THE ROLE OF PUBLIC RELATIONS IN ATTAINMENT OF ORGANIZATIONAL GOALS: A CASE STUDY OF KENYA AIRWAYS CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

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DECLARATION:

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

SIGNED: ..................................  DATE: 24/11/2012

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

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DEDICATION

I dedicate this project to my late mother Sarah for her determination as a single parent to see her children through school; to my family members for their inspiration, and moral support towards my education.
ACKNOWLEDGEMENT

All Glory and Honor to the Almighty God for giving me the strength and determination to undertake this research project. I also sincerely acknowledge the invaluable support of my supervisor Magayu Magayu for his guidance in the study; my wife Brenda, sons Kiprono, and Kiprop for their patience, moral support and understanding during this time, and to all those who assisted in one way or another in the completion of this proposal.

Thank you and God Bless.
ABSTRACT

The rapid modernization and globalization over the past few decades has put pressure on organizations, both in the third world and the developed world to embrace ethical practices in their operations in order to gain good will and acceptance from their publics and stakeholders. Although studies have shown that public relations tools have frequently been employed by organizations in their engagement in corporate social responsibility programmes, the interplay between the two concepts of PR and CSR has not been adequately researched. It is against that background that this study sought to examine the similarities and connections between public relations and corporate social responsibility with a focus on the social involvements of Kenya's national flag carrier, Kenya Airways in Kajiado County. In examining the perceptions amongst the Airlines publics regarding it's involvement in social responsibility programmes, the research involved surveys through questionnaires and interviews with the employees of Kenya Airways and the it's publics in Kajiado County. The study also sought to examine the main fields of social involvement where corporate social responsibility initiatives have been developed by the Airline in Kajiado County.

From the findings of the study, it can be concluded that a positive association exists between an organization's image and it's involvement in corporate social responsibility programmes. From the study, it would be clear that organizations which meet their economic, legal, ethical and philanthropic obligations cultivate good reputation as employers and providers of goods and services.
TABLE OF CONTENTS

DECLARATION ............................................................................................................................... i
DEDICATION.................................................................................................................................... ii
ACKNOWLEDGEMENT............................................................................................................... iii
ABSTRACT....................................................................................................................................... iv
TABLE OF CONTENTS.................................................................................................................. v
LIST OF TABLES........................................................................................................................... viii
LIST OF ABBREVIATIONS AND ACRONYMS.......................................................................... xi

CHAPTER ONE: INTRODUCTION
1.0 BACKGROUND TO THE STUDY................................................................................................. 1
1.1 BRIEF HISTORY OF KENYA AIRWAYS ............................................................................... 2
1.2 PROBLEM STATEMENT OF THE STUDY .............................................................................. 3
1.3 GENERAL OBJECTIVES OF THE STUDY .............................................................................. 5
1.4 SPECIFIC OBJECTIVES OF THE STUDY ............................................................................... 5
1.5 RESEARCH QUESTIONS......................................................................................................... 6
1.6 RATIONALE AND JUSTIFICATION OF THE STUDY.............................................................. 6
1.7 SIGNIFICANCE OF STUDY.................................................................................................... 8
1.8 STUDY HYPOTHESIS........................................................................................................... 8
1.9 LIMITATIONS AND RESEARCH PERSPECTIVES................................................................. 9

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMWORK
2.0 INTRODUCTION..................................................................................................................... 11
2.1 HISTORY OF CORPORATE SOCIAL RESPONSIBILITY ....................................................... 13
2.2 PUBLIC RELATIONS............................................................................................................. 17
2.3 THE ROLE OF PUBLIC RELATIONS IN CSR....................................................................... 18
2.3.1 COMMON STEPS OF PR AND CSR

2.3.2 PUBLIC RELATIONS AND CSR AS A MANAGEMENT FUNCTION

2.4 PUBLIC RELATIONS AND CSR AS A COMMUNICATION MANAGEMENT

2.5 CSR AND PUBLIC RELATIONS AS A RELATIONSHIP MANAGEMENT

2.6 CSR AS PART OF MARKETING STRATEGY

2.7 THE NEED FOR CSR IN AIRLINE BUSINESS

2.8 BENEFITS OF CSR AS A BUSINESS STRATEGY

2.9 MODEL OF CSR AS A COMPETITIVE ADVANTAGE

2.10 THEORETICAL FRAMEWORK

2.11 CARROLLS PYRAMID OF CSR

1.12 SYSTEMS THEORY

1.13 ENACTMENT THEORY

CHAPTER THREE: METHODOLOGY

3.0 INTRODUCTION

3.1 DATA COLLECTION

3.2 BACKGROUND OF THE CASE STUDY METHOD

3.3 SAMPLING

3.4 SAMPLING DESIGN AND TECHNIQUES

3.5 INTERVIEWS

3.7 OVERLAPPING DATA ANALYSIS WITH DATA COLLECTION

3.8 VALIDITY AND RELIABILITY

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

4.1 KEY FINDINGS

4.2 QUALITATIVE FINDINGS FROM KQ STAFF INTERVIEWS

4.2.1 HOW KQ IMPLEMENTS CSR

4.2.2 PERCEPTIONS OF CSR BY KQ STAFF
LIST OF TABLES

Table 2.1: The six key responsibilities of CSR within the framework of society

Table 2.2: The four steps of action of CSR and PR presented comparatively

Table 2.3: Common steps of PR and CSR

Table 4.1: Modal salient beliefs about Kenya Airways CSR activities.

Table 4.2: Modal salient beliefs and perception about Kenya airways CSR activities

Table 4.3: Identification referents and source of knowledge of KQ CSR activities.

Table 4.4: Normative beliefs about socially responsible organization source

Table 4.5: Comparisons among populations based on attitudes.

Table 4.6: Comparisons based on education and age

Table 4.7: Comparisons based on affiliation among populations

Table 4.8: The responses from the sampled interviewees of Mashuru /Central divisions
LIST OF ABBREVIATIONS AND ACRONYMS

CSR- Corporate Social Responsibility
EAA- East Africa Airways
PR – Public Relations
EAC-East Africa Community
IFC-International Finance Corporation
IPO-Initial Public Offer
ICT- Information Communication Technology
ILO-International Labour Organization
NGO-Non Governmental Organisation
SPSS- Statistical Package for Social Sciences.
KQ-Kenya Airways
KCB-Kenya Commercial Bank
HIV-Human Immuno deficiency Virus
AIDS-Acquired Immuno Deficiency Syndrome.
CHAPTER ONE: INTRODUCTION

1.0 Background information

According to Capriotti and Moreno (2006) corporate social responsibility (CSR) and public relations (PR) have become pivotal references in the communicational and image activity of organizations within the communities in which they operate. Both concepts refer, each in its own representative way, to the way in which organizations interact with the various categories of publics. It suffices to note that whereas public relations seeks to cultivate and sustain a long term positive image and popularity of an organization so that all categories of public have a clear and positive impression of an organization, corporate social responsibility endeavors to address various social problems facing the communities where the organization operates in order to contribute in improving their living standards.

CSR as a concept easily spread both in the first world and the developed countries because its role was understood both by the organizations initiating such programs and the beneficiary communities. This has been driven by general perception amongst stakeholders that organizations have the responsibility to support communities they operate in as a gesture of good neighborliness. However there have been skeptics who viewed corporate social responsibility as merely a public relations instrument meant to improve the image capital of the companies and their financial performance. Capriotti and Moreno (2006) suggest that CSR has long been considered a key aspect of public relations, although it did not gain prominence globally until the past few decades. De Bakker et al. (2005) observes that over the years, there has been increased practitioner attention to CSR as the international community and governments put pressure on organizations to embrace ethical and socially responsible practices in their operations.
1.1 Brief History of Kenya Airways

The national flag carrier, Kenya Airways operating under the flights code KQ was started by the Kenyan government in January 1977 after the disintegration of the defunct East African Community (EAC) comprising member states Kenya Uganda and Tanzania. This led to the death of East African Airways (EAA) which was owned communally by the three member states. Kenya Airways commenced flights on 10\textsuperscript{th} March 1977 with three Boeing aircrafts acquired from British Midland Airways. An aviation company trading by the name Aer Lingus provided Kenya Airways during it’s infancy with technical and management support. The carrier also inherited two Douglas DC-9-32s and two Fokker F27-200s from EAA. In 1978, Kenya Airways set up a charter subsidiary named Kenya Flamingo Airlines, which leased aircraft from the parent airline in order to operate international passenger and cargo services.

A move to privatize the airline came about nearly a decade after it’s establishment through government sessional paper which outlined the country’s need for economic development. The document (sessional paper No. 1 of 1986) proposed that the national flag carrier would operate more efficiently as a private entity.

Subsequently Philip Ndegwa was appointed as the first Chairman of the Airlines board of directors, with a mandate to make the airline a privately-owned company. In 1992, the Public Enterprise Reform paper was published, granting Kenya Airways priority among national companies in Kenya to be privatized. During the 1993/1994 financial year, the then newly privatized company produced its first profit. International Finance Corporation (IFC) was appointed in 1994 to provide assistance in the privatization process. British, KLM, and Lufthansa all held interest in Kenya Airways. KLM was eventually awarded the privatization of the company, which restructured its debts and made a master corporation agreement with
the Dutch airline that bought 26% of the shares, becoming the largest single shareholder since then.

During the privatization, an initial public offer (IPO) of 51% was floated at the then Nairobi stock exchange while the government retained a 23% stake in the company. However, non-Kenyan shareholders were restricted to not more than 39% participation. After the privatization, the Kenyan government capitalized 70,000,000 million dollars. The newly privatized company acquired a 15 million dollars loan from International Finance Corporation to improve its operations and modernize its aircrafts. In June 2012 the company announced the issuance of rights worth KSh20 billion, aimed at increasing capital to support expansion plans. Following the allocation of shares, KLM increased their stake in the company from 26% to 26.73%, while the Kenyan government increased it’s participation into the company from 23% to 29.8%, becoming one of the major shareholders of the carrier. The Airline currently flies to 53 destinations across Africa, the Middle East, Asia and Europe. In an effort to contribute towards solving problems afflicting the society, the company has sponsored diverse social programmes across the country. Some of the areas the company has channeled social responsibility support includes the building of a dining hall for Ikuu Special School for Autistic and Mentally Handicapped Children in Chuka district, Meru County. Last year the company donated desks worth Ksh. 215,000 to Illoirero Primary school in Kajiado County benefiting over 300 students who were learning under very difficult conditions. This was alongside the provision of a full year supply of sanitary towels to girls in fourteen primary schools in Kajiado County. The Airline has also supported the education for all campaign which involved an education exchange program between Kenyan and Zambian students.

On the environmental front, the company sponsored the planting of over 750,000 trees in Ngong Hills, the Abadares and other parts of the country through the Plant a Future
The program seeks to contribute in the efforts to boost the national forest cover from the current 2% to the targeted 10% as per the country’s blueprint vision 2030.

The company donated Ksh. 10 million to the Kenya Red Cross in August 2011 to assist those adversely affected by famine through the “Kenyans for Kenya initiative.”

1.2 Problem Statement

The past few decades has witnessed increased attention on CSR, with scholars documenting the field more broadly. There is evidence that CSR is not just perceived as a form of communication management, as suggested by Clark (2000), but that scholars also consider CSR in terms of management function, and relationship management. With studies showing public relations to be the drivers of implementation of CSR activities, and bearing in mind the fact that CSR is a process that has begun to be known in Kenya more among specialists than among the communities, and is often put under the umbrella of PR, there is need for a study to shed light into the similarities and connections between the two processes and to observe the way in which the two operate within organizations.

Various documented studies on public relations as a management function have tended to portray a lack of ethics in the workplace. This poses a challenge to public relations practitioners as agents of the organization, as well as advocates of the interests of society. At the same time majority of the Kenyan citizenry lack a clear understanding of the concept of CSR and assume that organizations engaging in CSR mint a lot of profits from consumers and were merely engaging in marketing gimmicks. It is against this background that this study seeks to establish the reciprocal relationship between CSR and PR and how the two concepts are understood by both the organizations and their publics.

Although the Kenyan Government has adopted an environment protection policy stipulating that companies are compelled to embrace harmonious interaction with the environment, this
has not been backed by proper socio political support right from the colonial administration, through to the Kenyatta and Moi regimes and to the current government. The situation has been aggravated by rampant corruption over the years which contributed to widespread deforestation and environmental degradation. In general, the large State Corporations and multinational companies have been at the forefront in adopting social responsibility initiatives, but smaller enterprises have been slow to follow suit.

1.3 General objective of the study
The general objective of the study was to investigate the role of public relations initiatives in attainment of organization goals as well as the interplay between PR and CSR in the attainment of the same. The objective would be realized by examining Kenya Airways CSR programmes in Kajiado County.

1.4 Specific objective of the study
1. To examine the extent and visibility of overlap between CSR and PR in Kenya Airways.

2. To examine the extent to which the concept of corporate social responsibility is understood in Kajiado County.

3. To examine the extent to which the connection between corporate social responsibility and public relations is visible in Kajiado County.

4. To examine the main fields of social involvement where CSR programs have been developed in Kajiado County.
5. To examine the perception of Kajiado County publics regarding the Kenya Airways getting involved in their social problems.

6. To examine to what extent are CSR campaigns perceived as being a PR component of companies

1.5 Research questions

Based on the above general and specific objectives, the study employed five sets of more specific research questions:

1. To what extent is there an overlap between CSR and PR at Kenya Airways?
2. To what extent is the concept of corporate social responsibility understood in Kajiado County?
3. To what extent do the Kenya Airways publics appreciate the connection between corporate social responsibility and public relations?
4. Which are the main fields of social involvement where Kenya Airways has focused on in its CSR programs in Kajiado County?
5. What is the perception of Kajiado County publics regarding the Kenya Airways getting involved in social problems?
6. To what extent are CSR campaigns perceived as being a PR component of companies?

1.6 Justification of the study

The area of this study may be considered new and challenging more so because it deals with a problem less researched in Kenya i.e. the perception of, involvement in, and the impact of corporate social responsibility as it relates to public relations. Moreover, the study may offer
practically applicable arguments for an active involvement of companies in identifying and solving social problems of the communities they operate in. Therefore, the main reason for the research is the fact that, in Kenya, the social involvement of companies has started to become a desideratum for both companies and the community. The interweaving of CSR and PR is an intricate and perhaps controversial phenomenon that has presented an interesting field of study for researchers over the years.

The research focused on Kajiado County for various reasons. To begin with, vast areas of the county are marginal with nomadic pastoralism being the main economic activity which offers multiple possibilities of social involvement. Moreover, the fact that it lies on the flight path may represent a good basis for the development of a culture of social involvement. Commercial airlines have an enormous effect on local communities around the airports they serve. It allows such communities to have better access to products and services like education facilities and medical services. Airports also increase tourism around the areas they serve boosting the local economies. Also, due to the human resource demands in the aviation industry, communities around airports enjoy employment benefits both directly and indirectly. Last but not least, personal reasons made a choice of this county as a research location. One must also mention the fact that by choosing a single County under the devolved government structure, the researcher had the opportunity for a detailed analysis.

On the other hand, the choice of Kenya Airways for the study was informed by the fact that the Airline has been at the fore front in sponsoring corporate social responsibility activities in diverse sectors including education, health, provision of safe drinking water, promotion of sports and cultural activities. The company’s major objective in sponsoring corporate social responsibility programmes is to market itself, win support from it’s publics as well as give back to the society. The study sought to gain an insight on how corporate social responsibility programmes play a role in winning public trust by giving corporate entities a human face.
The study also sought to establish whether performance indicators for the corporate social responsibility activities undertaken by Kenya Airways are well drawn, clear and evident with both tangible and intangible results covering economic, social and environmental spectrums.

As mentioned above, Kenya Airways is ideal for this study owing to it’s track record of engaging in corporate social responsibility and especially given the fact that a big percentage of its social responsibility budget has been channeled to Kajiado County

1.7 Significance of the study

The relevance of the selected topic lies in the fact that the research looks into an area that is new to scientific inquiry bearing in mind that corporate social responsibility as it relates to public relations has not been adequately researched both locally and within the East African region.

The relevance of the research stems from the obvious fact that communities the world over are confronted with various socio economic problems irrespective of the level of national development. Social responsibility initiatives, if applied properly would go along way in alleviating such socio economic challenges. At a scientific level, the case study selected for research is likely to generate other research ideas and may be applied to other organizations and communities.

1.8 Study hypothesis

The study’s hypothesis was that a positive association exists between an organization’s CSR programs and PR and that CSR campaigns are perceived as a good source of improving an organizations image, reputation and popularity.
1.9 Study Limitations

As any research, this work presents several sets of limits. These limits can be grouped in the following three categories: limits pertaining to the choice of the case study, limits pertaining to the chosen research methods and to the way they were applied and limits pertaining to the perspectives used by research. Based on these limits, several research perspectives will be traced with the purpose of improving the results obtained.

The limits pertaining to the case study refer to the choice of a single County for study, namely Kajiado County. Due to the fact that Kajiado County is dominated by unique socio economic situations, the data collected may not be generalized to other Counties. Moreover, the present study intends to underscore the social situation of Kajiado County and the perceptions of its citizens regarding a new phenomenon, corporate social responsibility and its connections with public relations. Being an expansive County, specialized knowledge, though scarce, could be richer than in other Counties.

The limits pertaining to research methods refer to the chosen research methods and the way they were applied. First of all, as regards survey, the sampled numbers was small and the information given, especially in the context of the connections between corporate social responsibility and public relations scarce and not always consistent. A larger sample could perhaps have been more appropriate in order to obtain more complex results.

Regarding the administering of semi-structured interviews one must state that although the chosen interviewees were representative, the number of administered interviews was small when considering the importance of the theme. Last but not least, the survey was administered by using quota sampling. As quota sampling is no probability sampling, the extent of generalization of collected data is limited.

The third set of limits refers to the necessity of approaching the subject within the economic performance of the choice of the organization. As it is struggling with a down turn in term of
profitability, Kenya Airways is at present perhaps not in the best situation to accept more programs of corporate social responsibility and invest in such activities as well as in activities related to company image.

Another limit of the research is concept of public relations, which, because of being little known and, even worse, mistaken for customer care, has made the study approach it through the intermediary of other variables that define it in the survey.

Another important limit of this study was scarce literature regarding corporate social responsibility in Kenya which made it more difficult to confirm certain data and make sure that obtained data were sufficiently clear.

Finally the study was also constrained in terms of resources to facilitate travel, accommodation and other research overheads which curtailed the duration and the scope of the study.
2.0 Introduction

The purpose of this literature review is two-fold. First, it examines the public relations literature related to CSR and secondly, it considers how CSR is being treated in terms of the evolving public relations theoretical agenda that has moved from a focus on communication management to a focus on relationship management. Clark's (2000) comparison of CSR and public relations identified many similarities in their evolution.

The literature review is structured in two main parts. The first part intends to debate, from a theoretical point of view, the concepts of corporate social responsibility and public relations, as well as the connections between them, while the second part proposes to point out the way in which the involvement of companies in social life is perceived, as well as the consequences of this activity from the point of view of the public.

This initial review of the broad CSR literature does two things. First, it reinforces the assertions made in the public relations literature by Clark (2000) that there are commonalities between public relations and CSR, and that communication management offers a perspective for furthering the role of public relations in the relationships between organizations and stakeholders. Second, it creates an opportunity to examine how the public relations literature has explained its role in the relationships between organizations and stakeholders that addresses management, communication and relationships.

In 2000, Clark argued that corporate social responsibility (CSR) literature had largely ignored the role of public relations and offered a communication management approach to maximize the relationships between organizations and stakeholders. In his studies Clark (2000), concluded that there were strong links between Public Relations and CSR and that PR
practitioners are often responsible for CSR work in organizations. Given that public relations has a role to play in the business priority of CSR at both academic and practical levels, it is important and timely to review how the public relations literature is addressing CSR and to consider directions for future research.

Clark (2000) observed that fundamental societal changes during the 1960s and 1970s saw the practice of public relations evolve from its information dissemination origins into a discipline that was more about issue response, accountability and social responsibility as central to organization-public relationships. It was at this point that Clark stated that CSR and public relations were most similar, highlighting the fact that both public relations and CSR aim to understand their stakeholder environments in order to respond to society’s demands.

While Clark’s (2000) discussion provided a valuable consideration of CSR phenomena, the focus on communication management presented retains its focus on just one aspect of contemporary public relations thinking. Seminal work on public relations as communication management was carried out by Grunig (1992) who suggested that there are three key streams in the public relations literature that are useful for considering the role of public relations in CSR. The first stream in the literature presents public relations as a management function, which uses the attributes of management (e.g., planning, collaborative decision making, and research) to foster the organization’s ability to build mutually beneficial relationships on which the corporate vision and mission depend.

The second stream in the literature presents public relations as communication management, which focuses on the flow of communication between an organization and its publics to achieve effective relationships.

The third stream of literature presents public relations as relationship management, so that communication is a property of those relationships rather than the conduit between organizations and publics.
While these approaches are inherently interdependent, the unit of analysis in each perspective provides a useful frame for considering public relations practices: management focuses on the planning process in the organization, communication focuses on the strategic understanding of the flow of information, and relationship management focuses on the nature of the relationship itself. As the name suggests, the communication management in CSR model put forward by Clark (2000) places a strong focus on strategically understanding stakeholders and the communication that takes place between them and the organization. This examination of the public relations literature related to CSR seeks to build a greater understanding of this relationship.

2.1 History of Corporate Social Responsibility (CSR)

The history of social and environmental concern can be traced back to thousands of years ago. For example laws to protect the forests can be traced back to five thousand years ago when commercial logging took root in the early civilizations. In Ancient Mesopotamia King Hammurabi introduced a code in which builders and farmers were executed if their negligence caused major inconvenience or injury to others. In Ancient Rome senators were concerned about the failure of businesses to contribute sufficient taxes to fund their military campaigns. With industrialization, the impacts of business on society and the environment assumed an entirely new dimension. By the late nineteenth and early twentieth centuries, large corporations across Europe and the United States of America had started channeling some of their wealth to support philanthropic ventures(Caprrioti 2006). By the 1920s discussions about the social responsibilities of business had evolved into what can be recognized as the beginnings of the modern corporate social responsibility movement.

Carroll (1999) distinguishes four phases of research on modern day CSR:

1. Gestation and innovation in the 1960s,
3. Institutionalization from 1980 to 1987


Carroll (1999) did a large scale study with the objective of building a definition for the corporate social responsibility concept. Although he identifies theoretical elements dating back to the 1930s-1940s, Carroll decides to base his discussion on the periods after 1950s through to the 90s which he considered as the modern era of corporate social responsibility. Carroll captures what CSR should mean: “A socially responsible firm should strive to make a profit, obey the law, be ethical, and be a good corporate citizen” The idea of a good citizen applied to corporations is still predominant today in the development strategies of successful organizations.

In order to reach equilibrium, Carroll argues that organizations must balance its economic aspects with its ethical and social ones and this balance must take into consideration all categories of stakeholders. International Institute for Sustainable Development has identified ten factors that have influenced the development of CSR and have attracted attention to the new role of companies, that of socially responsible citizens:

*Sustainable development:* Process that has identified the complex problems of society as well as the incorrect use of natural resources. CSR is seen from this point of view as a potential solution to solve problems of this kind by integrating the former into the business strategy.

*Globalization:* by extending businesses at global level, social problems were also highly amplified. CSR plays a vital role in detecting the impact that globally extended businesses have on the workforce, on local communities and their economies. CSR may offer viable solutions for ensuring public well-being.

*Governance:* Governments and member states of bodies like European Union, African Union and International Labor Organization (ILO) etc have produced various reports, guides, declarations, principles and other instruments in order to establish the proper conduct of
businesses. CSR offers in this respect internationally accepted instruments regarding human rights, the environment and anti-corruption measures.

The impact of the corporate sector: The way in which companies behave has become a problem of general interest as their influence on political, social and environmental systems is ever greater.

Communication: Advanced technologies such as the Internet or mobile telephony offer increased possibilities of internal and external communication for any company. In the context of CSR, modern communication technologies offer the possibility of improving dialogue and partnerships.

Financial capital: Consumers and investors are more and more interested in supporting socially responsible businesses. CSR may help to create value and to achieve a better response from those interested in the business.

Ethics: Throughout time, corporations have often broken the rules of ethical conduct in business, which led to mistrust in their activity. A CSR approach from this point of view may lead to an improvement of company’s relation with interested groups, to a greater transparency and to higher ethical standards.

Leadership: lately, there has been a greater acknowledgement of the limits of regulatory, legislative and governmental initiatives in addressing effectively all the issues that CSR refers to. Thus, CSR offers the possibility of action in those areas that are not adequately covered by regulations.

Business instruments: companies have begun more and more to admit the fact that the adoption of effective CSR programs may reduce the risk of business failure, may lead to new opportunities, to innovations, to increased brand reputation and even to the improvement of work productivity. (Hohnen, 2007) suggests the potential key benefits of companies implementing CSR strategies as outlined below:
(a) A better prediction and management of potential risks

(b) Improvement of management reputation

(c) Increased ability to recruit, develop and retain personnel

(d) Increased innovation, competitiveness and market positioning

(e) Increased operational efficiency and better economy with costs

(f) Increased capacity of attracting and building relations that are effective and efficient to the supply chain.

(g) Increased ability to approach changes.

(h) A better, more dignified legitimacy to operate in the community

(i) Improvement of relations with regulating authorities.

Because of its strong objectives, CSR can influence the daily activity of the organization, bringing advantages in each sector. From an economic point of view “CSR adds value because it allows companies to reflect the needs and concerns of their various stakeholder groups”. Thus, organizations have the possibility of being legitimate, of preserving this status and of maximizing economic efficiency in the long run.

Palezzi and Starcher (2006) outlined types of key-responsibilities that the process of corporate social responsibility envisages. They opined that sustainable development presupposes an activity supported by projects for the present meant to support the company for the future too. The authors further observed that for managers, predictions are hard to make and therefore it is much more important that they carry out an effective activity in the present with the purpose of being the beneficiary of opportunities in the future. In this sense it is essential for the management to identify present opportunities that will engender others in the future. According to White (2009) sustainable development and corporate social responsibility are processes that are addressed together because sustainable development generally works with the three pillars of environment protection, social responsibility, and economic development.
The concept of sustainable development is meant to complete the general picture of the concept of corporate social responsibility.

<table>
<thead>
<tr>
<th>No</th>
<th>Society</th>
<th>Responsibilities of CSR</th>
</tr>
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| 1  | Employees       | • Managers  
               | • Present employees  
               | • Families of present employees  
               | • Retirees/pensioners |
| 2  | Environment     | • Eco-efficiency  
               | • Sustainable development  
               | • Responsibility |
| 3  | Clients         | • Direct  
               | • Indirect |
| 4  | Investors       | • Individuals  
               | • Mutual funds  
               | • Retirement funds  
               | • Specialized financial investments |
| 5  | Business partners | • Suppliers  
                      | • Distributors  
                      | • Mixed societies  
                      | • Strategic alliances |
| 6  | Communities     | • International  
               | • Regional  
               | • National  
               | • Local |

Source: (Palazzi and Starcher, 2006)

2.2 Public relations (PR)

Today, it is already well-known that public relations are acknowledged as a stand-alone, professional field that operates with clearly established methods, techniques and rules in order to establish relations between individuals and organizations, as well as between organizations and their internal and external environment. Based on the process of communication, one of the oldest and most necessary processes of humankind, public relations do nothing but facilitate social relations of individuals and groups (Drucker, 1998).
Defining the PR concept is quite difficult in the context of the continuous alteration of the understanding of the concept in time. If in the beginning it was perceived as a way of controlling the public (being much likened to propaganda and then with manipulation), today it is a concept that belongs to the management function, it is a process that “contrary to the opinion of many does not represent a system designed to make bad people and bad things seem to be something else” (White, 2009).

Until it got here, however, it was also understood as a way of informing the public and of manipulating public opinion. Today the function of public relations is defined in various ways. The British Institute of Public relations defines PR as a deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and its publics. White(2009) sees PR as a distinctive function of management that helps create a communicational bridge, a mutual cooperation between an organization and its external environment, a convergence between own structure and own image, as well as maintaining these relations. Through PR one must learn all problems and trap-questions related to own system; PR supports the management in its attempt to stay informed about the image of its own institution and to react accordingly. This function defines, through its specific work and activities, management responsibility in the eyes of the public, granting importance to the latter. It supports management so that the latter may keep pace with any change and use any transformation to the benefit of own firm; it has the role of alarm system for the discovery and prediction of future trends; PR uses study as well as healthy and ethical communication techniques as basic instruments for its actions.

2.3 The role of public relations in corporate social responsibility

Researchers have often asked the question whether corporate social responsibility programs are more than a mere maneuver through which companies aim to acquire a positive public
image, beat competition and rank high in the preferences of groups of interests. Available literature points that over the years, corporate social responsibility has been considered to be a new tool identified by the public relations department to improve the image of the organization by appealing to the sentimental side of the public that could be touched by the company’s involvement in solving social problems and thus attract the publics to be faithful clients, partners, collaborators.

Frankental (2001) talks about the place and department attributed to CSR activity within the organization: “an indicator of the real value that companies attach to CSR is where they locate this function within the organizational structure. It is usually located within the external affairs, corporate affairs or community affairs. In other words, it is seen as an adjunct of PR, a function of company’s external relationships, a peripheral activity, not something that needs to be embedded across the organization horizontally and vertically.” Nonetheless, specialized literature identifies distinctions between corporate social responsibility and public relations. Multiple confusions generated by the interweaving of the two entities are also connected to the fact that CSR activity was often performed by public relations specialists and was sometimes included into the public relations department of the organization. Communicating CSR activities became incumbent to these specialists too and they became responsible for drafting and presenting annual CSR reports and more. Frankental (2001) observes that placing CSR under the umbrella of PR is due to the fact that the organization is closest to the public through the intermediary of the CSR. The author observes that corporate social responsibility is an invention of PR and that CSR can only have real substance if it embraces all the stakeholders of a company.

Clark (2000) discussed the interferences and similarities between CSR and PR and interrelated the two, as both work for common goals linked to corporation’s reputation.
image, identity, etc. Motivations for taking part in CSR actions are often the same as motivation of practicing PR. Clark, 2000 points out that the motivations for organizations to engage in CSR were improved customer loyalty, improved organizational culture and attracting as well retaining employees. Other advantages he enumerated were greater cohesion of the workforce, improved image, reduced business costs and improved reputation. Clark observed that both CSR and PR represented an opportunity for improving the efficiency in the corporate world. The review of the evolution of the two concepts has revealed the existence of four action steps for both PR and CSR.

Table 2.2: The four steps of action of CSR and PR presented comparatively

<table>
<thead>
<tr>
<th>Step</th>
<th>PR</th>
<th>CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>defining the problem or opportunity</td>
<td>acknowledgement of a problem</td>
</tr>
<tr>
<td>2</td>
<td>planning and programming</td>
<td>analysis and planning</td>
</tr>
<tr>
<td>3</td>
<td>action and communication</td>
<td>answer in terms of policy development</td>
</tr>
<tr>
<td>4</td>
<td>evaluation of the program</td>
<td>implementation</td>
</tr>
</tbody>
</table>

Source: (Clark, 2000)

The first step described in the PR activity refers to the focus on researching and defining the problem or the opportunity for action, both inside the organization and outside it and it focuses on attitudes, opinions and behaviors of those who have a connection with the activity of the company.

The first step of CSR activity, says Clark, resembles that of PR; a company that has the capacity of recognizing opportunities in terms of social and environmental policies will find it easier to answer social demands. Thus, both PR and CSR use within this step the ability of identifying certain problems and opportunities meant to achieve a connection between the organization and the groups interested in it. At the second step PR has the duty of recognizing
the proper strategies likely to solve the problem or improve opportunity; all this activity is based on the needs of every group the company comes into contact with. At the second step, CSR performs an almost identical operation by which the company attempts to understand the environment and the relations of stakeholders as well as their demands and expectations, thus trying to improve the relations with the networks of stakeholders involved. Thus, both CSR and PR use within this step the ability of analyzing and planning their relation with co-interested groups the company comes into contact with. The third step of PR involves implementing a strategy and communicating it to the stakeholders. For CSR it is now the moment of developing policies and programs to manage social problems. Thus, the third step involves, for both CSR and PR, the introduction, monitoring and communication of adequate strategies. The last step involves for PR the evaluation of pluses and minuses that occurred along the whole process. As regards CSR, this step completes the third one (Clark, 2000).

Another common aspect identified by Clark consists in the fact that both PR and CSR bring dividends as regards the company’s reputation. Similarly, the responsibility of communicating with different types of stakeholders as regards the CSR activity lies in the hands of the PR. Both rely on communication, a process that has to be thought, applied and evaluated depending on all categories of groups interested in the company and on their needs; both aim at increasing efficiency and have similar goals.

2.3.1 Common steps of PR and CSR

The theoretical aspects presented by Clark in an argument regarding the differences and similarities between CSR and PR and the common steps of both are illustrated as follows:
Both are willing to improve the quality of their organization’s relations with key stakeholder groups. If the PR is to strategically manage CSR, company top management has to be involved.

2.3 CSR and public relations as a management function

One of the central claims of public relations is that it is a management function (Grunig, 2001). Further, research on CSR shows that public relations professionals are often responsible for CSR activities, demonstrating a direct correlation to their involvement in other themes such as ethics, CSR reporting and organization reputation. The studies on ethics confirm the claim that public relations have a responsibility to consider the ethics of the organizations. Mckie (2001) found CSR in organizations to be a defensive act of self-interest and argued that there needs to be a shift in processes to ones that are proactive and move the organization away from the boardroom bottom-line. The author suggested that it is time for organizations to see CSR as a voluntary act of selflessness that works towards bettering society as a whole.

In contrast, Munish and Kurian (2005) argue that an organization can only truly be considered ethical if it considers its impact on all of its stakeholders, not just the ones that the organization sees as significant. While the motivations behind ethical CSR differ across the studies, there is a common agreement throughout that suggests that organizations are currently lacking a commitment to ethics in CSR (Munish & Kurian, 2005).
The authors reason that this is because CSR has become a communication-driven strategy that an organization can use to manipulate its image for social acceptance. Munish et al suggest that CSR has evolved into a reactive marketing strategy due to scant literature on its origins. The findings of these studies raise concerns for the concept of public relations as a management function because they suggest that it is not currently fulfilling this duty. In order to be considered ethical, public relations professionals must peruse CSR on a deeper level in which initiatives expand further than image building and the commitment to CSR becomes a proactive push from within.

2.4 CSR and public relations as communication management

According to Barllett (2007) CSR reporting is conducted in one of three ways: information dissemination, responsive approach and interactive approach. Both new communication technologies and CSR marketing are a means to promote transparency and accountability, foster communication, and build trust between an organization and its key publics. They suggest that CSR is essentially a communication technique and believe that one-way communication is necessary for global consistency. The second way approach to CSR reporting was as a two-way communication mechanism (Capriotti & Moreno, 2006). Changing technologies have resulted in greater demand for transparency and accountability from society. By using the two-way communication approach, Capriotti and Moreno (2006) suggest public relations can take advantage of the internet to improve the relationships between an organization and its stakeholders.

The third and final approach to CSR reporting, the interactive approach, is discussed with regard to stakeholder engagement theory. Bartlett (2007) suggested that publicity and one-way communication was effective dealing with stakeholder demands; however, due to evolving changes in the society, organizations must now engage in dialogue to meet their concerns.
Bartlett demonstrated this shift by highlighting the global demand for transparency and accountability and stated that these new public relations practices were becoming a more accepted way to deal with stakeholders.

2.5 CSR and public relations as relationship management

Stakeholder management is an important process that allows companies to achieve their strategic objectives by interpreting how those objectives can be influenced and affected by the interests and actions of relevant stakeholders. It aims to create positive and mutually beneficial relationships with stakeholders through appropriate management of their expectations, interests and agreed objectives (Cornelissen 2004, pp. 57-59). It is important to note, however, that stakeholders can belong to several stakeholder groups; such as an employee might also be a shareholder or active member of an NGO, thus being an organizational, social as well as economic stakeholder.

Bruning (1998) asserts that within the relationship management stream, three broad areas of reputation building, trust generation, and relationship management are recognized. Using the framework of public relations as relationship management, professionals must foster open and frank communication, build trust, and demonstrate involvement, investment, and commitment. By transferring symbolic CSR communication efforts into a behavioral CSR strategy, an organization can engender loyalty in order to build long-term relationships with its key publics.

Capriotti and Moreno (2006) also sought benefits in approaching CSR from a relational perspective and similarly viewed corporate portals as a key channel in managing organization-public relationships. The authors expanded on the role of public relations to describe it as the heart of CSR, in which CSR is the organization's stated commitments (i.e., economic, social, environmental and informational) to its key publics.
Capriotti (2007) suggests that CSR is part of an organization’s contract to society, in which it must contribute and collaborate in educating the community on diverse issues and maintaining social legitimacy.

Capriotti et al discusses the importance of organization-public relationship dimensions and demonstrates how negative ramifications lead to the erosion of trust in business globally. They state that the role of public relations is to generate trust through CSR and to utilize it as the social face that drives stakeholder relationships. The authors declare that public relations consultants should be serious about relationship management and bridge the gap between trust and CSR initiatives. By adopting a stakeholder engagement approach, organizations will be able to engage with key active publics in aspects of the decision-making process, engage in dialogue to gauge their opinions, perceptions and needs, and close the legitimacy gap through the formation of strategic relationships.

2.6 CSR as part of marketing strategy

In the past years CSR has been used in a deeper meaning and therefore it has been widely implemented into company’s business actions and strategies. However, the implementation and usage of CSR in marketing is a rather new topic and is not incorporated in every company’s business operations yet. Because there is an increasing awareness of CSR being a useful marketing tool, companies start to market their CSR actions to stakeholders.

According to Bueble (2008, p. 18), CSR communication can be defined as using promotional techniques that are directed at informing about a company’s CSR whilst supporting CSR-based brand identity and relational as well as behavioral loyalties or switching behavior. Hence social, ethical and environmental behavior is related and communicated not only in the company itself but throughout the whole supply chain. Furthermore Bueble mentions that marketing of CSR actions has been used in the past for building overall awareness as well as conveying corporate image. However, little research has yet been undertaken in terms of how to communicate CSR in the right way. It tends to be very difficult to communicate
responsible and sustainable actions which adhere to the interests of all stakeholder groups. Therefore communication and careful evaluation is crucial in order to successfully use CSR in a marketing strategy.

Companies are increasingly using CSR sustainability in their marketing actions to generate a competitive edge as well as buildup customer loyalty, satisfaction and resilience. Research has shown that today’s consumers are not only interested in the marketing mix itself but are more likely to buy products from a company that they perceive as having a good reputation. Therefore marketing companies’ CSR activities is one way of luring customers into buying a product or service.

Blueble (2008) argues that although it is widely known that stakeholder groups consider CSR important, many companies fail in communicating their actions in an effective way. This is due to an unclear guideline on how to communicate CSR initiatives. Increasing the awareness level amongst the stakeholders will be the first step of gaining the benefits of it. But all intentions of a company to communicate its CSR actions will not be effective as long as a strategy on how to implement CSR into marketing does not exist. Without it the overall marketing actions will most probably be inefficient and off target (Bueble 2008, p. 22). A thoughtful implementation of CSR into the marketing strategy is therefore recommended.

2.7 The need for CSR strategy in airline business

Nowadays having a business strategy is as essential as never before due to a high need in business life for forecasting, measuring and developing business actions further. There will always be competitors that are potentially doing better business which consequently leads to a need for efficient and structured operations to ensure long lasting business success. Businesses that are going to last and also be profitable in the future are the ones with CSR incorporated into their business strategy. Like many other business aspects a clear vision on
how to implement CSR is crucial because it allows the firm to be successful whilst using its resources within its unique environment to meet market needs as well as meet stakeholder expectations.

Esty and Winston (2006, p. 9, 11) have the opinion that stakeholders are nowadays pointing concrete questions at companies concerning specific environmental issues. This emerging interest in responsible behavior reshapes markets, creates new business risks but also offers opportunities for companies that are prepared to respond. Hence, incorporating CSR actions into business strategies gives companies flexibility and the ability to adapt quickly to new market situations. Esty and Winston are of the opinion that incorporated CSR actions in the business strategy allegorize for an increasing potential for upside benefits. Innovation and entrepreneurial actions are progressively seen within companies that include the environmental lens into their business. In times of recession those companies have found a way to set themselves apart from competitors. By remaking their products in order to respond to customers’ needs, companies drive revenue growth and increase customer loyalty. Only the companies that build, maintain and continuously strengthen their own identity and its market will survive in the long run.

2.8 Benefits of CSR as a business strategy

Esty and Winston (2006) argue that a better anticipation of risks and risk management in the environmental, social, economic as well as legal sectors is one benefit assuring overall greater oversight concerning stakeholders and market movements. Implementing CSR accrues multiple benefits for an organization depending on the overall business strategy adopted. For example high-value retail brands will benefit from CSR actions to a great extent, not only regarding customers but also supply chain partners. This leads to a higher potential
to recruit, develop and retain staff. Improved human resource practices will contribute to improved loyalty towards the company itself.

Moreover CSR can be seen as a driver of competitiveness. Firstly due to satisfaction of the staff and secondly because of increased reputation and improved business actions. Innovation and product differentiation open access to new markets in return.

Due to an efficient approach towards management activities as well as constant evaluation of the business processes, energy can be saved and waste streams can be turned into revenue. In addition co-operating with local communities becomes much easier. Because of an increasing citizen and stakeholder understanding, relations with organizations shareholders will improve. Access to capital is crucial in all kinds of businesses. In order to decide where to invest, financial institutions are increasingly integrating social and environmental criteria in their decision making process. Hence effective CSR management might give a company the competitive edge that is needed to convince the financial institutions to invest into their business (Esty and Winston 2006 p13)

However, before implementing CSR actions, corporations need to undertake an evaluation of costs that might occur during the process. It is only if the benefit of a certain CSR action is higher than the overall cost that it is incorporated into business processes. Consequently, actions that might turn into loss should be avoided.

2.9 Model of CSR as competitive advantage

According to Alagse (2005) the last few decades has witnessed efforts by organizations to include CSR in their business business strategies. Consequently many actions have been developed in order to build up a corporate culture combining economic, social and environmental actions (Alagse, 2010). In the past business actions and social responsibilities have been seen as two different things - business actions being inside the company and social
responsibility actions outside the company. Because companies were so obsessed with profitability and earnings they missed out on the opportunity to include CSR in their business actions. According to Alagse (2010) there are four different degrees of CSR actions that can be integrated into the business strategy, all leading to competitive advantage to a different extent. The first strategy is the so called reactive strategy. This type of strategy has been used widely in the past, gaining trust and confidence of the community but paying penalties on social responsibility actions that otherwise could have been saved.

Because of the immense spending, companies started to look for other alternatives to be active in social responsibility issues whilst keeping the spending down. One way of solving this problem is to change the business strategy to a proactive one. Hence companies prevent problems rather than react to them after they have appeared. This strategy can lead to savings that the company can use otherwise (Alagse, 2010).

The second strategy leading to competitive advantage deals with CSR as an image building exercise. This strategy responds to the reactive strategy in which companies failed to discharge social responsibility. The damage control exercise is one way of recovering from the former mentioned strategy. Nowadays it is widely common for businesses to use and communicate their CSR actions to the public. It is accepted as an opportunity for building up a corporate image for the company. By embracing social actions into business actions rather than just mentioning them, companies are offered the chance of enhancing the overall image of the company as well as building a positive reputation of societal concerns. This eventually will lead to competitive advantage. The only downturn of this strategy is that companies actions are not necessarily related to the implementation of CSR into a business strategy. It takes more than highlighting activities in the media to become an overall sustainable business. Hence CSR as a tool for image building needs to overcome the border of being an
instrument for public distinguishing and align CSR with the overall business goals (Alagse 2010).

The third strategy utilizes CSR to improve operating efficiency. Protection of the environment does not only improve a companies’ ability to work inside environmental regulations but also reduces operating costs by increasing the overall efficiency. This type of business operations benefits both the overall business as well as the living conditions of future generations. Furthermore these actions can be used for projecting a business case for CSR and showcasing the implementation and integration of these actions to achieve better business outcomes. Of course implementing this strategy alone is not a guarantee for profitability. Only in combination with other business actions will the strategy lead to the desired outcomes (Alagse 2010).

The fourth strategy views CSR as a source for competitive advantage which is highly based on understanding the communities and the impact the business actions have on them. It is necessary to evaluate how both the community and the business can benefit from future actions in the short and long run. Because finding a solution that suits everyone involved is rather difficult, detailed discussions and evaluations are needed to ensure profitable business now as well as in the future. Forecasts suggest environmental concerns as well as responsible behavior will be the decisive factor on business success in the future. Hence more and more businesses are focusing on creating a corporate culture that incorporates responsible actions (Alagse 2010).

2.10 Theoretical framework

2.10.1 Carroll’s Pyramid of Corporate Social Responsibility

One of the most used and quoted model is Carroll’s (1991) Pyramid of Corporate Social Responsibility. The arguments offered in favor of the existence of CSR are considered in specialized literature as being of three types: moral, economic and rational:
Moral arguments—talks about the necessity of all social groups to strive to add such other values to economic profit as could make life better. The interdependence between organization and the infrastructure offered by society is necessary to the common benefit of the two entities.

Economic arguments—Are brought to convince those managers who are not persuaded by the moral arguments of CSR programs involvement; thus, the adoption of an effective CSR policy will influence all the aspects of the activity of the organization and will lead to a real market differentiation and competitiveness, thus attracting other successes too. From among the economic benefits the company will have, some authors name benefits of financial nature, increased company visibility, preference of consumers for the products of socially responsible companies, increased internal cohesion of the team involved in developing the project within the respective company, etc.

Carroll observes that CSR constitutes of four kinds of responsibilities: economic, legal, ethical and philanthropic. The author considers CSR to be framed in such a way that the entire ranges of business responsibilities are embraced. These four responsibilities can be illustrated as a pyramid. The economic component is about the responsibility to profit and this responsibility serves as the base for the other components of the pyramid.

With regard to the legal aspect, society expects organizations to comply with the laws and regulations. Carroll's research represented an important source of analysis for this work as it is marked by an attempt to chronologically follow the building of a definition of the concept of corporate social responsibility. Carroll in 1991, offered a new variant of the definitions provided earlier by stating that CSR is composed of four key elements: economic, legal, ethical and philanthropic and underlining the fact that throughout time these aspects have always existed within companies but the aspects regarding ethics and philanthropy have started to occupy a major place only in the 1990s.
Being called “the pyramid of corporate social responsibility,” the 4 elements are explained thus:

1. Economic – responsibility to have profit following the investment of stakeholders;
2. Legal – responsibility to observe the law;
3. Ethical – responsibility to adhere to social norms that are not stipulated by laws but are expected by actors operating in society;
4. Philanthropic – responsibility of having a definite role in voluntary aid to a segment of society.

Caroll illustrated the four components of CSR as a pyramid with economic performance as the basic block. Next is the responsibility to be ethical. At its most fundamental level this is the obligation to do what is right and to avoid harming stakeholders. Finally business is expected to be a good corporate citizen. This is embedded in the philanthropic responsibility, where business is expected to contribute financial and human resources to the community and to improve the quality of life.

2.10.2 Systems theory

Like strategic management perspectives of public relations, systems theory (Von Bertalanffy, 1968) provided some foundational thinking for Preston and Post (1975) when they considered the relationship between organizations and their environment. Rather than systems being based on exchange relationships, Preston and Post (1975) argued that organizations and environments could operate as interdependent systems. These early CSR concerns revolved around the set of processes that arise when organizations and their environments interpenetrate and were focused on the secondary impacts arising from the organizational pursuit of efficient outcomes (Preston & Post, 1975).

This perspective focused on the relationships between organizations and their environments that extended beyond those that solely resulted in efficiency and exchange. The extent of the domains
of these relationships were addressed by Carroll (1979), who stated that the "social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point of time" (Carroll, 1979, p. 500). McWilliams and Siegel (2001) focus on the intent of the actions and relationships by suggesting that CSR comprises "actions that further some social good, beyond the interests of the firm and that which is required by law" (p. 117). The domains in which these "responsible" actions take place are now widely accepted to span across economic, social and environmental dimensions (Carroll, 1979).

An important clarification that has evolved in the CSR literature is the articulation of the role of stakeholders, rather than society as a whole, in defining CSR. While Carroll (1999) included the notion of society as the interface to the organization, Whetten, Rands and Godfrey (2001) shifted the definition to include the notion of stakeholder in suggesting that CSR is "societal expectations of corporate behavior: a behavior that is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of business" (p. 374).

This configures stakeholders as the means through which society's expectations are translated, represented and delivered to the organizational interface (De Bakker et al., 2005). Stakeholders are thus separated out from the broader social environment, suggesting that the interaction between organizations and stakeholders provides the operational level at which CSR is socially constructed. Such a perspective is evident in the communication management perspective presented by Clark (2000).

One of the reasons for this shift is that stakeholders provide organizations with a range of resources that are required to conduct their business, such as capital, customers, employees, materials and legitimacy Bailey et al., (2000). This creates a mutual obligation, with stakeholders conceived as providing a "license to operate" to the organization in return for their provision of socially acceptable, or legitimate, actions.

The result is a form of social contract that allows the organization to continue operations (Deegan, 2002) As such, the CSR literature articulates the outcomes and importance of these
relationships between organizations and stakeholders. Deegan points out that the focus on relationships that extend beyond exclusively financial and exchange imperatives is consistent with perspectives related to their importance in public relations literature in contributing more broadly to organizational success.

However, the CSR literature itself has limited, albeit evolving, explication of relationships between organizations and specific stakeholders.

2.10.3 Enactment Theory

This study was also anchored on enactment theory. CSR processes can be interpreted assuming that retrospective interpretations are built during interdependent actions that occur in interplay of adaptation to the environment (Weick, 2005). In an application of evolutionary epistemology to social life, Campbell (1997) proposes CSR can be treated as a reciprocal exchange between actors (enactment) and their environment (ecological change) which are made meaningful (selection) and preserved (retention). These exchanges will continue in time only if the preserved content is both believed and doubted in future enactments and selections (Weick, 2005). Weick called this model “Enactment Theory”, arguing that it has become convention in organizational studies. This theory leads to a better understanding of the more general progression of organizing. It also defines the actual process of improving organizations. Furthermore, it allows for the characterization of possible variables that, in a mutable continuity, influence the perception of the environment. Identity, for example, is seen as a possible factor that shapes what actors enact and how it is interpreted. It also affects what outsiders think the organization (image) and how it treats the actors in the organization (Weick, 2005).
CHAPTER THREE: METHODOLOGY

3.0 Introduction

This section presents the methodological approach of this research. The research is characterized as an empirical study being primarily qualitative based on a case study. However, the researcher also applies quantitative tools to test the results of the empirical research for the data gathered. The researcher applies the most adequate methodology for different parts of the research, looking at their internal validity but also gathering as much information to achieve the objectives of the study. The present study therefore has had recourse to several research methods, both quantitative and qualitative, thus choosing to collect data by the mixed research method.

3.1 Data collection

An analysis of semi-structured interviews administered to public relations staff at Kenya Airways was done with the area of inquiry being the role of public relations in the activity of corporate social responsibility seen from the respondents’ perspective. It was considered timely to learn the opinion of persons who are operationally in charge of such activities and to point out the connection, from a practical point of view, between the two elements. In this sense, during the period of May-July 2012, structured and semi-structured questionnaires were administered to employees in public relations and corporate communications departments in Kenya Airways. Face to face interviews were also carried out amongst respondents to elicit in-depth information.

The Airlines reports were used to obtain background information. Administration of questionnaires as well interviews were also carried out amongst the Airlines publics in Mashuru and Kajiado central divisions in Kajiado County.
The research intended to identify the perception of corporate social responsibility and of its connections to public relations as far as Kajiado County publics are concerned. The study intended to discover the level of perception of the phenomenon and the visibility of Kenya Airways CSR activities in Kajiado County, as well as the interplay between the features specific to corporate social responsibility and those specific to public relations. The main purpose of this research, therefore, is to see to what extent the citizens are familiar with CSR, their degree of openness towards the involvement of companies in social life and the extent to which they associate variables specific to CSR with those specific to PR.

The main research question this methodological part starts from is to what extent Kajiado County publics perceive Kenya Airways corporate social responsibility as a visible phenomenon, one that is beneficial to community and likely to improve the image of a company.

Moreover, the research intended to analyze both the extent to which CSR campaigns are associated by target publics with the organization initiating the mentioned campaign and the perception of publics of the consequences of such a campaign. The picture given by these data is completed by data regarding citizens' interest in different social problems, in the extent to which companies should get involved in social community life, in the visibility and perception of CSR campaigns carried out at Kajiado County, in identifying and associating CSR campaigns with the sponsoring organisation (Kenya Airways).

The research questions of the survey are therefore the following:

(a) What is the opinion of public relations practitioners in Kenya Airways regarding the connections between corporate social responsibility and public relations?

(b) Are there differences of opinion among public relations practitioners regarding the connections between corporate social responsibility and public relations?
(c) Are there differences of opinion among public relations practitioners regarding the overlapping between CSR and PR?

(d) To what extent—from the point of view of PR practitioners—does an image transfer occur between a CSR campaign and the company that carries out that campaign?

(e) To what extent are CSR campaigns—from the point of view of PR practitioners—a good way of improving the company’s image?

(f) To what extent are public relations specialists able to deal with the corporate social responsibility activity?

(g) What is the perception of respondents regarding the companies that get involved in CSR?

(h) To what extent are CSR campaigns perceived as being a PR component of companies?

In this context, the research hypothesis was the following:

CSR campaigns are perceived as a good source of improvement of company’s image, reputation and popularity. The better the individuals know the concept of CSR, the more they consider that the purpose of a company initiating a social campaign is to improve its image, reputation and popularity.

In order to find answers to research questions and check hypothesis, the study used the method of the opinion poll, having the questionnaire as an instrument. The sample consisted of Kenya Airways staff and its publics in Mashuru and Kajiado central divisions of Kajiado County.

For Kajiado publics, quota sampling was used, observing in broad lines the structure of the population used for sampling. The main quotas used to make the sample are: gender, age, level of education. The main reason for choosing these variables for sampling consisted in the fact that they were considered as being important aspects that underline the perception of the respondents on the issues under study. Analysis involved making associations both among
these variables and between variables specific to corporate social responsibility and those specific to public relations.

Some of the aspects in the questionnaire were the following: perception regarding the standard of living; level of acknowledgement of various social problems in Kajiado County, perception of social involvement of companies in the County; extent of knowledge of the term and features of CSR; knowledge of companies having carried out CSR programs; and socio-demographical aspects.

In order to analyze data, Statistical Package for the Social Sciences (SPSS) was used. The relations between variables specific to CSR and those specific to PR, together with the quota variables chosen for sampling, were intended to characterize the population to be studied especially in terms of CSR and of its relation to public relations.

3.2 A background of the case study method as employed in the research.

According to (Weick 1995), looking for an explanation in terms of how people see things and contextualize them in the structures and systems requires interpretative methods of enquiry such as narrative analyses and case studies. Weick posits that because organizational interpretative schemes are typically a subtle and evolving process, traditional survey and quantitative as well as qualitative analyses were suitable research methods. The author suggests that research designed to investigate interpretative schemes must be as little intrusive as possible and they must be longitudinal and capable of tracing unfolding changes.

On the other hand Eisenhardt(1989) posits that case studies are a research strategy which focuses on understanding the dynamics present within single settings. Aristotle made a distinction between true examples, which refer to actual facts, and fictional examples, which include parables and fables. Although both types of examples are used to enhance the rhetorical power of speech, Aristotle considered true examples to be better than their fictitious counterparts. Eisenhardt further argues that the case method studies a particular
situation to discover properties about similar situations. This can be related to Aristotelian reasoning by examples. This has been the basis for the discussion on induction problems.

However, some scholars have criticized the use of case studies as a scientific research method to describe processes due to the fact that it involves induction based on the observation of a single process. Nevertheless, the case study method has also been supported by a number of scientists and is becoming a mainstream method for new process analyses. (Stake, 1994) suggests that the use of the case study method to make generalizations should be done with the aim of discovering new things about the reality and with the precaution of applying that learned from the case studies to similar processes. Case studies can be seen as a small step towards broader generalization, but generalization cannot be emphasized in all research. Case researchers seek what is common and what is particular about each case, but the end result regularly presents something unique based on the nature of the case, its historical background and the physical setting etc.

Consequently this research deployed interconnected interpretative methods, which sought to improve the understanding of CSR and public relations. The approach would help the researcher answer the why and how questions thus leading to a better understanding of the processes. The interactive discussions were instrumental in eliciting information on CSR and public relations.

3.3 Sampling

The population defines the set of entities from which the research sample is to be drawn. Selecting the appropriate population controls for extraneous variations and defines the limits of generalization (Eisenhardt, 1989). The target population of this research includes communities in Kajiado County who have benefitted from Kenya Airways corporate social responsibility programmes and employees of Kenya Airways. The researcher distributed
questionnaires, interviewed subjects, and recorded as necessary. The research employed both open ended and closed ended questions depending on the data being sought.

3.4 The selection of the sample

The selection of the sample is an extremely important exercise in any research. Its aim is to define research representation and external validity (Yin, 1989). The study was carried out on stake holders directly or indirectly involved with CSR activities of Kenya Airways. The sample of this research was drawn from employees of Kenya Airways and its publics in Kajiado County. The approximate targeted population of the Kajiado community was approximately 20,000 and the quantitative sample was defined using the formula below:

Sample size = \( \frac{XNP(1-P)}{C(N-1) + XP(1-P)} \) (source: Krejcie and Morgan 2001)

\( X \) is the chi square value 1 d.f = 3.8841
\( N \) = the population size
\( P \) = the population parameters
\( C \) = the confidence chosen (5% confidence interval)

\[ \text{Sample size} = (3.84)(6000)(0.5)(0.5) \]
\[ (0.05)(6000-1)+(3.841)(.5)(.5) \]

Therefore for a population of 20,000 this means

\[ N = 3.841(20000)(0.5)(0.5) = 384 \]
\[ (0.05)(20,000-1) + 3.841(0.5)(0.5) \]
Therefore a sample of 380 would suffice for the study at 95% confidence level.

3.5 Sampling design and techniques

Random systematic sampling was used to segregate the target population in Kajiado County. A sampling frame was also developed from employees of Kenya Airways involved in PR and CSR. A systematic random selection of respondents was done in order to ensure representation proportional to the sample size. The sampling technique included the following:

Double stage clustering: This technique involved a random selection of clusters followed by a random selection of respondents. The group covered included opinion leaders and the stakeholders of CSR projects in Kajiado County.

Quota sampling used to reach scattered groups in the community the final choice interviewee was made through quota control characterized by age, sex, level of education and income levels.

Chain sampling: Used to reach employees of Kenya Airways where in some cases, especially for senior executives appointments were booked through the customer care desk.

3.6 Interviews

When performing qualitative research some and occasionally all of the data are collected through interviews. Interviews are appropriate when the intention is to obtain in-depth information. There are different interview structures. In highly structured interviews, the order of questions are predetermined which gives the possibility of quantitative processing of answers. A non-structured interview has open-ended, flexible, explanatory questions, more like an open conversation. Non-structured interviews are appropriate when the researcher has little knowledge about the research area. For this study the researcher chosen to use
qualitative unstructured interviews alongside quantitative questions. The researcher chose unstructured interviews because there was lack of in-depth information on the operations carried out by Kenya Airways and especially the process of conducting CSR and how it relates with PR. The researcher also realized that with strictly structured interviews important information might be lost. Two research assistants enlisted were trained to equip them with skills like reflective questioning, summarizing and controlling the interview. They familiarized themselves with interview procedures, logistics control, safeguards and variables being studied. The integrity and validity of the findings were safeguarded by adhering to strict research ethics and triangulation of data collection tools. The overall interview framework framed around the main research questions as outlined above.

3.7 Overlapping data analysis with data collection

Eisenhardt (1989) recommends overlapping data analysis with data collection to give the researcher a head start in the analysis and to also allow the researcher to take advantage of flexible data collection. The author also recommends thinking about the importance of the data collected and the quality of the learning process when collecting data. This process allows the researchers to make additional adjustments to data.

The data was organized in a systematic manner to facilitate analysis. As mentioned above quantitative data was analysed using statistical packages SPSS where appropriate. Data analysis sought to provide solutions to the research questions.

3.8 Validity and reliability

Patel and Davidson (2003) point out that to achieve reliability one should be able to demonstrate that the operations of a study such as data collection procedures could be
repeated with the same result. The authors note that there is a difference between reliability in quantitative and qualitative research. In qualitative research reliability is better seen in the light of the unique interview situation. If the interview can capture the uniqueness of that actual situation which results in a variation of answers, it is more important than having the same answers every time. In this study the researcher believes that similar results could be obtained if the interviews were repeated, but perhaps with small margins of variance in analysis.

Validity is reached when the results of a research are in accordance with the reality. One reaches high validity when one measures the whole phenomena that is to be measured and nothing else. Patel and Davidson (2003) claim that it is important to be aware of the fact that a researcher cannot observe or measure a phenomenon without some degree of subjectivity. The authors observe that it is not possible to fix any procedures to guarantee the validity in a qualitative research since every qualitative research process is unique.

Internal validity is how congruent the findings are with reality. Since there is always one interpreter, one can argue that one can never reach 100% internal validity. In this study the researcher takes it that all of the interviewees' answers were reliable, honest and well founded.
CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

Most respondents of the research were Kenya Airways employees and stakeholders of community CSR projects in Mashuru and Central divisions of Kajiado County. One way of evaluating Kenya Airways CSR activities was to test the respondents understanding of the activities that the company does and the reasons for the engagement. For the structured interviews, responses were ranked in an ordinal scale represented by strongly agree, slightly agree, slightly disagree and strongly disagree. The respondents were assured that their responses would be treated confidentially.

This study followed the established guidelines of Ajzen and Fishbein’s (1980) theory of reasoned action in order to test the hypothesis. For the purposes of assessing the publics’ perceptions, they were asked to explain what CSR means to them. Thereafter, they were asked questions based on their outstanding beliefs to determine the level of importance that they attach Kenya Airway’s CSR activities in Kajiado County. Finally, respondents were asked to indicate which organizations they deemed to be doing an effective or ineffective job with regard to CSR activities.

4.1 Findings

Intercept interviews were initially conducted. These interviews lasted approximately 20 minutes per respondent and were used to collect qualitative data and to establish parameters for the survey instrument. A total of 319 surveys (N=380, response rate 84%) were collected through interviews and questionnaires. Participants were asked to respond to general questions about corporate social responsibility, including their views of CSR and to what
degree CSR was effective or ineffective. Survey participants were asked to indicate advantages and disadvantages of CSR (see Table 1), and then to rate the value of those efforts.

Study participants selected from a set of beneficial effects and disadvantages of Kenya Airways getting involved in CSR activities in Kajiado County. The responses can be seen in Table 1.

Table 4.1: The perception of Kajiado publics about Kenya Airways CSR activities

<table>
<thead>
<tr>
<th>No</th>
<th>Beliefs about Kenya Airways involvement in CSR</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Helps the community (beneficial)</td>
<td>338</td>
<td>89%</td>
</tr>
<tr>
<td>2</td>
<td>Helps the environment (beneficial)</td>
<td>323</td>
<td>85%</td>
</tr>
<tr>
<td>3</td>
<td>Helps with human/workers’ rights (beneficial)</td>
<td>277</td>
<td>73%</td>
</tr>
<tr>
<td>4</td>
<td>Helps decrease poverty (beneficial)</td>
<td>201</td>
<td>53%</td>
</tr>
<tr>
<td>5</td>
<td>Helps with health care (beneficial)</td>
<td>152</td>
<td>40%</td>
</tr>
<tr>
<td>6</td>
<td>Leads to higher costs for businesses (adverse effect)</td>
<td>144</td>
<td>38%</td>
</tr>
<tr>
<td>7</td>
<td>Supports causes I don’t believe in (adverse effect)</td>
<td>83</td>
<td>22%</td>
</tr>
<tr>
<td>8</td>
<td>Helps prevent crime (beneficial)</td>
<td>102</td>
<td>27%</td>
</tr>
<tr>
<td>9</td>
<td>Wastes time, money and/or energy (adverse effect)</td>
<td>57</td>
<td>15%</td>
</tr>
<tr>
<td>10</td>
<td>Does not help me (disadvantage)</td>
<td>38</td>
<td>10%</td>
</tr>
<tr>
<td>11</td>
<td>No response</td>
<td>11</td>
<td>3%</td>
</tr>
<tr>
<td>12</td>
<td>Other negative effect</td>
<td>23</td>
<td>6%</td>
</tr>
<tr>
<td>13</td>
<td>Other benefit</td>
<td>38</td>
<td>10%</td>
</tr>
</tbody>
</table>

The strength of each belief was measured by the assessment of significant belief strengths gathered through the interview process. However, only four of the belief strengths (helps the environment, helps with human/workers’ rights, helps the community and higher prices for consumers) were predicted from those ascertained through the initial interviews because the majority of survey participants selected “unsure/none” for the remaining outcome evaluations, which results in the product of the belief strength and the outcome evaluation being “neutral” or zero. The initial interview results showed that each of the four aforementioned belief strengths can be predicted to be moderate.
Outcome evaluations were assessed by participants' responses to the question how good/bad Kenya Airways CSR activities were. Participants selected from the following ordinal scale: extremely good (3), quite good (2), slightly good (1), unsure (0), slightly bad (-1), quite bad (-2), extremely bad (-3). Table 2 adds the outcome evaluations and belief strengths and takes the product of each outcome evaluation and its belief strength in order to predict attitudes.

Table 4.2: Modal perceptions about Kenya Airways CSR activities

<table>
<thead>
<tr>
<th>No</th>
<th>Modal Salient Beliefs about Kenya Airways CSR activities</th>
<th>Belief strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Helps the community (beneficial)</td>
<td>4 +2 2</td>
</tr>
<tr>
<td>2</td>
<td>conserves the environment (beneficial)</td>
<td>4 +2 2</td>
</tr>
<tr>
<td>3</td>
<td>safeguards human/workers' rights (beneficial)</td>
<td>4 +2 2</td>
</tr>
<tr>
<td>4</td>
<td>Helps decrease poverty (beneficial)</td>
<td>-1 -2 2</td>
</tr>
<tr>
<td>5</td>
<td>Improves access to health care (beneficial)</td>
<td>4 +2 2</td>
</tr>
<tr>
<td>6</td>
<td>Leads to high cost of business (disadvantage)</td>
<td>-1 -2 2</td>
</tr>
<tr>
<td>7</td>
<td>Supports causes I don't believe in (disadvantage)</td>
<td>0 0 0</td>
</tr>
<tr>
<td>8</td>
<td>Reduces crime rate (advantage)</td>
<td>-1 -2 2</td>
</tr>
<tr>
<td>9</td>
<td>Wastes time, money, and energy (Not beneficial)</td>
<td>0 0 0</td>
</tr>
<tr>
<td>10</td>
<td>Does not help me (disadvantage)</td>
<td>0 0 0</td>
</tr>
<tr>
<td>11</td>
<td>None (advantage)</td>
<td>0 0 0</td>
</tr>
<tr>
<td>12</td>
<td>Other disadvantage</td>
<td>0 0 0</td>
</tr>
<tr>
<td>13</td>
<td>Other advantage</td>
<td>4 +2 2</td>
</tr>
</tbody>
</table>

Results indicate that the respondents had a moderately positive attitude (+10) toward Kenya Airways involvement in CSR in Kajiado County.

Table 3 (below) shows the responses from the publics as regards those who shape their attitudes about Kenya Airway CSR activities.
Table 4.3: Identification of opinion shapers and source of knowledge for Kenya Airways CSR activities

<table>
<thead>
<tr>
<th>No</th>
<th>Referents</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Local administration</td>
<td>209</td>
<td>55%</td>
</tr>
<tr>
<td>2</td>
<td>Union/association/community groups</td>
<td>190</td>
<td>50%</td>
</tr>
<tr>
<td>3</td>
<td>Spouse</td>
<td>121</td>
<td>32%</td>
</tr>
<tr>
<td>4</td>
<td>Church</td>
<td>106</td>
<td>28%</td>
</tr>
<tr>
<td>5</td>
<td>Community members</td>
<td>106</td>
<td>28%</td>
</tr>
<tr>
<td>6</td>
<td>Kenya Airways</td>
<td>83</td>
<td>22%</td>
</tr>
<tr>
<td>7</td>
<td>Employer</td>
<td>83</td>
<td>22%</td>
</tr>
<tr>
<td>8</td>
<td>Family</td>
<td>45</td>
<td>12%</td>
</tr>
<tr>
<td>9</td>
<td>Media</td>
<td>22</td>
<td>6%</td>
</tr>
</tbody>
</table>

In order to determine the subjective norm, participants were asked to indicate their normative beliefs and motivation to comply with these referents. Normative beliefs were assessed by asking participants to indicate how much the referents they had selected think they should or should not engage with socially responsible businesses. Participants selected from the following scale: Should (3), (2), (1), (0), (-1), (-2), (-3) Should Not.

Motivation to comply was assessed by asking participants, in general, how much they want to do what the referents they selected think they should do. Participants selected from the following scale: not at all (0), slightly (1), moderately (2), strongly (3). Using the referents identified (Table 3), modal normative beliefs and motivation to comply were assessed and each referent’s modal normative beliefs were multiplied by the motivations to comply. The results of each referent’s product were then added. Table 4 shows the results of the subjective norm.

Table 4.4: Information sources shaping beliefs about Socially Responsible organizations.

<table>
<thead>
<tr>
<th>No</th>
<th>Information source</th>
<th>Normative Belief</th>
<th>Motivation to Comply</th>
<th>Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chiefs/ Provincial Administration</td>
<td>+3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Union and association</td>
<td>+3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>Husband/Wife</td>
<td>+3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>Church/Mosque</td>
<td>+3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Participants had a highly positive (+21) subjective norm, or most of their important referents think they should embrace socially responsible organizations. When combined, the products of the attitude (Table 2) and subjective norm (Table 4), indicate the overall intention toward the behavior.

Therefore, the attitude (10) is moderately positive, and the subjective norm (21) is highly positive. The average shows a positive perception toward the socially responsible behavior. In so much, the high products and average of these variables show that a positive relationship exists between corporate social responsibility and PR. Therefore, the hypothesis is confirmed: The study’s hypothesis predicted that a positive association exists between an organization’s involvement in CSR programs and PR.

Demographic comparisons were also applied. The results of those comparisons among populations and with overall results are presented in the following table (5).

Table 4.5: Comparisons belief/attitudes among Populations

<table>
<thead>
<tr>
<th>Demography</th>
<th>Difference</th>
<th>Average</th>
<th>Subjective Norm</th>
<th>Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>9</td>
<td>19</td>
<td>14</td>
<td>-1.5</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>32</td>
<td>21</td>
<td>+5.5</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>10</td>
<td>12</td>
<td>11</td>
<td>-4.5</td>
</tr>
<tr>
<td>Married</td>
<td>14</td>
<td>15</td>
<td>14.5</td>
<td>-1</td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;Kshs.5,000</td>
<td>10</td>
<td>24</td>
<td>17</td>
<td>+1.5</td>
</tr>
<tr>
<td>&lt;Kshs.15,000</td>
<td>10</td>
<td>24</td>
<td>17</td>
<td>+1.5</td>
</tr>
<tr>
<td>Kshs.25-50,000</td>
<td>8</td>
<td>22.5</td>
<td>15.3</td>
<td>-0.2</td>
</tr>
<tr>
<td>Kshs.51-75,000</td>
<td>4</td>
<td>24.5</td>
<td>14.3</td>
<td>-1.2</td>
</tr>
<tr>
<td>&gt;Kshs.75,000</td>
<td>12</td>
<td>21</td>
<td>16.5</td>
<td>+1</td>
</tr>
<tr>
<td>Overall</td>
<td>15.5</td>
<td>10</td>
<td>21</td>
<td>15.5</td>
</tr>
</tbody>
</table>
A significant difference exists between male and female populations as regards subjective norms or the person’s beliefs that CSR campaigns are a PR component. Both males and females appreciate the connection between corporate social responsibility and public relations in Kajiado County which is consistent with the overall results. However, it can be determined that females are more likely to be positive due to personal beliefs that CSR campaigns is a PR component of socially responsible businesses based on the significant difference in subjective norms. In comparison to the overall results, females are moderately (+5.5) more likely and males are slightly (-1.5) less likely to believe that CSR campaigns is a PR component of socially responsible businesses.

Based on marital status, the researcher chose to only compare single and married participants (n=272) because the number of participants in the divorced and widowed categories were insignificant to represent a sample. Married individuals were slightly more likely than single individuals to explain extent to which the concept of corporate social responsibility was visible in Kajiado County; however, in comparison to overall results, both single and married individuals are slightly (-4.5 and -1, respectively) less likely to explain the extent to which the concept of corporate social responsibility was visible in Kajiado County.

Respondents indicating monthly household incomes of less than Kshs. 5,000 and the Kshs. 5,000-15,000 income bracket were both slightly more likely to notice the extent of overlapping between CSR and PR at Kenya Airways (both at +1.5). For respondents who indicated monthly household incomes between Kshs. 25,000 and Kshs. 50,000, the visibility of overlapping between CSR and PR was slightly less at -0.2. For the respondents falling under the over Ksh. 75,000 income bracket, the visibility of overlapping of PR and CSR was slightly high at +1.
Table 4.6: Comparisons based on education and age among the Kajiado publics.

<table>
<thead>
<tr>
<th>Demography</th>
<th>Difference</th>
<th>Average</th>
<th>Subjective Norm</th>
<th>Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Degree</td>
<td>8</td>
<td>51</td>
<td>29.5</td>
</tr>
<tr>
<td></td>
<td>certificate</td>
<td>12</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Post Graduate Degree</td>
<td>11</td>
<td>39.3</td>
<td>25.2</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>8</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>High School</td>
<td>8</td>
<td>39</td>
<td>23.5</td>
</tr>
<tr>
<td>Age</td>
<td>18-25</td>
<td>8</td>
<td>27</td>
<td>17.5</td>
</tr>
<tr>
<td></td>
<td>26-35</td>
<td>10</td>
<td>12.5</td>
<td>11.3</td>
</tr>
<tr>
<td></td>
<td>36-45</td>
<td>12</td>
<td>24.4</td>
<td>18.2</td>
</tr>
<tr>
<td></td>
<td>46-55</td>
<td>12</td>
<td>25</td>
<td>18.5</td>
</tr>
<tr>
<td></td>
<td>56+</td>
<td>10</td>
<td>34</td>
<td>22</td>
</tr>
</tbody>
</table>

Each group was analyzed, and, in comparison to overall results, participants indicating high school as the highest level of education completed were extremely more likely to perceive CSR campaigns as being a PR component of companies (+8). Participants indicating degree and postgraduate degree were moderately more likely to perceive PR as a component of CSR and identify the main fields of social involvement where CSR programs have been developed in Kajiado County (+14 and +9.7 respectively).

Also, participants indicating some college qualification were slightly less likely (-2.5) to recognize socially responsible businesses and the main fields of social involvement where CSR programs have been developed in Kajiado County. It is important to note that participants indicating high school education indicated the second highest subjective norm of all demographic populations, meaning this group is much more likely to recognize socially responsible businesses if they believe their referents think they should.

Each group was analyzed, and, in comparison to overall results, ages 18-25, 36-45 and 46-55 were slightly more likely (+2, +2.7 and +3, respectively) to recognize socially responsible businesses. Ages 56+ were moderately more likely (+6.5) to recognize socially responsible businesses. Also, it is important to note that ages 56+ indicated a higher subjective norm than
other age groups, which indicates that this age group is much more likely to recognize socially responsible businesses provided their referents think that they should.

Participants were also asked to identify specific businesses that they considered to be particularly socially responsible. The following are the percentages for the organizations given by Kajiado respondents as being the most socially responsible: Kenya Airways (30%), Safaricom (18%), Kenya Commercial Bank (16%), East African Breweries (14%) Equity Bank (22%).

Overall, participants in this study had at least a moderate degree of awareness of social responsibility as it applies to organizations. Thus, the research questions can affirmatively be answered that publics were moderately aware of specific organizational involvement in social responsibility activities.

Table 4.7: Comparisons among Populations on Affiliation

<table>
<thead>
<tr>
<th>Item</th>
<th>Difference</th>
<th>Average</th>
<th>Subjective Norm</th>
<th>Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliation with Kenya Airways CSR activities</td>
<td>10</td>
<td>27</td>
<td>18.5</td>
<td>+3</td>
</tr>
<tr>
<td>Neutral</td>
<td>12</td>
<td>14</td>
<td>13</td>
<td>-2.5</td>
</tr>
<tr>
<td>Affiliation with other organization’s CSR activities</td>
<td>9</td>
<td>13.6</td>
<td>10.3</td>
<td>-5.2</td>
</tr>
<tr>
<td>Other socially responsible organizations</td>
<td>7</td>
<td>52.5</td>
<td>29.8</td>
<td>+14.3</td>
</tr>
<tr>
<td>None</td>
<td>10</td>
<td>21</td>
<td>15.5</td>
<td>0</td>
</tr>
<tr>
<td>Without Children</td>
<td>10</td>
<td>12</td>
<td>11</td>
<td>-4.5</td>
</tr>
<tr>
<td>With Children</td>
<td>8</td>
<td>17.7</td>
<td>12.9</td>
<td>-2.6</td>
</tr>
</tbody>
</table>

Individuals indicating affiliation (stakeholders) with Kenya Airways CSR activities were slightly more likely (+3) to identify them in the County unlike those with no affiliation with Kenya Airways CSR activities (-2.5). Individuals indicating affiliation with other socially responsible organizations were much more likely (+14.3) to affiliate with Kenya Airways CSR activities.
Participants with children were more likely to affiliate with Kenya Airways CSR activities and other socially responsible businesses than those without children. This could be explained by the fact that the Airline has channeled a big chunk of its CSR budget to supporting schools and providing sanitary towels in the County. However in comparison to overall results, both participants with and those without children are slightly less likely (-2.6 and -4.5, respectively) to affiliate with Kenya Airways CSR activities.

The table 4.8: The responses from the sampled interviewees of Mashuru and Central Divisions Kajiado County:

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Strongly agree</th>
<th>Slightly Agree</th>
<th>Slightly disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio economic status of communities supported by Kenya Airways CSR has improved.</td>
<td>257(67.6%)</td>
<td>78(20.7)</td>
<td>29(7.7%)</td>
<td>15(4%)</td>
</tr>
<tr>
<td>Quality/standard of Education has improved in schools provided with learning materials by Kenya Airways</td>
<td>320(84.3%)</td>
<td>51(13.4%)</td>
<td>5(1.3%)</td>
<td>4(1%)</td>
</tr>
<tr>
<td>Kenya Airways top management is committed to CSR agenda and embraces stakeholder participation.</td>
<td>352(92.7%)</td>
<td>19(5%)</td>
<td>4(1%)</td>
<td>5(1.3%)</td>
</tr>
<tr>
<td>The company’s image/reputation has improved as a result of engaging in CSR</td>
<td>271(71.3%)</td>
<td>78(20.4%)</td>
<td>24(6.3%)</td>
<td>8(2%)</td>
</tr>
<tr>
<td>Kenya Airways is ethical, upholds human rights and is non discriminatory in it’s policies.</td>
<td>340(89.4%)</td>
<td>26(7%)</td>
<td>13(3.4%)</td>
<td>1(0.2%)</td>
</tr>
<tr>
<td>Kenya Airways provision of sanitary towels has curbed irregular school attendance amongst girls</td>
<td>345(90.7%)</td>
<td>26(7%)</td>
<td>5(1.3%)</td>
<td>4(1%)</td>
</tr>
<tr>
<td>The company has made a positive impact in environmental conservation.</td>
<td>263(69.3%)</td>
<td>96(25.3%)</td>
<td>9(2%)</td>
<td>12(3.4%)</td>
</tr>
</tbody>
</table>

In reference to table, 67.6% believed that the communities in which Kenya Airways had initiated corporate social responsibility programmes had noticed a noticeable change in its standard of living and quality of life. The respondents pointed out that through improved education standards, the locals were able to break the cycle of poverty. This was backed by the fact that 84.3% agreed strongly that the quality of education had improved in the schools
supported by Kenya Airways CSR initiatives. 92.7% of the respondents were positive that the organizations' top management were committed to the CSR agenda. They said the company ensured that local leaders within the division were fully integrated in rolling out the CSR programmes. 71.3% said they strongly believed that the image of Kenya Airways had improved as result of engaging in CSR programmes. 90.7% of the respondents believed that Kenya Airways CSR programmes had impacted positively on the education of the girl child through the provision of sanitary towels while 69.3% strongly agreed that Kenya Airways had done well in environmental conservation.

4.2. Qualitative findings from interviews with Kenya Airways staff

In an interview, Kenya Airways corporate affairs Manager Georgina Aladwa said the airlines management views the concept of social responsibility as not only welfare and philanthropy but rather that the airline embeds itself in society by being socially responsible and upholding high ethical standards. She said this must be understood in the context of the company's priority obligation to be a successful business enterprise, an equal opportunity employer, and a travelers first choice, thus making itself stronger and better able to fulfill its obligations to society. Aladwa said the company's CSR agenda is linked to the company brand values noting that it had the vision and commitment of transforming the lives of their customers, employees, shareholders and the communities. Kenya Airways has linked this vision and commitment to its CSR agenda. The interviewee noted that the company celebrates the diversity of cultures. The Airline embraces the richness of African cultures and respect gender and national diversity.

The manager said the company engages it's publics at local, pan-African, and the global level in its endeavor to live by its motto of being the pride of Africa. "We are warm, open and
genuine in all our communications. Our message appeals to everyone, young and old” she said. The interviewee added that the chief Executive of Kenya Airways Titus Naikuni, has expressed his desire to show that Kenya provides a favorable climate for investors as well as the best tourism destination. Kenya Airways has produced guidelines for ethical business conducts, which addresses the following areas:

- Relationship with local communities
- The relationship with contractors, suppliers and competitors
- Bribery and corruption
- Guidelines on gifts and entertainment
- A quick help to resolve conflicts of interest

The Airline provides training for it’s employees on ethical behavior and also incorporates guidelines for ethical business conduct for both internal and external publics including the government, local communities, contractors, suppliers and competitors.

4.2.1 How Kenya Airways implements CSR

The CSR agenda is coordinated by the corporate affairs department. The company incorporates it’s staff in sponsoring CSR programmes through an initiative called a shilling for a shilling whereby the staff fundraise and the Airline boosts the kitty by contributing twice the figure raised by the staff. The company is on the initial stages of setting up a foundation to spearhead the CSR agenda. The corporate affairs manager said once in place, the foundation will work closely with other departments on areas like HIV/AIDS in the work place and rolling out of philanthropic activities. Kenya Airways works on three programmatic areas:
According to the interviewees, the company has a strong top management commitment to CSR. The Airlines management link CSR strongly to the company business values. This top management commitment and value-driven approach has been cascaded through the organization to all levels. A clear linkage between CSR and Kenya Airways' values and policies exist. Every year, a percentage of the company's profits is usually set aside for the CSR programmes. This is alongside the *shilling for shilling* initiative mentioned above.

Respondents stressed the need for continuous dialogue between Kenya Airways and all the stakeholders to gain an understanding of the needs of the communities. The respondents also observed that the employees of Kenya Airways have been inculcated to embrace an open-door policy for the purpose of making it easy for different stakeholders to get in contact with the organization. According to the respondents, it is also paramount that all ethnic, political, and religious groups were represented in mapping out CSR strategies so that the airline is not perceived as having any prejudices. The respondents talked about the need for review and continuous improvements.

Some respondents talked about the need to educate small scale traders on the importance of ethics and social responsibilities. They noted that large corporations constitute only a small percentage of businesses and if Kenya is to achieve a sustainable business climate, it is important that not only the big corporate bodies but also the small and medium-sized companies embrace ethical practices.

The area of development covers both community development and environmental conservation efforts. The approach employed by corporate affairs department in rolling out
the CSR agenda is such that it has to be cross-cutting. For example a water project that impacts on health owing to reduced morbidity as well as contributing to community development. The company for example plans to provide communities with boreholes in the semi arid parts in the Counties of Kajiado, Kitui, and Mwingi. Kenya Airways has also been extensively involved in the fight against HIV/AIDS through the sponsorship of awareness campaigns. The company also runs a pilot project “the School Furniture Project” and has provided several schools with desks in Kajiado County. This is alongside provision of a year’s supply of sanitary towels to girls in 14 schools in the County. Other areas include environmental conservation efforts whereby it has planted 750,000 trees in Ngong forest.

4.2.2 Perception of CSR by Kenya Airways

One of the research questions related to the understanding of the concept CSR as it relates to Public Relations. According to majority of employees interviewed, Kenya Airways has a long tradition of partnership and dialogue with the communities and other stakeholders. Some interviewees viewed CSR mainly as a philanthropic issue, benefiting society but not necessarily the companies. Accordingly, some lacked an understanding of the business implications and benefits from working on CSR.

Regarding the driving forces for Kenya Airways to implement CSR strategies, the interviewees from the corporate affairs department observed that the main drivers were to create a positive image and encourage voluntary participation in community work amongst employees. Aladwa outlined the benefits of KQ engaging in CSR programmes as follows:

- Closer relationships with community leaders which boosts reputation
- Enhanced customer loyalty and creation of improved brand value
- Cultivates positive name recognition and brand awareness
- Leadership development opportunities for employees via volunteering
• Cultivates a reservoir of goodwill that can serve the Airline during crisis

• Exposure of staff to new ideas and leadership development.

• Give back to society through philanthropy.

One of the respondents was of the opinion that with more and more companies working on CSR, the government will be under pressure to put in place policies to support the CSR movement. Some interviewees mentioned the benefits of engaging in CSR as improved brand value not just through artificial policy documents but through actual work.

4.2.3 Overlap between CSR and PR in the Airline:

The semi-structured interview revealed the fact that there were no major differences of opinions amongst employees regarding CSR and PR overlapping.

The majority of interviewees agreed with the fact that there was an overlap of the two concepts within the corporate affairs department. To underscore the opinion of Kenya Airways staff, the latter were asked to say whether there is an image transfer between a CSR campaign and an organization that carries it out. The answers proved the fact that this happens to a large extent, thus it can be concluded that CSR activity is a good way of improving the image of an organization.

Similarly, interviews proved that PR staff at Kenya Airways felt generally able to deal with corporate social responsibility and this was backed by the fact that CSR campaigns were always communicated through instruments and techniques of Public Relations.
4.3 Discussion of the findings

From the findings, it can be concluded that broadly speaking, both men and women have the same level of perception of the concept of CSR and PR. It may also be deduced that the higher the level of education, the more the likelihood of appreciating the interplay between the two concepts of CSR and PR.

Likewise, it be could deduced that the majority of the respondents, irrespective of gender, the level of education and income levels agree with the fact that the involvement of Kenya Airways in CSR is important as the company owes a lot to the communities it operates in.

However, the Kajiado women's expectations regarding companies' involvement in CSR are higher than those of men. In assessing the extent to which a company should get involved in community problems, it can be observed that the higher the level of education, the higher the interest in this aspect.

With regard to the linkages between CSR and PR specific variables, the study found out that most respondents across the demographic distribution viewed the purpose of a companies carrying out CSR campaigns as to a very large extent improve image and reputation. Moreover, it seems that the general image of the company counts to a very large extent to the youngest of respondents of 24 and below, and also for the 46-55 age group and counted the least to those over 65. It can therefore be concluded that those who take the general company image into account when forming their opinion about it is: people having at least high school education and belonging to the 18-55 age group.

As regards the relationship between CSR and PR the study established that although there are certain differences between educational categories, generally speaking, a higher level of education supports a more correct understanding of the association between CSR and PR.

Young and middle-aged men having at least post-secondary education believe in the image of the company as a purpose of social campaigns and the same holds good for young women...
up to 26 who have at least high school education. Respondents up to the age of 45 believed to a large extent in the improvement of the image of the company as purpose of social campaigns.

Also considering age, we notice a difference between men and women, in the sense that men believe in the promotion of the company as purpose of CSR activity generally after 25. We can therefore notice that those who attribute CSR to the PR activity are generally those up to 45, who have at least high school education, women being more inclined to do so. Therefore, the hypothesis of our research – CSR campaigns are perceived as a good source of improving company’s image, reputation and popularity – is validated, since the majority of individuals, generally speaking, irrespective of their characteristics, agreed on that.

Given these results, it can be stated that the general tendency is to believe that the purposes of the company when it carries out social campaigns are both those of helping the community and those of improving its image, promoting itself, increasing popularity and improving its reputation. We can also signal the fact that there are persons who consider that the purpose of companies engaging in CSR as only to a small extent help the community and to a large or very large extent to improve its image, to promote itself, to increase popularity and improve its reputation. These PR elements are therefore considered to be purposes of the CSR activity by the majority of respondents.

Having in mind all these results, it is considered that in the perception of Kajiado County publics participating in the survey, the development of a social campaign has, beside the purpose of active involvement in the community, the goal of outlining a most positive image of Kenya Airways.

Bearing in mind the fact that in most cases CSR campaigns are carried on, promoted, developed and evaluated by public relations methods it can be said that indeed the two interweave for a common goal.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Summary

This study started from the premise that there is an overlapping between corporate social responsibility and public relations in organizations. Moreover, we assumed that CSR and PR are work instruments of the same whole. Consulting specialized literature we could notice that corporate social responsibility together with sustainable development represent at present processes and actions considered to be important in the management strategy of companies. A socially responsible activity will place the company among the most desired businesses both as employer and as provider of goods and services. At the same time, the social involvement of companies is seen as a necessity in the context of their operating in communities that they influence profoundly. Thus, the greatest part of specialized literature agrees with the fact that corporate social responsibility is an effective method to bring advantages to all parties involved, namely both to the organization and to all categories of publics it comes into contact with.

In Kenya, literature dedicated to this subject is poor for at least two reasons: firstly, because the phenomenon is new and often misunderstood, and secondly, because there have not been enough campaigns and CSR actions in the true sense of the word.

Connections between corporate social responsibility and public relations are not new to international specialized literature and neither are they so for the discussions taking place at international conferences and forums. For Kenya, however, this is a less discussed subject, especially in the context where specialists say that CSR is often mistaken for the PR. Consulting specialized literature showed the fact that corporate social responsibility and public relations have many aspects in common. Although they are not the same thing, their instruments and work techniques are similar. Because the CSR activities are communicated
and promoted by instruments and techniques of public relations, it has come to be considered another instrument of work of PR. This statement is proved by specialized literature by identifying the similarities between the two and by clearly specifying the fact that a CSR strategy will always be communicated and strengthened by the PR activity, and the transfer of image between the company initiating the CSR campaign and the latter is never denied by authorities in the arena.

Therefore, besides offering support to communities, CSR activity will bring both financial and image benefits to companies. In the context of data offered by specialized literature, the empirical research part of this study has established several sets of research questions that addressed aspects linked to the connections between corporate social responsibility and public relations. Using a mix of qualitative and quantitative methods, we chose to collect data through a survey based on a semi-structured interview administered to public relations staff at Kenya Airways and the publics in Kajiado County.

Regarding the public survey, research questions referred to the visibility of the corporate social responsibility activity Kajiado County, as well as to the visibility of connections between CSR and PR, the reason being the attempt to outline a general image of the degree in which corporate social responsibility is known, and to ascertain the degree of interest of the publics towards this phenomenon. The survey revealed that, generally speaking, the concept of corporate social responsibility appears to portray Kenya Airways positively to the publics in Kajiado County.

Another aspect was the main domains of social involvement where CSR programs had been carried out in Kajiado County. In this sense an investigation was made of the main campaigns having a CSR component in Kajiado County. Thus, the main social fields where Kenya Airways got involved were education and environment.
The second set of research questions that was presented at the beginning of this study referred to such aspects as the opinion regarding the connections between corporate social responsibility and public relations. In this sense an interview was administered to employees of Kenya Airways. The fact that PR and corporate communications staff at Kenya Airways were chosen was no coincidence. The first reason was that specialized literature had proved that many times, CSR activity was subordinated to PR departments or at least it was carried out in close connection with them, and the second reason is that PR specialists are the most entitled to speak about the connections between CSR and PR.

As regards the third set of research questions, it referred to the attitude of Kajiado County publics regarding the involvement of Kenya Airways in social life. The answers were obtained through a survey administered in Kajiado County which revealed, first of all, that generally speaking the extent of knowledge of the term and features of CSR is quite high among Kajiado County publics. Moreover, a profile of those who know the term better could be established since they were categorized in terms of sex, age groups and educations levels. Another aspect that the survey wanted to establish was the degree of interest of Kajiado County publics regarding the involvement of Kenya Airways in social life. A conclusion can be drawn that there was, in general, a high interest in the involvement of Kenya Airways in CSR and the survey proved that the visibility the activities was quite high.

Finally the survey revealed the fact that the majority of the respondents consider that the reputation, popularity and image in general of Kenya Airways are to a large extent positively affected by the company’s social involvement programs. Therefore Kenya Airways CSR campaigns are perceived by citizens to a large extent as being an image component and therefore a PR component.
5.1 Conclusion

The study, by having recourse to specialized literature and to quantitative and qualitative research methods examined the interplay between corporate social responsibility and public relations as well as the extent to which the two concepts were understood by KQ publics. From the study it can be deduced that corporate social responsibility represents a phenomenon which is sufficiently appreciated by the employees of Kenya Airways and it's Kajiado publics. The research established that the driving force for companies to engage in CSR were to help the community, improve image as well as win good will and acceptance from their publics. The study also established that to a large extent, both employees of Kenya Airways and the Kajiado publics perceived CSR campaigns as being a PR component of the company. It was evident that across the genders, the level of perception of the role of CSR and how it related to PR was largely uniform. However, the level of education played a role in shaping the extent to which CSR was understood. Consequently it was notable that respondents aged 18-55 with at least secondary education tended to take into account the image of an organization when forming an opinion about it. The transfer of image from CSR campaigns to the companies sponsoring them was clearly visible both at the level of the Kajiado publics and KQ employees. The main fields of social involvement by Kenya Airways were identified as education through provision of school facilities and environmental conservation through reforestation. The interviews also established that the Airlines CSR agenda was strongly linked to it's brand values.

From the interviews with employees of KQ it was established that there was a close link between CSR and PR. This was backed by the fact that CSR campaigns were always communicated through instruments and techniques of Public Relations which included internal publications like the *msafiri* and the company website. It is also worth pointing out that there were a significant number of respondents who considered the purpose of
organizations engaging in CSR as only to a small percentage help the community and to a large extend increase popularity and reputation.

5.2 Recommendations for further research

Based on the limits of research one may outline research perspectives that could lead to a more detailed picture of the way in which corporate social responsibility in connection with public relations is perceived by PR practitioners and the public. Firstly, the research performed in Kajiado County may represent a starting point of similar research at national level that could determine the extent of knowledge of this phenomenon. Subsequently, a national study could underscore various social problems facing the population as well as the ways of social involvement expected from companies. Moreover, a study at national level would clarify even further the issues regarding the connection between corporate social responsibility and public relations and especially the consequences of the transfer of image on companies carrying out CSR programs and their campaigns. At the same time, a national study could outline a clearer image of the visibility of companies that are already involved in CSR programs and the impact of the campaigns they developed.

Last but not least, a larger number of semi-structured interviews would generate more accurate data regarding the perceptions of public relations specialists on the subject and would bring more arguments to demonstrate the connections between corporate social responsibility and public relations. Moreover, it would clearly demonstrate whether those in charge of CSR in Kenya are public relations specialists or not; and if yes, to what extent. In this entire context, future research could give a more complex picture regarding corporate social responsibility and its connection to public relations.
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APPENDICES

ANNEXURE 1 questionnaire administered to employees of Kenya Airways

Interviewee details:
Sex : Male □
Female □

Occupation/position in the organization

(1) How does Kenya Airway's interpret the concept of corporate social responsibility (CSR)?

(2) What are the driving forces for Kenya Airways to engage in CSR?
(3) Do you believe that Kenya Airways has made an impact through its CSR programmes? Explain

(4) Which sectorial areas do you think the organization has made the most impact?

(5) What are the strategies and policies adopted by Kenya Airways in implementing CSR programmes?

(6) How does Kenya Airways partner with stakeholders in implementing its CSR programmes.
(7) How has CSR programmes initiated by Kenya Airways impacted on the image of the organization?

(8) What are your views with regard to the commitment of Kenya Airways top management to CSR programmes?

(9) What are the learning experiences and solutions for the future with regard to Kenya Airways participation in creating a sustainable society?
Questionnaire 2 Administered to local residents and stakeholders of community projects and publics in Kajiado County:

Interview Number

Interviewee details:

Sex: Male □
Female □

Age 18-25 □
26-35 □
36-45 □
46-55 □
56+ □

Level of education: Postgraduate
Bachelors degree
Diploma
Certificate
High school

1) What is your understanding of the concept of corporate social responsibility?

2) What is your understanding of the concept of public relations?

3) In your opinion what is the connection/relationship between corporate social responsibility and public relations?

4) Are you aware of any corporate social responsibility activities undertaken by Kenya Airways within Mashuru/Kajiado Central Divisions

Yes □
No □
(5) In your opinion why do think organizations engage in corporate social responsibility activities?

(6) From the list below, which category has the most influence on you as regards your attitude towards corporate social responsibility activities initiated by Kenya Airways in Kajiado County

a) local administration
b) Union/association/community group
c) spouse
d) church/mosque
e) Kenya Airways
f) Employer
g) Family
h) Media

(7) Are there any other corporate bodies that have supported community projects in your area? List them below.

(8) If yes, which of the listed organizations has made the most impact in terms of visibility and tangible benefits of the CSR projects to local communities?
(9) Do you believe CSR campaign carried out by Kenya Airways in Kajiado have translated to image an transfer for the company.

(10) Do you agree with the following statements? Tick as per your degree of agreement or disagreement.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Strongly agree</th>
<th>Slightly Agree</th>
<th>Slightly disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio economic status of communities supported by Kenya Airways CSR has improved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality/standard of Education has improved in schools provided with learning materials by Kenya Airways</td>
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<tr>
<td>Kenya Airways top management is committed to CSR agenda and embraces stakeholder participation.</td>
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<tr>
<td>The company’s image/reputation has improved as a result of</td>
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<tr>
<td>engaging in CSR</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenya Airways is ethical, upholds human rights and is non discriminatory in it’s policies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Kenya Airways provision of sanitary towels has curbed irregular school attendance amongst girls</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>The company has made a positive impact in environmental conservation.</td>
<td></td>
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</tbody>
</table>

(11) The following are statements on some of the advantages and disadvantages for companies to engage in corporate social responsibility. Tick “yes” for the statements you concur with and “No” for those you don’t.

<table>
<thead>
<tr>
<th></th>
<th>yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Helps the community</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Helps the environment</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Helps with human/workers’ rights</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Helps decrease poverty</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Helps with health care</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Leads to higher costs for businesses</td>
<td></td>
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<tr>
<td>7</td>
<td>Supports causes I don’t believe in</td>
<td></td>
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<tr>
<td>8</td>
<td>Helps prevent crime</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Wastes time, money and/or energy</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Does not help me</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Other disadvantage</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Other advantage</td>
<td></td>
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</table>