

**FACTORS INFLUENCING SUSTAINABILITY OF CORPORATE SOCIAL  
RESPONSIBILITY PROJECTS BY MANUFACTURING COMPANIES IN  
KENYA: A CASE OF BATA SHOE COMPANY IN LIMURU, KIAMBU  
COUNTY.**

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**Research Project Report Submitted in Partial Fulfillment of the Requirements  
for the Award of the Degree of Master of Arts in Project Planning and  
Management, of the University of Nairobi**

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## DECLARATION

This Research Report is my original work and has never been submitted to any other university or institution for academic award.

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## **DEDICATION**

This research project report is dedicated to my beloved family that is my father, mother, brothers and sister for their support, restraint, and perseverance.

May God bless them abundantly.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ASAL</b>	Arid and Semi-Arid Land
<b>CSR</b>	Corporate Social Responsibility
<b>EU</b>	European Union
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>NGOs</b>	Non-Governmental Organizations
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>UN</b>	United Nations
<b>UN-HABITAT</b>	United Nations Human Settlements Programme
<b>USA</b>	United States of America
<b>SDGs</b>	Sustainable Development Goals

## ABSTRACT

Sustainable development is a complex concept conventionally defined as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Sustainable growth encompasses a business model that creates value consistent with the long-term preservation and enhancement of financial, environmental and social capital. Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and the relations with stakeholders. Most Corporate Social Responsibility (CSR) projects and programs in Kenya are aimed at ensuring improved social well-being of citizens, especially the less fortunate in the society. Even though various studies have been carried out on CSR projects in Kenya, very few have purposed to establish deterministic variables influencing sustainability of these projects, which more often collapse once they are left at the mercies of the society. This study therefore sought to address this gap by establishing the influence of organizational leadership, fund availability, organizational policies, and community participation on the sustainability of CSR projects commissioned by Bata Shoe Company and its outlets in Kenya. Descriptive research design was employed on a target population of 182 respondents comprising of senior managers from Bata Shoe Company, project supervisors, Kiambu County government officials, and beneficiaries who were mainly Kiambu County residents. Stratified and simple random sampling was used to select a sample size of 72 respondents, calculated using the Krejcie & Morgan (1970) formula. Data obtained was analyzed using the Statistical Package for Social Sciences (SPSS) computer program. Primary data for the study was collected from Bata company managers, CSR project management team, Kiambu County officials, as well as Kiambu County residents, with 69 questionnaires duly filled and returned which represents a response rate of 95.83%. The study revealed that there is a positive relationship between project funding and the sustainability of Bata funded CSR projects in Kiambu County, as well as organizational leadership and involvement of the local community. This means that any reduction in project funding negatively affects the sustainability of the projects within the County. The study therefore concluded that timely and adequate provision of project funds, constant and continuous community involvement, as well as ensuring accountability and transparency in the leadership of CSR project funds is the sure way of ensuring sustainability of completed Bata Funded CSR projects in Kiambu County. The study recommends that Bata company management should ensure the project funding is timely and adequate to avoid gaps and delays in implementation. It also recommends that all project managers and the Bata company management team should actively involve the local community in the implementation process as well as sustainability programs. Frequent audit reports and periodicals on the project progress and expenditures should be made public to improve accountability and transparency.

## **CHAPTER ONE:**

### **INTRODUCTION**

#### **1.1 Background of the study**

Sustainable development is a concept that is used in our daily talks but difficult to define. The Brunt land Commission memorably defined it in its 1987 'Our Common Future' report as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs (World Bank, 2005). Most authors perceive Sustainable Community Based Development Project differently. Roy (2003) viewed development as for the people and by the people. His argument was that, the essence of sustainable development is determined by the people, which can be attributed to change of peoples' attitudes, leading to a change in their habits.

Colbert & Kurucz (2007) identify the colloquial definition of sustainability as being to keep the business going, whilst another frequently used term in this context refers to the future-proofing of organizations. Boudreau & Ramstad (2005) refer to achieving success today without compromising the needs of the future. The Charter of the Sustainability Committee created by the Board of Directors at Ford focuses on sustainable growth, which it defines as the ability to meet the needs of present customers while taking into account the needs of future generations (Ford, 2012).

Sustainable growth encompasses a business model that creates value consistent with the long-term preservation and enhancement of financial, environmental and social capital. According to the Chartered Institute of Personnel and Development (CIPD, 2012), the essence of sustainability in an organizational context is the principle of enhancing the societal, environmental and economic systems within which a business operates. This introduces the concept of a three-way focus for organizations striving for sustainability, a concept also employed by Colbert & Kurucz (2007) in their study, which observed that sustainability implies a simultaneous focus on economic, social, and environmental performance. This notion may of course relate to the growth of so called "Triple bottom line accounting.

Perhaps organizational sustainability is more related to organizational culture rather than specific policies and procedures? Eccles et al. (2011) notes that organizations are developing sustainability policies, but they highlight that these policies are aimed at developing an underlying “culture of sustainability”, through policies highlighting the importance of the environmental and social as well as financial performance. These policies seek to develop a culture of sustainability by articulating the values and beliefs that underpin the organization’s objectives. It took many years of intensive work to reach a global consensus on the elements of sustainable development, but it was finally achieved in 1995 at the World Summit on Social Development. This definition brought together what is popularly known as the three E’s (environment, economy, and equity). In this context the main concern in characterizing a sustainable development was that which had a capacity to help the poor maintain and improve their natural capital (natural resources), while developing their human capital (human resource development). Such a development was also required to have the capacity to develop human made capital (investments infrastructure and directly productive capital goods), and social capital (the institutional and cultural bases and political systems that make a society function). (Celliso & Jean-Louis, 2004). With this diversity, Robert (2003) argues that sustainability is an essentially vague concept, and it would be wrong to think of it as being precise, or capable of being made precise.

Social concerns are not a new area of interest for the business world. In the 19th century, several industrialists in Europe and the US were noted for their concern for society, housing, welfare, charity to workers and their families. With the advent of the 20th century and the general adoption of legislation and social welfare systems, the spirit of charity and philanthropy then prevailing gave way to more formal relations and institutional structures. As the Foundation’s study on CSR and working conditions records, the concept of CSR appears to have developed largely from a US debate on the social responsibility of firms, a subject of debate which dates back at least as far as the 1950s and 60s.

In contrast to the US, the notion of CSR appeared only recently on the European map. At European level, the first step seems to have been the appeal in 1993 by European Commission President Delors to European businesses to take part in the fight against social exclusion. However, the real catalyst was the shock announcement by French

motor manufacturer Renault, on 28 February 1997, of the closure of its plant at Vilvoorde in Belgium. The Gyllenhammar Group, set up following the Luxembourg Jobs Summit in November 1997, with the final report recommending that businesses with more than 1000 employees should publish a report on the management of change to give an account of the impact of their social activities (European Commission, 1998).

All over the world, corporate social responsibility (CSR) has become more and more popular in the business community (Ahmadi-Javid, Seyedi & Syam, 2017). In many developed countries, CSR has taken on the character of strategically planned actions that benefit all levels of society, and it has grown from entrepreneurial initiatives to state policy. In many developed countries, CSR now provides benefits for stakeholders' communities as well as for the government. Peters, Garg, Bloom, Walker, Brieger, & Hafizur (2008) posit that CSR allows a business to respond quickly to the emerging needs of a society, whether they are economic, environmental, or social problems.

Corporate social responsibility has been discussed with the objective of improving the understanding of the performance of organizations in the context of sustainable development (Machado, 2007). The government is a secondary beneficiary, as successful corporate responsibility practices reduce the government's burden for responding to a wide range of issues. In addition, companies that engage in CSR have a chance to establish a positive image for themselves in the eyes of society, which helps advertise their products (Inger, 2006). Yet in spite of all the benefits that CSR might bring, it demands coordinated action from all stakeholders and non-governmental organizations in order to achieve sustainable results.

Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing "more" into human capital, the environment and the relations with stakeholders (Montiel & Delgado-Ceballos, 2014). The experience with investment in environmentally responsible technologies and business practice suggests that going beyond legal compliance can contribute to a company's competitiveness. Going beyond legal obligations in the social area, for example, training, working conditions, management-employee relations, can also have a direct impact on productivity. It opens a way of managing change and of reconciling social

development with improved competitiveness. Corporate social responsibility should nevertheless not be seen as a substitute to regulation or legislation concerning social rights or environmental standards, including the development of new appropriate legislation. In countries where such regulations do not exist, efforts should focus on putting the proper regulatory or legislative framework in place in order to define a level playing field based on which socially responsible practices can be developed' (European Commission, 2001). According to Melo & Andreassi (2010), there is growing recognition of the significant effect the activities of the private sector have on employees, customers, communities, the environment, competitors, business partners, investors, shareholders, governments, and others. It is also becoming increasingly clear that firms can contribute to their own wealth and to overall societal wealth by considering the effect they have on the world at large when making decisions.

### **1.1.1 Bata Shoe Company Kenya Limited**

Bata Limited (also known as the Bata Shoe Organization) is a multinational footwear and fashion accessory manufacturer and retailer based in Lausanne, Switzerland (Strauss, 2007). The T. & A. Batá Shoe Company was founded on 24 August 1894 in the Moravian town of Zlín, Austria-Hungary (today the Czech Republic) by Tomáš Batá, his brother Antonín and his sister Anna, whose family had been cobblers for generations. A family-owned business, the company is organized into three business units: Bata, Bata Industrials and AW Lab. The company has a retail presence of over 5,300 shops in more than 70 countries and production facilities in 18 countries (Reynolds, 2013).

Bata Shoe Company Kenya Ltd is the leading Bata Limited production facilities in Africa, and one of the five regional offices spread across the five continents of the world. Started in 1939 in Limuru Kiambu County as an outlet shop for the African market, Bata grew to become the leading shoe manufacturer in Africa Headquartered in Limuru Kiambu County, Bata Kenya has spread its wings across the country, with branches in nearly every major town in the country, not to mention the presence of Bata shoes and other products in every corner of the country and Africa at large. Since its inception in Kenya, Bata has been involved in various corporate social responsibility projects to give back to the community. Most of the projects target

vulnerable children and the elderly, even though they also have some for the general population. Some of the projects that Bata Kenya Limited is responsible for include Bata Nursery school, Limuru Olympic youth, Maasai girls in Suswa, Starehe Girls school, St. Antony Children's home, as well as Dr. Thomas home for the elderly (Bata Kenya, 2015). Most of these projects are in Kiambu county but they also have others spread out in other counties. The projects are more focused on educating and supporting children education and health. They also have some projects that involve environment sustainability. The longest running CSR project is the Bata Nursery which was started in the 60's as a way of helping out its employees and also the community at large to have a place where their kids can learn which is near home and they don't have to struggle too much with accessing schools at the tender age. It is also this way that the company was able to create more employment and thus better the living standards of the community (Kilduffs, 2013). These projects are not limited to the objectives of this document but the objectives play a big role on how they are sustained. The nursery for instance, has incorporated community participation in all its management aspects, making it easier to be sustained. In as much as the projects still run whether the company's profitability and fund availability are there or not, but when the profitability and fund availability is better, they are able to do more for example in regards to their donations to the homes and schools. Organizational Leadership also plays a role in a project's sustainability because BATA seeks to work with leaders who are credible in their work.

### **1.1.2 Corporate Social Responsibility, Sustainability and Sustainable Development**

The concept of sustainable development has been put into discussion since 1960, when the Biosphere Conference took place in Paris and the appearing of the Club of Rome Non-Governmental Organization occurred, in 1968 (Barros, 2007). In the 1980's, the United Nations restarted the debate about environmental issues, and Norwegian Prime Minister, Gro Harlem Brundtland, led the World Commission on Environment and Development, to study the subject. The final document was called '*Our Common Future*', also known as the Brundtland Report, which proposes sustainable development as that one which aims to meet the needs of the present



generation without comprising the ability of future generations to meet their own needs (Brundtland, 1987).

The concern about social and environmental issues, inserted in the context of sustainable development, reflects in the organizations through Corporate Social Responsibility. According to Carroll (1979), the organizations' social responsibility includes four dimensions: economic, legal, ethical and discretionary that the society has of the organizations at a particular point in time. In the same way, Elkington (1997) proposes the Triple Bottom-Line model that suggests that organizations interpret sustainability through the integration of three dimensions: economic, environmental and social.

Current literature has shown that businesses are an integral part of the communities in which they operate. According to Bignetti & Paiva (2002), good executives know that their long-term success is based on continued good relations with a wide range of individuals, groups and institutions. Smart firms know that business can't succeed in societies that are failing—whether this is due to social or environmental challenges, or governance problems. Research on national and international scientific production, on different themes, has been conducted to provide maps of the developed knowledge (Melo & Andreassi, 2010; Souza & Ribeiro, 2013).

As Moretti & Campanário (2009) observed, the strategic goal adopted by the Lisbon Summit of March 2000 – to make European Union ‘the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion’– is one of the main contributors to the growth of corporate social responsibility project sustainability. In line with this objective, the European Council made a special appeal to companies' sense of social responsibility regarding best practice on lifelong learning, work organization, equal opportunities, social inclusion, and sustainable development (Yarime et al., 2010).

Because of its tripartite structure, the European Foundation for the Improvement of Living and Working Conditions can play a unique role through carrying out research and stimulating debate on corporate social responsibility (CSR) where environmental, social and economic issues overlap. In the past, the Foundation conducted numerous studies highlighting initiatives of companies towards society. However, CSR as a

topic had not been exhaustively examined (Lu & Liu, 2014). Against this background, it was decided to launch two studies. The first, oriented towards the working conditions research area, explored corporate policies designed to instigate social responsibility in the field of working conditions and employment. A particular focus was given to the mechanisms for measuring and evaluating objectives and results set up by companies. Two specific issues highlighted in the study were restructuring and subcontracting, as observed by Montiel & Delgado-Ceballos (2014).

The second study, related to the living conditions research area, aimed to develop two of the post-Lisbon priorities: corporate involvement in the local community and economic regeneration; and the promotion of environmentally acceptable practices (EU Council, 2016). According to observations by Montiel & Delgado-Ceballos (2014), the second study set out to examine the concepts, reporting and measurement of corporate social responsibility, with a view to producing discussion papers and initiating a debate with the actors concerned, including social partners, public authorities, and consumers.

As many countries report positive results in the attempts to ensure sustainability of corporate social responsibility programs, Kenya has seen mixed results. Although many organizations especially NGOs are always championing for CSR projects and programs being put up in the country, as in the rest of the world, their sustainability has not always been guaranteed due to lack of support by various government agencies as well as poor civic education on the same (World Bank, 2014). Adek (2015) shows that CSR projects by NGOs operating in other counties within the country have been faced with immense sustainability challenges. This has been attributed to poor organizational leadership, lack of adequate financial resources, political interference, corruption, lack of community involvement, lack of proper expansion plans, and poor organizational policies. This shows the graveness of sustainability challenges facing CSR projects and programs in many counties in Kenya. The Adek (2015) study directly relates to the issues being addressed by this current study on factors influencing CSR projects in Bata Shoe Company outlets countrywide.

Although CSR projects and programs are aimed at ensuring improved social well-being of citizens, especially the less fortunate in the society, the sustainability of some

of the projects implemented by various organizations remains sketchy with little or no transparency in their transactions (Ochieng & Tubey, 2013). In the financial year 2014/2015, it is recorded that more than 4 billion Kenya shillings was sunk into CSR projects by various NGOs and multinational agencies in Kenya (Mburu & Muturi, 2016). These funds were aimed at ensuring successful completion of CSR project geared towards improving the social well-being of Kenyans as well as addressing the Social Pillar of Kenya Vision 2030. In most cases, majority of the CSR projects focus on the education sector (35%), CSR (26%) and Water (10%) among others. Various reports indicate that more than 2 billion Kenya shillings are annually committed to CSR projects in the country.

## **1.2 Statement of the Problem**

The desire to meet the needs of the present generation without affecting the ability of future generations to meet their own needs characterizes the concept of sustainability (Laruccia, 2012). The role of organizations as agents that use the existing resources, being responsible for their use in a sustainable way, is part of this concern and is presented under the Corporate Social Responsibility theme (Lyra et al., 2009).

Since the beginning of that discussion until the present days, the plurality of terms related to the sustainability theme has grown (Souza & Ribeiro, 2013). One of the principles of corporate social responsibility is to ensure improved living standards of the people living in proximity of the organization (Ory, 2005). BATA Shoe (K) Ltd has various CSR projects where some are still ongoing, others are complete and others have failed as shown in Table 1.1. The eight key CSR projects by Bata Shoe Company include: Manguo Housing Project, Ndenderu Community Health Program, Wangige ECD Complex, Wamwangi ECD School, Nyambari Primary ECD, as well as welfare programmes in children homes within Kabete, Limuru, and Kiambaa.

**Table 1. 1: Bata-funded CSR Projects in Kiambu County**

<b>Name of Project</b>	<b>Sub-county</b>	<b>Percentage of Completion</b>	<b>Remarks</b>
<b>1</b> Manguo Housing Project	Limuru	12%	Failed
<b>2</b> Community Health Program	Kiambaa	100%	Ongoing
<b>3</b> Early Childhood Education	Kabete, Gatundu North, Lari	100%	Complete
<b>4</b> Children Welfare Program	Kabete, Kiambaa, Limuru	80%	Ongoing

**Source: Bata Shoe (K) Ltd (2019)**

According to the Bata (2018) records, the housing project in Manguo failed because of the cost of maintenance, as well as the change in management, despite the project running for over two decades. Ongoing projects include children welfare program where they sponsor students with their education, Community Health program where they still support the local hospitals with different facilities and they also support the old in the running and maintenance of their homes (Giathi, 2019). The complete project includes the Early childhood education where a nursery school was built in 1960's but it's still operating up to date. As highlighted in various studies on the social wellbeing of Kenyans, CSR goes a long way in making individuals' livelihoods better than they were before the programs.

Even though various studies have been carried out on CSR projects in Kenya, very few have, if any, purposed to establish deterministic variables influencing sustainability of CSR projects. This study seeks to fill this gap by establishing the influence of organizational leadership, fund availability, organizational policies, and community participation on the sustainability of CSR projects commissioned by Bata Shoe Company and its outlets in Kenya.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate the factors influencing sustainability of corporate social responsibility (CSR) projects at the Bata shoe company in Limuru Kiambu County.

### **1.4 The Objectives of the Study**

The study therefore sought to address the following objectives:

- i. To determine how fund availability influences sustainability of Bata shoe company CSR projects.
- ii. To assess how community participation influences sustainability of Bata Shoe company CSR projects.
- iii. To establish the influence of organizational leadership on sustainability of Bata shoe company CSR projects.
- iv. To determine the effect of organizational policies on the sustainability of Bata shoe company CSR projects.

### **1.5 Research Questions**

This study sought to answer the following questions:

- i. To what extent does fund availability influence the sustainability of Bata shoe company CSR projects?
- ii. To what extent does community involvement influence sustainability of Bata shoe company CSR projects?
- iii. How does project organizational leadership influence the sustainability of Bata shoe company CSR projects?
- iv. How does organizational policy intervene in the relationship between explanatory variables and the sustainability of Bata shoe company CSR projects?

### **1.6 Significance of the Study**

This study investigated the factors influencing sustainability of CSR projects undertaken by Bata Shoe Company in Kenya. The findings assist project managers in addressing challenges facing the sustainability of CSR projects in Kenya in order to enhance giving-back-to-the-society initiatives among companies in the country. The study also stands to contribute to the existing literature on the sustainability issues in CSR projects. The recommendations obtained contribute to enhanced management of government projects in commercial organizations in Kenya. Recommendations for further areas of research is to follow up studies on the areas that this study may not have touched.

### **1.7 Limitations of the study**

Since CSR projects are operated under the patronage of senior managers of Bata Shoe Company, some of the respondents were not willing to provide accurate information for fear of victimization. To handle this limitation, the respondents were assured of utmost confidentiality of the information provided.

### **1.8 Delimitations of the Study**

The study was conducted in Bata Shoe Company and all its outlets in the country. The study was restricted to CSR projects initiated and funded by Bata Shoe Company in Kenya. Senior management personnel, junior staff members, and the beneficiaries offered vital information for the research. There may be other factors that influence the sustainability of CSR projects in the project area. However, some of these factors were not be captured in this study, and as such, the findings obtained are limited to the factors under investigation in this study.

## 1.9 Basic Assumptions of the Study

The following are basic assumptions made for the study:

- i. That Bata Shoe Company has policies that influence how CSR projects are administered in various outlets throughout the country.
- ii. That the senior management and CSR project managers at Bata Shoe Company are actively involved in running the projects and able to provide enough information on the subject under investigation
- iii. That the sustainability of CSR projects is mostly dependent on the factors under investigation in this study

## 1.10 Definition of Significant Terms Used in the Study

**Sustainability:** This is the ability of projects to meet the needs of the present generation without compromising the ability of future generations to meet their own needs (World Bank, 2005). In this study, it means the ability of Bata Shoe Company CSR projects being able to benefit future generations even after the funding phase.

**Organizational Leadership:** This is a dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization (Adhiambo, 2012).

**Company Profitability:** Profitability is the ability of a company to use its resources to generate revenues in excess of its expenses. In other words, this is a company's capability of generating profits from its operations (World Business Forum, 2013).

**Organizational Policies:** This is a course or method of action selected, usually by an organization from among alternatives to guide and determine present and future decisions and positions on matters of public interest or social concern. (Keitumetse, 2011).

**Public Participation:** This is process in which citizens take part in public decisions (Keitumetse, 2011). It means that the public have a direct voice in public decisions. In this study it means the involvement of citizens at all phases of projects undertaken by Bata Shoe Company.

**Expansion Plans:** This is a stage where the business reaches the point for growth and seeks out for additional options to generate more profit (Benson & Voller, 2010).

**Business Environment:** This implies the internal and external factors that affect how the company functions including employees, customers, management, supply and demand and business regulations. An example of a part of a business environment is how well customers' expectations are met.

### **1.11 Organization of the Study**

The research project was organized into five chapters. Chapter one comprises of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions to the study, the significant of the study and basic assumptions of the study, the limitations of the study and its delimitation. Chapter two reviews literature and convergent and divergent theories related to the study. Chapter three on the other hand highlights the research design and procedures to be used as well as describing items to be included the survey population, sample size and sampling procedures employed. The presentation and discussion of findings based on the analysis of data was captured in chapter four. A summary of the study, the conclusions, recommendations, and implications for future research was presented in chapter Five.



## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of the major studies undertaken on the factors influencing sustainability of projects. Literature is reviewed in line with the objectives of the study. Theoretical and conceptual frameworks are also incorporated. Lastly, the research gaps arising from the literature reviewed are presented.

#### **2.2. Sustainability of CSR Projects**

The World Commission on Environment and Development defines sustainability as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). Sustainability relates to demographic and environmental concerns in the view of economic and government finances crisis across USA and Europe, it includes financial sustainability and social issues like equality, social renewal, and social mobility (UNCTAD, 2014). With the rising interest and need for project sustainability, many studies and researches have been advanced to find out how sustainability can be achieved as a strategic necessity. Research has stressed the role of corporations (Shrivastava, 1995), governments (UNCTAD, 2014) and the community (Van Berkel, 2010) in fostering the importance of project sustainability by developing a strategy. There has been difficulty in achieving replicability and sustainability of the project which is its ability to remain significant after external support is pulled out (Ruffing, 2007).

According to Bossert (1990), the popular solution to this problem of project sustainability is to ensure that the transfer of project responsibilities and handover processes are initiated from the beginning of the project to the end and continually monitored for effectiveness. This basically is the art of making the project beneficiaries be responsible of any project activity which will enhance project ownership thus furthering its sustainability.

In Sub Saharan Africa, Projects sustainability has attracted a lot of concern and attention from the NGO world. USAID (2010), rates NGO projects sustainability levels at 42.85 percent in Sub- Saharan Africa. It describes high sustainability as a result of effort and goodwill among the project team to making sure that the project is sustainable and reliable after its completion. Low project sustainability in Africa was linked to the challenges and impediments that the NGOs encountered in their pursuit to ensuring development projects are sustained by the beneficiaries long after the external support is withdrawn and was also since in Africa the sustainability of NGO project is gradually evolving. There are generally low levels of sustainability of community development projects in Africa (Global giving, 2013).

According to Panda (2007), long term sustainability of community projects is a very critical component in the success of projects in developing countries Kenya included. Kenyan NGOs carry out many projects but few of them achieve the expected sustainability because most of the local community members have not been empowered on how to maintain the project in the absence of donor funds and external support. Another reason to low sustainability is due to lack of guidelines on project management and distinct role of project team in ensuring project sustainability (Silvius & Schipper, 2010). Each project stakeholder should play a specific role in ensuring that the undertaken projects attain sustainability.

Ebner & Baumgartner (2010) in their work made an important observation and noted that a development project is likely to acquire sustainability status if the system managing it has a capacity to mobilize resources over a long term period that will be sufficient to maintain the project throughout its life cycle.

Many initiatives on sustainability face numerous challenges, The donor agencies and other project stakeholders should facilitate the process of bettering the community by giving them an opportunity to improve their living conditions by use of available resources in the community (Soerderbaum, 2008) Donor funded projects require assimilation and pulling together of both financial and human resources in the community for its sustainability. The project beneficiaries should come together and be empowered to be independent so that they can independently solve their key problems and sustain the project after the external support is withdrawn. A development program is sustainable when it can benefit the beneficiaries for an

extended period of time after withdrawal of financial, managerial and organizational help and assistance from external donors (US Agency for International Development 1988).

The Plan International (2013) study on CSR programs in Tharaka Nithi County observes that access to CSR care is a fundamental right that has eluded many local residents. To increase accessibility to CSR facilities in the area, the study noted that number of CSR care programs had been initiated in Tharaka Nithi County such as construction and equipping of Kamuthuria Dispensary, provision of hospital beds, and provision of CSR outreach clinics within the county. However, the study found that some of the existing CSR facilities in the area do not operate to the expected standards as highlighted by Aura (2014). This was compounded by absence of published studies in the public domain focusing on the sustainability of CSR programs in devolved units in Kenya, since devolution in Kenya remains a young concept that despite the attention given to it, has not had much intensive studies on devolution and CSR programs. Some of the existing studies focus on other aspects of these projects such as source of funding, but do not narrow down to sustainability.

### **2.2.1 Empirical Literature of Factors influencing sustainability of CSR Projects.**

This section reviews empirical literature in line with the study variables. As such, studies related to the study variables are identified and their relationship to the study variable drawn. This subsection discusses factors influencing project sustainability based on the objectives of the study.

### **2.3 Project Funding and Sustainability of CSR Projects**

The World Bank identified financing systems as one of the six building blocks of successful project management (World Bank, 2007). This is because the financing system provides the resources for the operation of project systems. Project financing systems have three inter-related roles: to pool these funds; to collect funds; and to procure services (World Bank, 2000). These functions can be implemented through various mechanisms such as social welfare organizations, private voluntary insurance or direct purchase by consumers (Gottret & Schieber, 2006).

In line with its functions, a well performing financing system should have the following objectives: To collect sufficient and sustainable resources for the project; To pool resources to ensure that everyone has financial access to social services; To use these resources optimally to purchase required materials; (UNCTAD, 2005). It is important that these objectives are met because how an organization finances its CSR programs has implications not just for how people pay for services but also for who uses the services, how often and how much (Gottret & Schieber, 2006). In recognition of this, a resolution on sustainable CSR project financing, universal education coverage and social CSR insurance was endorsed in the 58th World CSR Assembly in May 2005 (WHO, 2005b).

While there are no set strategies on how to sustain social projects, long term goals dictate that the optimal design cannot be assessed in isolation from the epidemiological situation, strength and nature of the economy; the stability of the government and its institutions, as well as the prevailing political and policy environment (USAID, 2009). Indeed these factors tend to affect fiscal space and therefore government allocations. How well a social project performs depends on how well it achieves the goals for which it should be held accountable (World Bank, 2000).

The 2000 World Bank Report defined two goals for CSR project systems: responsiveness to the expectations of the population, and fair financial contribution. For instance, in CSR CSR projects, the CSR financing system does not act alone in affecting objectives and final goals, the way a CSR system is financed can adversely impact on the CSR goals (Gottret et al., 2008). For example, being able to mobilize sufficient funding affects the CSR services that can be offered and the size of the risk pools affects the extent to which fair and equitable contributions to CSR care can be achieved.

The ultimate responsibility for performance of the country's financial system lies with government. But in middle- income countries such as Jamaica, donors only play a minor role in the financing of CSR systems, and major increases in external resources for CSR in these countries are unlikely (Gottret et al., 2008). High out-of-pocket payments and inefficient purchasing arrangements also pose significant constraints to universal coverage and better risk pooling (Carrin & James, 2004). Under these circumstances, certain factors become important public sector priorities, including

ensuring equitable, sustainable financing and efficient ; developing effective and equitable risk pooling and prepayment mechanisms, getting better value for money through technical efficiency and allocative gains, targeting financing to the poor and vulnerable, and learning from the experiences of the high-income countries (Gottret & Schieber, 2006).

#### **2.4 Community Participation and Sustainability of CSR Projects**

Connor (2007) points out that participatory approach in rural development is of vital importance to the performance of water projects. Community buy in and support of projects ensures timely implementation, reduces conflicts and strengthens M&E initiatives. Conner looks at the effect of community involvement on the performance of water projects. Project beneficiaries determine the success or failure of any project and by involving them in the development workers stand a chance of identifying the real needs of stakeholders (Mwabu et al, 2002). This means that the failure to involve them in the project may result to many projects failing. Internationally, resources for social welfare services are shrinking. Population pressures, changing priorities, economic competition, and demands for greater effectiveness are all affecting the course of social welfare. The utilization of unqualified through citizen involvement mechanisms to address social problems has become more common place Korten (1991) says that authentic stakeholder involvement enhances the sustainability of the community development projects and this can only be achieved through a people driven development. Effective stakeholder involvement may lead to social and personal empowerment, economic development, and socio-political transformation (Kaufman & Alfonso, 1997). The issue of sustainability relating to development activities started to become important to government, donors and development theorists from the 1980s (Scoones, 2007). The importance of the notion of sustainability can be seen from the way sustainability is used as one of live yardsticks in gauging development interventions (Brown, 2011).

Dumreicher & Kolb (2008) argue that community participation affects the sustainability of projects. The two argue that is communities support a project and own it fully; the rate failure for such a project is lowered drastically. As such, it is vital to ensure that the community participates in decision making processes and supports the project so as to enhance the social sustainability of the project. Hickey &

Mohan (2004) on the other hand are of the view that community participation in projects is not easy. In most cases, larger numbers of people are often represented by elected officials. The level to which the entire community supports these officials determines the level to which the project will be implemented and operated successfully. Withdrawal of the general goodwill of the community means that the project may not continue for long after the funding phase.

For sustainable development to be realized, the community must play a role (Pearce, 1991). When funding CSR projects, the community must be involved by allowing them to provide opinion on the specific projects to be funded that meets their immediate needs. When this is done, the community will be in a position to provide grassroots and practical auditing of CSR projects and monitor the projects after completion, hence ensuring sustainability of the projects.

## **2.5 Organizational Leadership and Sustainability of CSR Projects**

Leadership is defined as a concept of influence in the direction of generality and abstraction (Bass, 1990). Kotter (2001) defines leadership as coping with change. Louw & Venter (2007) observe that leadership and especially transformational and visionary leadership as critical to an organization's success.

According to Zenger & Folkman (2002), poor leadership skills generate poor results just as leaders with good leadership skills tend to produce good results for their organizations. Good leaders are more effective over bad leaders in almost every dimension, including improving productivity, reducing turnover, enhancing customer service, and creating high levels of employee commitment (Zenger & Folkman, 2002). Mutual trust is essential to team cohesion. Team members should be willing and able to acknowledge individual imperfections. The ability of a leader to admit and take responsibility for mistakes can facilitate trust relationship between the leader and followers and fortify team purpose.

Leadership has been identified as an important subject in the fields of organizational behavior, strategic management, strategic human resource management and management in general (Geib & Swenson, 2013). Leadership is said to have the most dynamic impact during individual and organizational interactions in an organization's life. In other words, the ability of management to execute "collaborated effort"

depends on leadership capability (Etemesi, 2012). This is the basis for transformation leadership since a transformational leader gains people's trust and allows collaboration among team members (Samaitan, 2014).

According to Okibo & Shikanda (2011) the relevant leadership behavior is crucial to improve awareness creation in organizations. Therefore, the employees' behavior paths are mostly shaped by the way leaders give support to organizational members and provide a clear direction in regard to guidelines. They further elaborated that a transformational leader has to watch out for prospective needs in admirers, and satisfies higher motives, whilst connecting with the full attributes of the adorers. Leadership as outlined by Northouse (2004) as referred in Samaitan (2014) is a process whereby an individual shapes a group of individuals to attain a common end. Several reasons may be advanced to show that there is a relationship between leadership style and organizational performance.

Leadership is a very important factor in an organization because it determines most of its success and failure. According to Marno et al (2008), Leadership is the ability to convince and mobilize others to work together as a team under his leadership to achieve a certain goal. It is considered that any company's success is due to organizational performance, employee job satisfaction and employee affective commitment (Bass & Riggio, 2006; Drucker, 2007). To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the employees to challenge their own value systems and improve their individual performance. According to Tushman & O'Reilly (1996) organizations that are the most adaptable to the competition in the dynamic environment will excel. Organizations that attempt to adapt to today's competitiveness using old processes tend to find it difficult to prosper and may even cease to exist (Beukman, 2005). The dire need for transformation in today's global economy places pressure on organizations to not only catch up with changes, but also to foresee them (Lock, 2001). Ambrose (1995) avers that intuitive organizations that promote a culture of innovation and creativity tend to invigorate their employees with a sense of pride and eagerness. Today's organizations can be described as unstable and unpredictable. These changes sometimes create a chaotic work environment (Hitt, Keats, & DeMarie, 1998). Karamat (2013) asserts that the goal of any organization is not only

to survive, but also to sustain its existence by improving performance. In order to meet the needs of the highly competitive markets, organizations must continually increase performance (Arslan & Staub 2013). Prior literature suggests that role of leadership is critically important for achieving the performance of organizations (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003).

These organizations reap the rewards of realizing the human potential of their employees and maximizing productivity. The organization's culture develops to a great extent from its leadership, while the culture of an organization can also affect the development of its leadership (Bass & Avolio, 1994 a). In the early development of an organization, its culture is the 'glue' that holds the organization together as a source of identity and distinctive competence (Bass & Avolio, 1994a). Unfortunately, in an organization's decline, its culture can become a restraint on innovation, since its roots are in the organizations past glories.

## **2.6 Intervening Effect of Organizational Policies and Sustainability of CSR Projects**

The motivations that drive companies to develop sustainable projects are not solely based on solidarity. Studies have demonstrated that the benefits of sustainability are not just confined to environmental and social benefits. Sustainability also enhances the value of organizations (Fiksel et al., 1999). In addition, in the modern era, it is impossible to think about economic development without the parallel construct of policies that protect the environment and ensure mutual benefits to society. According to McMullen (2001), the most competitive organizations are not those that utilize lower-cost resources but those who employ the most advanced technologies and the best methods for controlling their resources.

Sánchez (2015) corroborates with this perspective and purposes policy frameworks that enable organizations allocate resources to the right projects to attain their business strategies and stakeholders demand. Sustainability is nowadays adopted by many companies through their mission statement and strategy. However, social and environmental dimensions of sustainability are difficult to incorporate in programs and projects. According to Sánchez (2015), the proposal addresses both the portfolio selection problem and the project tracking phase. The portfolio selection allows



selecting the better mix of projects based on the simultaneous analysis of eco-impacts and contribution to organizational goals. Once a portfolio is selected, monitoring aims to control project realization and decide on adjustments arisen from deviations from initial estimations (Singh et al., 2012). Both selection and monitoring are modeled as an optimization problem. The authors believe that this conceptual framework has a good potential for integrating sustainability and project management in operational terms.

Remarkably, some companies have taken the initiative to identify opportunities to capture value through the concept of sustainability (McMullen, 2001). Organizations are increasingly aware that the choices they make about products and processes can have profound environmental and social implications, hence the need to come up with policies that cater for such eventualities (Sarkis et al., 2012).

## **2.7 Theoretical framework**

### **2.7.1 Theory of Public Participation**

Theory of Public Participation was developed by Amstein in the 1960s. It argues that projects can only be implemented sustainably if there is genuine participation characterized by partnerships and controls (Amstein, 1969). Public participation is means to ensure that communities have a direct say in public decisions. Stakeholders are vital in ensuring the realization of project predetermined goals. This is particularly so since this enables project ownership, utilization of local resources and objective diagnostic project reviews among others. Expense and time are some of the reasons given for lack of community participation In line with this current study, the theory of public participation shows how participation in projects can enhance the achievement of project goals and vice versa. When the community takes part in projects it secures the success and sustainability of these projects. This is through inclusion of their own resources and efforts, good-will and support towards the sustainability of such projects.

### **2.7.2 Theory of Sustainability**

According to Brundtland commission, Sustainable development meets the needs of the present without compromising the ability of future generations to meet their needs (Reclift, 1997). There are three main pillars; economic, environmental and social. On a global scale the political challenge of sustainability raises a set of basic problems and comprehensive goals. By focusing on the ecological dependency of economic and social systems, sustainability illuminates the mutual effects between environmental degradation caused by human activities and the perils to human systems presented by global environmental problems (Willis, 2013). The concept of sustainability thus raises a starkly basic question: can human activity successfully maintain itself and its goals without exhausting the resources on which it depends?

Sustainability is just not the trivial general claim to take social, economic and environmental policy serious independent of any relationship in time and space and to strike a sound balance between these aspects in its literal rudiments, sustainability is the capacity to maintain some entity, outcome, or process over time. The study was based on this theory due to its relevance in addressing sustainability issues especially development projects aimed at alleviating poverty at grass root level and the capacity to keep the projects operating long after the project closure and having the desired impact .

### **2.8 Conceptual Framework**

Kothari (2004) define conceptual framework as a structure that defines the interrelationship between different variables deemed important in a study. The conceptual framework further expresses the researcher's views about the construct important in a study. This study conceptualizes that the sustainability of CSR projects is influenced by project funding, community involvement, organizational leadership and company profitability. Further, the relationship between the independent and dependent variables is moderated by organizational policy on resource allocation to CSR projects.

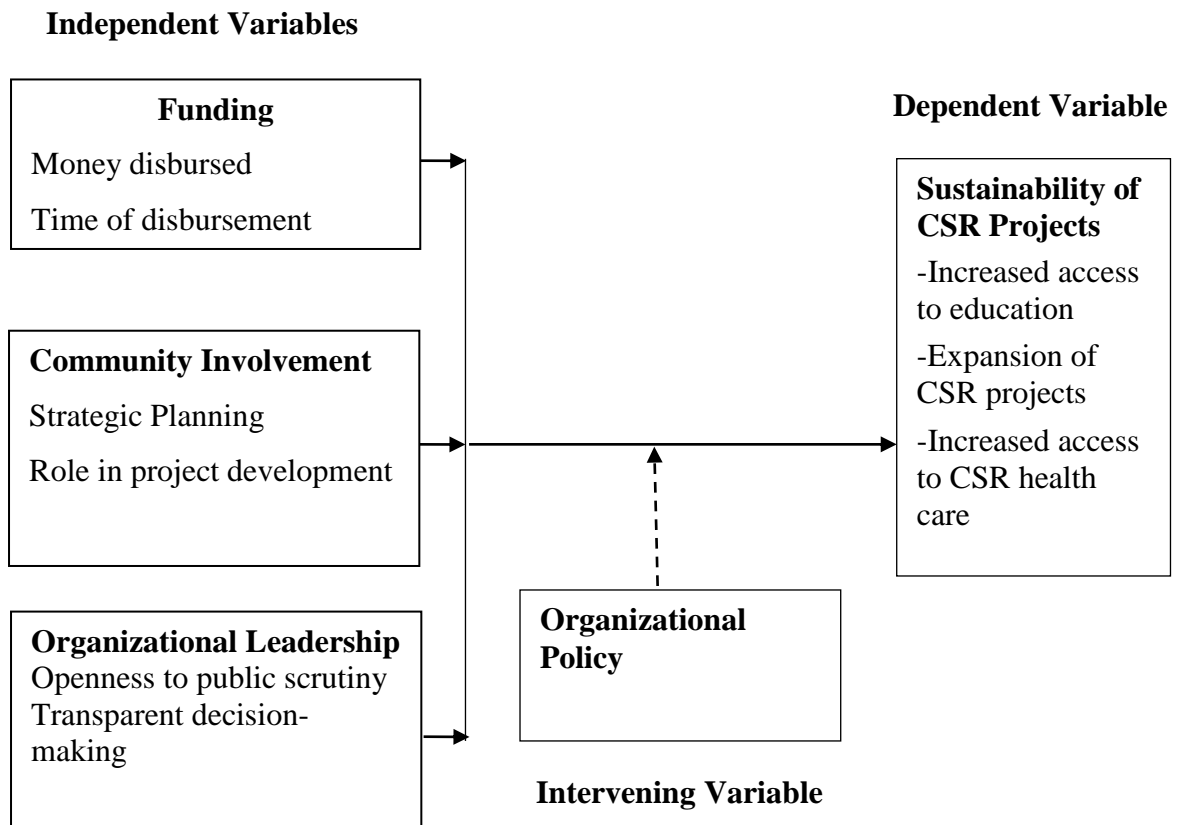


Figure 2. 1: Conceptual Framework

## 2.9 Summary of literature review

There does not seem to exist any attempt at proposing a general model that aims to explain impact of private firm funding and sustainability of community development projects. Gottret & Schieber (2006) aver that while there are no set strategies on how to sustain social projects, long term goals dictate that the optimal design cannot be assessed in isolation from the epidemiological situation, strength and nature of the economy; the stability of the government and its institutions, as well as the prevailing political and policy environment. Though the intended purpose could otherwise be a good track towards sustainability of development projects, USAID (2009) observed that funding CSR projects in Kenya remains an elusive mission that is dominated by NGOs and multinational corporations, hence the questions on the factors influencing their sustainability. Moreover, research on the influence of funding on sustainability

of CSR programs remains inadequately done. According to Willis (2013), the concept of sustainability raises a starkly basic question on whether human activity can successfully maintain itself and its goals without exhausting the resources on which it depends. Anchored on the theory of sustainability by Reclift (1997), the study therefore sought to fill this gap by examining the factors that influence the sustainability of CSR projects in Kenya, the case of Bata Shoe Company in Limuru Kiambu County.

## 2.10 Knowledge Gap

This section presents a summary of the empirical literature and the knowledge gap established.

**Table 2. 1: Tabulation of literature reviewed and the knowledge gap**

<b>Variable</b>	<b>Author (Year)</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Knowledge gap</b>
<b>Project Funding</b>	Gottret & Schieber (2006)	Financing CSR projects.	The study findings showed that fund availability is a key component of successful project implementation. The study concluded that it is imperative to pool resources to ensure that everyone has financial access to social services and to use these resources optimally to purchase required materials.	The study used a qualitative approach involving the desk top review of government documents. Primary data would have added weight to the findings due to its objectivity.
<b>Community Involvement</b>	Dumreicher & Kolb (2008)	Community participation and project sustainability.	The study findings show that it is vital to ensure that the community participates in decision making processes and supports the project	The study does not explain how community members participate in various stages of the

			so as to enhance the social sustainability of the project.	project.
<b>Organizational Leadership</b>	Geib & Swenson, (2013)	Transformational leadership and organizational performance.	The study found that leadership is a very important factor in an organization because it determines most of it's success and failures. It is considered that any company's success is due to organizational performance, employee job satisfaction and employee affective commitment	Methodology used not clear. Used quantitative data only. No comparative analysis effect was carried out which is very significant.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this section, the research methodology for this study is presented. This includes the target population, sampling size and sampling technique, research instruments, ethical issues, data collection procedure, data analysis and presentation, scope of the study, limitations of research and chapter outline.

#### **3.2 Research Design**

According to Law and Lodge. (2005), research design describes the nature of the pattern the research intends to follow. It describes the plan or strategy for conducting the research and is, simply put, a road map guide of how research itself will be conducted. The study will adopt the descriptive research design. The choice of the descriptive survey research design was made since in the study, the research is interested on the already existing in the field and no variable shall be manipulated. A descriptive study attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on research variables or their interaction as indicated by Cooper and Schindler (2003). The study investigated the factors influencing sustainability of CSR projects undertaken by Bata Shoe Company in Limuru Kiambu County. The study used closed-ended questions through a questioner for primary data collection as well secondary data collected from print and online materials on the study subject.

#### **3.3 Target Population**

Population refers to an entire group of individuals who are the concern for the study within the area of the study (Mugenda and Mugenda, 2003). According to Ngechu (2004), a population is a well-defined set of people, services, elements and events,

group of things or households that are being investigated. It is a complete group that fits the researcher's specification from which the researcher was to generate the result of the study. Ngechu (2010) defines the term population as a distinctly definite set of services people, events, elements or group of items or households under a research-based investigation. Always, the target population exhibit varied characteristics and is also referred to as the theoretical population. The target population had the members of a group that the researcher concentrates on as shown in Table 3.1.

**Table 3. 1: Target Population**

<b>Cluster/Category</b>	<b>Target Population</b>	<b>Percentage (%)</b>
Bata Company Managers	6	3.3
CSR Project Team	8	4.4
Kiambu County officials	7	3.8
Beneficiaries (Kiambu residents)	161	88.5
<b>Total</b>	<b>182</b>	<b>100</b>

**(Source: Bata Shoe Company, 2018)**

There are 18 CSR projects initiated and currently being funded by Bata Shoe Company across the country. Out of these, 8 projects are in Kiambu County, with the remaining 10 CSR projects spread across the remaining 46 counties. The target population of the study was therefore 182 respondents made up of senior managers from Bata Shoe Company, project supervisors, Kiambu County government officials, and beneficiaries who are mainly Kiambu County residents.

### **3.4 Sample Size and Sampling Procedure**

Kothari (2004) define sample design as a definite plan for finding a sample from a given target population. The sampling design outlines the sampling frame, sampling technique and sample size. The sample size and sampling procedure are therefore elements of a sample design.

### 3.4.1 Sample Size

Saunders et al. (2012) define a sample as a subset of the population. A sample refers to a further subset of the target population which the researcher wants to include in their study i.e. it is a portion or a segment which represents the whole population (Kadam & Bhalerao, 2010). Fricker (2008) explains that sampling is the selection of a subset of a larger population to the survey. The study employed the Krejcie & Morgan (1970) formula below in calculation the sample size.

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

Where:

**S** = Required Sample size

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

**N** = Population Size

**P** = Population proportion (expressed as decimal) (assumed to be 0.5 or 50%)

**d** = Degree of accuracy or margin of error (5%), expressed as a proportion (.05)

The sample size therefore is

$$S = \frac{1.96^2(182)(0.5)(1 - 0.5)}{0.05^2(182 - 1) + 1.96^2(0.5)(1 - 0.5)} = 71.86 \cong 72$$

Due to the complexity of the target population, the sample was selected by use of both stratified and simple random sampling method. Respondents were stratified and the sample size for each of the strata selected using simple random sampling as shown in Table 3.2.



**Table 3. 2: Sample Size**

<b>Cluster/Category</b>	<b>Sample Size</b>	<b>Percentage (%)</b>
Bata Company Managers	3	4.9
Project supervisors	5	8.2
Kiambu County officials	3	4.9
Beneficiaries (Kiambu residents)	61	82.0
<b>Total</b>	<b>72</b>	<b>100</b>

### **3.4.2 Sampling Procedure**

Sampling procedure is a technique of choosing a sub-group from a population to participate in the study; it is the process of selecting several individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). Due to the multidimensional nature of the population involved, stratified sampling was used in conjunction with simple random sampling to get the sample size of 72 respondents from a sample frame of 182.

### **3.5 Research Instruments**

In this study, two data collection methods were employed. To begin with, closed-ended questionnaire which includes Likert-type questions were used to collect data. This is deemed important for the study since the respondents are limited to predetermined possible responses and it captures a broad range of attitudes of the respondents regarding the study questions. Secondary data collected from print and online materials on the study subject was used to complement the findings obtained from questionnaires.

#### **3.5.1 Pilot Testing**

Kothari (2004) describes a pilot study as the replica and rehearsal of the main study. According to van Teijlingen & Hundley (2010), a pilot study (also referred to as feasibility studies) refers to small versions of a full-scale study, as well as the specific

pretesting of a specific research instrument such as an interview schedule or a questionnaire. Usually conducted by experts, pilot studies bring to the light the weaknesses of the questionnaires and also of the survey techniques that may arise so that improvements can be made as per the experience gained in this way (Kothari, 2004). Although conducting a pilot study does not guarantee success in the main study, it does increase the likelihood of success in the main study. Pilot studies fulfil a range of significant functions and can provide valuable knowledge for other researchers (Teijlingen & Hundley, 2010).

According to Cohen et al (2002), a pilot study is a trial run of the major study with the purpose to check the time taken to complete the questionnaire, to check whether the questionnaire is too long or too short, too easy or too difficult and to check the clarity of the questionnaire items. The pilot study also aims to eliminate ambiguities or difficulties in wording within a questionnaire.

The pilot study was undertaken to pre-test the research instrument, to ensure that it is concise, clear, comprehensive, and reliable. This helped identify any possible weaknesses and adjustments made to make the test reliable, appropriate, and comprehensible. According to Mugenda & Mugenda (2003), a pilot study sample should be in the range of one 1-10% of the sample size selected. In this study a total of 10 respondents from CSR projects in companies within Nairobi County were selected to participate in pilot study. The pilot study targets 4 project managers, 3 supervisors, and 3 beneficiaries in CSR supported projects randomly sampled from organizations within Nairobi County.

### **3.5.2 Validity of the Instrument**

Gay, Mills and Airasian (2006) posit that validity refers to the degree to which a test or an instrument measures what it is supposed to measure. In order to ensure the validity of the instrument, internal and external validity tests were carried out. Face validity was assessed by finding out the ease with which the respondents answered the research questions. In this case, any ambiguous questions were adjusted to make them easy to understand and answer. Cooper and Schindler (2003) point out that content validity offers adequate investigation of the study questions. The questionnaire was

presented to the supervisors for review and their input on the constructs of the research used to improve the questionnaire.

### 3.5.3 Reliability of the Instrument

Mugenda and Mugenda (2008) point out that reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials. Data obtained from the pilot study was used to ascertain the appropriateness and relevancy of the questionnaire to the study. Cronbach's Alpha was used to test the reliability of the research instrument. According to Malhotra (2004), a Cronbach's Alpha Reliability Coefficient varies from 0 to 1, where a value of 0.7 or less indicates unsatisfactory internal consistency reliability. Cronbach alpha measures how well a set of items (or variables) measures a single uni-dimensional latent construct. When data has a multidimensional structure, Cronbach's alpha is usually very low. Technically, Cronbach's alpha is not a statistical test but a coefficient of reliability (or consistency) test. Cronbach's alpha is written as a function of the number of test items and the average inter-correlation among the items. The formula for the standardized Cronbach's alpha can be represented as:

$$\alpha = \frac{N - \bar{r}}{1 + (N - 1) \cdot \bar{r}} \dots\dots\dots (3.3)$$

Where

$N$  = The number of items

$\bar{r}$  = The average inter-item correlation among the items.

From the formula, when the number of items increases, the Cronbach's alpha increases. If the average inter-item correlation is low, the Cronbach alpha will be low. If the average inter-item correlation increases, Cronbach's alpha increases as well. In cases of multi-dimensional data, Cronbach's alpha is generally low for all items. According to Nunnally (1978), Cronbach's Alpha Reliability Coefficient above 0.7 is an acceptable reliability coefficient. Values of Cronbach alpha greater than 0.7 implies that the questionnaire is reliable. If the estimated value of Cronbach alpha less than 0.7, the questionnaire was reformulated and the pilot study was conducted again

until the questionnaire was reliable. Mugenda and Mugenda (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

### **3.6 Data Collection Procedure**

The researcher obtained a research authorization letter from the University of Nairobi and a research permit from National Commission for Science, Technology and Innovation (NACOSTI) before undertaking this study so as to ensure the legal basis for the study is established. Permission was also sought from the Kiambu County government to collect data. Consent was also obtained from the respondents before the study tool (questionnaire) is administered. The researcher adhered to ethical standards. In this regard, the respondents were informed of the purpose of the study before their participation.

### **3.7 Data Analysis Technique**

In this study, quantitative techniques were used in analyzing the data. This was done for purposes of developing and employing mathematics models, theories and hypotheses pertaining to natural phenomena (Babbie & Mouton, 2006). Herein, quantitative technique was used to reduce text to numbers and the frequency distribution as well as the relative importance of the responses obtained assessed.

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0) program. Since the study is descriptive in nature, both quantitative analysis and inferential analysis was used as data analysis technique. Quantitative analysis included descriptive statistics mean, standard deviation, cumulative variance, and inferential statistics (correlation and, multiple regression analyses).

The regression models tested for each of the independent variables according to Baltagi (2005) was represented by:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

$Y$  = Sustainability of CSR projects

$\beta_0$  = Constant Term;

$\beta_1, \beta_2, \beta_3, \beta_4$  = Beta coefficients;

$X_1$  = Funding

$X_2$  = Community Involvement

$X_3$  = Leadership

$\varepsilon$  = Error term

### **3.8 Ethical Consideration**

According to Sullivan and Beech (2004) ethical considerations prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. Ethical behavior is also critical for collaborative work because it encourages an environment of trust, accountability, and mutual respect among researchers.

The researcher obtained a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) before undertaking the study. Voluntary participation was obtained through informed consent. Consent was obtained from the Bata Company administration and the study participants before administering the questionnaires to ensure autonomy.

The researcher ensured those research participants are not harmed, either physically or emotionally, through involvement in research. This also includes emotional distress faced by the participants. It is the responsibility of the researcher to plan and carry out research so that any form of harm was avoided. All participants were treated with respect and were given the freedom to drop out of the study if they so wished.

### 3.9 Operationalization of Variables

Table 3. 3: Operational Definition of Variables

Objectives	Types of Variables	Indicators	Measurement scale	Tools of data collection	Tools of data Analysis Technique
Establish the influence of funding on sustainability of CSR projects by Bata Shoe Company in Kenya.	<b>Independent Variable:</b> Project funding  <b>Dependent Variable:</b> Sustainability of CSR Projects	Adequacy of funds  Timeliness of funds	Nominal	Questionnaire	Mean  Frequency  Standard deviation  Regression Analysis
Assess how community involvement influences sustainability of CSR projects by Bata Shoe Company in Kenya.	<b>Independent Variable:</b> Community involvement  <b>Dependent variable:</b> Sustainability of CSR projects	Sensitization meetings  Role in project design & implementation	Nominal	Questionnaire	Mean  Frequency  Standard deviation  Regression Analysis
Establish the influence of organizational leadership on sustainability of CSR projects by Bata Shoe Company in Kenya.	<b>Independent variable:</b> Organizational leadership  <b>Dependent variable:</b> Sustainability of CSR Projects	Openness to public scrutiny  Transparent decision-making	Nominal	Questionnaire	Mean  Frequency  Standard deviation  Regression Analysis

## **CHAPTER FOUR:**

### **DATA ANALYSIS AND PRESENTATION OF FINDINGS**

#### **4.1 Introduction**

This chapter covers data analysis, presentation, interpretation, and discussion of the relation of variables of investigation. The analysis was conducted to analyze factors influencing sustainability of Bata Company CSR Projects within Kiambu County. The study targeted Bata Company managers, CSR project management team, Kiambu County officials, and the Kiambu residents who are beneficiaries of the projects. A sample of 72 respondents was selected for this study.

Descriptive analysis was done to give the demographic profile of respondents. The main aim of the descriptive analysis was to understand the profile of the sampled CSR projects, whereby frequencies, percentages, means and standard deviation were used to describe their characteristics.

#### **4.2 Questionnaire Return Rate**

A total of 77 questionnaires were distributed to the respondents. Out of these, 69 questionnaires were returned duly completed. This represents a response rate of 95.83%, which is within what Castillo (2009) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%. This was therefore considered a representative sample for further analysis, with the findings tabulated as shown in Table 4.1.

**Table 4. 1: Sample Distribution and Response Rate**

<b>Cluster</b>	<b>Sample size</b>	<b>No. of Respondents</b>	<b>Response rate (%)</b>
Bata Company Managers	3	3	100
CSR Project Team	5	4	80
Kiambu County officials	3	3	100
Beneficiaries (Kiambu residents)	61	59	96.72
<b>Total</b>	<b>72</b>	<b>69</b>	<b>95.83%</b>

The response rate from data collection was impressive, with nearly every questionnaire administered duly filled and returned on time, except the three, as indicated in Table 4.1.

### **4.3 General Demographic Characteristics**

The study sought to enquire on the respondents' general characteristics including gender, age, and level of educational. This general information is presented in subsequent sections.

#### **4.3.1 Gender of the Respondents**

The respondents were also asked to indicate their gender. The results are as shown in the Table 4.2.

**Table 4. 2: Gender of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	38	54.8
Female	31	45.2
<b>Total</b>	<b>69</b>	<b>100</b>



As per the results, 54.8% of the respondents were male while 45.2% were female. This shows that all the study was gender sensitive and did not show bias to any gender when selecting respondents for the survey.

### 4.3.2 Age of the Respondent

The respondents were also requested to indicate their respective ages. The results are as shown in Table 4.3.

**Table 4. 3: Age of the Respondent**

	<b>Frequency</b>	<b>Percent</b>
Below 25 Years	29	42.0
26 - 35 Years	11	15.9
36 – 45 Years	12	17.4
46 – 55 Years	8	11.6
Above 55 Years	9	13.1
<b>Total</b>	<b>69</b>	<b>100</b>

According to the study findings, 42% of the respondents were aged below 25 years, with 17.4% aged between 36 – 45 years, 15.9% aged between 25 – 35 years, 13.1% aged over 55 years, and the remaining 11.6% aged between 46-55 years. This clearly implies of Bata Company CSR project beneficiaries are school children aged below 25 years, followed by project management team aged between 36 – 45 years. The study therefore concluded that the Bata Company CSR projects in Kiambu benefit people of all ages.

### 4.3.3 Education Level

The respondents were also requested to indicate their education level. The results were as shown in Table 4.4.

**Table 4. 4: Education Level**

	<b>Frequency</b>	<b>Percent</b>
Diploma and below	34	49.3
Bachelor degree	21	30.4
Postgraduate Diploma	3	4.3
Master's degree/PhD	11	15.9
<b>Total</b>	<b>69</b>	<b>100</b>

From the findings in table 4.4, it observed that more than 50% of the respondents have university degree and above, a clear indicator of high literacy levels in the area. This shows that majority of the respondents are well learned enough to comprehend the subject matter of the study. This goes a long way in explaining the significance of the projects in the area, with so many educated and learned individuals opting to take it up as their profession. With so many respondents indicating that they are well educated, it would not be absurd to find all CSR projects in the area well managed and progressing at stipulated pace.

### 4.4 Determinants of Sustainability of CSR Projects

This section presents the findings on determinants of CSR project sustainability. These include project fund availability, community participation, as well as organizational leadership.

#### 4.4.1 Project Funding

This was the first determinant of project sustainability as established by the study. The study sought to know from the respondents, the frequency and adequacy of CSR funds set aside for CSR projects within Kiambu County. The study also wanted to know if the funds are normally disbursed on time so as not to interfere with the smooth running of projects being funded. Responses were as shown below.

*i) Funds disbursed for the projects are always adequate.*

**Table 4. 5: Rating adequacy of disbursed funds**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	9	13.1
Disagree	10	14.5
Not sure	13	18.8
Agree	11	15.9
Strongly Agree	26	37.7
<b>Total</b>	<b>69</b>	<b>100</b>

The findings in table 4.5 above indicate majority of the respondents strongly agree with the assertion that funds disbursed for development of the project facilities are adequate. 37.7% of the respondents were satisfied with the amount of funds disbursed, indicating that the funds can sustain Bata Company projects. 27.6% of the respondents however are of the contrary opinion that CSR funds should be increased in order to sustain the lifespan of the projects in Kiambu County. However, 18.8% expressed reservation on the adequacy of funds disbursed by Bata Company, citing lack of transparency and accountability.

ii) *Funds are always disbursed on time*

**Table 4. 6: Timeliness of funds disbursed to the Bata Company CSR Projects**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	21	30.4
Disagree	13	18.8
Not sure	15	21.6
Agree	10	14.4
Strongly Agree	11	15.8
<b>Total</b>	<b>69</b>	<b>100</b>

The study findings in table 4.6 show 30.4% of the respondents strongly disagreeing with the assertion that funds are always disbursed on time, with a further 18.8% disagreeing with the assertion. They are of the opinion that CSR funds should be disbursed on time to enable project manager to have them completed on time which in turn will enhance sustainability. This is because late disbursements cause delays in project completion hence increasing project costs. 21.6% however expressed reservation on the timeliness of the CSR funds disbursed to CSR projects within Kiambu County, indicating that they are not sure if there is any specific time for the company to release funds to the projects. However, 30.3% of the respondents were satisfied with the timing of releasing funds to the projects, indicating that it is the right time for funds to be used until completion of the projects.

### iii) Descriptive Statistics for project Funding

The study further sought to establish the descriptive statistics for project funding in terms of means and standard deviations. The findings were as tabulated in Table 4.7.

**Table 4. 7: Mean and Standard Deviation for Project Funding**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std Deviation</b>
<b>Fund Adequacy</b>	69	3.46475	0.95654
<b>Disbursement Timeliness</b>	69	2.37563	1.00342

According to the findings in Table 4.7, the responses on adequacy of funds for sustainability of CSR projects had a mean of 3.46475 and standard deviation of 0.95654. This shows most respondents generally agree with the assertion that funds disbursed to the project managers are enough to sustain CSR projects within the County. The responses for fund timeliness had the mean of 2.37563 and standard deviation of 1.00342 which implies that majority of the respondents disagrees with the assertion that funds for CSR projects within Kiambu County are normally disbursed on time.

#### **4.4.2 Community Participation/Involvement**

The study sought to know the respondents' opinions on their level of involvement in the development and management of CSR Projects in Kiambu County. The respondents were asked to indicate if they agreed with the opinion that community involvement had influence on the sustainability of CSR projects. Responses were as shown below.

i) *The community is actively involved in developing strategic plans for the CSR projects*

**Table 4. 8: Community involvement in strategic planning**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	15	21.74
Disagree	10	14.49
Not sure	15	21.74
Agree	13	18.84
Strongly Agree	16	23.19
<b>Total</b>	<b>69</b>	<b>100</b>

The study findings in table 4.8 above show that more than 40% of the respondents feel that the community is being involved in laying down strategic plans for the Bata funded CSR projects within Kiambu County. Though a significant 21.7% remain undecided on whether there is community involvement in development of CSR projects or not, it goes without saying that a huge chunk of the community keep tabs on the goings on in as far as strategic development of CSR facilities within the County is concerned. There is therefore need for the project management to ensure the local leadership i.e. village elders are roped in the decision making i.e. location of the facility and the employment positions within the organization for the locals.

ii) *Community is involved in project development and management*

**Table 4.9: Community involvement in project development and management**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	7	10.3
Disagree	11	16
Not sure	15	21.6
Agree	10	14.4
Strongly Agree	26	37.7
<b>Total</b>	<b>69</b>	<b>100</b>

The study findings in table 4.9 above indicate that more than 50% of the respondents agree with the assertion that the community is well involved in the development and management of Bata company CSR projects in Kiambu County. It shows that majority of the residents are of the opinion that the projects in the area should afford the locals more opportunities to participate actively in day to day management and development of projects.

iii) **Descriptive Statistics for Community Involvement**

The study further sought to establish the descriptive statistics for community involvement in terms of means and standard deviations. The findings were as tabulated in Table 4.10.

**Table 4. 10: Mean and Standard Deviation for Community involvement**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std Deviation</b>
<b>Strategic Planning</b>	69	2.89624	0.85243
<b>Role in Project Sustainability</b>	69	3.51935	0.92319

According to the findings in Table 4.10, the responses on involvement of the local community in strategic planning for sustainability of CSR projects had a mean of 2.89624 and standard deviation of 0.85243. This shows most respondents do not agree with the assertion that the local community is well involved in strategic planning of CSR projects in Kiambu County. The responses for the role of local community in

project sustainability had the mean of 3.51935 and standard deviation of 0.92319 which implies that majority of the respondents are of the opinion that the local community plays a significant role in sustainability of CSR projects within Kiambu County.

#### 4.4.3 Organizational Leadership

The study sought to know the respondents' opinion on the organizational leadership of CSR projects in Kiambu County. Respondents were asked to indicate if they agree with an assertion that organizational leadership of project management team is key to the sustainability of CSR projects in the County. Their responses were as tabulated below.

*i) Bata Company CSR Project managers are open to fiscal accountability*

**Table 4. 11: Fiscal accountability of health facilities**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	11	16.8
Disagree	12	18.1
Not sure	14	21.1
Agree	13	18.5
Strongly Agree	19	27.5
<b>Total</b>	<b>69</b>	<b>100</b>

The study findings in table 4.11 indicate that more than 40% agree with the assertion that organizational leadership is key to the sustenance of CSR projects within Kiambu County. Majority of the respondents argued that accountability and transparency in the dealings of project managers increase the level of trust among the locals, creating conducive environment for the projects to be sustained to completion. Various studies indicate that publishing audit reports and financial reports of the organization is the



best way of showing accountability and transparency to the general public. This enlightens the general public on the financial position of the projects, as well as showing them how good the funds are being put to its intended purposes.

***Bata funded schools and health facilities are open to public scrutiny***

**Table 4. 12: Bata funded schools and health facilities are open to public scrutiny**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	27	39
Disagree	12	17
Not sure	9	13
Agree	11	16
Strongly Agree	10	15
<b>Total</b>	<b>69</b>	<b>100</b>

After analyzing the data collected, the findings in Table 4.12 show the respondents' disapproval of the assumption that Bata funded schools and health facilities in Kiambu County are open to public criticism and scrutiny. Majority of the respondents said that top management does not fancy being question over issues to do with resource utilization within their organizations. It was noted that in few incidences where the public has come out to challenge the leadership or question their way of doing business, things have always turned chaotic. This is because many locals in the area feel that the management is always doing little to improve the services and capacity of the facilities, despite Bata company pumping in millions of shillings. Many residents therefore feel that there should be a way in which schools and health facilities benefitting from Bata company CSR funds should create public awareness on how the funds disbursed are utilized to the benefit of common citizens.

**ii) Descriptive Statistics for Organizational leadership**

The study further sought to establish the descriptive statistics for organizational leadership in terms of means and standard deviations. The findings were as tabulated in Table 4.13.

**Table 4. 13: Mean and Standard Deviation for Accountability**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std Deviation</b>
<b>Fiscal Accountability</b>	69	3.71923	0.704634
<b>Open to Public Scrutiny</b>	69	2.88125	1.034257

According to the findings in Table 4.13, the responses on the fiscal accountability of CSR project management team and the local population had a mean of 3.71923 and standard deviation of 0.704634. This shows most that majority of the respondents are of the opinion that Bata Company CSR projects in Kiambu County portrayed transparency in their public expenditures. On the other hand the responses for the schools and health facilities' openness to public scrutiny had the mean of 2.88125 and standard deviation of 1.034257 which implies that majority of the respondents are of the contrary opinion to the assertion that CSR projects in Kiambu County are open to public scrutiny use of funds and resources meant for schools and health projects within the County.

**4.4.4 Intervening effect of government policy**

The study sought to know the respondents' opinions on the intervening effect of government policies on sustainability of Bata company CSR projects within Kiambu County. The respondents were asked to indicate their agreement with the assertion that stringent government policy measures put in place by the county government minimizes embezzlement of funds and goes a long way in ensuring sustainability of projects in Kiambu County. Their responses were enumerated as shown below.

i) *Project Regulations and the sustainability of healthcare projects*

**Table 4. 14: County government regulations and project sustainability**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	13	19
Disagree	9	13
Not sure	10	14
Agree	19	28
Strongly Agree	18	26
<b>Total</b>	<b>69</b>	<b>100</b>

The study findings in table 4.14 reveal that majority of the respondents agree with the assumption that government policies play a greater role in ensuring sustainability of CSR funded healthcare projects in facilities within Kiambu County. Parliamentary acts for instance provide guidelines on how companies' CSR project funds should be distributed to the citizens in any given county in Kenya. The red tape measure put on the funding CSR projects by private institutions leaves a very small window for misappropriation and misallocation of funds, which would make the projects collapse. This therefore ensures that the funds meant for CSR projects in Kiambu County are expended only on the intended projects, and financial statements forwarded back to the Bata Company management.

#### **4.5 Regression Analysis**

The study employed multiple linear regression on Model 1 to establish how the sustainability of CSR projects in Kiambu County related with the four three variables. The results of the regression model comprised of the model summary, the analysis of variance (ANOVA) test results, and an account of the regression coefficients as shown below.

### 4.5.1 Model Summary

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 <sup>a</sup>	.678	.607	.137712

a. Predictors: (Constant), Project Funding, Community Involvement, Organizational Leadership.

Table 4.15 above shows that the coefficient of determination (R-square) value is 0.678, which implies that 67.8% of the changes in sustainability of Bata company CSR projects in Kiambu County can be explained by variables within the model of the study, while 32.2% of the changes can only be explained by external factors not captured within the variables in the model of the study. The correlation coefficient (R) value is 0.779, which indicates a strong relationship between the variables of the study.

### 4.5.2 Analysis of Variance

The ANOVA test results were as shown in table 4.16 below.

Table 4.16: ANOVA Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	.404	4	.101	5.325	.002 <sup>b</sup>
1	Residual	.664	35	.019		
	Total	1.068	39			

a. Dependent Variable: Sustainability of Bata Company CSR projects in Kiambu County Predictors: (Constant), Project Funding, Community Involvement, Organizational Leadership

The results in Table 4.16 show that the F value is 5.325 which is significant at 5% significance level since the P-value ( $0.002 < 0.05$ ). This clearly shows that the

regression model is important to explain the influence of the deterministic variables on the sustainability of Bata company CSR projects in Kiambu County.

#### 4.5.3 Regression Coefficients

Using the study regression model in SPSS computer application, the study found the regression coefficients as shown in table 4.17 below.

**Table 4. 17: Regression Coefficients**

	Unstandardized		Standardized	t	Sig.
	Coefficient		Coefficients		
	B	Std. Error	Beta		
<b>(Constant)</b>	6.553	.740		8.852	.000
<b>Project Funding</b>	.608	.621	.618	-.847	.403
<b>Community Involvement</b>	.562	.016	.565	-2.288	.028
<b>Organizational Leadership</b>	.505	.060	.508	2.708	.010

a. Dependent Variable: Sustainability of Bata Company CSR projects in Kiambu County

From the results on Table 4.17 the resultant regression equation is

$$Y_1 = 6.553 + 0.608X_1 + 0.562X_2 + 0.505X_3$$

The results on show that project funding ( $X_1$ ), community involvement ( $X_2$ ), as well as organizational leadership ( $X_3$ ) have significant positive effect on the sustainability of CSR funded health projects. This clearly indicates that project funding, community involvement, and organizational leadership have a notable effect on the sustainability of CSR funded health projects in Kiambu County.

#### 4.6 Correlation Analysis

Correlation analysis is useful in testing the relationship strength between given variables. The values of correlation coefficient vary between -1 and 1 with values close to one (in absolute terms) suggesting perfect correlation. On the other hand, a correlation coefficient close to zero suggests absence of correlation. In this study, Pearson correlation coefficient was used to examine the relationship between sustainability of Bata company CSR projects and explanatory variables. Correlation analysis was employed to establish the nature and the degree of the interaction between the lead variables in the research. Table 4.22 shows the results obtained

**Table 4. 18: Correlation Matrix**

	<b>CSR Project Sustainability</b>	<b>Project Funding</b>	<b>Community Involvement</b>	<b>Organizational Leadership</b>
<b>Health Project Sustainability</b>	1			
<b>Project Funding</b>	.681**	1		
<b>Community Involvement</b>	.567	.669**	1	
<b>Organizational Leadership</b>	.506	.598**	.671**	1

**Source: Author (2018)**

The results of in Table 4.18 show that a significantly positive relationship exists between sustainability of CSR projects and project funding, with a correlation coefficient of 0.681, though not statistically significant. There is also a positive relationship between CSR project sustainability and community involvement and accountability with a correlation coefficient of 0.567 and 0.506 respectively.

## **CHAPTER FIVE:**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presented summary of the findings, conclusions as well as the recommendations of the study. This study focused on factors influencing sustainability of Bata company CSR funded in Kiambu County.

#### **5.2 Summary of findings**

The study target population comprised of 182 respondents from all the 8 CSR projects spread across Kiambu County. Questionnaires were used to collect primary data from 72 respondents comprising of 3 Bata company managers, 5 CSR project supervisors, 3 Kiambu County officials, and 61 beneficiaries, with 69 questionnaires completed and duly returned, representing a response rate of 95.83%. The study found that of the 69 respondents, 55% were male, while the remaining 45% were female, implying that the study was gender sensitive and balanced, hence no biases during selection of respondents for the study. Similarly, majority of the respondents were aged below 25 years, followed by a group aged between 36 – 45 years, then 26 – 35 years, followed by those aged above 55 years, and finally those aged between 46 – 55 years. This could have been influenced by the fact that majority of beneficiaries who took part in the study are students in Bata funded schools or teenagers in children homes within Kiambu County, with the age of below 25 years.

In the assessment of factors influencing sustainability of CSR projects, the study found that there is a positive relationship between the project funding and sustainability of CSR projects, as well as organizational leadership of the project management, and involvement of the local community which means that any reduction in project funding will negatively affect the sustainability of the projects. These findings conform to those of Shaharudin, Samad & Bhat (2009), which found

that there exists a direct correlation between project funding and the success or sustainability of a construction project.

### **5.3 Discussion of the Study Findings**

The study examined the factors influencing sustainability of Bata company CSR projects in Kiambu County. The study findings have been discussed in the following segments.

#### **5.3.1 Project Funding and CSR Project Sustainability**

The study examined the influence of project funding on sustainability of Bata company CSR projects in Kiambu County. It was found that there is a positive relationship between project funding and sustainability of CSR projects. This simply implies that any alterations in the amount of funds set aside for the project would greatly influence the sustainability of the CSR projects in the County. These findings conform to those of Shaharudin, Samad & Bhat (2009), which found that there exists a direct correlation between project funding and the success or sustainability of a construction project. Saharudin et al (2009) also found that poor organizational leadership in the project management erodes the level of trust between the managers and funders, which would ultimately lead to termination of the funding programme, since the management cannot clearly execute the project as stipulated.

#### **5.3.2 Community Involvement and CSR Project Sustainability**

According to the study findings, involving the local community in the project cycle has a positive effect and significantly influences the sustainability and success of construction projects. This means that the management should hold consultative meetings with the local leadership on the benefits of the project to the residents for the project to stand a chance of being sustained by the local population once the construction is finished. Therefore, an increase in the community involvement at all levels of management, ensuring that every community member has access to the facilities whenever they need. Carrying out civic education on the significance and benefit of the project to the local community gives the local community an impetus to conserve and take good care of the facilities once they are ready for use.



This means that the management should hold consultative meetings with the local leadership on the benefits of the project to the residents for the project to stand a chance of being sustained by the local population once the construction is finished. Shrestha and Subedi (2014) in their study found that there exists a positive relation between sustainability of social projects and involvement of the local community within which the project is establishment. The study findings above therefore concur with the Shrestha and Subedi (2014) findings on the positive correlation between project sustainability and community involvement.

### **5.3.3 Organizational Leadership and Sustainability of CSR Projects**

The study assessed the influence of organizational leadership on the sustainability of Bata company CSR projects within Kiambu County. It was found that there is a positive relationship between leadership and sustainability of CSR projects in Kiambu County. This implies that good leadership style and transparency in the dealings of project managers increase the local community's level of trust in the project management, which creates conducive environment for the finished project to be taken good care of since it benefits the locals more than management. Various studies indicate that publishing audit reports and financial reports of the organization is the best way of showing accountability and transparency to the general public. This enlightens the general public on the financial position of the finished facility, as well as showing them how good the CSR project money disbursed by Bata company is being put to its intended purposes. These findings conform to those of Rahman, et al. (2009), which avers that transparency and accountability among the organization's leadership ensures the good relations and trust between the management and other stakeholders. Osoro & Ogeto (2014) also support this observation that accountability and transparency in the management's way of leadership encourages the general public to trust organization's dealings and be more willing to take part in the sustainability programmes.

#### **5.3.4 Intervening effect of government policies and sustainability of Bata company CSR projects**

The study findings show that county and national government policies on private company CSR projects go to a greater length in ensuring that Bata company CSR projects are successfully completed and handed over to the local communities. This hands the mandate over to the locals to ensure the projects are well taken care of so that their benefits may be enjoyed for a longer period. This also ensures minimization of maintenance costs met by the county government or funding agency, since a well sustained project should be self-sufficient according to Roy & Seth (2009).

#### **5.4 Conclusion of the Study**

From the research findings, it is evident that availing adequate project funding, involving the local community in development of the projects, as well as ensuring good and transparent leadership in management of disbursed CSR projects ensures sustainability of Bata company CSR projects within Kiambu County. The study therefore concludes that timely and adequate provision of project funds, constant and continuous community involvement, recruitment of qualified leaders with integrity and competence, as well as ensuring accountability and transparency in handling of CSR projects is the only sure way of ensuring sustainability of completed projects in Kiambu County.

#### **5.5 Recommendations of the Study**

From the study findings discussed above, it is evident that the sustainability of CSR projects is dependent on so many factors. Ensuring that the project management team adheres to the set regulations and policies on expenditure of CSR funds when expending the funds on the facilities gives the whole project a better chance of being completed and sustained. The study therefore recommends that:

- i) All project managers and the Bata company management team actively involve the local community in the construction process as well as sustainability programs.

- ii) Frequent audit reports and periodicals on the project progress and expenditures should be made public to improve accountability and transparency.
- iii) The organization management should also consider other individual attributes such as integrity and competency during recruitment, and not solely rely on academic qualifications.

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

This study was examining the factors influencing sustainability of Bata company CSR projects in Kiambu County. The study should therefore be extended to the company's CSR projects across the whole country and not just in Kiambu. This will ensure that completed projects are conserved to benefit future generations instead of the government having to construct the same projects repeatedly.

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## APPENDICES

### APPENDIX I: Introduction Letter

Dear Respondent,

I humbly request you to participate in my study titled “Factors influencing sustainability of Corporate Social Responsibility Projects in Manufacturing Companies: The case of Bata Shoe Company in Limuru, Kiambu County, Kenya.”

Kindly answer the questions in the attached questionnaire as accurately as possible. Your response is confidential and anonymous and shall be used for academic purposes only.

Kind tick in the box [] corresponding to whatever your choice is.

Thank you in advance.

Yours,

Esther Nyakio Njuguna

## APPENDIX II: Questionnaire

### Interview guide

Part A	Demographic Information
Part B	Funding and Sustainability of Projects
Part C	Community Involvement and Sustainability of Projects
Part D	Organizational Leadership and Sustainability of Projects
Part E	Organizational Profitability Sustainability of Projects
Part F	Organizational Policies and Sustainability of Projects
Part G	Sustainability of CSR Projects

### A: Demographic Information

1. What is your Gender?                      Male [ ]                      Female [ ]

2. What is your age?

<25 years    [ ]                      25-35        [ ]

36- 45 years [ ]                      46-55 years [ ]

55+ years    [ ]

3. What is your highest academic qualification?

High school [ ]                      College cert [ ]                      Diploma [ ]

Degree        [ ]                      PG Diploma [ ]

Masters      [ ]                      PhD                      [ ]                      Others- Specify.....

4. What role do you play in the Bata Company CSR projects?

Beneficiary                              [ ]                      Kiambu County Official    [ ]

Bata Company Manager    [ ]                      Project Supervisor                      [ ]

**SECTION B: Project Funding and Sustainability of Bata Shoe Company CSR Projects in Kiambu County**

5. To what extent do you agree with the following statements? Use the scale:

1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

Attribute	Rating				
	1	2	3	4	5
i. Funds are always adequate to sustain CSR projects					
ii. Funds are released at the required time for CSR projects in Kiambu County.					
iii. Funds released are well managed by relevant committees					
iv. Bata Company Board normally avoid delayed disbursement of funds.					
v. CSR projects require well-wishers to fund their sustainability					

6. How would you rate the level of Bata Company CSR funding in sustaining the needs of Kiambu residents?

Very High      [ ]      High      [ ]      Moderate      [ ]  
 Low      [ ]      Very Low      [ ]

**C: Community Involvement and Sustainability of CSR Projects in Kiambu County**

7. To what extent do you agree with the following statements? Use the scale:

1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

Attribute	Rating				
	1	2	3	4	5
i. Community members are actively involved in developing strategic plan for the facilities					
ii. Community members are involved in developing CSR projects policies					
iii. Community members participate in developing vision, mission and objectives of Bata Company CSR projects.					
iv. The community can provide grassroots and practical auditing of CSR projects and monitor the projects after completion, hence ensuring sustainability of these projects					

8. How would you rate the level of community participation in CSR projects sustainability process?

Very High [ ] High [ ] Moderate [ ]  
 Low [ ] Very Low [ ]

9. Are you satisfied with the manner in which community are involved in CSR projects? a) Yes b) No

10. If the answer to question 9 above is No, give the reasons for dissatisfaction

**D: Organizational Leadership and Sustainability of CSR Projects**

11. To what extent do you agree with the following statements? Use the scale:

1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

Attribute	Rating				
	1	2	3	4	5
i. Information on the ongoing projects in Kiambu County is readily available					
ii. Bata Company finance managers are open to fiscal audits and accountability.					
iii. Bata Company CSR projects are displayed in all their outlets within Kiambu County					
iv. CSR project managers are open to public scrutiny and accountability questioning					

12. How will you rate the level of organizational leadership in sustainability of Bata Company CSR facilities?

Very High [ ] High [ ] Moderate [ ]  
 Low [ ] Very Low [ ]

**E. Organizational Profitability and Sustainability of CSR Projects in Kiambu County**

13. To what extent do you agree with the following statements? Use the scale:

1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

Attribute	Rating				
	1	2	3	4	5
i. Years of experience of a project manager affects sustainability of the CSR facility.					
ii. The CSR organization management academic qualifications determine the success of projects initiated at the facilities					

iii.	Our project personnel have knowledge on how to implement project activities efficiently and sustainably					
iv.	Our CSR facilities projects are managed by officials who lack the requisite skills to manage					
v.	The managers' years of experience is key in sustainability of CSR projects					
vi.	Employment in our CSR project facilities is based on merits, right skills and, minimum qualification.					

**F: Organizational Policies and Sustainability of CSR Projects in Kiambu County**

**14.** To what extent do you agree with the following statements? Use the scale:

1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

Attribute	Rating				
	1	2	3	4	5
i. Bata Company Board members influence what project to be undertaken					
ii. Most infrastructural frameworks have been influenced by board decisions					
iii. The management board regulates use of resources meant for CSR projects in the Bata Company					
iv. The management implements policies that ensure that there are enough numbers of project supervisors in CSR projects within Kiambu County.					

**15.** How are CSR projects identified?

It is Bata Directors' committee decision [ ]      Influenced by political leaders [ ]  
 Use of CSR identification criteria [ ]      Based on community needs [ ]

**16.** In your own opinion whom would you like to recommend taking first place in CSR project sustainability?

Bata Committee members	[ ]	Kiambu County officials	[ ]
The project managers	[ ]	Community members	[ ]

**THANK YOU FOR YOUR PARTICIPATION.**



**APPENDIX V: Research Permit**