

**INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY
PROJECT ACTIVITIES ON CREATION OF INTERNAL
BRAND AMBASSADORS IN COMMERCIAL BANKS: A
CASE OF KCB BANK IN NAKURU EAST SUB-COUNTY,
KENYA**

BY

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DECLARATION

This research project report is my original work and has not been presented to any university or any other institution for higher learning for any award.

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DEDICATION

I dedicate this work to my family; my parents, Jackson and Lydia Bagwasi for their support to pursue further education, prayers and words of encouragement that has kept me focused, my siblings, George, Lewis and Laura Bagwasi for their unceasing support, encouragement and prayers.

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LIST OF ABBREVIATIONS AND ACRONYMS

CSR- Corporate Social Responsibility

NGO- Non-governmental Organisation

SME- Small and Medium Enterprises

UK- United Kingdom

USA- United States of America

ABSTRACT

The purpose of the study was to investigate the influence of corporate social responsibility project activities on creation of internal brand ambassadors in commercial banks, a case of KCB Bank in Nakuru East sub-county, Kenya. The objectives of the study were establishing the extent to which CSR financial support, examining the extent to which CSR training support and assessing the extent to which CSR mentorship support influence the creation of internal brand ambassadors in commercial banks. The study was based on the Stakeholder theory and its models of CSR. The study adopted a descriptive survey and simple random sampling technique was the sampling technique. The study targeted a population of 77 KCB employees and a sample of 73 using the Krejcie & Morgan table. Questionnaires containing close ended questions were used to gather the necessary data for this study. This tool was tested for validity before data collection and a reliability tested using the Split half technique where the questionnaire variables were separated into two same halves and the outcome correlated by use of spearman's correlation to test its consistency level. The questionnaire was pretested with employees from the head office units in the pilot study. Data was analyzed using both descriptive statistics mainly percentages, frequencies and inferential statistics especially correlation coefficient. Data analysis was done with the aid of Statistical Package for Social Sciences. Frequency tables were used to present the data collected for ease of understanding and analysis. Correlation was conducted to determine the relationship between the dependent variables and the independent variables. Among the findings were, there is a positive relationship between Financial Support activity, Training Support activity, Mentorship Support activity and creation of internal brand ambassadors. The relationship ($r=0.733$; $p<0.01$) is significant with CSR Financial Support activity($r=0.801$; $p<0.01$) with CSR Training Support activity and ($r=0.635$; $p<0.01$) with CSR Mentorship Support activity. The study concluded CSR Financial Support activity, CSR Training Support activity and CSR Mentorship Support activity all enhance the creation of internal brand ambassadors in commercial banks. The study recommends for CSR mentorship, financial and training support improvements and enhanced employee engagement. A continuous scheme for financial incentives is recommended for employees who actively participate in CSR project activities. Continuous monitoring and evaluation of performance of trainees is recommended to ensure the training programmes are productive. It is also recommended that there should be enhanced mentorship networking with other institutions for relevancy and diversity. Review of the mentorship programmes is also recommended so that it can create a concise platform for career planning for upcoming entrepreneurs. Employees should continually be well orientated, educated and actively involved in the project activities of the CSR programmes. The study recommends further research studies on Influence of Corporate Social Responsibility Project Activities on Creation of External Brand Ambassadors, Factors influencing implementation of Corporate Social Responsibility project activities in Kenya, The Role of Internal stakeholders in Implementation of Corporate Social Responsibility Project Activities, The Role of External stakeholders in Implementation of Corporate Social Responsibility Project Activities.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Giving back to the community is vital for any profit making organization. Therefore, Corporate Social Responsibility (CSR) implemented through diverse and appropriate projects is paramount for the ultimate success of any organization. Such projects aim to alleviate poverty, promote community empowerment, and enhance skill development. According to the Business Daily, CSR is defined as practices conducted by businesses involving activities that benefit the society. CSR for a business involves various strategies, from giving to charity from the organization profits, to implementing the green agenda in the operations of the business (Caramela, 2016).

Corporate social responsibility (CSR) expresses a lot of benefits for companies such as an immense growth in profits, a positive brand attitude, trust, customer loyalty and maintaining positive publicity. In support of these positive outcomes, the international banking community has embraced CSR strategies. Major international private banks support socially responsible development. They include banks such as Citigroup, JPMorgan Chase, Bank of America, ABN Amro, Barclays, HSBC and ING. The prevalent embracing of CSR by the global banking community proves the banking community can be termed to be socially responsible (Lynette & Sharyn, 2008).

According to Ndemo, Muathe, Ronoh, Maronga and Ochoti(2013), the competitiveness of businesses in Kenya today is being threatened by the numerous challenges they are facing. Organizations are finding it hard to gain a competitive edge as consumer needs are dynamic. Organizations today not only aim at profitability through efficient conduct of business but also their contributions to the social well-being of its social constituents thereby continually changing the role of business in the society.

Internal stakeholders that include the top management board of directors, shareholders and employees are expected to meet the interests of the social component which consists of the demands of the external stakeholders. Organizational efficiency and effectiveness can be increasingly achieved if organizations respond to the challenges they face in the macro and micro environments in order to achieve their objectives. A competitive edge can also be achieved if organizations embrace Corporate Social Responsibility (CSR) projects (Ndemo, 2013).

CSR provides a platform for organizations mutually benefit the society and their social constituents through their operations and policies. These activities are aimed at benefitting the organization's social constituents as they are sometimes considered as purely philanthropic and voluntary as they are somewhat beyond the organization's direct economic and legal obligations. CSR provides organizations with long term benefits (Ndemo, 2013).

Corporate Social Responsibility forms an important share of business activities. Therefore, it is imperative for banks to pay special attention to social and environmental concerns to their business agenda in order to achieve sustainable development. When customers view an organization's CSR activities positively, they identify and remain loyal to that company (Njiru, 2014).

According to research done by Nathalie and Marie (2013), a brand's CSR activities and projects will lead to active social engagement if it is executed in the right way. When consumers see a connection between the brand and the cause it supports, positive evaluations of the brand can be encouraged. In addition, the consumers' needs are fulfilled when brand engagement is involved. Research findings indicate that the brand existing behind the social initiative is recognized as an effort of brand awareness (Rohrmann, 2013).

A lot has been studied about CSR with emphasis on how such activities improve the image of the organization to the communities they serve. Ndemo et.al (2013) argued that CSR is the capacity of organizations to relate their operations and policies to the society as a whole in behaviors that are mutually beneficial their social constituents and to the organizations. Regardless of the target chosen, a company is expected to be responsive to the needs of the society through its CSR efforts (Haglöfs, 2014). CSR benefits the firm, the firm's stakeholders and the society in general. This trend seems to be continuous as firms are involved in CSR activities increasingly not only because it is a recommendation by stakeholders but also because of their own internal interest towards the benefits of responsibility. There are demands for enhanced transparency and corporate citizenship as a new trend of ethical behavior (Haglöfs, 2014).

Besides, environmental conservation, education, health and goodwill, these CSR activities have also been used as platforms for marketing and advertising bank products and services, where new customers are sourced and existing customers are given cross selling opportunities. Consequently, they are able to give back to the society and at the same time generate new

business opportunities that they can use to achieve customer satisfaction and loyalty (Njiru, 2014).

There is a positive impact on the relationship between companies and societies by companies that contribute to the social and environmental issues in areas they operate in. Companies, besides concerning themselves with their influence on society, also consider over and above their commitments to society (Rohrmann, 2013). In light with this however, little is known about how these CSR activities influence the employees as a brand ambassador.

Therefore, in an effort to meet the corporate social responsibility needs, organizations have come up with Foundations that solely deal with projects and activities that aim at giving back to society. Some of the foundations established by financial or related institutions in Kenya include: The KCB Foundation, The Safaricom Foundation, and The Equity Bank Foundation.

KCB Group operates as a licensed banking institution and is registered as a non-operating holding company. The holding company oversees KCB Kenya and all its regional units in Uganda, Tanzania, Rwanda, Burundi, South Sudan and recently Ethiopia. The Group also owns the KCB Insurance Agency, the KCB Capital, the KCB Foundation and associate companies.

The KCB Bank Group established the KCB Foundation in 2007 as the corporate hand that lifts the aspirations of communities in places where the group conducts business. To date, the KCB Foundation has invested an estimated 1billion Kenya shillings in community programs across Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan. As a good corporate citizen, the KCB Bank Group is committed to sustainable development, prosperity and poverty reduction to address the hardship, high poverty levels and interconnected challenges that affect many Eastern African communities (KCB Foundation, 2017).

The KCB Foundation programs are designed to address issues of relevance specifically within themes and core programs. To ensure the bank is addressing and solving for relevant development priorities, they customize their programs for each country where KCB has a footprint (KCB Foundation, 2017).

The flagship programs carried out by the bank include: 2jiajiri; a skills development and self-employment program, the KCB Scholarship program that provides secondary school education scholarships to bright but needy students and Mifugo ni Mali; a programme that supports livestock farmers improve productivity, access market, embrace value addition and access credit.

Companies are always in quest of differentiating themselves from their competitors in order to create a competitive advantage to their consumers. A brand is viewed as distinctive from competitors' brands and differentiates the firm's contribution from others. Customers can identify a product, give the product a personality and influence their perceptions through brand image. Therefore, brand image is one of the most important resources in business and is required to be considered when probing for elements that distinguish a company's own products from the competitors (Haglöfs, 2014).

Brand ambassadors are dedicated advocates of a certain brand and support the change of opinion. When the right brand and the right people meet, brand advocacy is built up. Brand advocating messaging spreads when positive experiences are shared. Brand advocacy message is brand information that is spread first to the closest people, friends, relatives and co-workers and to everyone e.g. via internet discussion platforms (Kymalainen, 2012).

Brand representation is executed by brand ambassadors by creating awareness, attention and sales leads. A brand is a company's most important asset. Therefore brand value is increased by representing the brand to target customers through brand ambassadors who help in marketing and sales.

Brand ambassadors improve an organization's product. Organizations conventionally brand themselves through logos, symbols and social media. However, people like to buy and transact with people. Brand value is championed by ambassadors who are passionately involved with a company's brand promise. It is in the nature of their personalities to want to share information, solve problems and help others (Bubich, 2012). Therefore, this study focuses on the KCB Foundation, its CSR projects and activities and the role they play in influencing employees within the bank to become brand ambassadors.

1.2 Statement of the Problem

Employee effort and engagement help determine the productivity of an organization. The achievement of organizational financial goals is also affected by the efforts of the employees. Consequently, the influence of interpersonal behaviours on productivity have become a concern by the leaders of an organization. Hence it has been noted that higher productivity is experienced by companies that incorporate strategic employee engagement behaviors (Osborne, 2016)

According to Osborne (2016), poor corporate financial performance is contributed by employees who display disengaged behavior. Studies have also deduced that USA

organizations experience poor workplace performance and employee turnover which costs them up to 350 billion dollars a year as a result of employee disengagement. Therefore it generally becomes a business problem as workplace profitability is negatively impacted by disengaged employees. In addition, a challenge also poses when the organizational leaders lack communication strategies to engage their employees to promote an increase in profits.

Generally, organizations that offer a high pay and a substantial allowance tend to make their employees happier but it requires more than this to create a great working. Corporate social responsibility (CSR) and the commitment of an organization in it can affect its employees' job satisfaction. This methodology is therefore adopted to compile the Best Firms to Work for (Saul, 2012).

According to Saul (2012), the main reason companies should be committed to CSR is because being a responsible corporate citizen is simply the right thing to do. Beyond this, many organizations view their efforts in CSR as an important phase in managing their reputation among external stakeholders. For companies that are inconsistent in their approach to implementing CSR initiatives, the role CSR plays in enhancing a company's reputation is under rated. Research by accountants, Price Waterhouse Coopers reveals that employee turnover is costing firms in the UK over 40 billion pounds a year. This case supports that for effective employee engagement, including CSR on the business is very essential.

This case is strengthened further by a recent study by the consultancy Corporate Citizenship, which revealed that training and development costs could be reduced and returns delivered by enabling employees to participate in charitable activities. Saul (2012) also notes that engaging external stakeholders also plays a role in CSR. A recent study by Edelman and Young & Rubicam exhibited that 87% of the UK consumers anticipate companies to consider their impact on society as much as their own corporate interests. In addition, more than 70% of people make a point of transacting with corporations with views similar to their own.

Companies can not only make a candid difference to society but also enjoy a tangible benefit by ensuring an inclusive CSR policy is in place and embedded at the heart of a business. Businesses should recognize how CSR can deliver true win-wins, engaging and improving brand reputation among external and internal stakeholders, contributing to the development of employees and ensuring they are proud of the company they work for and motivated to perform at their best instead of worrying about the cost of implementation.

The findings are relevant to the current study though conducted in different regions. It is against this background that in addition to employee engagement, banking institutions have included CSR project activities in their business strategy. However, it is not evident how their employees are viewing these activities and how these activities influence them to become brand ambassadors. Therefore, this study took the employees perspective and investigated employee perceptions towards the KCB's CSR activities assessing the extent to which these activities lead to the creation of brand ambassadors among the employees of KCB Bank.

1.3 Purpose of the Study

The purpose of the study was to assess the influence of CSR project activities on the creation of internal brand ambassadors in commercial banks: a case of KCB Bank, in Nakuru East sub-county, Kenya.

1.4 Objectives of the Study

The objectives of the study were:

1. To establish the extent to which CSR financial support activity influences the creation of internal brand ambassadors in commercial banks.
2. To examine the extent to which CSR training support activity influences the creation of internal brand ambassadors in commercial banks.
3. To assess the extent to which CSR mentorship support activity influences the creation of internal brand ambassadors in commercial banks.

1.5 Research Questions

1. To what extent does CSR financial support activity influence the creation of internal brand ambassadors in commercial banks?
2. To what extent does CSR training support activity influence the creation of internal brand ambassadors in commercial banks?
3. To what extent does CSR mentorship support activity influence the creation of internal brand ambassadors in commercial banks?

1.6 Significance of the Study

The need to determine the influence of CSR projects done by organizations has on creating brand ambassadors from its employees can be one of the focuses for organizational success. CSR forms an integral part in business activities and can aid in an organization reaping its long term benefits. It is a strategic tool in ensuring an organization's objectives are achieved in the

social context. Banks have paid special attention to social and environmental concerns to their business agenda in order to achieve sustainable development. Therefore, it was important to find out whether the bank's involvement in sustainable development has motivated its employees to continually identify with them.

1.7 Delimitation of the study

This study was conducted from the existing KCB employees in the three branches, KCB main branch, Flamingo branch and Menengai branch in Nakuru town. The choice of KCB Bank Kenya and KCB Foundation was based on the size of the organization and its active involvement CSR projects within and outside the borders. The findings will be a source of motivation to other organizations to fully support CSR projects and activities.

1.8 Limitations of the Study

There was fear of biasness as some respondents would not give their honest opinions. Therefore, they were briefed on the intent of the study and assurance of confidentiality given. There was also fear of respondents not wanting to participate. Therefore, they were taken through the importance of the study to the researcher and also assured of confidentiality of their responses.

1.9 Assumptions of the Study

In the study, it was assumed that the sample of KCB employees would represent the population under study. The respondents were willing to participate in the survey and answer the question truthfully and correctly. It was also assumed that the research instrument used would enable optimal collection of data and will be relevant to all the study objectives.

1.10 Definition of Significant Terms

Corporate Social Responsibility – this refers to giving back to the community. It is business practices involving initiatives that benefit society to alleviate poverty, promote community empowerment, and enhance skill development.

Creation of Internal Brand Ambassadors- support activities that lead to individuals within the organization who represent what a brand is all about by helping to increase brand awareness and sales, promote company products and services

CSR Financial support- refers to the continuous allocation of resources and provision of funds to projects until they come to an end ready to continue on their own

CSR Training support- refers to organized activities for increasing the technical skills of individuals or groups to enable them to do particular jobs efficiently

CSR Mentorship support- refers to help provided to guide a less experienced or a less knowledgeable person such as the students, potential entrepreneurs

1.11 Organization of the Study

This research project report consists of five chapters and appendices section. Chapter one consists of the background of the study, the statement of the problem, the purpose of the study, the objectives of the study, research questions, significance of the study, delimitation of the study, limitations of the study, assumptions of the study and the definition of significant terms. Chapter two consists of the literature review, where relevant literature and theories are discussed, examining and identifying gaps. It also contains the study's conceptual framework. Chapter three contains the research methodology where the research design, the target population, the sample size sampling procedure, validity and reliability of the research instruments, data collection procedure, data analysis methods, ethical issues and operational definition of variables are discussed. Chapter four consists of data analysis, presentation and interpretation. Chapter five has summary of findings, discussions, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses past researches and literature on the concept of corporate social responsibility, the models and theories of CSR in relation to this study and the concept of brand ambassador.

2.2 Creation of Internal Brand Ambassadors in commercial banks

Brands are one of the most valuable intangible assets that firms have. Hence, it has become a growing realization to top management to prioritize branding (Engstrand, 2011). Branding can be defined as the method of creating a distinctive image for a product or service in the mind of the target customer (Chron, 2016).

Companies are always seeking for differentiation and creation of a competitive advantage. A brand is distinctive from competitors' brands and differentiates from others when viewed from a customer's perspective. Customers identify a product, give the product a personality and influence their perceptions through brand image. When searching for elements that distinguish a company's own products from the competitors', brand image is one of the most important resources to be considered (Haglöfs, 2014).

Brand ambassadors are the advocates of a certain brand therefore responsible for the change of opinion. When the right brand and the right people meet, brand advocacy is developed. The brand advocating message is spread when people share their positive experiences. Brand information is distributed to everyone at the highest stage of brand advocacy e.g. via internet discussion platforms. Typically the message is first spread to the closest people, friends, relatives and co-workers (Kymalainen, 2012).

Brand ambassadors create awareness, attention and sales leads therefore represent what a brand is. They help marketing and sales managers increase the value of a by representing the brand to target customers (Bubich, 2012). Brand ambassadors refine an organization's product. People like to buy and transact with people though usually organizations brand themselves through logos and symbols and social media. Ambassadors champion the brand value promised to customers hence they become passionately involved with a company's brand promise. It is in the custom of their personalities to help others by sharing information and problem solving (Bubich, 2012).

Customers experience the loyalty ripple effect whereby they can contribute to their own satisfaction by their involvement in the service delivery process. Employees need to know what their brand represents. They also need to understand what differentiates their company from others and what their company stands for. Therefore, customer experience and the demand for product knowledge is met (Kymalainen, 2012). To enable the creation of internal brand ambassadors, the employer needs to assess the behavior, attitude and the level of knowledge that employees exemplify. In order to create positive brand experiences to employees, executives need to provide support and encouragement. Personalizing the brand to the employees, active communication functions and identifying current brand advocates will empower them to start acting like an advocate. The level of advocacy should also be rewarded and measured in order to sustain it (Kymalainen, 2012).

Information sharing is one of the factors are considered when transforming employees to be brand ambassadors. Information sharing is vital for knowledge of the brand to the employees. It should be shared both internally and externally. For instance, employees can gain the needed knowledge from on line sources such as the company's webpage and different social media. Internally shared information about the company is the most valuable feature when considering employee brand advocacy despite external media being the most important way to share brand image. The core of being a brand advocate is knowledge of a company's campaigns, brand insights and other vital issues. With sharing information in a company internally, employees can be brand advocates with a positive attitude (Kymalainen, 2012).

The second factor is employee involvement. Involvement of employees gives a feeling of being respected and honored in the company to the employees as they express courage and a sense of pride of the brand. It is extremely important that the opinions of the employees are listened to and they feel they are part of the development process of the brand. Taking the employee as a part of the decision of change, no matter how small, creates satisfaction. In order to get employees truly interested in the brand and its image, they should be treated as partners. Positive feeling around the brand and attitude changes into brand advocating way are experienced by employees. Employee involvement also exemplifies if the employees are aware of the decisions made inside the company. Participating on planning, goal setting and on the actual decision making are part of involvement activities. Employers can share the positive aspects of the decision to the employees. A very important part of creating employee involvement is through consulting and monitoring. Employee involvement gives back when employees commit to their jobs but requires a lot from the employer (Kymalainen, 2012).

The third factor is personalize. The employee and the brand are brought much closer when creating personal connections. Employers can increase the level of understanding the brand by emphasizing each employee's personal impact on the brand. When employees understand why they are doing their job and what the connection is between their daily responsibilities and the brand, self-confidence is created. In order to get the the most positive feeling about a brand, employers should also allow employees to interpret the brand independently. The results are more pleasing when employees interpret the brand according to their own preferences (Kymalainen, 2012).

The fourth factor is to enable. Investing in training, inspiring the employees, empowering to the customer-focused behavior and provision of the needed tool is what employers need for brand advocacy. Employees are trained to value customer-centric behavior and also inspired to be ambassadors for the brand by employers setting up behavioral guidelines. Customer-centric behavior is very important in the change process and employees get their inspiration from various issues. If employees don't behave according to customers' needs and wants they can't be seen as brand advocates. In order to be a credible brand ambassador, employees need to be encouraged to do the right thing for the customer (Kymalainen, 2012).

The fifth factor is to reinforce. The need to be reinforced occurs when employees have transformed into brand advocates. One way to maintain the advocacy is by recognition of brand advocating behavior. Employees will more easily continue acting like brand advocates and are rewarded from their brand-advocating behavior (Kymalainen, 2012).

Employees need to be aware of and engaged in efforts that strive to address social challenges, maintain sustainable environments and contribute to strong economies. Employees' participation in their companies' CSR projects and activities is important. Companies can more effectively involve their employees in CSR as it can also be a motivation of their job acceptance decisions (Walton, 2011).

Companies need to communicate with employees about their CSR activities and projects, the advancement, the achievements and the challenges as a way of exercising employee involvement. Companies often focus on defining what their employees should or should not say in the present fast-moving world of technology such as social media and prompt broadcasting of news. Such parameters are recognized as a means of enforcing confidentiality and regulatory compliance. Organizations should also take interest in what their employees actually know if they want engaged and committed employees. Employees are provided with

information by concerned organizations for effective job performance making them organizational ambassadors (Walton, 2011).

The second way is to encourage direct participation where the company directs its CSR activities and projects by inviting employee input. When employees directly contribute to CSR goals that benefit communities and the causes that they care about, the goals are more meaningful to them.

Lastly, celebrate achievements with employees. It's all too easy to neglect the importance of reporting achievements of CSR since it is a long term process. Regular communication about CSR goals and including incremental progress is important to stakeholders. This progress also needs to be shared with employees more frequently. Recognition of employees for their contributions is important as they of all stakeholders, have shown commitment and invested more resources towards achieving those goals (Walton, 2011).

Every employee has an opportunity to fill the role of an organization brand ambassador in their different capacities.

2.3 CSR Financial Support on creation of internal brand ambassadors in commercial banks

In the recent times, more and more companies are fast adopting CSR as a policy even in developing countries. Tax benefits is apparently one of the benefits corporates get when they invest their finances in social welfare projects. In addition it can also be assumed that corporations are empathetic to the society and believe in giving away a portion of their profits (Donors, 2012).

Adopting CSR principles implicates costs which may be short term or continuous outflows. They might involve the purchase of an eco-friendly equipment, re-structuring of management or the implementation of stringent quality controls. Social responsibility should generate benefits as well in order to be a sustainable corporate practice. Policies that constantly generate negative cash flows should be discontinued since when shareholders invest their money, they expect the highest risk adjusted return (Tsoutsoura, 2004).

A few corporations which have funding programs are too restrained to strongly commit to rendering any kind of funding support. Such corporations do not seem to exist beyond their websites and publicity brochures despite declaring that they have community welfare programs. This means that there are really fewer corporate organizations that have clear policies on issuing funding to nonprofits. Despite all that, such corporations have policies that

are very clear in supporting issues and NGOs around the world or in specific countries. In addition, they have dedicated budgets, distinct CSR departments and regular call for proposals to offer funding to NGOs. (Donors, 2012).

A firm cannot disregard the difficulties of the environment in which it is operational. The poverty of a country's citizens, political unrest and the exhaustion of natural resources can have negative effects for a corporation. Indeed, this inflicts an extra cost to the businesses and may force them to relocate or to cease operations. From one perspective, companies may not have the resources to address some of the social or environmental problems, but from another perspective, regardless whether they have inadequate resources, they may still be well able to solve the problems (Tsoutsoura, 2004).

2.4 CSR Training Support on creation of internal brand ambassadors in commercial banks

Corporate Social Responsibility is not just about the business of writing a cheque to a deserving charity, with the board feeling like they have done their duty. CSR has rightfully positioned itself at the heart of business strategy with employee engagement as a top priority. Companies that ensure CSR is intrinsically woven into their tenets experience positive employee relations, such as increased morale, talent retention and productivity (Cattermole, 2016).

Corporate organizations have a crucial part to play in accomplishing the nationwide agenda for skill acquisition. Education and skill development are rampantly developing as desired choice for CSR initiatives. Many corporates have incorporated their business goals with CSR. There is also a premeditated contribution to capacity building and community development by partnering with training partners, NGOs and other organizations that share the same vision (Dubey, 2016).

Supporting skill acquisition development through CSR activities involves setting up a foundation programme and NGOs that impart skills and employment options for talented, disadvantaged, socially and economically challenged groups of the society. Corporates can adopt the existing establishments and help them through knowledge gaining, funds or infrastructure. They can also set up well equipped institutions for vocational training with the latest tools and technology, software and support services (Dubey, 2016).

Corporates can provide market for products and services that they sponsor. They can also facilitate micro finance in order to complement training and skill development for improvement of livelihoods in rural areas. They can contribute towards sponsoring skill development by

financing activities across the skill development industry, capacity building and managerial support. Corporates can also sponsor professional counselling to create awareness and mobilize individuals to enroll in skilling courses. Corporates may also provide explicit funding for capacity development. Many firms are inspiring their employees to provide volunteer services and support to initiatives run by NGOs to help them improve and be able to manage the projects effectively and efficiently, encourage startup businesses, self-help groups and micro enterprises through mentoring and growth support (Dubey, 2016).

Besides knowledge sharing and encouragement of good practices, corporates can fund projects that have demonstrated high influence through inventive models and technology encompassed initiatives in skill development and vocational education. They can also support entrepreneurs through gaining skills and upgrading of already acquired skills. Skill development for self-help groups could rise their efficiency and outcomes. Innovative ideas could also be supported through the incubation phase and also through mentor support (Dubey, 2016).

2.5 CSR Mentorship Support on creation of internal brand ambassadors in commercial banks

Many major corporations are recognizing the value of investing in today's youth. These progressive companies see beyond the finances needed to launch education or diversity initiatives straight to the numerous benefits. Social programs focused on developing the next generation of leaders take many different forms including mentoring, research and development, and community building activities (Collier, 2016).

Mentoring is a dominant tool for both personal and professional growth. Leaders with extensive organizational knowledge and experience mentor others on development prerequisites, career growth and the challenges that come with transitioning to larger roles and responsibilities (Brands, 2015).

What aspiring social entrepreneurs often lack are the business skills, the networks and the know-how to take an idea forward and make it into a viable business. By working with corporate experts who use their professional skills and expertise to support early stage entrepreneurs, the gap between these two worlds has been bridged for significant mutual benefit. These entrepreneurs become more rounded in both skills and qualities and get a different outlook and perspective that they may never have considered, helping them to develop their social venture and maximize the social impact they want to create (Nicholson, 2016).

In the UK, an increasing number of talented individuals are finding entrepreneurial solutions to social problems. These passionate, driven and tenacious individuals are a growing breed, outdoing their typical SME colleagues. Mentors in turn are introduced to a completely new environment, a new outlook and a new perspective. They are challenged and prompted to use their professional skills in a completely different way to their day job. As a result they get to see social entrepreneurs and their ventures grow and evolve through the support they offer with the satisfaction in knowing that as a mentor you have made a real difference and contributed to significant social change (Nicholson, 2016).

Setting a company's goals into practice during the mentoring process can be achieved by finding an appropriate mentee and bringing support during the whole process. In addition, this will also sponsor an organization's social engagement and corporate culture. It is therefore vital to find out if the CSR mentoring programme is in line with the company's objectives as it is a great means for your company to have a positive social impact on the society and to express its contributions (Wall, 2016).

2.6 Corporate Social Responsibility and its influence

Giving back to the community is what CSR is all about. It encompasses a range of activities, from giving to charity to implementing environmentally friendly business operations (Caramela, 2016). CSR is one of the most widely accepted and used and it was earlier defined as the social responsibility of companies which comprises of the economic, legal, ethical and the expectations that society has of organizations. The Carrols Pyramid, one of the early models of CSR conceptualized this definition (Ndemo, 2013).

CSR involves a paradigm shift of organizations from maximization of profits under the creation of shareholder-value to stakeholder-management approaches whereby the impacts of organization's activities on the social constituents are considered (Ochoti, 2013). Some of the activities include sustainability of the environment for example, waste management, recycling, renewable energy resources, utilizing recyclable resources, and community involvement practices e.g. sponsoring local activities and ethical business practices (Njiru, 2014).

Today's businesses practice the following categories of social responsibility: Environmental practices: The environment is one of the primary focuses of corporate social responsibility. Businesses have a large carbon footprint regardless of the size. Any actions taken for the reduction of the footprints are considered noble both for the organization and the society as a whole (Caramela, 2016). Philanthropy: Donations to the national and local charities are also a

practice of social responsibility by businesses. Businesses have the resources that can help charitable initiatives and the local community programs. Ethical labor practices: Companies demonstrate social responsibility by fair and ethical treatment of employees. This applies to international organizations that operate in areas that are not in their domicile countries with different labor laws. Volunteering: A company's sincerity is expressed in its participation in volunteer events. Companies are able to express their concern for specific issues and support for certain activities through volunteering initiatives (Caramela, 2016).

The stakeholders of any organization have various interests that can be of an economic nature or of an environmental nature. They participate in the decision making process for achievement of the organizational objectives and the implementation of the organization's mission. Those who are impacted by the organization's activities also termed as one of the stakeholders.

CSR majorly addresses the ability of companies to recognize their responsibilities to stakeholders besides their shareholders. The stakeholders include customers, communities, employees and suppliers. While supporters of CSR point out the long-term benefits of nurturing these core relationships, shareholders are often daunted at the notion that companies will invest in opportunities that don't immediately create instant financial gain. Social and environmental programs pose a challenge in accounting of measurable benefits with regard to financial gain. (Sharma, 2013).

How a business affects the meaning of development is a critical approach to CSR besides how CSR affects company behavior in developing countries. It is argued that development is indeed affected by business, and one of the ways this happens is by having business thinking become the norm against which everything else is tested for the true and false value hence dominate the way we view the world (Sharma, 2013).

Understanding the economic impacts of a company's operations makes up the economic aspects of CSR. They are often wrongly considered to be identical to financial issues hence creating an assumption that they are easier to implement. The direct and indirect economic impacts that organizational operations have on the immediate community and on the company's stakeholders are a consideration for the sustainability agenda in the economic dimension. Corporate financial responsibility is therefore comprised of this (Sharma, 2013).

The employment generation of the community is majorly contributed by businesses. However, the terms and conditions of the formal contract of employment do not fully contribute to social

responsibility to employees. The quality of the working life of today's employees results to companies coming up with wider expectations. Such expectations include caring for the personnel's welfare, workplace safety, upholding their skills and motivation. Therefore, a socially responsible company secures equal opportunities and a just treatment for its employees (Sharma, 2013)

Companies depend on the prosperity of communities in which they operate, their health and stability. The competitiveness of a company is influenced by its reputation at its location and its image as an employer and producer. Companies participate in community activities by increasing vocational training places, recruiting socially disadvantaged people, sponsoring local sports and cultural events, sponsoring education and providing partnerships with communities or donations to charity (Sharma, 2013).

The positive environment created for employees is boasted as one of the benefits of promoting social responsibility in the workplace. Employees are likely be more enthusiastic and engaged in their jobs if they feel they are working for an organization that has a true conscience. This brings everyone together and leads to content, more productive employees as it builds teamwork and a sense of community (Sharma, 2013).

2.7 CSR as practiced by KCB Bank, Kenya

KCB Group operates as a licensed banking institution that is registered as a non-operating holding company. The holding company oversees KCB Kenya and all KCB's regional units in Uganda, Tanzania, Rwanda, Burundi, Ethiopia and South Sudan. It also owns KCB Insurance Agency, KCB Capital, KCB Foundation and all associate companies (KCB Foundation, 2017).

The KCB Bank Group established the KCB Foundation in 2007 as the corporate hand that lifts the aspirations of communities in places where the group conducts business. To date, the KCB Foundation has invested estimated 1 billion Kenya shillings in community programs across Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan. As a good corporate citizen, the KCB Bank Group is committed to sustainable development, prosperity and poverty reduction to address the hardship, high poverty levels and interconnected challenges that affect many Eastern African communities. The KCB Foundation programs are designed to address issues of relevance specifically within themes and core programs. To ensure it is addressing and solving for relevant development priorities, they customize their programs for each country where KCB has a footprint (KCB Foundation, 2017).

The flagship programs carried out by the bank include: The 2jiajiri- Skills development for self-employment program. KCB Foundation seeks to enhance employment and wealth creation among existing informal entrepreneurs and the youth through a skills development and job creation program. 50,000 youth and informal sector entrepreneurs are expected to be reached out to in the next 5 years by this program. The program objective is to Empowerment and equipping unemployed and out-of-school youth to grow micro enterprises is the objective of this program. This is achieved by provision of technical skill training opportunities as well as improving skills and certifying existing SMEs who wish to move from the informal to the formal sector.

The second flagship program conducted is The KCB Scholarship Program. Secondary education scholarships for bright but needy students is offered by the KCB Foundation. The students benefit from a scholarship for the 4 years of secondary education and the program targets at least 240 beneficiaries every year. Since its inception, the Foundation has awarded scholarships to several beneficiaries including those with disabilities. The provision of scholarships, learning materials and improved public school infrastructure hence an improvement in the access and quality of education for needy students is the program's objective (KCB Foundation, 2017).

The third flagship program is the Mifugo ni Mali. Mifugo Ni Mali is a KCB Foundation programme which runs for ten years that seeks to commercialize the livestock sector in Kenya's arid and semi-arid counties by supporting the livestock producers improve productivity, access market, embrace value addition and access credit. The programme has a goal of reaching 5 million livestock value chain actors seeking to achieve the following objectives: Provide access to finance for 500 cooperatives and ranches and support market access to 3,000 Cooperatives and Ranches. It also strengthen husbandry and animal management for 400,000 livestock farmers and partnerships with 40 county governments

2.8 Theoretical Framework

The consumers' perceptions of brand image can be shaped by corporate social responsibility hence and influence brand loyalty. This research will be based on the stakeholder theory and the models of CSR.

2.8.1 The Stakeholder Theory

Organizations have social responsibilities to all their stakeholders. This is because organizations exist and conduct their businesses in areas allowed by these stakeholders in what

is termed as a social contract. These activities are expected not to degenerate the physical environment or subjecting the employees to inhuman working conditions and are aimed at improving the conditions of the consumers and employees (Ndemo, 2013).

Beyond shareholders there are several representatives with an interest in the actions and decisions of companies. This is what the theory is based on. Corporate actions benefit, harm, violate or respect the rights of groups and individuals who are referred to as the stakeholders. They include creditors, employees, customers, suppliers and the communities as a whole. Organizations have a social responsibility that requires them to consider the welfares of all individuals or groups affected by their actions. Besides shareholders, management should also consider anyone who is affected by business decisions in the decision making process (Rodrigues, 2007).

2.8.2 CSR Models

The first sets of literature on CSR were provided by the father of CSR, Bowen. He defined CSR as obligations of entrepreneurs to pursue policies, to make decisions, or to follow courses of action which are necessary to achieve the objectives and respect values of our society. The concept has changed since then to form two very different methodologies: the stockholder theory as suggested by Friedman and the social contract theory. Many models have come up and have also been implemented worldwide following these two methodologies of theory (Agrawal, 2016).

2.8.2.1 The Pyramid Model of CSR

This model is also identified as Carroll's model of CSR. Carroll points out that the economic responsibility of the firm builds all other business responsibilities. The second priority is the legal responsibility. The third priority, ethical responsibility, involves the accountabilities and commitments that are should be performed for the greater good. Philanthropic responsibilities are assigned the least priority as they are viewed in his opinion to be optional in nature (Agrawal, 2016).

2.8.2.2 The Intersecting Circles Model of CSR

This model illustrates the incorporation of three aspects: economic, legal and moral aspects. An organization is actually a social establishment despite being a profit making establishment and in order for it to continually exist and prosper, the society must be willing to maintain and withstand it. The responsibilities and obligations the organization fulfils earns it support from the society (Agrawal, 2016).

2.8.2.3 The Concentric Circles model

A statement issued in 1971 by the Committee for Economic Development led to the adoption of this model. This model states that social contracts of organizational procedures are morally necessary besides being feasible. Therefore a more humane view to the society through an organization's functions is encouraged.

The initial model of the committee comprised: the economic function (products, job, financial stability and growth), the ethical function (the responsibilities to perform the economic functions with an awareness of ethical practices) and the philanthropic function (initiatives that businesses should get involved in for the improvement of the social environment).

Economic responsibilities is widely exemplified in this model. It includes improving the country's standard of living, eliminating poverty in a holistic manner, providing the needs and wants of people for goods and services, fair pricing, providing employment hence generation of wealth (Agrawal, 2016).

2.8.2.4 The 3C-SR Model

John Meehan, Karon Meehan and Adam Richards of Liverpool John Moores University proposed this model. The model comprises of: ethical and social obligations, connections with associates in the value network and the consistency and trust building behavior. Thus the three Cs of the model, which is commitments, connections and consistency form. This model advocates for good corporate citizenship through the three Cs.

2.8.2.5 Stakeholder Model

The stakeholder model brought stake holding into the mainstream of management literature. It is an important analysis of the stakeholder view to strategic management. The range of social obligations of businesses is growing as a result of increasing economic rights. This was brought about by the rise of globalization. Consequently the stakeholder model of corporate responsibility was a resultant effect (Agrawal, 2016).

2.9 Conceptual Framework

For the purposes of this study, the conceptual framework below will be used.

Independent variable

Dependent Variable

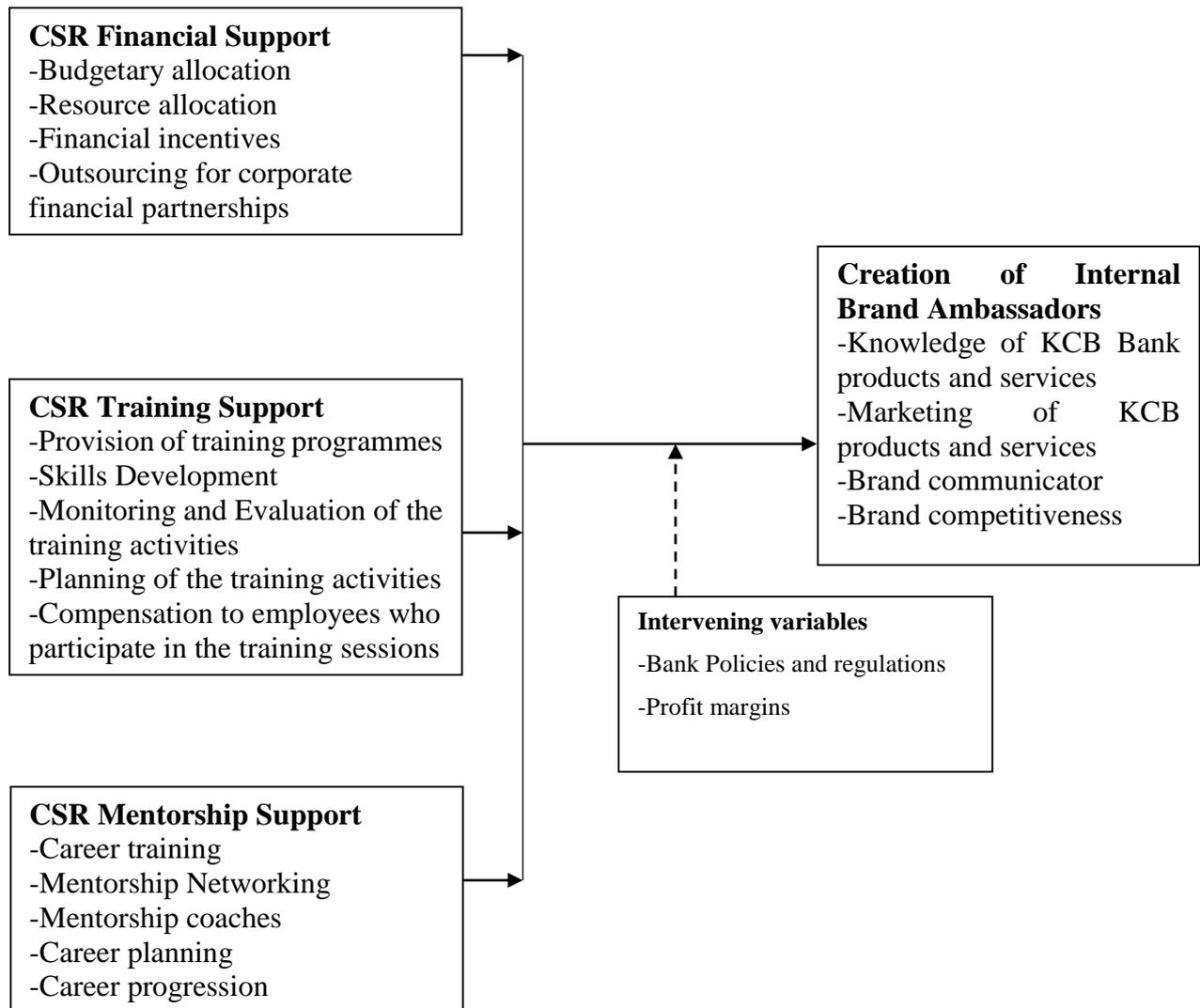


Figure 2.1 *Conceptual Framework of the Influence of Corporate Social Responsibility Project Activities on Creation of Internal Brand Ambassadors in Commercial Banks*

The conceptual framework is an illustration of both independent and dependent variables. From the framework, we have CSR financial support, CSR training support and CSR mentorship support as the independent variables which have been derived from the roles of CSR activities by KCB Bank Kenya. The dependent variable is the creation of internal brand ambassadors. From this framework, the dependent variables are determined by a number of indicators. CSR financial support has budgetary allocation, resource allocation, financial incentives to employees who participate in the CSR programmes and outsourcing for corporate financial

support. CSR training support has provision of training programmes, skills development, monitoring and evaluation of the training activities, planning of the training activities and compensation to employees who participate in training sessions. CSR mentorship support has career training, mentorship networking, mentorship coaches, career planning and career progression. The creation of brand ambassadors as the dependent variable has indicators such as knowledge of KCB bank products and services, marketing of KCB bank products and services, brand communicator and brand competitiveness. Besides the independent variables influencing the dependent variable, we also have the intervening variables. The intervening variables are bank policies and regulations and the bank's profit margins.

2.8 Research Gap

Research on CSR and employee engagement and CSR has been carried out but we lack a complete understanding of how these CSR activities influence these employees to become brand ambassadors. A publication by Saul (2012) on CSR and the Impact it has on employee engagement concluded that an all-inclusive CSR policy delivers a tangible benefit to the firm enabling companies to make a genuine difference to the society. He also noted that businesses should recognize how they can deliver true win-wins, engaging and improving brand reputation among external and internal stakeholders instead of worrying about the cost of implementing CSR. This is because CSR contributes to the development of employees and ensures they are proud of the corporation they work for and motivated to accomplish their best.

Research done by Sharma (2016) on Corporate Social Responsibility on how it Enables Employees to Employ More of themselves at Work, concluded that CSR is proposed and tested as a pathway for engaging a substantial part of the workforce in order to address the problem of low levels of employee engagement in the workplace. In the thesis by Engstrand and Berg (2011) on Strategic CSR Branding, they conclude that the position of the company is strengthened and the value of the corporate brand is enhanced through strategically integrated CSR, in good as well as in bad times such as a worldwide financial crisis. Based on these researches, we go specific in this research to study on these CSR activities and understand to what extent the roles they play in organizations influence the employees engaged to become brand ambassadors.

2.9 Summary of Literature Review

CSR involves giving back to the community. It involves various activities such as giving to charity to implementing eco-friendly business actions (Caramela, 2016). Costs are involved when adopting CSR principles and they might be short term or continuous outflows. Social responsibility should therefore generate benefits as well in order to be a sustainable business exercise. The shareholders expect the highest possible risk adjusted return when they invest their money in a corporation. In order to be sustainable being socially responsible provides benefits. (Tsoutsoura, 2004).

Corporate organizations have a crucial role to play in accomplishing the national agenda for skill development. The preferred choice for CSR initiatives are education and skill development. There is a strategic contribution to capacity building and development of the community through partnering with training organizations, NGOs as many corporates have

integrated their business goals with CSR (Dubey, 2016). Companies experience positive employee relations, such as increased morale, talent retention and productivity if CSR is inherently merged into their principles (Cattermole, 2016).

Mentoring is a powerful instrument for both personal and professional growth. Individuals are mentored on development needs, career advancement and the challenges that come with transitioning to larger roles and responsibilities by leaders who possess a broad range of organizational knowledge and experience (Brands, 2015). Aspiring entrepreneurs often lack the business skills, the networks and the knowledge to take an idea forward and make it into a viable business. The gap between these two worlds has been bridged for significant mutual benefit by working with corporate experts who use their professional skills and expertise to support inexperienced entrepreneurs. These entrepreneurs get a different view point and perception that they may never have considered to become knowledgeable in both skills and qualities and assist them to develop their social undertaking and maximize the social impact (Nicholson, 2016).

The growing realization that brands are one of the most valuable resources that firms have made branding a priority. (Engstrand, 2011). It is one of the most significant resources in business and needs to be kept in mind when searching for elements that differentiate a company's own products from the competitors' (Haglöfs, 2014). Brand ambassadors are devoted advocates of a certain brand and they are the people behind the change of opinion.

Kymalainen (2012) noted that employers need to evaluate the level of knowledge, attitude and behavior of employees to enable the creation of internal brand ambassadors. In order to create positive brand experiences to their employees, executives need to provide the main support and inspiration. Keeping communication in function and personalizing the brand to the employees will empower them to be brand advocates. The level of advocacy should also be measured and rewarded in order to sustain it.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the description of the research design adopted, the target population, the sampling procedure and the sample size, the methods of data collection, the validity and reliability of the instruments, the data analysis methods, the operational definition of variables and the ethical issues considered.

3.2 Research Design

A research design is the organization of situations for collection and analysis of data in a manner that aims to combine relevance to the research purpose. It is a structure within which research is conceptually conducted and it constitutes the outline for the collection, measurement and analysis of data. It includes an outline of conducting the research, from writing the hypothesis and its operational implications to the final analysis of data (Kothari, 2004).

Descriptive research studies are studies concerned with specific forecasts, narration of facts and characteristics concerning individuals, groups or situations (Kothari, 2004). For this research, the research design used was a descriptive survey which involved the collection of data in order to respond to questions in regards to the study. Descriptive survey is used to describe various aspects of occurrences describing characteristics and/or behavior of the sample population (Dudovskiy, 2016). The choice of the design is due to the nature of the study. It is ideal for the study of behavior as a result of opinions, experiences and feelings from respondents.

3.3 Target Population

The study targeted a population of 77 who are the existing KCB employees in the three branches, being 44 in Nakuru Main branch, 19 in Flamingo branch and 14 in Menengai branch in Nakuru county.

Table 3.1: Target Population

Category of Respondents	Frequency	Percentage (%)
Nakuru	44	57.14
Flamingo	19	24.68
Menengai	14	18.18
Total	77	100

3.4 Sample size and sampling procedure

Sampling is the process of selecting units such as people, organizations, from a population of interest under study so that by studying the sample, we generalize the results back to the population chosen for the study (Trochim, 2006). Since the number of respondents is specific, a sample size was determined for this research from the total number of employees in the branches. When the target population is predetermined, the following sample size formula published by the research department of the National Education Association is used (Morgan, 1970).

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where:

S = the required sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = population size

P = population proportion (assumed to be 0.5 or 50%)

d = Degree of accuracy (5%), expressed as a proportion (0.05); it is margin of error

Krejcie & Morgan (1970), came up with a table using sample size formula for finite population to simplify the process of determining the sample size for a finite population (Organization, 2012). The sample size for this research will be therefore be determined using the Krejcie and Morgan (1970) sampling table to be 73 respondents.

Simple random sampling technique will be applied in this study. Under this sampling design, every element of the population has an equal opportunity of presence in the sample. The results

obtained from random sampling can be assured in expressions of probability, the errors of estimation or the significance of results. Random sampling ensures that if on an average the sample chosen is a random one, the sample will have the same composition and characteristics as the population. This is the law of Statistical Regularity which makes random as the best technique of selecting a representative sample.

Random sampling gives each possible sample combination an equal chance of being picked up and each item in the entire population to have an equal chance of being included in the sample in a finite population. Therefore, simple random sample from a finite population is a sample which is chosen in such a way that each of the NCn possible samples has the same probability, $1/NCn$, of being selected (Kothari, 2004).

Table 3.2: Sample Size

Category of Respondents	Frequency	Sample Size
Nakuru	44	40
Flamingo	19	19
Menengai	14	14
Total	77	73

3.4 Methods of Data collection

Questionnaires are tools used to gather standardized data from a large number of people whereby similar information is collected in a similar way. Data is collected in a statistical form. Questionnaires consist of similar set of questions that are asked in a similar order and in the same way in order that similar information can be gathered (Surrey, 2017). A questionnaire was used as the method of data collection. It contained five parts; capturing the respondent's demographic details and the objectives of the study.

3.5 Validity of the Research Instruments

Validity refers to the degree to which a test measures what we actually wish to measure. It is the level to which variances found with a measuring instrument reflect true differences among those being tested (Kothari, 2004). The relevancy of the research instrument depends upon the judgment of the researcher and the nature of the research problem. Content validity, which is the level to which a measuring instrument provides sufficient coverage of the topic under study, was used. If the instrument contains an illustrative sample of the population, the content validity is good. Its purpose is primarily judgmental and intuitive (Kothari, 2004). Validity was judged on how well the measuring instrument met the standards and it was determined by using

a panel of knowledgeable persons. Validity helps the researcher to ensure that the research instrument items measure the desired constructs.

3.6 Reliability of the Research Instruments

It is important to test reliability. A reliable measuring instrument is one that provides results that are consistent. The questionnaire was pretested with employees from the head office units in the pilot study. This helped in determining the effectiveness of the questionnaire in conducting the proposed research, allowing for modifications to achieve the objective of the research. Reliable measuring instrument does contribute to its validity. We can be confident that the transient and situational factors are not interfering if the quality of reliability is satisfied by an instrument (Kothari, 2004). Split half technique was used where the questionnaire variables were separated into two same halves and the outcome was correlated by use of spearman's correlation to test its consistency level. The coefficient was established to be 0.7 which meant that the instrument was 70% reliable therefore it was a consistent and reliable tool for seeking answers to the research questions.

3.7 Data Collection Procedure

The study used primary data, which is data that is originally collected for the first time for the purposes of a study. This type of data was informed by the objectives of the study. The researcher identified two research assistants who were trained on the research instrument and together with the researcher administered the questionnaires to the employees of KCB Bank Kenya, Nakuru, Flamingo and Menengai branches.

Questionnaires were used as the main data collecting tool and were delivered to all the respondents in the respective branches. The questions were closed ended hence simple and easy for filling by the respondents. The presence of the researcher at the time of data collection was not necessary as the questionnaire was self-administering.

3.8 Data Analysis Methods

Analysis was aided by use of the Statistical Package for Social Sciences (SPSS). After data collection, the data was organized and edited to remove any irregularities, replications or inaccuracies that would make analysis difficult. The clear data was analyzed using both quantitative methods and qualitative methods. The quantitative data responses were coded and grouped into various categories. Frequencies and percentages were used to analyze qualitative data. The data was analyzed in the most logical and meaningful way and relevant comments made appropriately. Frequency tables were used to present the collected data for ease of

understanding and analysis. Pearson's correlation was used to determine the relationship between the independent variables and the dependent variable.

3.9 Ethical Issues

Authorization was sought to collect data before conducting the research. The researcher got a letter from the University of Nairobi, seeking permission to carry out the research and a research permit was sought from National Commission for Science Technology and Innovation. Confidentiality of responses from the respondents was also guaranteed. Information from the respondents was used for the purpose of this study only.

3.10 Operational definition of Variables

Table 3.3: Operational definition of Variables

RESEARCH OBJECTIVES	VARIABLES	INDICATORS	MEASUREMENT SCALE	TYPE OF ANALYSIS
1. To establish whether CSR financial support influences the creation of internal brand ambassadors in commercial banks	Dependent Variable - creation of internal brand ambassadors Independent variable CSR financial support	-Budgetary allocation -Resource allocation -Financial incentives to employees who participate in CSR programmes -Outsourcing for corporate financial partnerships	-Adequacy in budgetary allocation -Adequate resource availability -Availability of financial incentives -Corporate financial partnerships	Frequencies, percentages, co-relation coefficient
2. To examine whether CSR training support influences the creation of internal brand ambassadors in commercial banks	Dependent Variable - creation of internal brand ambassadors Independent variable CSR training support	-Provision of training programmes -Skills Development -Monitoring and Evaluation of the training activities -Planning of the training activities -Compensation to employees who participate in the training sessions	-Availability of training programmes -Level of skills developed and improved -Availability of a training plan -Existence of compensation	Frequencies, percentages, co-relation coefficient
3. To assess whether CSR mentorship support influences the creation of internal brand ambassadors	Dependent Variable -creation of internal brand ambassadors Independent variable CSR youth mentorship support	-Career planning and training -Mentorship Networking -Mentorship coaches -Job creation -Career progression	-Career planning to students and training to potential entrepreneurs -Networking opportunities for the students and potential entrepreneurs	Frequencies, percentages, co-relation coefficient

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides analyses of the data collected, presented in tables alongside interpretations of the results from the findings collected from sampled respondents. The study investigated the influence of corporate social responsibility project activities on creation of internal brand ambassadors, a case of KCB bank, Kenya.

4.2 Questionnaire return rate

Out of the 73 questionnaires administered to the target population of KCB outlets, 54 were returned which renders to a response rate of 74%. The response rate is regarded as suitable to make conclusion for a study according to Mugenda, A and Mugenda, O (1999) who argues that a 50% response rate is adequate, 60% is good and response above 70% is very good.

4.3 Demographic information of the respondents

The gender, age, years worked for KCB, awareness of CSR concept and participation of KCB in CSR projects were confined in the questionnaires as the demographic information of the respondents. These demographic characteristics are presented in tables giving frequencies and percentages.

4.3.1 Distribution of respondents by Gender

Majority of the respondents were males (68%) whereas females constituted a third of the respondents (32%). This shows that KCB is dominated by male employees deducing the issue on gender equality is not fully addressed in the organization.

Table 4.1: Distribution of respondents by Gender

	Frequency	Percent
Male	37	68.5
Female	17	31.5
Total	54	100.0

4.3.2 Distribution of respondents by Age

The youths aged 25-35 years were the majority of the respondents (78%) with the percentage of respondents reducing with age i.e. 36-45 years (16%) and above 45 years (6%). KCB is out to fetch talents each year adding up to a great number of young energetic employees. The young recruits serve in frontline as customers' attendants and rise to managerial positions with years of experience.

Table 4.2: Distribution of respondents by Age

	Frequency	Percent
25-35 years	42	77.8
36-45 years	9	16.7
Above 45 years	3	5.6
Total	54	100.0

4.3.3 Distribution of respondents by years worked for KCB

Majority of the respondents have worked for KCB between 1-5 years (57%), a considerable (30%) have worked for KCB for less than one year while a few (13%) have worked for KCB for over 5 years. KCB continually provides opportunities for employment to fresh graduates adding up to majority of the number of employees having worked for between 1-5 years.

Table 4.3: Distribution of respondents by years worked for KCB

	Frequency	Percent
Less than 1 year	16	29.6
1-5 years	31	57.4
Above 5 years	7	13.0
Total	54	100.0

4.3.4 Awareness of CSR concept

96% of the respondents are aware of the concept corporate social responsibility, CSR. This shows that the KCB workers are well oriented of CSR projects or activities. The concept of CSR is introduced to employees same time as they are exposed to the service delivery in KCB. It thus becomes part of the assignments.

Table 4.4: Awareness of CSR concept

	Frequency	Percent
Yes	52	96.3
No	2	3.7
Total	54	100.0

4.3.5 Participation of KCB in CSR projects

As given by a very large percentage of respondents (98%), KCB bank Kenya participates in CSR projects. KCB has been participating in CSR for over ten years now an initiative which has made it distinguished from its competitors and its success shared among its employees.

Table 4.5: Participation of KCB in CSR projects

	Frequency	Percent
Yes	53	98.1
No	1	1.9
Total	54	100.0

4.4 KCB CSR Financial Support

The respondents majorly (85%) agreed that KCB has financial allocation for CSR programmes. Furthermore there is adequate resource allocated to employees to engage in CSR programmes as cited by 75% of the respondents. Moreover, a similar percentage (75%) gave opinions that there is a financial incentive for employees who show dedication to CSR and also KCB do outsource for corporate financial partners for CSR programmes. An overwhelming (96%) of

the respondents cited that employee's involvement in CSR financial support activities is encouraged by their organization.

Table 4.6: KCB CSR Financial Support descriptive statistics

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		
	N	f	f	f	f	f	f	f			
KCB has financial allocation for CSR programmes	54	34	63.0%	12	22.2%	1	1.9%	3	5.6%	4	7.4%
There is adequate resource allocated to employees to engage in CSR programmes	54	23	42.6%	18	33.3%	9	16.7%	3	5.6%	1	1.9%
There is financial incentives for employees who show dedication to CSR	54	21	38.9%	19	35.2%	4	7.4%	4	7.4%	6	11.1%
KCB do outsource for corporate financial partners for CSR programmes	54	27	50.0%	14	25.9%	5	9.3%	2	3.7%	6	11.1%
Employees involvement in CSR financial support activities is encouraged by your organization	54	50	92.6%	2	3.7%	2	3.7%	0	.0%	0	.0%

4.5 CSR Training Support

The study proves in a major way that KCB provides training programmes to CSR beneficiaries as cited by 85% of the respondents. A great percentage of respondent gave views that KCB training support allows employees to contribute to the skills development of its beneficiaries (87%), there is monitoring and evaluation of performance of trainees of KCB training

programmes (85%), the management on KCB assist in planning for training programmes (87%) and that KCB provides for paid training sessions to participating employees (80%). All (100%) the employees cited that employee involvement in CSR training support activities is encouraged by their organization

Table 4.7: CSR Training Support descriptive statistics

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		
	N	f	f	f	f	f	f	f	f	f	
KCB provides training programmes to CSR beneficiaries	54	41	75.9%	5	9.3%	4	7.4%	0	.0%	4	7.4%
KCB training support allows employees to contribute to the skills development of its beneficiaries	54	29	53.7%	18	33.3%	3	5.6%	3	5.6%	1	1.9%
There is monitoring and evaluation of performance of trainees of KCB training programmes	54	27	50.0%	19	25.2%	2	3.7%	5	9.3%	1	1.9%
The management on KCB assist in planning for training programmes	54	30	55.6%	17	31.5%	3	5.6%	2	3.7%	2	3.7%
KCB provides for paid training sessions to participating employees	54	30	55.6%	13	24.1%	6	11.1%	4	7.4%	1	1.9%
Employee involvement in CSR training support activities is encouraged by your organization	54	52	96.3%	2	3.7%	0	.0%	0	.0%	0	.0%

4.6 CSR Mentorship Support

The study reveals that KCB greatly (89%) provides career training through mentorship support. In addition, KCB largely (82%) conduct mentorship networking with other institutions and through its support, the employees are able to become mentorship coaches as cited by majority (87%) of the respondents. Furthermore, KCB mentorship training programmes largely (93%), provide opportunities for concise career planning for upcoming entrepreneurs as well as being a platform for career choice and progression as cited by majority (83%) of the respondents. Lastly, employees involvement in CSR mentorship support activities is extensively encouraged by KCB as cited by (96%) of the respondents.

Table 4.8: CSR Mentorship Support descriptive statistics

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		
	N	f	f	f	f	f	f	f			
KCB provides career training through mentorship support	54	39	72.2%	9	16.7%	3	5.6%	1	1.9%	2	3.7%
KCB do conduct mentorship networking with other institutions	54	23	42.6%	21	38.9%	7	13.0%	2	3.7%	1	1.9%
Through KCB support, the employees are able to become mentorship coaches	54	33	61.1%	14	25.9%	4	7.4%	2	3.7%	1	1.9%
KCB mentorship training programmes provide opportunities for concise career planning for upcoming entrepreneurs	54	30	55.6%	20	37.0%	2	3.7%	2	3.7%	0	.0%
KCB mentorship training support is a platform for career choice and progression	54	23	42.6%	22	40.7%	5	9.3%	3	5.6%	1	1.9%
Employees involvement in CSR mentorship support activities is encouraged by your organization	54	46	85.2%	6	11.1%	1	1.9%	1	1.9%	0	.0%

4.7 State of Brand Ambassador Programme in KCB

In various aspects to measure the employees state of brand ambassadors, majority of the respondents gave positive opinions such as a KCB employee seek to have a good understanding of all the features of the KCB products and services (82%), can be depended on to market KCB products and services wherever they are (90%) To sum up, KCB employee view themselves

as proficient KCB brand communicator (80%) as well as see the KCB brand more superior to their competitor's brands (80%).

Table 4.9: State of Brand Ambassador Programme in KCB

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		
	N	f	f	f	f	f	f	f	f	f	
As a KCB employee I seek to have a good understanding of all the features of the KCB products and services	54	29	53.7%	15	27.8%	5	9.3%	4	7.4%	1	1.9%
As a KCB employee I can be depended on to market KCB products and services wherever I am	54	23	42.6%	25	46.3%	1	1.9%	4	7.4%	1	1.9%
As a KCB employee I view myself as proficient KCB brand communicator	54	33	61.1%	10	18.5%	5	9.3%	4	7.4%	2	3.7%
As a KCB employee I see the KCB brand more superior to our competitor's brands	54	23	42.6%	20	37.0%	5	9.3%	2	3.7%	4	7.4%

4.8 Relationship between Dependent and Independent variables

The correlation analysis expounds the relationship between dependent variable i.e. Creation of internal brand ambassadors and the three independent variables which are CSR Financial Support activity, CSR Training Support activity and CSR Mentorship Support activity as shown in Table 4.10

Table 4.10: Relationship between Dependent and Independent variables

		CSR Training support activity	CSR Financial support activity	CSR Mentorship support activity	Creation of internal brand ambassadors
CSR Training support activity	Pearson Correlation	1	.756**	.564**	.801**
	Sig. (2-tailed)		.000	.000	.000
	N	54	54	54	54
CSR Financial support activity	Pearson Correlation	.756**	1	.490**	.733**
	Sig. (2-tailed)	.000		.000	.000
	N	54	54	54	54
CSR Mentorship support activity	Pearson Correlation	.564**	.490**	1	.635**
	Sig. (2-tailed)	.000	.000		.000
	N	54	54	54	54
Creation of internal brand ambassadors	Pearson Correlation	.801**	.733**	.635**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	54	54	54	54

4.8.1 CSR Financial Support Activity and Creation of internal brand ambassadors

There existed a positive, very strong and statistically significant relationship between CSR Financial Support activity and Creation of internal brand ambassadors ($r=0.733$; $p<0.01$), such that the probability of this correlation occurring by chance is less than one time out of 100. This shows that CSR Financial Support activity enhanced creation of internal brand ambassadors in KCB outlets.

4.8.2 CSR Training Support and Creation of internal brand ambassadors

The findings show that there existed a positive, very strong and statistically significant relationship between CSR Training support activity and Creation of internal brand ambassadors ($r=0.801$; $p<0.01$). This implies that CSR Training support activity had positively and largely enhanced Creation of internal brand ambassadors in KCB.

4.8.3 CSR Mentorship Support activity and Creation of internal brand ambassadors

The findings show that there existed a positive, moderately strong and statistically significant relationship between CSR Mentorship Support activity and Creation of internal brand ambassadors ($r=0.635$; $p<0.01$). This implies that CSR Mentorship Support activity had positively and largely enhanced creation of internal brand ambassadors.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings of the study, discussions, conclusion and recommendations drawn from the research. In addition, suggestions for further studies are highlighted.

5.2 Summary of the findings

The study sought to examine the influence corporate social responsibility project activities has on the creation of internal brand ambassadors in KCB Bank, Kenya. The study proves that most of KCB employees are male youths aged between 25-35 years. Moreover, KCB employees are aware of the CSR concept despite the majority having worked for KCB between 0-5 years. Furthermore, it was well argued that KCB bank Kenya participates in CSR projects.

5.2.1 CSR Financial Support on Creation of Internal Brand Ambassadors in commercial banks

The study assessed the influence CSR financial support on has on creation of internal brand ambassadors on project activities in KCB Bank. The study established CSR financial support predominantly leads to creation of internal brand ambassadors. The study established KCB has financial allocation for CSR programmes with 63% and 22% of the respondents strongly agree and agree respectively, 1.9% neutral, 5.6% disagree and 7.4% strongly disagree. On the adequacy of resources allocated to employees to engage in CSR programmes, 42.6% and 33.3% strongly agree and agree, 16.7% are neutral, 5.6% and 1.9% disagree and strongly disagree. On availability of financial incentives for employees who shoe dedication to CSR, 38.9% and 35.2% strongly agree and agree, 7.4% are neutral, 7.4% and 11.1% disagree and strongly disagree. On outsourcing for corporate financial partners for CSR programmes, 50% and 25.9% strongly agree and agree, 9.3% are neutral, 3.7% and 11.1% disagree and strongly disagree. On encouragement by the organization for employee involvement in CSR financial support activities, 92.6% and 3.7% strongly agree and agree and 3.7% are neutral. The study also indicated a positive, very strong and statistically significant relationship between CSR Financial Support activity and Creation of internal brand ambassadors ($r=0.733$; $p<0.01$). This

shows that CSR Financial Support activity enhanced creation of internal brand ambassadors in KCB outlets.

5.2.2 CSR Training Support on Creation of Internal Brand Ambassadors in commercial banks

The CSR training support is revealed to successfully enhance the creation of internal brand ambassadors. It was established that KCB provides training programmes to CSR beneficiaries with 75.9% and 9.3% strongly agree and agree, 7.4% are neutral and 7.4% strongly disagree. On KCB training support allowing employees to contribute to the skills development of its beneficiaries, 53.7% and 33.3% strongly agree and agree, 5.6% are neutral, 5.6% and 1.9% disagree and strongly disagree. On monitoring and evaluation of performance of trainees of KCB training programmes, 50% and 25.25 strongly agree and agree, 3.7% are neutral, 9.3 and 1.9% disagree and strongly disagree. On availability of assistance by the management of KCB in planning for training programmes, 55.6% and 31.5% strongly agree and agree, 5.6% are neutral, 3.7% disagree and 3.7% strongly disagree. On provision of paid training sessions to participating employees, 55.6% and 24.1% strongly agree and agree, 11.1% are neutral, 7.4% and 1.9% disagree and strongly disagree. On encouragement by the organization for employee involvement in CSR training support activities 96.3% and 3.7% strongly agree and agree. The findings also showed that there existed a positive, very strong and statistically significant relationship between CSR Training support activity and the creation of internal brand ambassadors ($r=0.801$; $p<0.01$). This implies that CSR Training support activity had positively and largely enhanced Creation of internal brand ambassadors in KCB.

5.2.3 CSR Mentorship Support on Creation of Internal Brand Ambassadors in commercial banks

CSR mentorship support is established to enhance the creation of internal brand ambassadors. On provision of career training through mentorship support, 72.2% and 16.7% strongly agree and agree, 5.6% are neutral, and 1.9% and 3.7% disagree and strongly disagree. On conducting mentorship networking with other institutions, 42.6% and 38.9% strongly agree and agree, 13% are neutral, and 3.7% and 1.9% disagree and strongly disagree. On the ability of employees to become mentorship coaches through KCB support, 61.1% and 25.9% strongly agree and agree, 7.4% are neutral, and 3.7% and 1.9% disagree and strongly disagree. On KCB mentorship training programmes providing opportunities for concise career planning for upcoming entrepreneurs, 55.6% and 37% strongly agree and agree. 3.7% are neutral and 3.7% disagree.

On KCB mentorship support providing a platform for career choice and progression, 42.6% and 40.7% strongly agree and agree, 9.3% are neutral, 5.6% and 1.9% disagree and strongly disagree. On encouragement by the organization for employee involvement in CSR mentorship support activities 85.2% and 11.1% strongly agree and agree, 1.9% are neutral and 1.9% disagree. The findings showed that there existed a positive, moderately strong and statistically significant relationship between CSR Mentorship Support activity and Creation of internal brand ambassadors ($r=0.635$; $p<0.01$). This implies that CSR Mentorship Support activity had positively and largely enhanced creation of internal brand ambassadors.

5.3 Discussions

This section discusses the findings of the study in reference to the study objectives and the reviewed literature.

5.3.1 CSR Financial support on Creation of Internal Brand Ambassadors in commercial banks

It was established that KCB allocates finances for CSR programmes. The study findings indicated there is adequate resources allocated to employees to engage in CSR programmes. The findings established that there is availability of financial incentives for employees who show dedication to CSR. It was also indicated that KCB outsources for corporate financial partners. The study also established employee's involvement in CSR financial support activities is encouraged by the organization. It was further noted there existed a positive relationship between CSR Financial Support activity and Creation of internal brand ambassadors ($r=0.733$; $p<0.01$). This shows that CSR Financial Support activity enhances creation of internal brand ambassadors in KCB.

This study correlates with a study by Saul, 2012 who identified that if CSR is embedded at the heart of a business, companies to make a genuine difference to society and also deliver a tangible benefit to the firm. Businesses should recognize how CSR can deliver true win-wins, engaging and improving brand reputation among external and internal stakeholders instead of being worried about the cost of implementing it. The development of employees and ensuring they are proud of the company they work for and motivated to perform at their best is also contributed by their involvement in CSR.

5.3.2 CSR Training support on Creation of Internal Brand Ambassadors in commercial banks

The study indicated that KCB provides training programmes to CSR beneficiaries. The study also indicated that KCB training support allows employees to contribute to the skills development of its beneficiaries. It was also found out that there is monitoring and evaluation of performance of trainees of KCB training programmes. The study findings also revealed the management of KCB assists in planning for training programmes. It was also noted that KCB provides for paid training sessions to participating employees. The study also established that employee involvement in CSR training support activities is encouraged by the organization. The findings showed that there existed a positive relationship between CSR Training support activity and creation of internal brand ambassadors ($r=0.801$; $p<0.01$). This shows that CSR training support activity positively and largely enhances creation of internal brand ambassadors in KCB.

As noted by Dubey, 2016, CSR contributes strategically to capacity building and community development through partnering with interested training partners, cooperates leads to sharing of knowledge and best practices as well as enable skills development and vocational education.

5.3.3 CSR Mentorship support on Creation of Internal Brand Ambassadors in commercial banks

The study established that KCB provides career training through mentorship support. The study also indicated that KCB largely conducts mentorship networking with other institutions. It was also found out that through its support, the employees are able to become mentorship coaches. It was also established that KCB mentorship training programmes provide opportunities for concise career planning for upcoming entrepreneurs. The study also revealed that KCB provides a platform for career choice and progression. The study findings also established that employees' involvement in CSR mentorship support activities is extensively encouraged by KCB. The findings showed that there existed a positive relationship between CSR mentorship support activity and creation of internal brand ambassadors ($r=0.635$; $p<0.01$). This implies that CSR mentorship support activity enhances CSR Mentorship Support activity in KCB.

The CSR mentorship support according to Brands, 2015 proves that leaders with a variety of relevant knowledge and experience mentor others on the needs of development. Wall, 2016 notes that setting a company's goals into practice during the mentoring process can be achieved through delivering support and finding a suitable mentee. A company's social engagement and

corporate culture will therefore be promoted. CSR mentoring programme is an important way to communicate the contributions of an organization and provision of a positive social impact on the society.

5.4 Conclusion

Based on the findings of the study, the following conclusions are drawn. To start with, in KCB bank, Kenya, CSR programmes are well established and supported by the bank through financial allocation and outsources from corporate financial partners. The KCB employees are dependable on marketing KCB products and services being proficient KCB brand communicator and sees KCB brand more superior to KCB competitor's brands. KCB employees are involved in CSR financial support and there are financial incentives for employees who show dedication to CSR. With adequate resource allocated to employees to engage in CSR programmes, creation of internal brand ambassadors is greatly enhanced.

The CSR beneficiaries receive training from KCB bank, Kenya which allows them to contribute to the skills development. Moreover KCB management assists in planning for training programmes and provides paid sessions to participating employees. The employees involved in CSR training support activities as well encouraged and evaluation of their performance enacted

KCB provides career training through mentorship support and conduct mentorship networking with other institutions through KCB support employees are able to become mentorship training support is a platform for career choice as well as a way of providing opportunities for concise career planning for upcoming entrepreneurs. CSR financial support greatly enhanced creation of brand ambassadors.

5.5 Recommendations

It is recommended for CSR mentorship, financial and training support improvements and enhanced employee engagement. A continuous scheme for financial incentives is recommended for employees who actively participate in CSR project activities. Continuous monitoring and evaluation of performance of trainees is recommended to ensure the training programmes are productive. It is also recommended that there should be enhanced mentorship networking with other institutions for relevancy and diversity. Review of the mentorship programmes is also recommended so that it can create a concise platform for career planning

for upcoming entrepreneurs. Employees should continually be well orientated, educated and actively involved in the project activities of the CSR programmes.

5.6 Suggestions for further studies

The study suggested areas in relation to corporate social responsibility project activities. This includes studies on: Influence of Corporate Social Responsibility Project Activities on Creation of External Brand Ambassadors, Factors influencing implementation of Corporate Social Responsibility project activities in Kenya, The Role of Internal stakeholders in Implementation of Corporate Social Responsibility Project Activities, The Role of External stakeholders in Implementation of Corporate Social Responsibility Project Activities.

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APPENDICES

Appendix I: Letter requesting for transmittal to carry out research work at KCB Bank,

Nakuru

Margaret Kemunto Bagwasi

P.O.Box 18- 20100

Nakuru

March, 2017

The Director,

Corporate and Regulatory Affairs,

KCB Bank, Kenya

P.O.Box 48400

Nairobi

Dear Madam,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a postgraduate student at the University of Nairobi pursuing a Masters degree in Project Planning and Management. In partial fulfilment of the requirements of the program, I am conducting a research study entitled: *InfluenceOf Corporate Social Responsibility Project Activities On Creation of Internal Brand Ambassadors in Commercial Banks: A Case Of KCB Bank in Nakuru East sub-county, Kenya.*

The purpose of this letter therefore is to seek permission to collect relevant data from the employees in the three branches in Nakuru County. I affirm that the information obtained will be treated with utmost confidentiality and used only for the intended purpose.

Thanks.

Yours faithfully,

Margaret Kemunto Bagwasi

Appendix II: Letter of Introduction to Respondents

Margaret Kemunto Bagwasi

P.O.Box 18- 20100

Nakuru

March, 2017

Dear respondent,

RE: REQUEST FOR YOUR PARTICIPATION IN A RESEARCH

I am a postgraduate student at the University of Nairobi pursuing a Masters degree in projects planning and management. In partial fulfillment for the requirements of the Master of Arts program, I am conducting a research study entitled *Influence of Corporate Social Responsibility Project Activities on Creation of Internal Brand Ambassadors in Commercial Banks: A Case Of KCB Bank in Nakuru East sub-county, Kenya.*

You have been selected to assist in providing the required information as your views are considered important to this study. I am therefore requesting you to fill this questionnaire and wish to confirm to you that the information obtained will be treated with utmost confidentiality and will be used only for the purposes of this research.

Thank you in advance.

Yours faithfully,

Margaret Kemunto Bagwasi

Appendix III: Research Questionnaire

Date.....

Branch.....

PART A: General Information

1. Gender

Male []

Female []

2. Age

25-35 years []

36-45 years []

Above 45 years []

3. How long have you worked for KCB Bank, Kenya?

Less than 1 year []

1-5 years []

Above 5 years []

4. Are you aware of the concept Corporate Social Responsibility, CSR?

Yes []

No []

5. Does your organization, KCB Bank Kenya participate in any CSR projects or activities?

Yes []

No []

PART B: KCB CSR FINANCIAL SUPPORT

6. Indicate the extent to which you agree about the influence of CSR financial support in creating brand ambassadors from employees. (Please tick where appropriate, where 1= Strongly agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly disagree)

		1	2	3	4	5
1	KCB has financial allocation for CSR programmes					
2	There is adequate resource allocated to employees to engage in CSR programmes					
3	There is financial incentives for employees who show dedication to CSR					
4	KCB do outsource for corporate financial partners for CSR programmes					
5	Employee involvement in CSR financial support activities is encouraged by your organization.					

PART C: CSR TRAINING SUPPORT

7. Indicate the extent to which you agree about the influence of CSR training support in creating brand ambassadors from employees. (Please tick where appropriate, where 1= Strongly agree, 2-Agree, 3= Neutral, 4= Disagree, 5= Strongly disagree)

		1	2	3	4	5
1	KCB provides training programmes to CSR beneficiaries					
2	KCB training support allows employees to contribute to the skills development of its beneficiaries					
3	There monitoring and evaluation of performance of trainees of KCB training programmes					
4	The management of KCB assist in planning for the training programmes					
5	KCB provides for paid training sessions to participating employees					
6	Employee involvement in CSR training support activities is encouraged by your organization.					

PART D: CSR MENTORSHIP SUPPORT

8. Indicate the extent to which you agree about the influence of CSR mentorship support in creating brand ambassadors from employees. (Please tick where appropriate, where 1= Strongly agree, 2-Agree, 3= Neutral, 4= Disagree, 5= Strongly disagree)

		1	2	3	4	5
1	KCB provides career training through mentorship support					
2	KCB do conduct mentorship networking with other institutions					
3	Through KCB support, the employees are able to become mentorship coaches					
4	KCB mentorship training programmes provide opportunities for concise career planning for upcoming entrepreneurs					

5	KCB mentorship training support is a platform for career choice and progression.					
6	Employee involvement in CSR mentorship support activities is encouraged by your organization.					

PART E: STATE OF BRAND AMBASSADOR PROGRAMME IN KCB

9. To what extent do you agree or disagree with the following statement regarding the state of brand ambassadors in KCB (Please tick where appropriate, where 1= Strongly agree, 2- Agree, 3= Neutral, 4= Disagree, 5= Strongly disagree)

		1	2	3	4	5
1	As a KCB employee I seek to have a good understanding of all the features of the KCB products and services					
2	As a KCB employee I can be depended on to market KCB products and services wherever I am					
3	As a KCB employee I view myself as a proficient KCB brand communicator					
4	As KCB employee I see the KCB brand more superior to our competitor's brands					

Thank you for your participation

Appendix IV: Krejcie and Morgan Table

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Appendix V: Letter of Introduction



UNIVERSITY OF NAIROBI
Open, Distance & e-Learning Campus
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN AND DISTANCE LEARNING
NAKURU LEARNING CENTRE

Tel 051 – 2210863

Our Ref: UoN/ODeL/NKRLC/1/12

P. O Box 1120, Nakuru

1st June 2017

To whom it may concern:

RE: MARGRET KEMUNTO BAGWASI L50/80598/2015

The above named is a student of the University of Nairobi at Nakuru Extra-Mural Centre Pursuing Masters of arts in Project planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. She has now been released to undertake the same and has identified your institution for the purpose of data collection on “Influence of Corporate Social Responsibility Project Activities on Creation of Internal Brand Ambassadors, A Case of KCB Bank, Kenya”.

For that reason, I am writing this, requesting you to assist her.

Yours Faithfully

RESIDENT LECTURER
P.O. BOX 1120
Mutua Mueke
Centre Coordinator
Nakuru Learning Centre

Appendix VI: Research Permit and Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/91251/20027**

Date: **15th November, 2017**

Margaret Kemunto Bagwasi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***“Influence of corporate social responsibility project activities on creation of internal brand ambassadors, a case of KCB Bank, Kenya”***. I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **14th November, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

THIS IS TO CERTIFY THAT:

**MISS. MARGARET KEMUNTO BAGWASI
of UNIVERSITY OF NAIROBI, 1964-40100
KISUMU, has been permitted to conduct
research in Nakuru County**

Permit No : NACOSTI/P/17/91251/20027

Date Of Issue : 15th November, 2017

Fee Recieved :Ksh 1000

**on the topic: INFLUENCE OF
CORPORATE SOCIAL RESPONSIBILTY
PROJECT ACTIVITIES ON CREATION OF
INTERNAL BRAND AMBASSADORS , A
CASE OF KCB BANK, KENYA**



**for the period ending:
14th November, 2018**

M. Bagwasi

.....
**Applicant's
Signature**

G. Kalenya

.....
**Director General
National Commission for Science,
Technology & Innovation**



THE PRESIDENCY
MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT

Telegrams: "DISTRICTER", Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

COUNTY COMMISSIONER
NAKURU COUNTY
P.O. BOX 81
NAKURU

Ref. No. **CC.SR.EDU 12/1/2 VOL.II/254**

21st November, 2017

TO WHOM IT MAY CONCERN

**RE: RESEARCH AUTHORIZATION –MARGARET KEMUNTO
BAGWASI**

The above named student has been given permission to carry out research on ***"Influence of corporate social responsibility project activities on creation of internal brand ambassadors, a case of KCB Bank, Kenya"*** in Nakuru County for the period ending **14th November, 2018**.

Please accord her all the necessary support to facilitate the success of her research.

VICTOR M. GITONGA
FOR: COUNTY COMMISSIONER
NAKURU COUNTY

MINISTRY OF EDUCATION
State Department of Basic Education

Telegrams: "EDUCATION",
Telephone: 051-2216917
Fax: 051-2217308
Email: cdenakurucounty@yahoo.com
When replying please quote
Ref. NO.
CDE/NKU/GEN/4/1/21/VOL.V/38



COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY
P. O. BOX 259,
NAKURU.

21st November, 2017

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION –MARGARET KEMUNTO BAGWASI
PERMIT NO. NACOSTI/P/17/91251/20027

Reference is made to letter NACOSTI/P/17/91251/20027
dated 15th November, 2017.

Authority is hereby granted to the above named to carry out
research on **"influence of corporate social responsibility project
activities on creation of internal brand ambassadors, a case of KCB
bank, Nakuru County in Kenya,"** for a period ending 14th November,
2018.

Kindly accord her the necessary assistance.

A handwritten signature in blue ink, appearing to read 'Joseph L. K. Maki'.

COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY

JOSEPH L. K. MAKI
FOR: COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY

Copy to:

University of Nairobi
P. O. Box 30197-00100
NAIROBI