of awareness of social responsibility among the manufacturers and distributors of these materials. The study will be carried out in Nairobi and its environs. The study will also be limited to the manufacturers and distributors of these materials. The study will be carried out in Nairobi and its environs. The study will also be limited to the manufacturers and distributors of these materials. The study will be carried out in Nairobi and its environs. The study will also be limited to the manufacturers and distributors of these materials.

1.4 Objectives of the study

1. To establish the social responsibility practices among Polythene manufacturers.

1.5 Importance of the study

1. Sensitize various parties to the problems related to Polythene materials
2. Add to already existing knowledge on environmental issues/ problems especially related to Polythene.
3. Helps the organization come up with new methods that will help them improve their social responsibility awareness.
4. Helps policy makers on environment issues by suggesting workable solutions

1.6 Scope of the study

The study is confined to finding the level of awareness of social responsibility among the polythene manufacturers and establishes if there are measures concerning Polythene bag production and disposal and if there are to what extent have they been implemented by the manufacturing firms. At the end of the study a recommendation will be made on the way forward.

1.7 Definition of Terms

Social responsibility: The idea of social responsibility implies that prior to making decision a person will consider the modest possible effects of his decision on the public interest. It refers to a person's obligation to evaluate the effects of both his personal and institutional decisions on the whole social system

Society: This is an amalgam of various stakeholders such as government, workers, investors/shareholders, labor unions, consumers, pressure groups etc.

Pluralistic Society: This represents the relationship between the different groups in the society.

Social Power: Is a type of influence that businesses have on the society such that what they do or say influences their community.

Polythene Manufacturer: a business engaged in polymerization of ethylene (C_2H_4) usually light in weight into Plastic used for packaging and as carry bag by means of a large or small scale industrial operation.

Community: A body of people having common rights, privileges, or interests, or living in the same place under the same laws and regulations

Business: means and includes any activity which involves sale of any goods or services, whether conducted for profit or not, and regardless of conducted by whom.

Profit: The rate of increase in the net worth of a business enterprise in a given accounting period.

Free Market: An economic market in which supply and demand are not regulated or are regulated with only minor restrictions.

Globalization: In its most innocuous sense, globalization simply refers to the complex of forces that trend toward a single world society. Among these forces are mass communications, commerce, increased ease of travel, the Internet, popular culture, and the increasingly widespread use of English as an international language

Corporate Governance: simply states responsible and transparent company management and monitoring structures focused on achieving sustainable growth in company value

Trade Liberalization: Trade liberalization is the process by which tariffs, subsidies, and other restrictions on the free flow of goods and services between countries are removed.

Corporate Philanthropy: Corporate philanthropy refers to the practice of companies of all sizes and sectors making charitable contributions to address a variety of social, economic and other issues as part of their overall corporate citizenship strategy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Background and perspective of social responsibility

Business traditionally focused almost exclusively on economic profit for the owners gearing all the factors of production towards this purpose. This has been supported by classical economic doctrines represented by economists such as Adam Smith (Wealth of Nations) emphasizing economic values in a free market. He advocated the philosophy of laissez faire based on the idea of "let business alone" excluding government interference and involvement with business. Both theory and practice regarded economic profit as the ultimate measure of a firm's success in its role.

Thus, economic values were highly accounted for and owners provided the capital to produce these values shifting the emphasis to obligation to ownership rather than to other business claimants. It is this emphasis on one client group and one measure of performance that raised eyebrows about business performance as people began to recognize the role and significance of other claimants. The relationship between the different claimants represents a pluralistic society in which diverse groups maintain autonomous participation and influence in the society. Business is influenced greatly by these groups in its interface with them (Steiner 1988).

One of the propositions, "social responsibility arises from social power", that describes why and how business is applied today and how business should adhere to the obligation to take action that protects and improves the

welfare of society as well as of the organizations is derived from the premise that business has a significant amount of influence on, or power over, such critical social issues as minority employment and environment pollution. In essence, the collective action of all businesses in a country determines to a major degree the proportion of minorities employed and the prevailing condition of the environment in which all citizens must live. The reason is that, since business has this power over society, society can and must hold business responsible for social conditions that result from the exercise of this power. Society's legal system does not expect more of business than it does of each individual citizen exercising personal power (Steiner 1988).

Businesses can use this power to do good or evil as well as for social gain or social loss. It is subject to abuse and corruption but it is also an agent for responsible social improvement. In a pluralistic social system power is highly dynamic, moving back and forth across the interfaces of organizations as it is redistributed by means of their social exchanges. At the same time, there is considerable public interest for social responsibility on part of business as well as other institutions in the society.

To the extent that businessmen and other groups have social power, experience suggests that social responsibility should go along with it. Social responsibilities of businessmen arise from the amount of social power they have. The idea that responsibility and power go hand in hand dates back several decades. The relationship between power and responsibility is a value supported by various communities as well as part of business philosophy. One of the rules of scientific management states that authority and responsibility

should be balanced in such a way that each employee and manager is made responsible to the extent of his authority and vice versa. This should apply not only to the internal organization but also to the larger society outside the organization. Businesses have been strong advocates for balanced social power and responsibility in external society.

Over the years business thinking and position have changed dramatically. Business has come this far with the help of the society and society has developed to its present state corresponding with business progress. Business, with time has gradually broadened its activities beyond its own circles into the general community and shares power for economic growth, social stability, community improvements, education and other public needs. These expanded social powers are probably greater than the narrow property rights, which was the initial concern of business. It is out of these developed relationships that the idea of social responsibility has emerged as a reciprocal of evident social power.

Social responsibility is a cultural value, which may affect the businessman's decisions along with technical, economic and other values, which he must weigh. Social responsibility is also not the exclusive reason for a decision but it is usually a participating influence in decision making. The substance of social responsibility arises from concern for the ethical consequences of one's acts as they might affect the interests of others. Thus, if issues of public interest are considered at the time of decision-making then social responsibility is involved (Steiner 1988).

2.2 Nature of social responsibility

We live in a period in which major international/multinational corporations whose net worth is equivalent to most developing countries' GDP call the shots and control much of the earth's resources. Because corporations are present in many aspects of social life, they must be responsible towards the society and the environment.

In the age of globalization, corporations and business enterprises are no longer confined to the traditional boundaries of nation states. One of the key characteristics of globalization is the promotion of free cross border transactions and the change in the mode of production. The centralized production processes have given way to highly decentralized mode of production spread across the world.

In the last 20 years, multinational corporations have played a key role in defining markets and influencing the behavior of a large number of consumers. The rules of corporate governance have changed too. And there has been a range of reactions to this change. On the one hand, globalization and liberalization have provided a great opportunity for corporations to be globally competitive by expanding their production-base and market share. On the other hand, the same situation poses a great challenge to the sustainability and viability of such mega-businesses, particularly in the context of the emerging discontent against the latter's practices in different parts of the world. Laborers, marginalised consumers, environmental and social activists have protested against the unprecedented predominance of multinational corporations (CBSR 2002).

The ongoing revolution in communication technology and the effectiveness of knowledge-based economies has created a new model of business and corporate governance. A growing awareness about the need for ecological sustainability and the new economic framework, with an unprecedented stress on communication and image merchandising, have paved the way for a new generation of business leaders concerned about the responses of the community and the sustainability of the environment. It is in this context that we need to understand the new trends in corporate social responsibility.

There are three emerging perspectives that form corporate social responsibility: (Samuel and Saarir 1997)

1. Business perspective that recognizes the importance of 'reputation capital' for capturing and sustaining markets. Seen thus, corporate social responsibility is basically a new business strategy to reduce investment risks and maximize profits by taking all the key stakeholders into confidence.
2. An Eco-social perspective: The proponents of this perspective are the new generation of corporations and the new-economy entrepreneurs who created a tremendous amount of wealth in a relatively short span of time. They recognize the fact that social and environmental stability and sustainability are two important prerequisites for the sustainability of the market in the long run. They also recognize the fact that increasing poverty can lead to social and political instability. Such socio-political instability can, in turn, be detrimental to business, which operates from a variety of socio-political and cultural backgrounds.

3. There is a third and growing perspective that shapes the new principles and practice of corporate social responsibility. This is a rights-based perspective on corporate responsibility. This perspective stresses that consumers, employees, affected communities and shareholders have a right to know about corporations and their business.

2.2.1 Origin of corporate social responsibility (CSR)

Over the years businesses have come under attack for contributing to major social problems such as urban congestion, air and water pollution, and the unsustainable exploitation of raw materials. Interest groups pressure businesses through an array of methods such as picketing, product boycotts and lobbying for restrictive legislation. Prominent movements in this century include labor unions, civil rights groups and consumer and public interest groups (Steiner 1988). Over the years, businesses have become aware of the expectations of the public and are struggling not only to enhance the image of their outfits as a socially responsible institution but also to help find and contribute solutions to major social, economic, and environmental issues.

The primary drive for ethical business and corporate social responsibility came from the USA and Europe in the '80s and '90s, from campaigns run by pressure groups such as Greenpeace and Friends of the Earth. Consumer boycotts, direct action, shareholder action, ethical shopping guides, ethical product labeling schemes, media campaigns and ethical competitors became increasingly effective in changing corporate perspectives.

The mid-'90s were the watershed years for the new consciousness in international corporate polity. This was the time when two prominent MNCs were compelled by 'ethical market forces' to re-orient their business attitudes. In 1995, Shell dumped its Brent Spar oil platform in the North Sea. Public agitation in Europe was so intense that in Germany sales fell by 70 per cent within a fortnight. Similarly, Nike, the shoe and apparel giant, ran aground as a result of a campaign against child labor and worker exploitation in many of the 700 factories across 40 countries where Nike worked with subcontractors. That prompted the company to set up a full-scale team under a Vice President, Corporate Responsibility in 1997 (Samuel and Saarir 1997).

In the changing political paradigm, the market has begun to play a crucial role in shaping the priorities and inclinations of the state and society. There was a subtle shift from a state-centered polity to a market-centered polity. In such a polity, fluctuations in the market influence State policies, and it is markets that increasingly define a state's boundaries of financial and social activities, particularly through the World Trade Organization and powerful individual cartels and stock exchanges. A state's national economy is increasingly dependent on the financial capital market and the consumer market (Samuel and Saarir 1997).

2.2.2 Social responsibility as viewed by different scholars

Different organizations and scholars have tried to define social responsibility according to their experiences and interaction with the internal

as well as the external environment. The following are some of the viewpoints:

Social responsibility is defined (CBSR 2002) as businesses that operate in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of them. Leadership companies see corporate social responsibility as more than a collection of discrete practices or occasional gestures, or charitable initiatives motivated by marketing, public relations or other business benefits. Rather, corporate social responsibility is viewed as an integral component of corporate governance including comprehensive set of policies that are supported and rewarded by top management.

Another definition (Swift and Zadek 2002) relates social responsibility of businesses to their impact on the environment. The impact of business on society results from the way businesses behave. This boils down to the decisions and acts of individuals and groups within a business. If a business is to have deliberate, positive and consistent impact on society its leaders need to ensure that its purpose and values are shared by all those who may influence or benefit from it.

From the above definitions we can understand that social responsibility of businesses includes much more than just a mere provision of goods and services of good quality at a fair price and the respect of laws, rules and regulations. It includes policies and decision-making processes that lessen the real and potential negative impact on the environment, public health and employment opportunities. In other words corporate decision making, willingly

or unwillingly, has a major influence on the sustainability of urban development.

Social responsibility therefore refers to both the impact and the role of business on social, economic and environmental issues. The attitude of managers towards social responsibility seems to have gone through three historical phases: Phase 1, which dominated until the 1930s, emphasized the belief that a business manager had one objective, - to maximize profits. Phase 2 from the 1930s to early 60s, stressed that managers were responsible not only for maximizing profits but also for maintaining an equitable balance among the competing claims of customers, shareholders, employees, suppliers, creditors and the community. Phase 3, which began to emerge recently, in the 80s and 90s, argues that managers and organizations should involve themselves actively in solving major societal problems (Samuel and Saarir 1997).

(Buchholz 1995) sees social responsibility as follows:

1. A private corporation has responsibilities to society that go beyond the production of goods and services at a profit;
2. Corporation has a broader constituency to serve other than that of its shareholders only;
3. Corporations relate to the society in other ways other than the market place alone;
4. Corporations serve a wider range of human values other than the traditional economic values that dominate the market place.

(Steiner 1988), says that in the classical view of business responsibility, a business is acting in a socially responsible fashion if it strives to utilize the resources at its disposal as efficiently as possible in producing the goods and services that society wants at prices consumers are willing to pay. If this is done well, say classical economic theorists, profit is maximized more or less continuously and firms carry out their major responsibilities to society. But today total social responsibilities are broader than profit maximization.

(Steiner 1988) describes 3 concentric circles of responsibilities. The inner circle includes the clear-cut basic responsibilities for the efficient execution of the economic functions i.e. products, jobs and economic growth. The immediate circle encompasses responsibility to exercise these economic functions with a sensitive awareness of changing social values and priorities i.e. with respect to environmental conservation, employee relation, and customer information. The outer circle outlines newly emerging and still amorphous responsibilities that businesses should assume to become more broadly involved in activities that improve the social environment.

According to (Post 1996), social responsibility means that a corporation should be held accountable for any of its actions that affect people, their communities and their environment. It implies that negative business impacts on the environment and society should be acknowledged and corrected if possible. It may require forgoing some profits if its social impacts are seriously harmful to some of the corporation's stakeholders.

According to (Luthman and Hodgett 1972), social responsibility is a factor that is embedded in the decision making process. The social content of

a corporate decision maker cannot be evaluated simply by an examination of the social benefits stemming from its outcome, for in a business world dominated by uncertainty this outcome is often unintended. Any decision process therefore must be appraised for its social content prior to or at the decision point. A corporate decision is socially responsible when an alternative the decision-maker believes will result in the highest social benefits is elected.

Social values and goals permeate societal institutions, when both society and institutions are mutually reinforced and sustained, and possibly altered. Institutions that are completely disparate with societal values and goals will ultimately fail to exist.

According to Committee for Economic Development (CED), USA, business functions by public consent and its purposes are to serve constructively the needs of society to the satisfaction of society. Historically, business has discharged this obligation mainly by supplying the needs and wants of people for goods and services, by providing jobs and purchasing power, and by producing most of the wealth of the nations. Fundamental changes have been taking place in attitudes, with greater emphasis being put on human values i.e. individual worth, and the qualitative aspect of life and of the community. Society has also become conscious of environmental problems such as air and water pollution produced by rapid economic development and population pressures.

Today, it is clear that the terms of contract between society and business are changing in substantial and important ways. Businesses are expected to assume broader social responsibilities than before and serve a

wider range of human values than just responding to demands of goods and services.

(Fredrick 1992) says social responsibility of business grows directly out of two features of modern corporation.

a) The essential functions it performs for society and

b) The immense influence it has on people's lives.

We count on corporations for job creation, much of our community well-being, the standard of living and our needs for banking and financial services, insurance, transportation, communication, utilities, entertainment, and a growing proportion of health care. These positive contributions suggest that the corporate form of business is capable of performing great amount of good for society such as encouraging economic growth, expanding international trade, and creating new technology.

Initially, the contract between business and the society was based on the view that economic growth was the source of all progress, social or economic. The way to achieve economic growth was the drive for profit. Thus, the basic mission of business was to produce goods and services at a profit, and in so doing contribute to society.

The new relationship between business and society is based on the view that the singular pursuit of economic growth and profit produce detrimental side effects and has considerable cost. The pursuit of economic growth does not automatically lead to social progress. Furthermore, it often leads to deterioration of physical environments, unsafe workplaces, needless exposure to toxic substances, etc.

2.3 Typology of corporate social responsibility

Though the concept of corporate social responsibility has only recently been formulated, there is a long history in both the East and West of a commitment to social philanthropy, in the belief that the creation of wealth is primarily geared for social good. This aspect of ethical business in modern times can be traced back to 19th-century philanthropists like Robert Owen (Roderick 1999).

Traditional corporate philosophy is only one of the three broad areas in which business companies can, and should, discharge their social responsibility. These three areas are: (Samuel and Saarir 1997)

1. Traditional corporate philanthropy: traditional corporate philanthropy dates back to the 19th century and emerged out of a variety of factors, such as:

- a) Concern for the welfare of the immediate members of the corporate body: the staff and employees, and their families;
- b) Innovative contributions by visionary business leaders in quest of personal satisfaction, who built up philanthropic institutions out of their individual shares;
- c) The desire to establish strategic relationship with the state or society led some corporate bodies to invest in the establishment of institutions that fulfil the specific requirements of the community;
- d) The establishment of trusts and foundations for tax benefits, which also support socially beneficial activities.

2. Corporate social responsibility, with focus on sustainable development and attending to stakeholder priorities is qualitatively different from the traditional

concept of corporate philanthropy. It acknowledges the debt that the corporation owes to the community within which it operates, as a stakeholder in corporate activity.

It also defines business corporation's partnership with social action groups in providing financial and other resources to support development plans, especially among disadvantaged communities. The emerging perspective on corporate social responsibility focuses on responsibility towards stakeholders (shareholders, employees, management, consumers and community) rather than on maximization of profit for shareholders.

There is also more stress on long-term sustainability of business and environment. There is an increasing recognition of the triple-bottomline: People, Planet and Profit stressing that the stakeholders in business are not just the company's shareholders. Sustainable development and economic sustainability, and corporate profits should be analyzed in conjunction with social prosperity.

3. Ethical business: is the more fundamental, emerging trend on the international scene. It focuses on specifics: how a business is conceptualized and operated, and the ultimate notion of fair profit.

In an ethical business the essential thrust is on social values and business is conducted in consonance with broader social values and the stakeholders' long-term interests. The new issue at hand is "how to reconnect the corporation to the social and community concerns it was originally intended to serve".

2.4 Dimensions of social responsibility

The changing role of business in society has come to mean many things. Corporate sustainability, corporate social responsibility, and corporate citizenship are but a few of the new terms that have emerged to describe this period and process of challenge and change. There is, however, an emerging consensus that the scope of the challenge is not confined to philanthropic activities, and moreover extends beyond the more obvious legal responsibilities to include for example labor standards in supplier factories, the accessibility by poor people to life-saving drugs, and the basis by which and transparency of how management decisions are made. The following are the said dimensions: (Swift and Zadek 2002)

- Human rights
- Working conditions
- Equality and diversity
- Consumer protection
- Environment Protection through pollution abatement and ecological conservation and health impacts (medical services to workers and community)
- Economic development and production efficiency
- Ethical business practices
- Lobbying and political influence
- Businesses' role in conflict zones

2.5 Arguments about social responsibility

According to (Steiner 1988) and (Buchholz 1995), businesses assume social responsibility;

1. Because corporations are sanctioned by society and when societal expectations about their functioning change, so should the corporation's actions. A manager operates within a set of cultural norms and restraints. These are certainly economic but also legal, political, social, and technical. A socially responsible manager knows instinctively as these norms change, corporate decisions must also change.
2. Long-term self-interest: It is in the self-interest of corporations to promote the public welfare in a positive way. Business contributes to solving social problems or improving the living environment so that they benefit from better employee relation, customer satisfaction and good neighborhood relation with the local community.
3. Reducing government intervention and bureaucracy: Government regulation of business has expanded greatly in the past few decades. If businesses do not operate in a socially responsible way, they will only encourage additional regulations and bureaucracy instituted by the government.
4. Executives are concerned citizens: As concerned citizens many executives welcome the opportunity to be socially responsible. Many CEO's of major corporations are actively involved in social and cultural activities.

(Freedman 1982) offers an argument against corporate social responsibility. He believes that sole responsibility of the corporation is to its shareholders. The manager of a corporation, according to Freedman, is only a salaried employee of the owners and is legally and ethically bound to earn the

highest return on their investment while staying within the rules of the game. Thus managers must abide by the principles of profit maximization. They have no legal or moral right to pursue any other objectives, social or otherwise. Business is strictly an economic institution that has the sole responsibility of creating economic wealth.

(Levitt 1968) gives the following arguments against social responsibility:

1. The resources deployed for social responsibility projects reduce the earning ability of the firm, lowering its dividends and the price of the firm's stock. This denies the shareholders the rightful use of their money;
2. Social responsibility is not viable economically where a firm engages in social projects while its competitors do not. The firm as a competitor would be disadvantaged due to increase in its cost and prices. This may render the products of a particular firm less competitive both in the domestic market and the international market causing an imbalance in trade;
3. The cost incurred by the firm in discharging its social responsibility is likely to be met by the consumer through a price increase. In effect, the burden will be shifted to the consumer and the consumer will subsequently lose the opportunity to spend more on other goals.
4. Opponents of this concept believe that managers of business enterprises do not have the appropriate knowledge, skills or expertise to tackle social problems. Those trained in this sphere are government officials, politicians, voluntary organizations and specialists;
5. They further their argument by stating that business enterprises have too much power in their hands. Undertaking social responsibility would only

- concentrate more political and social power in the hands of those who currently have economic power;
6. Based on their belief that enterprises are only accountable to their owners, opponents argue that giving social responsibility to enterprises would lead to handing over responsibilities not commensurate to accountability and yet their primary objectives for existence is profit;

2.6 Business and the environment

It is clear that the environment is being damaged, the ozone layer is thinning, lakes and rivers are consistently being polluted with untreated industrial effluents and rising concentrations of green house gases are already causing adverse climatic change. The negative impacts of industries on the environment can be reduced, for example, by introducing cleaner production systems, reducing emissions, effluents and waste and by using resources in a more sustainable way. For example, during the Rio+5 that took place in New York in 1997 some of the emerging issues that were addressed in relation to business and the environment included:

- Under the UN convention on climate change, industrialized countries had agreed to reduce their emission level of carbon dioxide (CO₂) by the year 2000.
- Under the 1987 Montreal protocol, the industrialized countries banned the production of chlorofluorocarbons (CFCs) as of 1996. Other ozone depleting substances, such as halon, are to be phased out on schedule.

- Governments use financial incentives to encourage business to adopt more eco-efficient behavior by raising "the price of nature". Such incentives encourage behavior that meets or betters Government mandated environmental standards by rewarding business for developing new ways to meet various needs. For example, a United States tax on CFCs helped encourage the development of non-ozone depleting substitutes. A tax in Sweden on sulphurous diesel fuel led to the development of new, less polluting fuels.

A vast number of companies in a wide range of sectors and geographic regions have found value and competitive advantage from such environment friendly initiatives. Such initiatives fall into several categories, including pollution prevention, energy efficiency, eco-design, supply-chain management and industrial ecology. Leading companies have embraced a variety of these initiatives while integrating environmental responsibility as a core business value at all levels of their operations.

2.7 Strengthening the role of business and industry

The following are the outcomes of the Rio earth summit in 1992 in Brazil on Agenda 21 (international policy framework agenda for the environment) that placed the environment on the mainstream agenda of governments, businesses and NGOs (UNEP 1992).

1. Business and industry, including transnational corporations, play a crucial role in the social and economic development of a country. A stable policy regime enables and encourages business and industry to operate

responsibly and efficiently and to implement longer-term policies. Increasing prosperity, a major goal of the development process is contributed primarily by the activities of business and industry. Business enterprises, large and small, formal and informal, provide major trading, employment and livelihood opportunities. Business opportunities available to women are contributing towards their professional development, strengthening their economic role and transforming social systems;

2. Through more efficient production processes, preventive strategies, cleaner production technologies and procedures throughout the product life cycle, hence minimizing or avoiding wastes, the policies and operations of business and industry, including transnational corporations, can play a major role in reducing impacts on resource use and the environment. Technological innovations, development, applications, transfer and the more comprehensive aspects of partnership and cooperation are to a very large extent within the province of business and industry;

3. Business and industry, including transnational corporations, should recognize environmental management as among the highest corporate priorities and as a key determinant to sustainable development. Some enlightened leaders of enterprises are already implementing "responsible care" and product stewardship policies and programmes, fostering openness and dialogue with employees and the public and carrying out environmental audits and assessments of compliance. These leaders in business and industry, including transnational corporations, are increasingly taking voluntary initiatives, promoting and implementing self-regulations and greater

responsibilities in ensuring their activities have minimal impacts on human health and the environment.

The regulatory regimes introduced in many countries and the growing consciousness of consumers and the general public and enlightened leaders of business and industry, including transnational corporations, have all contributed to this.

A positive contribution of business and industry, including transnational corporations, to sustainable development can increasingly be achieved by using economic instruments such as free market mechanisms in which the prices of goods and services should increasingly reflect the environmental costs of their country-specific conditions;

4. The improvement of production systems through technologies and processes that utilize resources more efficiently and at the same time produce less wastes - achieving more with less - is an important pathway towards sustainability for business and industry. Similarly, facilitating and encouraging inventiveness, competitiveness and voluntary initiatives are necessary for stimulating more varied, efficient and effective options.

2.8.1 The Mexican Context

2.8 Government and social responsibility

Governments internationally support wide range of international activities to develop and promote guidelines for good business on social, ethical and environmental issues. For example the ILO labor standards, advice on international development issues for pension industry, support for ethical trade initiatives etc.

Governments in some European countries have embraced the idea and tried to bring positive attention across the public and private sector: (CBSR 2001)

- In March 2000, the UK appointed the first Minister for Corporate Society Responsibility to provide a strategic focus and leadership on CSR issues across departments of the UK government.
- The UK Department of International Development is a founding partner in a cross-sector partnership for Ethical Trade and is testing monitoring and verification systems in developing countries.
- In Denmark, the Social Affairs Ministry created a pool of seed funding for experiential learning and promotion of good CSR practices and funded over 200 projects for companies and municipalities to date and has had some ground-breaking results.
- The Danish Ministry also created a social index to determine to what degree a company lives up to its social responsibilities and is developing social accountability by auditing its public enterprises, institutions and administrations.

2.8.1 The Kenyan Context

In Kenya Businesses have been in existence in one form or another. During the colonial time the main focus was on agricultural production. Manufacturing was not given high priority. White settlers mainly controlled the economy and Asians who engaged mainly in import and export trade.

After independence local people were encouraged to own land left by the whites and as a result there came some small and medium size

enterprises. The main classifications of businesses in Kenya are private and public. Government corporations were formed after independence to handle strategic areas to provide service to citizens and protect national interest. Currently Kenya has a large number of multi-nationals, local and regional corporations, and partnerships and sole proprietors. The manufacturing companies in Kenya have been handling the production of goods for consumption and export, which have had both positive and negative impacts.

The concept of corporate social responsibility was almost non-existence in the 1960's. There was little effort towards corporate social responsibility in public companies since its shareholders did not have much power but receiving dividends based on their shares. Due to lack of stakeholder involvement in the running of parastatals, many of them performed dismally. In 1960's the Kenyan government found parastatals a convenient way of achieving all manners of development and social goals. In the 1990's the Kenyan government issued a policy paper on a comprehensive public enterprise reform program to promote private sector development.

(Wamalwa 1999) did a case study in various Kenyan organizations regarding social responsibility awareness and found out that indeed there was an awareness of corporate social responsibility among several firms. Some firms agreed that corporate social responsibility is important but only few firms had concrete plans and goals. Some of the activities supported by the different firms included employing local communities, developing local community, societal activities, applying ethical standards in business and other environmental activities.

He also mentioned a critical point regarding the environment. He said “ despite decades of talk, conference and symposia of all manner, Kenyans still view environment as a sectoral concern of experts and specialized UN bodies. The Euro-centric worldview of environment was introduced into Kenya more aggressively than any other African countries in the mid 1970’s by legion of non-governmental organizations from the north who were keen to monitor and track the activities of UNEP secretariat in Nairobi. The establishment in 1974 of the national environment secretariat and eventually the full fledged Ministry of Environment and Natural Resources alongside International NGO’s like the Environment Liaison Center (ELCI) significantly contributed to the rooting of Euro-centric environment conservation dogma in the city.

Kiarie E.K and Kamau Agnes have also done similar studies in 1997 and 2001 respectively on the awareness of the concept of Social Responsibility among managers of large scale and medium scale manufacturing firms in Kenya, which resulted in the conclusion that there is awareness indeed but that has not led to positive implementation of the concept.

2.2 DATA ANALYSIS

The first step in the data analysis was to clean and organize the data set and then to identify and tabulate the information collected from the questionnaires and rearrange and tabulate the information collected from the interviews. The data was then analyzed using descriptive statistics because of its qualitative nature. The firms were categorized according to size, ownership, level of industrial development and production level and responses were

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 POPULATION

The research focused on small and medium scale Polythene manufacturers in Nairobi, Kenya. Currently, there are 32 Polythene manufacturers in Nairobi.

This study was a census study. The list of Polythene manufacturers in Nairobi was established through information obtained from Kenya Association of Manufacturers (KAM) and also the yellow pages of the Kenya telephone directory.

3.1 DATA COLLECTION

Primary data had formed the basis for this research and was collected through personal interviews and structured questionnaires. A drop and pick method was used for the questionnaires. The respondents of this questionnaire were mainly the managers of these firms.

3.2 DATA ANALYSIS

The first step in the data analysis was to clean and organize the data for analysis i.e classify and tabulate the information collected from the questionnaires and rearrange and tabulate the information collected from the interviews. The data was then analyzed using descriptive statistics because of its qualitative nature. The firms were categorized according to size, ownership (public or private), sales volume and production level and responses were

analyzed with respect to these categories. This tabulated information was presented in form of percentages and diagrams (i.e. tables, pie charts, and bar graphs) and the pattern was scrutinized to determine the status of Social Responsibility.

In this chapter data from structured questionnaires was summarized and presented in tables, graphs, and charts. The population comprised of 22 small scale shops with polythene manufacturing firms. A census was conducted for this study and 22 questionnaires were distributed, out of which 19 were filled and returned to the researcher for data analysis. This gave an overall response rate of 86%.

The chapter is divided into three main sections. The first section contains background information, the second section includes an overview of the social responsibility concept among managers of the firms and the third section is on social responsibility activities undertaken by the firms to address environmental problems as a result of Polythene use and disposal.

Section A- Firm's Background Information

1. Core Activity

Core activity	Manufacturing	Trading	Others
Number of firms	11	5	1

The above table shows the core activities of the 19 firms that responded. In this study, majority of respondents conducted with respondents showed that 11 of the firms have been in existence for more than 5 years. The firms are also mostly owned by family members of those firms. Respondents were made up

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter data from completed questionnaires was summarized and presented in tables, graphs, and charts. The population comprised of 32 small and medium scale polythene manufacturing firms. A census was conducted for this study and 32 questionnaires were distributed, out of which 19 were filled and returned to the researcher for data analysis. This gave an overall response rate of 59%.

The chapter is divided into three main sections. The first section consists of background information, the second section focuses on awareness of the social responsibility concept among managers of the firms and the third section is on social responsibility activities undertaken by the firms to address the environmental problems as a result of Polythene use and disposal.

4.2 Section A- Firm's Background Information

4.2.1 Core Activity

Core activity	Manufacturing	Packaging	Printing
Number of firms	11	5	3

The above table shows the core activities of the 19 firms that responded. In addition, personal interviews conducted with respondents showed that 80% of the firms have been in existence for more than 5 years. The firms are also locally owned by Kenyan citizens of Asian origin. Responses were made by

high level managerial staff (managing directors and finance managers) who have been working in the respective firms for no more than five years. Majority of the firms are small to medium scale in terms of operation and employ between 50-100 employees. Also, out of the 19 responses, only 4 (21.5%) gave figures of their annual sales and output which varies between 60 million-150 million and 600-2000 metric tones respectively.

4.2.2 Main goals of the firms

Rating/Goals	Most important	Important	indifferent	Less important	least important
Maximization of profit	6	9	3	1	-
Increasing shareholder value	3	3	2	4	7
Expanding market share	6	7	5	1	-
Attend to social issues	3	1	5	10	-

Ranking is done on a 5 point likert scale with 1 taken to be most important and 5 as least important. As the above table shows maximization of profit is the main goal for the firms as 78.9 of responses support this. This is closely followed by expansion of market share, which was considered as one of the main targets of their corporate policies accounting for 68.4% of responses. Increasing shareholder value is not considered as one of the main goals of the firm shown by 57.9% of response rate. Personal interviews conducted revealed that most of the firms are family owned and very few have more than one shareholders. Further more, only 21% see the need to attend to social

issues as one of the main goals of their activities. This is clearly reflected in their mission statements. However the majority (52.6%) do not see it important to factor social issues into their *modus operandi*.

4.2.3 Role in policy formulation

During personal interviews 80% of the respondents stated that they play major roles in policy formulation at industry level. The other 20% acknowledged that they play little or no role in policy formulation.

4.3 Section B- Awareness of Social Responsibility Concept

4.3.1 Definition of Social Responsibility

Rating/definition	Strongly agree	Agree	indifferent	disagree	Strongly disagree
1. In social responsibility concept the main objective is to produce maximum profit for the owner	2	-	-	5	12
2. In social responsibility the concern is for good working environment	4	11	-	3	1
3. A socially responsible business is expected to give direct financial or personal support to charitable or cultural institutions	1	3	5	9	1
4. In business social responsibility profits are viewed through consumer satisfaction	6	3	1	8	1
5. Business growth and production efficiency are of utmost importance in business social responsibility	2	6	4	5	2

As shown in the above table, those who disagree and strongly disagree comprising 89.5% of the responses concur that profit maximization does not have direct relationship with social responsibility. This is closely followed by 78.9% of the responses by those who agree and strongly agree that good working environment is one of the tenets of social responsibility. However, only four out of the nineteen respondents (21%) agree that a socially responsible business is expected to give direct financial or personal support to charitable or cultural institutions. Furthermore, nine respondents (47.7%) view profit through customer satisfaction and finally eight respondents (42.1%) draw direct relationship between business growth and production efficiency, and social responsibility.

4.3.2 Awareness of Social Responsibility

Rating/awareness	Frequency	(%)
High	4	21%
Moderate	11	57.9%
Low	1	5.3%
Not aware	1	5.3%
Not indicated	2	10.5%

The above table shows that 78.9% of the respondents acknowledged being aware of the social responsibility concept. Also personal interviews conducted with the managers revealed that they have come across the term in the course

of their operation. Among these are media, practice by other firms of similar nature, green movements etc.

The majority also agrees that they are well aware of the implications of social responsibility to their businesses. However, they submitted that the magnitude and extent of these implications varies depending on their respective corporate mission.

4.3.3 Concept of Social Responsibility

Rank	1	2	3	4	5	Total
Foreign concept	$2 \times 5 = 10$	$2 \times 4 = 8$	$1 \times 3 = 3$	$8 \times 2 = 16$	$6 \times 1 = 6$	43
Costly	$6 \times 5 = 30$	$4 \times 4 = 16$	$5 \times 3 = 15$	$3 \times 2 = 6$	$1 \times 1 = 1$	68
Employee welfare	$5 \times 5 = 25$	$3 \times 4 = 12$	$5 \times 3 = 15$	$2 \times 2 = 4$	$4 \times 1 = 4$	60
Keep up with changing consumption pattern	$0 \times 5 = 0$	$3 \times 4 = 12$	$6 \times 3 = 18$	$7 \times 2 = 14$	$3 \times 1 = 3$	47
Environment protection	$4 \times 5 = 20$	$3 \times 4 = 12$	$5 \times 3 = 15$	$2 \times 2 = 4$	$5 \times 1 = 5$	56
Minimize Gov. regulation	$3 \times 5 = 15$	$2 \times 4 = 8$	$1 \times 3 = 3$	$6 \times 2 = 12$	$7 \times 1 = 7$	45
Transfer cost to consumers	$2 \times 5 = 10$	$5 \times 4 = 20$	$2 \times 3 = 6$	$6 \times 2 = 12$	$4 \times 1 = 4$	52
Lack of SR skills by managers	$3 \times 5 = 15$	$4 \times 4 = 16$	$4 \times 3 = 12$	$6 \times 2 = 12$	$2 \times 1 = 2$	57
Profit maximization	$2 \times 5 = 10$	$2 \times 4 = 8$	$1 \times 3 = 3$	$0 \times 2 = 0$	$10 \times 1 = 10$	31

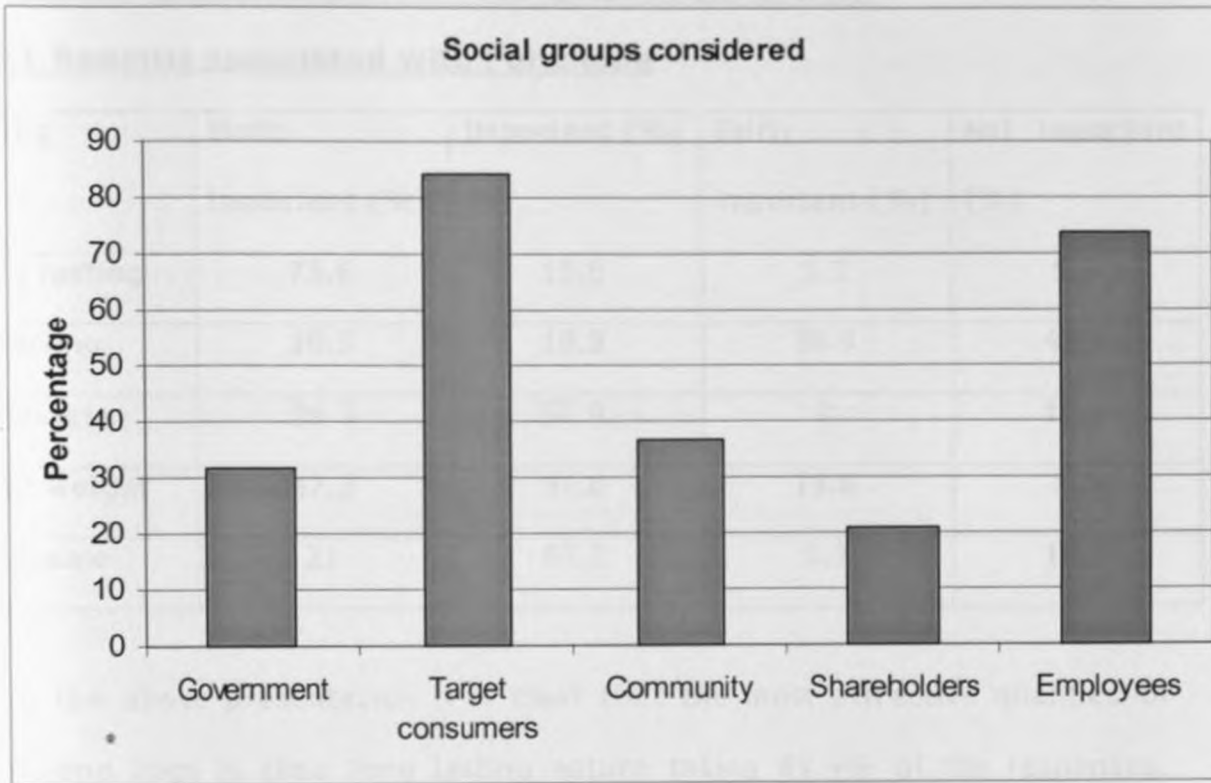
The above table shows overall rank order based on a weighting scale where 1st rank is 5 points, 2nd rank 4 points, 3rd rank 3 points, 4th rank 2 points and 5th rank 1 point. In this ranking system more weight is given to positive rating. Therefore, strongly agree and agree are given 5 and 4 points respectively while disagree and strongly disagree are given 2 and 1 points respectively. From the above table it is clearly shown that variables with higher positive ratings had higher overall ratings in the final analysis. According to the table manufacturers view social responsibility as being costly while at the same time acknowledging employee welfare to be an integral part of it. Manufacturers attribute lack of managerial skills to the absence of social responsibility practices. However the respondents, admit that environment protection is one of the goals of social responsibility. On the flip side, manufacturers agree that adoption of social responsibility practices will lead to transfer of costs to consumers and respond to changing consumption patterns. Social responsibility practices are also seen as a valve to reduce government control and maximize profit.

4.3.4 Social responsibility perspectives considered most

Rating/ perspectives considered	Very important (%)	Important (%)	Indifferent (%)	Less important (%)	Least important (%)
Training & employment opportunities	47.8	5	4.9	13	6.7
Education of workers	13	22.5	14.6	0	0
Housing	8.7	7.5	17.1	21.8	13.3
Medical	0	7.5	12.2	13	53.2
Transport	17.4	25	7.3	8.7	6.7
Recreational facilities	0	0	19.5	0	6.7
Environmental program	8.7	25	9.8	8.7	6.7
Extra curricular programs	4.4	7.5	14.6	34.8	6.7

The above table shows that a training and employment opportunity is the most considered social responsibility perspective accounting for 25% of the responses. This is followed by provision of transport to the employees then education of workers. Further probing exposed that training of employees is done with the main purpose of enhancing production efficiency and that according to them constituted social responsibility. Transport provision was through company delivery trucks, which collect workers from agreed central location.

4.3.5 Stakeholders considered by manufacturers



The above table shows that consumers are given the highest attention as it is supported by 84.2% response rate followed by employees (73.7%) and then community (36.8). This is with the purpose of increasing acceptance through the provision of good quality products, which in the long run serves their self-interest.

Social Group	Frequency	(%)
Government	5	7.6
Target consumers	10	15.4
Community	6	9.1
Shareholders	3	4.6
Employees	11	16.7

4.4 Section C Activities Meant to Address the Problem

4.4.1 Benefits associated with Polythene

Rating	Most important (%)	Important (%)	Fairly important (%)	Not important (%)
Long lasting	73.6	15.8	5.3	5.3
Recycling	10.5	10.5	36.9	42.1
Handiness	26.3	57.9	0	15.8
Light weight	47.3	31.6	15.8	5.3
Re-usable	21	63.2	5.3	10.5

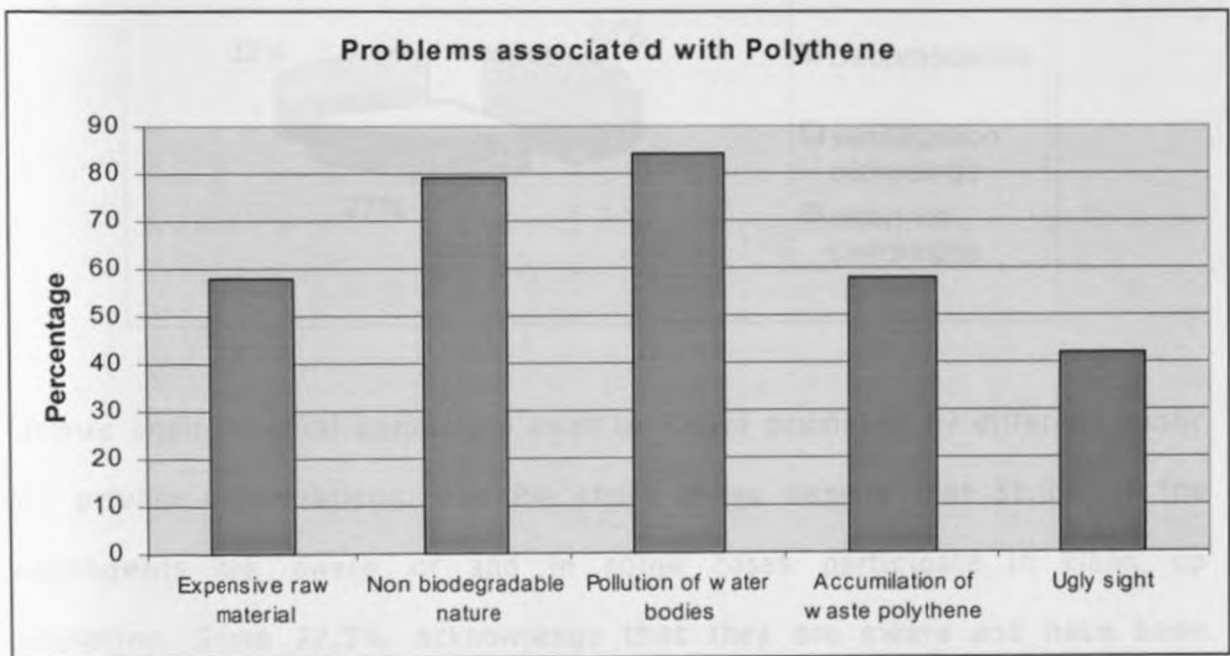
From the above presentation it is clear that the most attractive qualities of Polythene bags is their long lasting nature taking 89.4% of the responses. 84.2% of the respondents acknowledge that Polythene bags are handy and can be re-used as many times as possible. They further reckon that this is due to their lightweight.

4.4.2 Perception of Polythene as being an environmental problem

Perception	Frequency	(%)
Full extent	5	26.3
Some extent	10	52.6
Little	3	15.8
Not a problem	1	5.3

The above table shows that 52.6% of the respondents acknowledge Polythene products as being an environmental problem. Additionally, 26.3% of the manufacturers perceive Polythene products to be an environmental problem to a full extent. Further probing revealed that the extent to which Polythene products are viewed as environment problem is dependent on the use to which the products are put to.

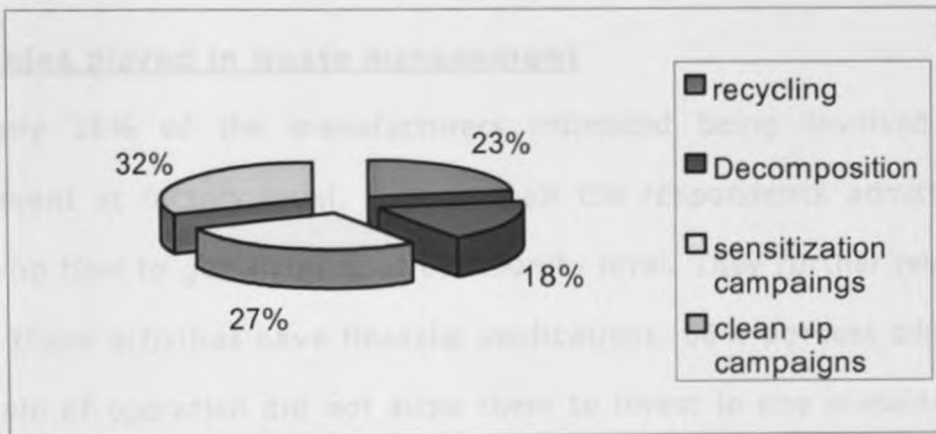
4.4.3 Problems associated with Polythene



The above graph shows that 84% of respondents perceive pollution of rivers to be the most common problem associated with Polythene. This is closely followed by the non-biodegradable nature of Polythene (79%), while 58% of the respondents acknowledge that accumulation of waste Polythene and expense associated with raw material are among the problems associated with Polythene. However, only 42% of the manufacturers think that discarded

waste Polythene products are unsightly. In addition, out of the 19 respondents 35% acknowledge taking some steps to prevent and/or reduce pollution. This included printing environment friendly messages on wrappers and carry bags.

5.4.4 Waste disposal methods known to the firms



Various environmental campaigns exist in Kenya promoted by different public and private organizations. The Pie chart above depicts that 31.8% of the respondents are aware of and in some cases participate in clean up campaigns. Some 27.3% acknowledge that they are aware and have been involved in sensitization campaigns. Another 22.7% are aware of recycling as a method of pollution control but admitted that they have not attempted to get involved in the same due to various economic disincentives such as high investment costs in recycling equipment.

4.4.5 Social responsibility practices:

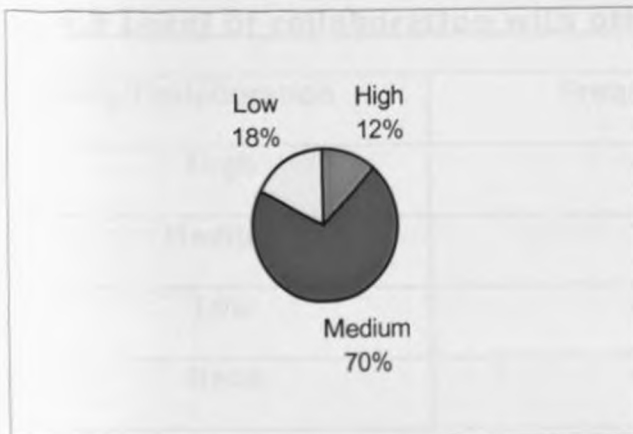
All the firms admitted that they operate in a socially responsible manner. However, further prodding elicited varied views on what social responsibility entails. They are not much concerned about the end products. 42% of the manufacturers submit using raw materials that have minimal effects on the workers and environment during production.

4.4.6 Roles played in waste management

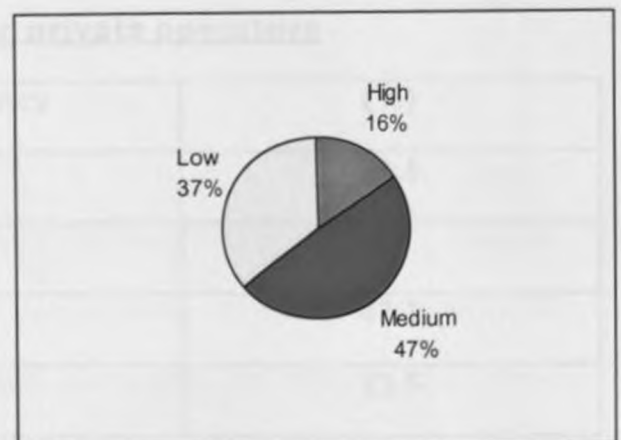
Only 26% of the manufacturers intimated being involved in waste management at factory level. However, all the respondents admitted having little or no time to get involved at community level. They further revealed that most of these activities have financial implications. 68% percent admitted that their scale of operation did not allow them to invest in any sustainable waste management activities.

4.4.7 Roles played in sensitization and clean up campaigns

Sensitization campaigns



Clean up campaign



The above pie chart shows that 70.6% and 47.4% of the respondents admitted being moderately involved in sensitization and clean up campaigns respectively.

4.4.8 Equipment

	Frequency	%
Yes	4	21
No	15	79
Total	19	100

The above table reveals that 79% of the respondents admitted that they have never considered investing in equipment capable of recycling polythene mainly due to lack of financial resources and also lack of proper technical training. The other 21% admitted considering the idea of investing in equipment but never got to do it mainly because of lack of government incentives.

4.4.9 Level of collaboration with other private operators

Rating/Collaboration	Frequency	(%)
High	4	23.5
Medium	1	5.9
Low	8	47.1
None	4	23.5

The above table shows 70.6% of the respondents do not collaborate in any manner with private operators in waste management. Most admitted they dump their waste using company trucks at the designated dumpsite. At community level, most manufacturers are not involved in any form of collaboration with known waste recycling companies/organizations.

4.4.10 Bio-degradable raw material

	Frequency	%
Yes	13	70
No	6	30
Total	19	100

70% of the respondents revealed that they would be willing to use biodegradable raw materials as long as the government supports them through incentives. For example, by such means as favorable tax regime for investing in waste management equipment.

4.4.11 Policies

All the respondents admitted that they have some form of policies geared towards promoting and implementing self-regulations and greater responsibilities to ensure their activities have minimal impacts, which explains why most manufacturers are keen on using raw materials that have minimal effects on workers. Others admitted being active members of Kenya Association of Manufacturers (KAM) recycling sub committee.

CHAPTER FIVE

SUMMARY AND CONCLUSION

5.1 Introduction

In this chapter, the findings of the research have been summarized and discussed in relation to the objective of the study. Included also are the conclusions and recommendation, the limitations of the study, and areas for further research.

The study sought to answer 3 questions:

1. What is the awareness level of the social responsibility concept among Polythene manufacturers in Kenya?
2. What are the manufacturers of these materials doing to contain the situation?
3. What is their role in the improvement of environmental and societal life in relation to their products?

5.2 Summary

The study was undertaken to investigate social responsibility practices by Polythene manufacturers with regard to the environment. The study discovered that 57.8 % of the firms are manufacturing firms with more than 5 years of existence. These small to medium scale manufacturing firms are family businesses and are owned by Kenyan citizens of Asian origin whose main goal is maximization of profit. In the long run, the firms aim to enhance

their production capacity and efficiency in order to produce quality products and expand their consumer base.

In general, 78.9% of the managers of these firms have acknowledged that they have come across the term "social responsibility" at one time or another. They also draw a very distinct line between social responsibility and profit maximization. Among the most important aspects considered in these firms are training of employees and focus on consumers. This is done through improving product quality and range for consumers as well as attractive offers for bulk purchasing.

Over 70% of the respondents acknowledged that Polythene is indeed a menace in the environment polluting rivers, clogging up sewerage and littering the streets but some failed to acknowledge that the products are unsightly. There could be an economic reason for doing so. They did not want to admit for the very reason that it might affect revenues.

Over 80% of the manufacturers are aware of the various waste management methods available but admitted to using only few of them such as clean up campaigns and sensitization to a very limited capacity. Majority of these manufacturers were of the opinion that pollution prevention and environmental responsibility only related to their manufacturing process. They viewed environmental social responsibility through production processes that have minimal health impact on their workers. They were emphatic about the environmentally safe raw materials used to produce and print the end products. Waste according to manufacturers means waste at company level which also forms less than 4% of the total volume of waste.

Majority of these firms (78.9%) have profit maximization as their main goal. They care very little about what happens outside the firms including consumption and disposal of their products. Most feel that they are not responsible for what might happen to the end products mainly due to the size of the firms and financial implications associated with it followed by lack of training in waste management, and support by the government.

It is very clear that at company level majority of the manufacturers have practices with regard to environmental pollution control but beyond their walls they are doing nothing mainly because of prohibitive costs associated with it. The respective companies can upscale these practices at community level. The activities/measures would include use of biodegradable materials, product recall, and recycling. They were asked if they were willing to switch to using bio-degradable raw materials to minimize the tremendous effects that their end products have on the environment, over 70% showed interest if and only if they are backed by the government through various incentives. Many argued that such a change would require re-engineering of their production lines which required favorable financial incentives (lower interest rates and longer pay back period) which might be a reality in the near future drawing from the recent budget

5.3 Conclusion and recommendation

The findings of this study have brought out a number of issues regarding the managerial position with regard to social responsibility concept and practices. In general managers of these firms are aware of social responsibility concept observed in similar studies done previously. However, awareness alone has very little influence on the implementation of social responsibility practices. This explains why manufacturers are not actively involved in control of environmental pollution with regard to their products. They have great potential to be active players only if and when various policies and tools are put into place:

1. Government can take some actions to improve the incentives and reduce the constraints businesses face as they attempt to pursue a more socially responsible management. Among these are financial assistance for certification or waiver of some compliance inspections for those certified; educational and communication campaigns to raise awareness of the importance of preserving the environment and improving working conditions; and finally, setting up mechanisms to ensure greater compliance with existing standards and greater rewards for those corporations that take the extra steps to perform well on the basis of the triple bottom line.
2. Through well-designed training programs and relevant technologies, firms should aspire to improve their production processes in order to reduce impacts on resource use and the environment, and minimize or avoid

- waste. In addition firms should have preventive strategies and procedures throughout the product life cycle.
3. In serving their long-term interest, firms should recognize environmental management as among the most important corporate involvement.
 4. Industry players as well as shareholders should introduce green accounting practices to rate companies involved in sustainable production processes. This is a system in which economic measurements take into account the effects of production and consumption on the environment. The idea is to translate ecological impact into shillings and cents. For example, a green account might attach a cost to water pollution caused by a company's effluent or include the likely effect of impending environmental regulations on a company's. Eco-certificates could be used to recognize and acknowledge companies that have implemented sustainable production processes. Consumers can be encouraged to buy products of Eco-friendly companies and in effect shy away from those that are produced unsustainably and pollute the environment.
 5. The public should be educated by NGO's, educational institutions, and governments through public campaigns regarding littering, dumping and unnecessary burning of Polythene wastes.

5.4 Limitation of the study

The study focused on the awareness and practices of social responsibility by manufacturers of Polythene in Nairobi. These firms are small and medium scale owned by Kenyan citizens of Asian origin who were not

willing to provide adequately the information needed but a persuasive approach was employed such that much information was solicited through probing. Some of them were very skeptical as they had doubts why the study was being conducted. There is also fear based on the generalization or stereotype of Asian work ethics and practices.

Although most respondents seemed to have a considerable amount of knowledge in some technical aspects, a few could not fully comprehend some variables and hence there is some probability that they did not respond relevantly. Other limitations included financial limitation lack of time to attend to other matters including filling in questionnaires not directly related to their day to day operations.

5.5 Areas for further research

The study focused on the roles played by the manufacturers of Polythene in environmental social responsibility leaving other major players such as consumers and government.

Consumers are the end users of these products who contribute to environment degradation through indiscriminate disposal thus they play a major role as custodians of the environment. On the other hand consumption trends are becoming increasingly sophisticated and as more information becomes available about how businesses operate, consumers are increasingly demanding that businesses adopt responsible production behavior.

Government has an important role in encouraging and stimulating social and environmental involvement. It can provide leadership by helping to

achieve consensus about overall vision and priorities for action - whilst recognizing the very diverse interests of the companies involved. It can also foster a climate that encourages business to adopt best practice and removes barriers. Thus, a similar study can be conducted to establish the roles played by consumers and government to establish their contribution to environment protection.

On the other hand, an exploratory study can attempt to study the existing environmental policy with regard to waste disposal and make recommendation as to what policy should be in place to encourage pro-environmental practices by both manufacturers and consumers.

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12. Mombasa Ltd
13. Mombasa Waterworks Board Ltd
14. Mombasa & Allied Kenya Ltd
15. Packaging Africa Ltd
16. Packaging Industries Ltd
17. Packaging Manufacturers Ltd
18. Paper Bags Ltd
19. Pioneer Insurance
20. Pioneer Industries Ltd
21. Pioneer Industries Ltd
22. Royal Paper Manufacturing Ltd
23. Shikani Industries Ltd

Appendix: 1

Polythene Manufacturers in Kenya

1. Bobmil Industries Ltd
2. Campos Industries Ltd
3. Comet Plastics Ltd
4. Cosmo Plastics Ltd
5. East Africa Paper Bag Manufacturers Ltd
6. Elopy Ltd
7. Flexopax Kenya Ltd
8. Gatoyo Enterprise
9. Kachra Jivraj (K) Ltd
10. King Plastics Industries Ltd
11. Laneeb Ltd
12. Limpack Ltd
13. Mombasa Polythene Bags Ltd
14. Packaging & Allied Kenya Ltd
15. Packaging Africa Ltd
16. Packaging Industries Ltd
17. Packaging Manufacturers Ltd
18. Paper Bags Ltd
19. Petcom Enterprise
20. Polyflex Industries Ltd
21. Polythene Industries Ltd
22. Print Pack Multi-Packaging Ltd
23. Printing Industries Ltd

24. Rex Packaging Ltd
25. Sanpac Ltd
26. Silpack Industries
27. Styroplast Ltd
28. Uni-plastics Ltd
29. Wax and Polypack Ltd
30. Wrap and Pack (K) Ltd
31. GN & Co. (Polythene) Ltd
32. Nairobi Plastics Ltd

Appendix 2

Specimen letter to the respondent

Dear Sir/Madam

I am an MBA student at the University of Nairobi and I wish to carry out a study on Social responsibility awareness among Polythene manufacturers in Kenya and what they are doing to address the environmental problems caused by the availability, use and production of polythene. With respect to this purpose, your firm has been identified as one of the players in the market. I therefore kindly request you to take 25 minutes of your time and answer the questions therein as precisely and factually as possible to facilitate the collection of the necessary data. This information is sought purely for academic purposes and I assure you of strict confidentiality.

Yours Faithfully,

Helina Ayele Tirfie

University of Nairobi.

Faculty of Commerce

Appendix 3

RESEARCH QUESTIONNAIRE

SECTION 1

Firms General Information

1. What is the core activity of your firm? -----
2. How long has the firm been in existence?
 - a) 1-5 years
 - b) 6-10 years
 - c) 11-15 years
 - d) over 16 years
3. Please indicate the location of ownership of your company. Tick where appropriate
 - a) Locally owned ()
 - b) Foreign owned ()
 - c) Joint venture ()
 - d) Others (please specify) -----
4. What position/title do you hold in the firm? Please specify -----
5. How many years have you worked in the firm? Please circle the appropriate answer
 - a) 1-5
 - b) 6-10
 - c) 11-15
 - d) others
6. How many employees do you have in the firm? Please circle the appropriate answer
 - a) Between 1-50
 - b) Between 50-100
 - c) Others

7. What are the sales per annum? ----- can you attribute to yourself?
8. What is the volume of output per annum? -----
9. Please rank (1-5) the main goals of your organization in order of importance (1=most important, 5=least important)
- a) Maximization of profit ()
- b) Increasing shareholders value ()
- c) Expanding market share ()
- d) Attend to social issues ()
10. What role do you play in policy formulation?
- a) Major ()
- b) Medium ()
- c) Minor ()
- d) None ()

SECTION 2

Awareness of social responsibility concept

1. To what extent do you agree or disagree with the following definitions of social responsibility. Please tick the appropriate column (1-5) in order of agreement (1= Strongly agree, 2= agree, 3=indifferent, 4=disagree, 5=strongly disagree)

	1	2	3	4	5
1. In social responsibility concept the main objective is to produce maximum profit for the owner					
2. In social responsibility the concern is for good working environment					
3. A socially responsible business is expected to give direct financial or personal support to charitable or cultural institutions					
4. In business social responsibility profits are viewed through consumer satisfaction					
5. Business growth and production efficiency are of utmost importance in business social responsibility					

2. What awareness level of social responsibility can you attribute to yourself as a manager?

- a) High () b) Moderate () c) Low () d) not aware ()

3. What are the implications of social responsibility to your business?

- a) High () b) Moderate () c) Low () d) none ()

4. In your opinion, which of the following apply to the concept of social responsibility? Please tick (1-5) in order of agreement. (1= Strongly agree, 2= agree, 3=indifferent, 4=disagree, 5=strongly disagree)

	1	2	3	4	5
1. It is something practiced by foreign companies					
2. Only appropriate in Europe and America					
3. It is costly and time consuming					
4. It is not necessary for my line of business					

5. Please tick the appropriate column (1-5) in order of agreement (1= Strongly agree, 2= agree, 3=indifferent, 4=disagree, 5=strongly disagree)

	1	2	3	4	5
1. By attending to its economic interests business is most socially responsible					
2. For a socially responsible business employee welfare is of utmost importance					
3. Socially responsible business is expected to provide training for poor classes					
4. In social responsibility the concern is for environment protection through pollution abatement and ecological conservation					
5. It is in the long run self interest of business to get directly involved in social issues					
6. Responsible corporate behavior can be in the best interest of stockholders					
7. Corporate social action programs will help preserve business as a viable institution in society					

8. If business is more socially responsible it will discourage additional regulation of the economic system by the government					
9. Resources deployed for Social Responsibility Projects reduce the earning ability of the firm					
10. Social Responsibility is not viable economically where competitors do not engage in the same endeavor					
11. Costs incurred by firms in undertaking Social Responsibility are likely to be met by consumers through price increase					
12. Managers of business do not have the appropriate skills to undertake Social Responsibility activities					
13. In performing Social Responsibility activities, corporations' actions change as societal expectations change					
14. As concerned citizens executives should welcome the opportunity to be socially responsible					

6. What made it possible for your company to recognize such a management philosophy? Please tick the appropriate column (1-5) (1= Strongly agree, 2= agree, 3=indifferent, 4=disagree, 5=strongly disagree)

	1	2	3	4	5
1. Specific policy and regulation in place					
2. Strict regulation by the state					
3. Pressure from the workers					
4. Pressure from media					
5. Pressure from advocates					
6. Other companies practice it					
7. It is the right thing to do					

7. What social perspectives do you consider most? Please rank in ascending order of importance between 1-5. (1= most important and 5= least important)

- a) Training and employment opportunity ()
- b) Education of workers ()
- c) Housing ()
- d) Medicine ()

- e) Transport ()
- f) Recreational facilities ()
- g) Extra curricular programs ()
- h) Environment protection program ()

8. What societal groupings do you focus on with your social responsibility concerns? Please rank in order of importance, 1=most important

- a) Government ()
- b) Consumers ()
- c) Community ()
- d) Shareholders ()
- e) Employees ()

9. Why do you support the above groupings? Please rank in order of importance in ascending order between 1-5 (1=most important, 5=least important)

- a) Reduce government intervention ()
- b) Increase visibility ()
- c) Increase acceptance ()
- d) Long term self interest ()
- e) Good quality products ()
- f) Increase profit ()

10. What do you specifically do to such groupings? Please rate in order of importance from 1-5 (1=most important, 5-least important)

- a) Establish trusts and foundations for tax benefits, which also support socially beneficial activities. ()
- b) Improve working conditions ()
- c) Consumer protection ()

- d) Environment Protection through pollution abatement and ecological conservation ()
- e) Health impacts (medical services to workers and community ()
- f) Economic development and production efficiency ()
- g) Ethical business practices ()
- h) Lobbying and political influence ()

SECTION 3

Activities meant to address the problem

1. What benefits do you associate with Polythene? Please rank (1-5) in order of importance (1= most important, 5= least important)
 - a) Long lasting ()
 - b) Recyclable ()
 - c) Handiness ()
 - d) Light weight ()
 - e) Reusable ()
2. To what extent do you consider Polythene to be an environmental problem?
 - a) To full extent ()
 - b) To some extent ()
 - c) To a little extent ()
 - d) Not a problem at all ()
3. In your opinion what are the common problems associated with Polythene? Please rank in ascending order according to the intensity of the problem (1= most common)
 - a) Expensive raw material
 - b) Non bio- degradable nature

- c) Pollution of rivers
 - d) Accumulation of waste Polythene
 - e) Ugly sight
4. Please tick in the space () provided, only those activities which indicate what your organization does in the process of conducting its business.
- a) Channels of stakeholder complaints against the organization are provided ()
 - b) The company takes measures to prevent pollution ()
 - c) Social costs and benefits of activities are calculated before deciding to carry an activity ()
 - d) The company donates money to social causes ()
 - e) There is a department or person concerned with socially responsible activities ()
5. Which of the following waste disposal methods are you aware of. Please Tick the one(s)
- a) Recycling ()
 - b) Call backs ()
 - c) Decomposition ()
 - d) Sensitization campaigns ()
 - e) Clean up campaigns ()
 - f) Use of Bio- degradable raw material ()
 - g) Others (please specify)-----
6. Which of the above-mentioned methods do you apply? Please specify
7. 1) In your opinion does your company behave in a socially responsible manner? Tick where appropriate
- a) Yes () b) No () c) Don't know ()

2) If your answer to the above is "No", please tick () only those statements that hinder your company from being involved in socially responsible activities.

- a) Lack of financial resources ()
- b) Lack of awareness on how best to implement it ()
- c) Competition hinders implementation of socially responsible activities ()
- d) Social responsibility activities reduce corporate profits ()
- e) Resistance from within the organization ()
- f) Others (please specify)-----

8. How do you characterize your level of participation in Polythene waste management?

- a) High () b) Moderate() c) Low () d) None ()

9. What role do you play in sensitization campaigns?

- a) High () b) medium () c) low () d) none ()

10. What is the level of your involvement in clean up campaigns?

- a) High () b) medium () c) low () d) none ()

11. 1) Has the firm ever considered investing in equipment that is capable of recycling polythene products? Yes () no ()

2) If the answer to the above is "no" please tick () only those statements that hinder the firm from doing so.

- a) Lack of financial resources ()
- b) Not the responsibility of the firm ()
- c) Government should play major role in waste disposal ()
- d) Lack of proper technical training ()
- e) Others (please specify) -----

12. What is your level of collaboration with other private operators in waste management?

a) High () b) medium () c) low () d) none ()

13. Are you willing to switch to use of biodegradable raw materials to produce Polythene? Yes () no ()

If your answer is "No ", please specify why -----

14. Do you have policies geared towards promoting and implementing self-regulations and greater responsibilities to ensure your activities have minimal impacts?

Thank You