CRITICAL SUCCESS FACTORS ON SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN CEMENT MANUFACTURING COMPANIES IN MACHAKOS COUNTY, KENYA

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JULY 2018
DECLARATION

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

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D53/CTY/PT/29535/2014

This project is submitted for examination with my approval as university supervisor

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<td>BMBC</td>
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OPERATIONAL DEFINITION OF TERMS

**Corporate Social Responsibility:** A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

**Critical success factors:** These are defined as those few; typically four or five issues fundamental to the achievement of success on projects.

**Project:** Planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

**Project Financing:** This is the timely availability of finances to run the projects throughout the cycle. Shortage or delay of it can lead to the project being delivered late, below standard and eventually not meeting its primary objectives.

**Project management:** Planning, delegating, monitoring and control of all aspects of the project so as to achieve the project objectives within the expected performance targets.

**Project success:** A successful project is the one which achieves its business objectives and realizes the expected benefits. Success is normally measured using conditions of satisfaction; however, different stakeholders will have their own views on whether a project is successful, regardless of this.

**Project Sustainability:** Ability of a project to maintain its operations, services and benefits during its projected life time.

**Sustainability:** When the benefits of a project continue even after the sponsor ceases funding. It ensures that implemented projects are self-sufficiency in future and/or enable them to expand services that might generate revenue.
ABSTRACT

Many companies go into CSR without proper feasibility study or plan and this usually affects the success and future sustainability of the projects. Corporate Social Responsibility is a core strategy in business as it enhances trust, reliance, respect and transparency. In the process of satisfying the needs of stakeholder groups, the companies are able to maximize their commitment to their investors who in turn benefit most. Many companies go into CSR without proper feasibility study or plan. This usually affects the success and future sustainability of the projects. This study sought to determine the critical success factors and sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya. The study also sought to find out the influence of organizational culture, societal influence, environment impact and finance availability. This study adopted descriptive research design. The target population of the study was 588 respondents from the four selected companies. Stratified sampling was used to select 20 percent of staffs in the human resource department, therefore getting a sample size of 118. This study made use of primary data. The study collected primary data by use of questionnaires. Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) version 22. The descriptive statistics approach was adopted for analyzing and presenting the data in this research. This approach is important because it enables the researcher to meaningfully describe distribution of scores using statistical measures of central tendencies, dispersions, frequency distribution and percentages. Tables and figures were then used to present the analyzed data. In determining the relationship between dependent variable and four independent variables, a multivariate regression analysis was carried out. The study found a positive significant relationship between organizational culture, societal influence, political environment and finance availability on sustainability of CSR projects. The study concluded that involvement of local community enhances CSR project sustainability. Further, the study concluded that for successful implementation and sustainable project, necessary resources must be available. The study recommends that culture assessment should be done more often, probably on quarterly basis. Further, the study recommended that project beneficiaries must be consulted during project conception, preparation and implementation process. CSR projects are also recommended to be made autonomous devoid of any political interference.
CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Critical Success Factors (CSF’s) are the critical factors or activities required for ensuring the success your business (Parida & Sinha, 2010). Critical success factors are normally identifies in such areas such as production process, employee and organization skills, functions, techniques and technologies. On the other hand, Corporate Social Responsibility generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment (Aguinis & Glavas, 2012). Corporations need to understand all the factors that may influence the CSR projects during planning, implementation and monitoring.

On the other hand, project Management is concerned with the management of available assets whether of manpower, material, finance, technology, plant, equipment or different to adopt and entire a described task on time, within finances, and of the desired high-quality (Piyush, Dangayach & Mittal, 2011). Further, the scholars argue that after identification of the tasks to be carried out, a plan to achieve the tasks should be developed and finally constant monitoring should be retained.

Management on contrary is the practice of implementing organizational targets and making plans for usage of resources in order to hit the targets. Traditionally effective and efficient management was viewed as which promotes order and balance by use of guidelines and approaches. To achieve this management provided an arrangement in which activities are identified and allocation of resources is done. Further, master plans are set, placement and methods set up to manual performance of obligations. However, in
this era of globalization sustainability overrides stability as businesses can no longer ignore the turbulence in external environment. Through tapping of the new technology, companies are able to drive processes to meet the ever changing stakeholders’ demands as noted by (Itegi, 2015).

Governments and private corporations have invested closely in their organisations and it’s far annoying to observe the excessive range of corporations that fail to fulfill their basic desires. In the third world countries, most companies specifically in public area are “challenged” as they are no longer capable of maintaining their operations as they retain to draw resources from tax payers, while a good sized percentage have totally collapsed (Frynas, 2010). The core basics of project management have been hooked up as right making plans, design, execution and monitoring. The projects being selected assist the organization to perform its meant strategy. What is required is a model that links decisions about selected projects to the organizational strategy (Matten & Moon, 2008).

Achieng, (2013) notes that in most of third world countries and specifically in Kenya many Parastatals collapsed in the Nineteen Nineties because of management approach. Such firms continuously drew funds from the exchequer as departments and managers endured to perpetuate inefficiency and the outright lack of responsibility. Organizations that have succeeded in the recent days attest that coping with multiple initiatives more strategically increases efficiency and effectiveness and improves organizational effects. Itegi (2015) mentioned key issues in project management approach as: aligning initiatives to new organizational approach; capacity to measure strategic contribution of a single challenge for cognizance of benefits or as fulfillment criteria; the fee of making
investment in advanced venture practices; ability to tie mission results to strategic desires of the organization and stakeholder expectancies; ensuring initiatives stay connected to corporations, emerging and changing business approach and potential to attract joint conclusions dynamically and usually greater importantly challenge control technique lets in for strategic change-off decisions with alternatives including delaying or cancelling present projects in favour of newer tasks that have higher strategic price for the equal expenditure of resources. Projects help to explicit organizational strategy in measurable phrases (Kiende, 2010).

1.1.1 Sustainability of corporate responsibility projects
Sustainability is one of the critical challenges of our time. Organizations are integrating concepts of sustainability in their marketing, corporate communication, annual reviews and of their movements. In the recent past, the concept of sustainability has additionally been related to undertaking management. Projects are considered as instrument of change within organizations, which play a critical position inside the recognition of sustainable commercial enterprise methods and practices (Silvius & Schipper, 2014). Project managers are the change agents in corporations and have a strong influence on the sustainability of organizations. On contrary, the requirement of undertaking management fail to cope with the role mission managers’ play in figuring out sustainable development and mission managers are missing the competences to consider the sustainability factors in their projects. For the implementation of sustainability in companies, it's far essential that this competence gap is closed by the requirements of task management talents (Turner, 2010).
Corporate social responsibility is considered as the way in which an organization attains a balance of environmental, social imperatives and economic while at the same time addressing the economic, environmental and social imperatives while at the same time addressing the hopes of customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment (Chandler & Werther Jr, 2013). The global economy calls for groups to define their position and rethink their financial, social and environmental goals, remodeling commercial enterprise models quicker, extra frequent and greater tremendous than in the past, to illustrate their potential to develop sustainable enterprise through absolutely said and obvious techniques (Doz & Kosonen, 2010). Further, Van Kleef and Roome (2007) argues that sustainability is considered as organizations activities that are generally considered voluntary that validate the inclusion of social and environmental concerns in operations of the business.

Achieng (2013) indicates that since the early 1990‘s, corporate responsibility issues which include the social duties of businesses have attained prominence in political and business debate. This especially in reaction to company scandals but also because of the realization that development focused simplest on financial growth paradigms is unsustainable and consequently there is a want for a more pro-active role by using states, agencies and groups in a improvement method aimed at balancing economic boom with environmental sustainability and social brotherly love. CSR and company sustainability constitute the manner companies attain more desirable ethical requirements and a balance of economic, environmental and social imperatives addressing the worries and expectations in their stakeholders. Corporate governance displays the way organizations deal with legal obligations and consequently gives the principles upon which CSR and company
sustainability practices may be constructed to beautify accountable business operations (Parida & Sinha, 2010).

Gareis, Huemann and Martinuzzi, (2011), further argues that a sustainability strategy is a look at up interest of sustainability evaluation and is anticipated to signify the manner diverse elements of sustainability are to be recognized, assessed and covered into a task or a programme, proper at the design degree. This approach has to specify various complements/constraints to sustainability and make provisions for his or her incorporation/tackling inside the course of formula/format, implementation and operation and renovation levels of a project. It is therefore important for corporate organizations put in place a sustainability strategy before undertaking a CSR project (Martinuzzi et al., 2011).

Yuen et al., (2007) argues that in the 21st century, all business should undertake responsibilities in the society other than just concentrating in making of profits. This in turn makes the firm to change from a business point of view to a society level. In addition, Dey and Sircar, (2012), argues that an enterprise sustainability targets have grown and become more important for firms as well as to the stakeholders. Such an attitude of an enterprise, focused on strengthening truthful relationships with stakeholders, meets the subsequent necessities: "addresses allegations from international bodies which understand globalization as a merciless, exploitative, no regulations phenomenon, connected to indifference of marketers closer to losses caused by corporate social responsibility and socio-competitive skepticism."
1.1.2 Critical Success Factors

In business point of view, a success factor is defined as any skill, knowledge, attitude or personal characteristic that is imperative to execute the job or role (Shrivastava, 2013). Project success factors can be used to analyze causes of project success and failure. Parida et al., (2010) notes that Rokart and the Sloan School of management came up with the concept of critical success factors which they used in information systems and project management. Achievement of Critical Success Factors (CSFs) leads to creation of excellent results. Further, Achieng (2013) argues that in order for a working team to be efficient and effective, critical success factors must be inherent.

Toor and Ogunlana, (2007) also argues that Critical Success Factors as the elements to facilitate consistency and management of projects. Chen and Chen, (2007), takes a very proactive definition of CSFs terming them as the contributions to the management that enhance success of the project. Given the unique nature of each individual project, it is expected that directing management's attention to Critical Success Factors will benefit project success.

Khang and Moe, (2008) notes that both project size and organization structure have weak relationship with the success of a project. However, the scholars notes that delegation of authority have a great influence on internal measures of success. On the other hand, Sinha et al (2010) argues that Critical Success Factors to be executive commitment to project management, project management leadership style, organizational adaptability, project manager selection criteria, commitment to planning and control and understanding of project management by everyone involved.
Xiaolinge et al., (2011) presented an all-inclusive framework presenting firm and industry factors where he classified them to illustrate the four categories CSFs belong; which related to project, factors related to the environment, factors related to the organization, factors related to the manager and team. In Xiaolinge et al., study, top management was noted as vital as the groups help the project manager understand the intra-relationships between the factors in different groups. They support their arguments for grouping by giving an example of resources which is considered as a CSF in other literature while they suggest that it is a systems response to organizational, environmental and project managers’ related factors such project manager’s negotiation skills, general economic situation and top management support. It is different from the other works as it integrates project dimensions with the organizational and environmental factors.

Further, Mantel (2008) noted that top management support, project mission, project planning and definition, client consultation, competence of project participants, client acceptance, monitoring and evaluation, project communication and project control are core to achievement of project targets as some of the factors that determines success of a project. It is notable that most of the CSFs identified by Mantel overlap with those identified by Pinto. The factors are as discussed in the subsequent section.

1.1.3 The Concept of Corporate Social Responsibility

Kiende (2010) notes that definitional issues regarding CSR have remained an area of discussion. Various authors have designed various models of CSR in the 1960s and they typically "social" aspect of CSR as referring directly to those responsibilities above and beyond economic and legal obligations.
In modern-day society companies are anticipated to take more obligations. This view is amongst others shown in a survey performed via Environics worldwide in 2001, which states the same records approximately agencies’ expectations to take greater responsibility. Most of the participants in the survey demands that companies see beyond the earnings maximizing view and take more duty towards its stakeholders. A number of the key findings inside the survey were the subsequent: a great quantity of investors takes a corporation's social duty into consideration while making funding decisions, agencies that do not take CSR trouble below consideration will lose clients and that purchasers have become more and more aware about whether or not the enterprise takes social responsibility (Mohammad, 2009). In addition, (Mohammad, 2009) argues that the concept of CSR has received greater legitimacy in society and among organizations, as a manner to conduct business nowadays. This fact needs corporations to invest in stakeholders wishes and contribute to socially applicable objectives.

Silvius and Schipper, (2016) notes that in today’s business, Corporate Social Responsibility has won prominence as businesses have responded to two major changes in the last ten years: the increase of public situation over the environment and the unfastened glide of records afforded with the aid of the net. By using taking a strategic technique to CSR, organizations can decide what activities they have got the assets to commit to being socially accountable and can pick out that with a view to fortify their competitive benefit. Waruru (2013) notes that by planning out CSR as a part of an organizations plan, companies can ensure that profits and increasing shareholder cost don’t outshine the need to act ethically to their stakeholders.
According to Muriuki (2008), from the foregoing, we are in a better position to understand that corporate social responsibility includes more than the mere provision of goods and services at a fair price and the respect of laws and regulations. It includes policies and decisions that lessen the real and potential negative impact on the environment, public health, and employment opportunities. Schipper et al., (2016) further argues that corporate social responsibility refers to both the impact and the role of business on social economic and environmental issues. Pivato et al., (2008) also define corporate social responsibility as the sense of obligation on the part of companies to build certain social criteria into their strategic decision making. The concept implies that when companies evaluate decisions from an ethical perspective, there should be a presumption in favour of adopting course of action that enhance the welfare of society at large. In its purest form, corporate social responsibility can be adopted for its own sake, simply because it is the right way for a company to behave.

1.1.4 Cement Manufacturing Companies in Machakos County

According to Ogango, (2014), Kenya is home to a plethora of cement manufacturing companies. Perhaps that explains the reason why the real estate and property development industry in Kenya has been growing at a fast pace recently. Cement in Kenya is of great importance in every building project, and that is definitely something that all these cement manufacturers within Kenya. Cement manufacturing companies in Kenya include; Bamburi Cement Limited. The company was started in 1951 with its first plant located in Mombasa beginning production in 1954. However, the company has got branches in Nairobi, and Athi River. The company provides financial and material support to projects within the areas where they operate, and is committed to people internally and externally.
Bamburi Cement Limited also operates an HIV/AIDS awareness program and also illustrates how important the community is to the company.

The second company is Athi River Mining Limited (ARML) which was established in 1974 and listed on the NSE in July 1997. ARML is currently the third leading cement manufacturer in Kenya (in terms of market share) and has subsidiaries in Kenya, Tanzania, South Africa and Rwanda. Athi River Mining Limited is located in Athi River region of Machakos County in Kenya.

The third cement manufacturing company is East Africa Portland Cement Company Limited. EAPC is the oldest cement manufacturer in Kenya having been incorporated in 1933. EAPC started as a trading company, importing cement for early construction work in East Africa and in 1956 constructed its first factory in Athi River. The company is located in Machakos County. In line with the Company’s CSR policy, the management continually seeks to make positive contributions to communities through engaging in various development projects carried out in partnership with the beneficiaries. According to Seboru (2014), the company has been involved in various CSR projects. In its commitment to improving health among local communities, the Company have been contributing towards improving access to quality and affordable health care for the local communities. The Company also supports an initiative by Kenya’s First Lady, the Beyond Zero campaign, whose objective is to reduce maternal deaths. The Company has also partnered with the Chase Group Foundation to raise funds in aid of training midwives to enhance safe deliveries.
The fourth company cement company is Savanna Cement Company. It is located in Athi River within the Export processing Zone industries. The cement company in Kenya has an increasing market share in Machakos and Nairobi (Ogango, 2014). The ideal location of Savanna Cement Company makes it much easier to access raw materials and manpower in Machakos region of Kenya. The Corporate Social Responsibility portfolio is anchored on four pillars: Environment, Education, Health and Sports.

1.2 Statement of the Problem

CSR is a critical business strategy due to the fact, wherever possible, consumers need to buy merchandise from companies they consider; suppliers want to form business partnerships with companies they are able to depend on; employees need to work for organizations they respect; and NGOs, more and more, need to work together with organizations in search of possible answers and improvements in regions of common problem (Kiende, 2010). Satisfying each of these stakeholder groups allows companies to maximize their commitment to another important stakeholder group, that is, their investors, who benefit most when the needs of these other stakeholder groups are being met (Artiach et al., 2010). However, Muchiri, Kinyanjui and Assumpta (2017) notes that as per study that was conducted in 2014 by Kanyanya, only 43% of all Corporate Social Responsibility projects implemented in Kenya were unsustainable.

According to Kitzmueller and Shimshack (2012), many companies go into CSR without proper feasibility study or plan, which usually affects the success and future sustainability of the projects. For example, CSR projects implemented by East African Portland Cement Company Ltd have faced a myriad of challenges during the implementation phases.
Indeed, CSR in Kenya remains a new concept and achieving effective CSR implementation poses several challenges. The cost of CSR activities is an important challenge for the majority of businesses. This is explained by the business environment in Kenya, which is favourable to some sectors such as manufacturing, is generally characterized by the high cost of production due to high taxation and transportation. Other barriers relate to managerial and employee resistance. The absence of a direct relationship between CSR and financial success has further reduced the popularity of CSR in Kenya (Muthuri, 2013).

Recent studies have been conducted on corporate social responsibility. For example, Kipyegon (2015) carried out a study to investigate the determinants of sustainability of World Bank funded projects in Kenya. Arisi and Mugambi (2015) did a study on factors affecting performance of Corporate Social Responsibility of Equity Group Foundation in Kenya. Muchiri, Kinyanjui and Assumpta (2017) too carried out a study on factors influencing sustainability of corporate social responsibility projects in Kenya, a case of EABL foundation and found that funding is crucial to the success of CSR projects and failure to ensure funds are available would lead to stalled and unsuccessful projects. It is against this background that this study sought to fill the existing research gap by investigating on the critical success factors affecting the sustainability of Corporate Social Responsibility Programs in Cement Manufacturing companies in Machakos County, Kenya.
1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to determine the critical success factors on sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya

1.3.2 Specific objectives

The specific objectives of this study were;

i. To find out the influence of organizational culture on sustainability of corporate social responsibility projects in Machakos County, Kenya

ii. To find out the influence of societal factors on sustainability of corporate social responsibility projects in Machakos County, Kenya

iii. To find out the influence of political environment on sustainability of corporate social responsibility projects in Machakos County, Kenya

iv. To find out the influence of finance availability on sustainability of corporate social responsibility projects in Machakos County, Kenya

1.4 Research Questions

The researcher was guided by the following research questions:-

i. What is the influence of organizational culture on sustainability of corporate social responsibility projects in Machakos County, Kenya?

ii. What is the influence of societal factors on sustainability of corporate social responsibility projects in Machakos County, Kenya?

iii. What is the influence of political environment on sustainability of corporate social responsibility projects in Machakos County, Kenya?
iv. What is the influence of finance availability on sustainability of corporate social responsibility projects in Machakos County, Kenya?

**1.5 Significance of the study**

Corporate social responsibility that's an essential undertaking control tool in any enterprise is a multi-dimensional idea that numerous authors have described in different approaches. It's far the in shape between a balance of economic, environmental and social imperatives even as at the same time addressing the expectations of clients, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. Corporations seem to have problems in enforcing corporate social responsibility. The study will therefore be vital to all the managers in both public and private quarter. It's going to assist them understand how corporate social duty affects the sustainability of the tasks. This may help different corporations reap achievement higher than others. The study will also yield information that will be useful for future proper planning and decision making in Cement manufacturing industry to improve competence among the companies involved both locally and in the region and meet both missions and visions.

The policymakers will obtain information of the private sector dynamics and the technique of strategy implementation and performance thereof. They may also acquire guidance from this study in designing suitable regulations with a view to alter the sector participation. The study may also offer information to potential and contemporary scholars on corporate social responsibility among private sector players. This can increase their know-how on strategy implementation in public sector institutions and also become aware of areas of further study.
1.6 Scope of the study

This study sought to investigate the critical factors and sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya. Despite the fact that there are many components of corporate social responsibility that influence sustainability of projects in Kenya, this study was limited to four variables; organizational culture, societal influence, environment impact and finance availability. This study only focused on the cement industry. In addition, the study targeted the management/staff involved in implementation of CSR projects of Cement Companies located in Machakos County.

1.7 Limitation of the study

The management of some of the targeted organizations were unwilling to grant permission to carry out the research. However, the researcher obtained a data collection letter from the University and National Commission of Science and Technology to show that the study is meant for academic purposes only. In addition, the researcher assured the management that they will be provided with a copy of the final report.

The respondents were also reluctant in giving the required information due to fear of victimization. In addition, some respondents felt as if they were being investigated. The researcher however worked at winning their confidence by informing them that the study will only be for academic purposes and assure them of confidentiality of any information given. To mitigate this, validity and reliability of the device were used to decide whether or not what the respondents indicated met the required trendy.
1.8 Organization of the study

The study is organized in five chapters. Chapter one is the introduction and includes the background of the study, statement of the problem, objectives of the study which had the overall objective and the specific objectives, research questions, significance of the study scope of the study and limitation of the study. Chapter two constituted the literature review. This focused on theoretical review, empirical review and the summary of the literature and research gaps. The chapter also provided the conceptual framework. Chapter three focused on the research design, target population, sampling design, data collection tools, collecting procedures and finally, the way to analyze the data and presenting it. Chapter four consisted of data analysis and interpretation at the same time as chapter five consisted of summary conclusions, recommendations and suggestions for further research studies.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this section, the study subject set in a broader context through investigation of the relevant literature and other sources. The review covered issues of what has been said about Corporate Social Responsibility; the people who have dealt with it; theories existing on the CSR subject; past studies done on CSR; critique of what has been done and what has not been done; the existing gaps; and the conceptual framework. Key evidence and arguments in the literature were identified from a wide range of CSR literature.

2.2 Theoretical Review

2.2.1 Contingency Theory

Contingency theory was authored by Fred Fielder in 1960s. Back then, the theory was referred to as contingency theory of effectiveness. The theory argues that demand of the existing situation determines the outcome.

Further, Hanisch and Wald (2012) posit that there is not even a single project can be studied thoroughly without bringing on board the context of contingency theory. The authors argue that concept of contingency can be used in the sustainability of projects; it has some limitations which relate to the loose and incoherent definitions of contingency factors, identification and analysis of a multitude of influencing factors and deficiencies in completeness of topics under contingency theories. This study borrowed the concept of contingency theory because there is the notion that the results of any condition are reliant on the conditions prevailing at that specific time. However, the idea of contingency theory was used with caution due to its incapacity to address a large number of factors.
affecting a selected outcome. This argument concurs with those of according to Howell et al. (2010), contingency idea is narrowly applied to project management. However, many of the present theories, contingency concept were found to be more applicable to project sustainability.

The present study was anchored on contingency theory where every project is taken into consideration in a unique way and its sustainability is affected by different actors depending at the country’s contextual scenario. Given that projects are transient endeavors created for a specific reason, the sustainability of those many projects is assumed to be decided via country particular state of affairs. Contingency principle therefore changed into observed to be extra applicable to the study.

2.2.2 Stakeholder Theory

Modern stakeholder theory was first authored by Freeman in year 1984. However, the theory have been featured by other authors who include; Cornell and Shapiro, 1987; McGuire et al., 1988; Jones, 1995.

According to stakeholder theory the value of a firm is associated with the value of both “specific claims” and “implicit claims” on a firm’s assets. Claimants include not only the legal owners of the firm however different constituencies such as lenders, personnel, purchasers, banks, authorities, and many others. Stakeholders who’ve specific claims at the firm include besides its owners’ creditors, employees, authorities, etc. In addition, there are others with whom the firm has made implicit contracts, which could include the quality of service and CSR. In keeping with McGuire et al. (1988), if the firm does not honor these implicit contracts, then its miles argued that the parties to these contracts may
attempt to transform them from implicit to explicit agreements. The latter can be extra costly for the firms involved.

Freeman (1984) and McGuire et al. (1988) posit that the consequences of “implicit” to “explicit” contracts are likely to have extensive effects than the direct costs ensued from the forced change in its behaviour.

This may in turn bring about different implicit stakeholders (exchange unions) striving to make their claims express. Thus, firms with an image of high CSR may also locate that they face each fewer and decrease-price explicit claims than people with a much less enlightened stance. Thus, from a theoretical angle, arguments can and were made both for and against an effective relationship between social obligation and concurrent or subsequent (to CSR) economic performance.

Different projects influences are influenced by the different actors in the environment. These include officers working for the government, project managers and other stakeholders. McGuire et al., posit that project management context fits into a system as visualized. In this study, the stakeholder theory is relevant as project output is intended to positively affect the environment and significant effect can only be realized if a project’s output is sustainable.

### 2.2.3 Social Contracts Theory

Social contracts theory developed by Gray et al. (1996) describes society as "a series of social contracts between members of society and society itself". In the context of CSR, an alternative possibility is not that business might act in a responsible manner because it is
in its commercial interest, but because it is part of how society implicitly expects business to operate. Donaldson and Dunfee (1999) developed integrated social contracts theory as a way for managers to take decisions in an ethical context. They differentiate between macro social contracts and micro social contracts. Thus a macro social contract in the context of communities, for example, would be an expectation that business provides some support to its local community and the specific form of involvement would be the micro social contract. Hence companies who adopt a view of social contracts would describe their involvement as part of “societal expectation” however, whilst this could explain the initial motivation, it might not explain the totality of their involvement.

In relation to this study, sustainability of the CSR projects is unavoidably a normative idea, reflecting values and ethical issues of the society. Part of the change wanted for an extra sustainable development, was therefore the implicit or specific set of values that project management professionals, business leaders or purchasers have and that influence or lead their behavior. Sustainable CSR projects additionally have an effect on the social sustainability which refers to the capacity of communities to adapt to changing instances and cope with problems. Social sustainability is basically concerned with a network’s capacity to meet primary human needs and offer competently for its participants. on this context therefore, the social alternate concept is applicable to have a look at due to the fact that the challenge output is supposed to definitely affect community well-being and fantastic impact can simply be felt if a project’s output is sustainable.
2.3 Empirical Review

Ragodoo (2009) indicated that corporate social responsibility (CSR) has come to be increasingly more popular in the business community all around the globe. In many developed nations, CSR has taken on the character of strategically planned actions that benefit all levels of society, and it has grown from entrepreneurial tasks to state policy. In many evolved international locations, CSR now affords blessings for stakeholders’ communities in addition to the authorities. CSR lets an enterprise to respond quick to the rising desires of a society, whether they're monetary, environmental, or social issues. However, this isn't but achieved in the developing countries. Kipyegon, (2015) notes that implementation of development tasks is confronted with a considerable degree of uncertainty. Because of this uncertainty, chance for project failure due to exogenous factors rises whilst the project is in the social sector.

2.3.1 Project Sustainability

The concept of sustainability is used in many contexts and with widely different meanings. However CSR is to embrace responsibility for the organization’s actions and inspire a positive effect through its activities at the environment, consumers, employees, communities, stakeholders and all other participants of the general public sphere.

Liyin et al., (2011), using a fuzzy sets theory, recognized key overall performance indicators of sustainability of infrastructural projects. Their study argued that sustainability overall performance of an infrastructure project can be assessed through calculating a weighted sustainability score. The key evaluation indicators (KAIs) were the
evaluation of the marketplace supply and demand, economic risk, public safety, effects on local development, effects on water quality, and impact on land pollution.

Kiende (2012) notes that to ensure projects sustainability a number of factors have been proposed in the past and a project’s success will be determined by the level of adherence to the set project design or a project’s failure would be a result of complete ignorance of one of those determinants. A number of these proposed measures include: integrating income generating activities into project plans; involving beneficiaries from the start and clearly stipulating their roles; proper commissioning of project; ensuring proper monitoring through field visits when projects are on; constituting a project management committee and operationalize it from the initiation stage through to hand over on termination of the project.

Tango international (2009) further suggests that the design, implementation, supervision and evaluation of projects at appropriate level would offer a positive result on the clearly set objectives of any project. He further states that community participation, a flexible design, assessment of risk, environmental appropriateness of a project and building on existing assets and knowledge would be a plus for project success. It is therefore necessary for CSR projects to have a clear blue print of how their design, implementation, supervision and evaluation at appropriate levels are to be structured if sustainability is to be realized.

Achieng (2013) posit that Kenya derives about 65% of its gross domestic product (GDP) from services, almost 16% from agriculture and almost 20% from industry. She further recommended that Kenya has had greater publicity than Zambia to the international CSR
agenda, through supply chain pressures on problems such as labour rights although of route, the mining sector has additionally attracted a fair amount of international NGO attention to environmental problems and human rights.

Gachanja et al (2013) indicates that it is important for Kenya to embrace the engagement of corporate companies in CSR activities and further emphasize various ways in which these activities can be efficiently sustained for better economy purposes. Sustainability of projects is core to the success of any projects. Good project management lead to a sustainable project, hence organization success. It is important to note that each and every project is meant to deliver a product; therefore it is important to ensure that the product is beneficial to intended users.

2.3.2 Organizational culture on sustainability of CSR Projects

The significance of organizational culture to the achievement of sustainability projects isn't surprising, since organizational culture has formerly been linked to the long term economic achievement and improved effectiveness of organizations (Itegi, 2015). A strong, extraordinary organizational way of life has been identified as one of the key components of a successful company. when all leaders, managers and workforce within an agency have a clear sense in their shared culture, it creates social order, continuity, collective identification, dedication, and common vision while reducing organizational uncertainties all of which results in improved organizational overall performance (Cameron & Quinn, 2011).

Organizational culture has been described in lots of ways, however (Mittal et al., 2011) gives a synthesis of four common characteristics: First, organizational culture consists of
shared assumptions, values and behaviors. Second, only a few factors of culture can be discovered or appropriately articulated by using group contributors. Third, new members to a corporation undertake its culture as the proper way to think, feel and behave. Fourth, since new members are assimilated into the prevailing culture, the culture is very gradual to trade and could persist over the years.

Research on organizational culture is frequently carried out via extensive case studies of single organizations, the use of strategies together with behavioral observations and interviews (Huemann et al, 2011). Further to this abundance of qualitative case research, tools have been developed to quantitatively link organizational culture to conventional enterprise metrics. Achieng, (2013) observed that four cultural trends, similar to the ones used in the Competing Values Framework described below, are predictive of organizational effectiveness as measured via return on assets and sales increase. Their research also particularly states that both qualitative case research as well as quantitative comparisons provides useful perception inside the field of organizational culture research.

Further, many academic authors have postulated that there is an association between organizational culture and sustainability. It is evident that very little research has been done on corporate organizational culture problems and sustainability of CSR projects. Often, models found in sustainability literature recognition on growing sound strategies but pay scant attention to the CSR projects. In addition, the organizational literature does not link human capital to specific recommendations for establishing firms that may effectively deal with the upcoming environmental problems (Silvius & Schipper, 2014).
Despite general consensus that organization culture and sustainability achievement have a strong association, there's a lack of research using empirical evidence to describe the nature of this relationship. Many scholars have advanced theoretical frameworks and models to explain this relationship, but its miles important to substantiate these frameworks with empirical proof (Aguinis & Glavas, 2012).

In a study examining the relationship between organizational citizenship behaviors and corporate sustainability, Boiral (2008), notes that case studies form the majority of existing research on employee mobilization. In the meantime, quantitative research that focus on environmental sustainability frequently measure the environmental impact of specific behaviors and actions rather than the organizational dimensions of corporate environmental sustainability.

Organizational culture, societal influence, political environment impact and financial availability are some of the major factors that influence projects sustainability. The above factors were considered in this study to establish the extent to which each of them contributes to sustainability of CSR projects in Kenya. From the reviewed literature, organizational culture, societal influence, political environment impact and financial availability are the factors that were found to influence sustainability of CSR projects. Therefore, this study concentrated on the four mentioned factors.

Organization culture was broken down into management commitment, openness and transparency of the system and long term and short term goals. Management commitment is a key in determinant of project sustainability. Openness and transparency among the all
stakeholders is another factor assumed to have a major impact on determining the sustainability of CSR projects.

This study investigated the influence of organizational culture on the sustainability of CSR projects in the cement manufacturing companies in Kenya.

2.3.3 Societal influence on sustainability of CSR Projects

According to the past literature, various authors have checked on the societal influence which is mostly experienced via participation. Participation is defined as 'the organized efforts to increase control over assets and regulative institutions is given social situations part of organizations and movements hitherto excluded from such control' (Walker et al., 2010). Community participation may be said to arise only when people act in concert to recommend and determine or act on problems which can best be solved via joint action. Sustainability cannot be accomplished without their involvement and support. Stakeholders, both men and women, have to actively participate, which means having the opportunity to persuade the direction and detail of design and implementation. Allocating adequate time and assets for participatory analysis and responding to demand-led techniques are important ways to enhance participation.

Kiende (2010) notes that participation can take place in different levels of the CSR project cycle and at different levels of society and take many specific forms. These can range alongside a continuum from contribution of inputs to predetermined projects and programmes, to records sharing, consultation, choice making, partnership and empowerment. Participation is both a way and an end. As a means, it's far a system in which people and groups cooperate and collaborate via development projects and
programmes. As an end, participation is a method that empowers people and communities through obtaining skills, know-how and experience, leading to greater self-reliance and self-control, that is, sustainability of the projects.

According to Chepkoech (2009), some of the vital elements that need to be considered in promoting sustainability of a project are the stakeholders. These stakeholders include those who are likely to benefit directly, the government and other imposing agencies. Stakeholders should actively take part which means having the opportunity to influence the direction and detail of design and implementation. Allocating of time and resources for participatory analysis and responding to demand-led upwards are vital ways to enhance participation.

Fontaine (2013) also notes that user associations are most effective when they are established in the very early phases of the project and have a voice in planning and implementing such decisions as choice of technology, physical design and location, allocation, maintenance and repayment policies, and other designs that made the project appropriate from their perspective. Through such early beneficiary involvement in planning, costly mistakes are frequently avoided by ensuring fulfillment of the community's perceived needs, thereby increasing service utilization and providing motivation for maintenance. In some cases the centralized authority belatedly tries to transfer maintenance responsibilities and costs to the community after construction is completed. This will often fail because communities do not value the infrastructure or service and do not consider its maintenance to be their responsibility. To achieve better results, all the stakeholders should be involved at early stages. Some of the benefits
include, reliable targeting technologies, greater sense of possession by the stakeholders, economically stable livelihoods, flexible initiation time and adoption, increased rate of adoption and innovation sharing.

Societal influence that was identified in the study included partnership and stakeholder involvement. Training of the society on carrying out maintenance of project benefits increases chances of projects to be sustained. Involving stakeholders during implementation phase is one of surest way to ensure sustainability of a project. This study therefore assessed the effect of societal influence on sustainability of CSR projects by the cement manufacturing companies in Kenya.

2.3.4 Political Environment impact on Sustainability of CSR Projects

According to Kipyegon, (2015), political factors are as a result to political decisions which influence the sustainability of projects. Some of these political factors entails inconsistent policies, change in laws and regulations, political violence and breach of contract.

According to a report by United Nation Environment Programme (2002), investors consider political factors among other issues before injecting their finances. This implies that political climate play a major role in project financing hence its sustainability (Terrapon-Pfaff, Dienst, König & Ortiz, 2014). Further, Kiende (2010) argues that political risk is a major risk encountered by foreign investors in the third world countries as the project can be put at risk at a crucial stage.

Lu (2009) posits that China is one of the emerging powers countries in the world where CSR have not been put in practice thoroughly. This is due to corruption, ineffective labour
rights, disruptive justice, crime in the corporate world, product safety and pollution. One of the things that have attracted attention is decline of traditional business ethics and morality. However, CSR practices are more practiced by Western centric attributes which abandoned the impact of other cultures on Corporate Social Responsibility. At the social level, studies have been carried out on cross-cultural functions in relation to CSR where it was established that there are various views on political and institutional environments in different parts of the world.

Under political environment impact, political influence, change in policy and lobby group influence on sustainability was investigated. Conflict between consumers’ objectives and political objectives may lead to unsustainability of CSR projects. This study investigated the effect of politics on sustainability of CSR projects with notion that higher negative political activities towards a project lower chances of its sustainability. Also, lobby groups through support influences the decision made by government, individual managers, organized groups or other stakeholders involved with the projects. Their engagements may hinder or promote the sustainability of projects.

2.3.5 Finance availability on sustainability of CSR Projects

According to Gakenia (2011), financial availability leads to more innovations which in turn lead to firm’s commitment to sustainability. Their innovation solutions lead to having market community programmes that enhance in business to connect internationally. This is recognized to bring in environment and cost saving approaches and build customer loyalty market and improve employees skills and morale all of which lead to profit generation. According to World Business Council 2004, firms should focus on supporting
small local companies as this would make them benefit due to increase in resource base. Some of the companies that have assisted other companies include shell, BP among others and this has led to stability and provides an affordable local support network. Servaes and Tamayo (2013) posits that a corporate with enough money enjoys some benefits later which include; innovation, market competition, sustainability, profit and customer demand.

Yasemin (2010) argues that firm’s managers should involve in activities that serve the long-term goals and have a positive impact. Some of these actions are investments in the society that can improve the skills of potential employee or support of charitable institutions to take advantage of tax deductions. Also, these actions can also create corporate goodwill as a by-product which in turn may differentiate a firm from its competitors. Differentiation from competitors enhances generation of additional economic profits. This however has provoked economists to look deeply at the conditions under which CSR can be economically justified.

Rubén and Christopher (2009), notes that modern theoretical and empirical analyses shows that organizations can strategically be involved in CSR activities to enhance growth of private profits. Other additional benefits that organizations reap include enhancing the organizations reputation and the ability to make more profits by differentiating its products, ability to bring on board more qualified personnel and ability to extract a premium for its products.

According to Wilson (2008), it’s a mistake for companies to reduce their Corporate Social Responsibility initiatives. In order for organizations to sail through during financial and
economic downturn, organizations ought to provide society needs. This basically means that transparent CSR projects may provide the social support needed by organizations and society to overcome the downturn. Matten and Moon (2008), argue that enterprises purely in profit making should not be engaged in CSR projects, however, CSR is required more during financial crises moments. It is important to note that in order to achieve long term sustainability and stability, CSR should be adopted in all companies.

In regard to finance availability, the researcher looked at income generating activities, financial and economic downturn and purpose of the business. In this study, it is assumed that if the project entails income generating activities, the higher the rate of its sustainability. In this study, the contribution of financial and economic downturn to the sustainability of CSR projects was investigated.

### 2.4 Research Gap

One of the private sector objectives of changing and improving the lives of people by use of corporate social responsibility projects is a great thought. However, the sustainability of these projects has been faced by challenges and thus they do not match with the positive change in the communities.

Studies have been carried out on factors that affect project performance but are skewed towards construction projects. Adnan et al., (2009) studied factors that affect performance of construction project in Gaza strip. Other researchers who have studied on the same area include Chen and Chen from Taiwan, Khang and Moe. Close research has been done on sustainability of CSR projects by Achieng from Kenya on determinants of sustainability of corporate social responsibility projects by the mobile phone service providers in Kenya.
Other researchers include Gakenia; 2011, Kiende; 2010 and Kipyegon; 2015 but their focus is different from the one in this study.

The studies reviewed in the proceeding sections concentrate on the findings carried out in business oriented projects in the banking sector and telecommunication industry. The findings may therefore not sufficiently address the unique characteristics of projects carried out in other settings. Studies on community based projects are lacking to the best knowledge of the researcher. Further, the studies reviewed are largely descriptive in that they describe the status of projects as it is. It is important to not only report the status but also evaluate the methods of remedying the state of affairs. The current study went further and analyzed the factors influencing project success or failure, measure their respective contribution to project success or failure and finally assess ways of surmounting the impediments Corporate Social Responsibility projects sustainability in the cement manufacturing industry in Kenya. From the literature reviewed there seem not to be a conclusive list of factors that influence performance and as stated earlier some factors are general but some will operate on specific projects. The study focused on organizational culture, societal influence, and environment impact and finance availability.
2.5. Conceptual Framework

The model depicted below shows the relationship between the dependent and independent variables which shows how the sustainability of CSR is affected by organizational culture, societal influence, environmental impact and financial availability.

**Independent Variables**

- **Organizational Culture**
  - Management commitment
  - Open & transparent system
  - Long and short term goals

- **Societal Influence**
  - Partnership
  - Stakeholder involvement
  - Technical training

- **Political Environment Impact**
  - Political influence
  - Change in policy
  - Lobby groups

- **Finance Availability**
  - Income generating activities
  - Financial & economic downturn
  - Purpose of business

**Dependent Variable**

- **CSR Sustainability**
  - Community participation
  - Achievement of equity, institution logistics & environmental
  - Sustainable development
  - Poverty reduction

Figure 2.1: Conceptual Framework

Source: Author, 2017
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlines the scope of methodological procedures used in the study. The main aspects covered include research design, target population, sample design, data collection procedures and instruments as well as data analysis and presentation.

3.2 Research Design
The researcher used a descriptive research design. As noted by Rice, (2007), descriptive research design addresses the particular characteristics of specific population of subjects. This can be achieved at a fixed point in time or at varying times for comparative purposes. Further, Lewis, Saunders & Thornhill (2009) points out that descriptive research designs are characterized by collecting data systematically from a given population by use of questionnaires. A descriptive research design will provide an appropriate technique to collect the data in relation to variables to determine the sustainability of CSR projects. According to Kothari (2012), this design is preferred because it makes enough provision for protection against bias and maximizes reliability. The descriptive design was able to give more information concerning the variable in question as this study design was where the research requires a description of a phenomena or an object.

3.3 Target Population
The target population is the number of staff members who were involved during CSR projects execution of the respective organizations undertook between January, 2012 and January, 2015. This target population was 588 staff members from Bamburi Cement Ltd,
Athi River Mining Ltd, East Africa Portland Cement and Savanna Cement Company respectively (Websites of the respective companies, 2016).

3.4 Sampling Procedure and Sample Size

In this study, the researcher used stratified sampling technique to identify the respondents. Stratified sampling ensured that the researcher was able to identify a random population from the CSR projects that have been initiated by Bamburi Cement Ltd, Athi River Mining Ltd, East Africa Portland Cement and Savanna Cement Company in Machakos County. This was represented by one respondent per project from the respective staff that participated in those CSR projects at the various life cycle stages and is stationed in Machakos County. Kothari (2012) argues that a representative is one that is at least 10% of the population of interest. In this study, the researcher considered a sample of 20% from the target population on the basis of recommendations by Kothari. This was done as indicated in the table 3.1 below:

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Company</th>
<th>Staff Members (Jan 2013- Dec 2016)</th>
<th>Sample Percentage</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bamburi Cement Ltd</td>
<td>212</td>
<td>20%</td>
<td>42</td>
</tr>
<tr>
<td>Athi River Mining Ltd</td>
<td>188</td>
<td>20%</td>
<td>38</td>
</tr>
<tr>
<td>East Africa Portland Cement</td>
<td>108</td>
<td>20%</td>
<td>22</td>
</tr>
<tr>
<td>Savanna Cement Company</td>
<td>80</td>
<td>20%</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>588</td>
<td>20%</td>
<td>118</td>
</tr>
</tbody>
</table>

Source: Respective company websites and the researcher (2016).
3.5 Data Collection Instruments

To obtain primary data for the study, open-ended and close-ended questionnaires were used. Through the assistance of the research assistants, hard copies were delivered to the targeted population through drop and pick method. The information collected though the questionnaires ensured that the major questions that were to be addressed by the study had been answered as they had been effectively addressed.

3.5.1 Validity of the Instrument

Orodho (2009) define validity as the accuracy and meaningfulness of the inferences which are based on the research results. Content validity was built into the scales through the derivation of these scales from theory relating to organizational culture, societal influence, political environment and finance availability construct. Validity of the research instrument was improved by carrying out a pilot test and changing any unclear and ambiguous question. It also helps ascertain the feasibility of the study techniques and the questionnaires concepts and working. A pilot study was therefore carried out to improve the research instruments. The questionnaires were pretested using Nairobi County which was not included in the final study. The pretesting exercise is meant to enable the researcher establish the content validity and the reliability of the questionnaires.

Kipyegon (2015) noted that there are four types of validity measures, that is, face validity, content validity, construct validity and criterion-related validity. In order to approve content validity, experts in project sustainability were involved, where each expert was given the questionnaire and asked to rate the questions. Using the content validity index the data collection instrument was found to measure what was intended. Further, face
validity and criterion validity were achieved through construction of the questionnaires as recommended by other studies such as Organization for Economic Co-operation and Development (2008).

3.5.2 Reliability of the Instrument

Kothari (2011) notes reliability as the extent to which a measuring instrument provides consistent results on repeated trials. In this approach, a score obtained in one item is correlated with scores obtained from other items in the instrument (Drost, 2011). To measure this reliability, the Alpha (Cronbach) technique was employed. The questionnaire was divided into two parts using the even and odd numbers. Alpha (Cronbach) is a model of internal consistency, based on the average inter-item correlation. A large value of alpha (preferably greater than 0.5) indicates high level of consistence of the instruments in measuring the variables.

3.6 Data Collection Procedure

Before proceeding to the field to collect data, the researcher sought permit from NACOSTI. The management of the targeted organizations also had to approve the process first. The questionnaires were given to the targeted population (Heads of project implementation team) where drop-and pick–later method was adopted.

3.7 Data Analysis

After collecting data, the researcher edited the filled-in and returned questionnaires which were later coded and entries made into SPSS version 22. Cleaning of the data ensured accuracy, consistency and uniformity. In analyzing of the data both descriptive and inferential statistics were used. Descriptive analysis entails use of frequencies and
percentages. Mean was used to measure central tendencies while standard deviations were used to measure dispersion. After analysis was conducted, results were organized, summary and the results presentation was achieved by use of tables, bar graphs and pie-charts. Use of inferential statistics helped in achieving the relationship between the independent variables and dependent variables. In this case, regression analysis was used to make conclusions from the collected data.

The regression analysis took the following model:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Whereby:

- \( Y \) = CSR Sustainability
- \( \beta_0 \) = Constant
- \( \beta_1 \), \( \beta_4 \) = Beta coefficients
- \( X_1 \) = Organisational Culture
- \( X_2 \) = Societal Influence
- \( X_3 \) = Environmental Impact
- \( X_4 \) = Finance Availability
- \( \epsilon \) = Error term

### 3.8 Ethical Consideration

Before collecting data, ethical considerations were considered. Confidentiality of data gathered was assured to ensure that the research conforms to the overall ethical requirements. Motive of conducting the research was explained to the targeted population and the researcher requested
them to voluntarily take part. In addition, the respondents were assured that the information to be collected was to be strictly used for academic purposes only.
CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter presents analysis and interpretations of the research findings in line with the study objectives. The general objective of this study was to determine the critical success factors on sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya. The study also sought to determine the influence of organizational culture, societal influence, political environment and financial availability on sustainability of corporate social responsibility projects in Machakos County, Kenya. The research findings were presented in form of tables, graphs and charts.

4.2 Response Rate

The sample size of this study was 118 staff members who were involved during CSR projects execution from Bamburi Cement Ltd, Athi River Mining Ltd, East Africa Portland Cement and Savanna Cement Company. The researcher distributed the questionnaires to all the anticipated respondents of the study out of which 100 responses were acquired. This represents an 84.75 percent response rate. According to Babbie (2002) any response of 50 percent and above is adequate for analysis thus 84.75 percent is even better.

4.3 Reliability Results

The researcher selected a pilot group of 10 respondents from cement manufacturing companies from Kajiado County. The reliability of the questionnaires that was used to collect data was measured statistically using Cronbach’s Alpha. Internal consistency
techniques were applied using Cronbach’s Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value.

**Table 4.1: Cronbach’s Alpha Value**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0.734</td>
</tr>
<tr>
<td>Societal Influence</td>
<td>0.746</td>
</tr>
<tr>
<td>Political Environment</td>
<td>0.723</td>
</tr>
<tr>
<td>Financial Availability</td>
<td>0.802</td>
</tr>
</tbody>
</table>

In the pilot test four constructs were studied. According to the findings ‘organizational culture scale was found to have an Alpha value of 0.734, ‘societal influence scale was found to have an Alpha value of 0.746, ‘political environment’ was found to have an Alpha value of 0.723 and ‘financial availability’ was found to have an Alpha value of 0.802. According to Mugenda & Mugenda, (2003) coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability. These findings clearly show that the research instrument used in the study was reliable.
4.4 Background Information

The background information of this study comprised of gender of the respondents, their age bracket, their current position, number of years of experience, respondents first organization and their highest level of education.

4.4.1 Gender of the Respondents

The respondents were asked to indicate their gender. The results are presented in figure 4.1 below.

![Gender of the Respondents](image)

**Figure 4.1: Gender of the Respondents**

**Source:** Research Data (2017)

From the findings, 66.0 percent of the respondents indicated that they were male while 34.0 percent indicated that they were female. This indicates that most of the respondents were male.
4.4.2 Age Bracket

The respondents were also asked to indicate their age bracket. The results are presented in figure 4.2 below.

![Age Bracket Chart](image)

**Figure 4.2: Age Bracket**

*Source: Research Data (2017)*

In relation to age bracket, 38.0 percent indicated that they were aged between 36 and 45 years, 23.0 percent indicated that they were aged between 21 and 35 years, 23.0 percent indicated that they were aged between 46 and 55 years and 16.0 percent of the respondents indicated that they were aged 56 years and above. This is an indication that the middle-aged adults are more active in participating in implementation of CSR projects.
4.4.3 Position in the Organization

The respondents were asked to indicate their position in the organization. The results were as shown in figure 4.3

![Bar chart showing positions of respondents]

**Figure 4.3: Position of the Respondents**

**Source: Research Data (2017)**

According to the findings, 33.2 percent of the respondents indicated that they were project officers, 30.8 percent of the respondents indicated that they were project coordinators, 22.8 percent of the respondents indicated that they were project managers and 13.2 percent of the respondents indicated that they were accountants. This shows that most of the respondents were project officers and therefore, the respondents were in a position to give critical information as they are key determinants to project success.
4.4.4 Years of experience

The respondents were asked to indicate the number of years of experience. The results were as shown in figure 4.4

![Years of Experience Chart]

**Figure 4.4: Years of Experience**

**Source: Research Data (2017)**

In relation to number of years of experience, 40.0 percent of the respondents indicated that they were more than 5 years, 28.0 percent of the respondents had between 3 and 5 years of the experience and 23.0 percent of the respondents indicated that they had an experience of less than 3 years. The findings shows that most of the respondents had worked for more than five years and this means that most of them had experience enough to give reliable information.
4.4.5 First organization to work in

Further, the respondents were asked to indicate whether the organization they were working in was the first organization to work in. The results were as shown by table 4.2

Table 4.2: First organization to work in

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>34.0</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>66.0</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

According to the findings, 66.0 percent of the respondents indicated that they were not working in their first organization but 34.0 percent of the respondents indicated that they were working in their respective organizations. This depicts that most of the respondents had worked in other organizations and hence they were in a better position to understand the questionnaires.

4.4.6 Education background

In addition, the respondents were asked to indicate their education background. The results were as shown by figure 4.5
According to the findings, 50 percent of the respondents indicated that they had reached degree, 27.0 percent of the respondents indicated that they had reached master’s degree and 23.0 percent had reached diploma level. This depicts that most of the respondents had attained a degree in their academics.

4.5 Organizational Culture and Project Sustainability

The first objective of the study was to find out the influence of organizational culture on sustainability of corporate social responsibility projects in Machakos County, Kenya.

The study sought to determine the level of agreement on various statements on organizational cultural traits and CSR sustainability.
Table 4.3: Organizational Culture and Sustainability

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is good alignment of goals across levels</td>
<td>3.750</td>
<td>1.201</td>
</tr>
<tr>
<td>The organization perform annual culture assessments and encourage employees to participate in anonymous surveys</td>
<td>4.160</td>
<td>1.187</td>
</tr>
<tr>
<td>Culture is the way in which a group of people solves problems and reconciles dilemmas</td>
<td>4.290</td>
<td>0.868</td>
</tr>
<tr>
<td>People from different parts of the organization share common perspective.</td>
<td>3.660</td>
<td>0.807</td>
</tr>
<tr>
<td>It is easy to coordinate projects across different parts of the organizations</td>
<td>4.130</td>
<td>1.002</td>
</tr>
<tr>
<td>Organizational values have a positive effect on organizations management capabilities</td>
<td>4.150</td>
<td>1.158</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.023</strong></td>
<td><strong>0.671</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

From the findings, the respondents agreed with a mean of 4.290 and standard deviation of 0.868 that culture is the way in which a group of people solves problems and reconciles dilemmas. This concurs with Cameron and Quinn (2006) who argues that when all leaders, managers and staff within an organization have a clear sense of their shared culture, it creates social order, continuity, collective identity, commitment, and common vision while reducing organizational uncertainties all of which leads to improved organizational performance. The respondents further agreed with a mean of 4.160 and standard deviation of 1.187 that the organization perform annual culture assessments and encourage employees to participate in anonymous surveys. Further, the respondents agreed with a mean of 4.150 and standard deviation of 1.158 that organizational values
have a positive effect on organizations management capabilities. In addition, the respondents agreed that it is easy to coordinate projects across different parts of the organizations. However, the respondents indicated that they were neutral as shown by a mean of 3.750 and standard deviation of 1.201 that there is a good alignment of goals across levels. Also, the respondents were neutral as shown by a mean of 3.660 and standard deviation of 0.807 that people from different parts of the organization share common perspective.

Further, the study sought to determine ways in which organization culture influences sustainability of CSR projects, the respondents indicated that positive work environment which includes factors such as openness to new ideas, employees feeling valued as individuals and open discussion with superiors enhances sustainability of CSR projects. Other ways highlighted includes clears goals set and delegation of responsibilities, input by employees in decision making and enhancing correct procedures during implementation process influence sustainability. In addition, the respondents noted that support of departments in the pursuit of project goals, employee commitment to the project goals in the context of balancing them with other, potentially competing goals, project planning, the way work is estimated or how resources are assigned to projects, performance of project teams and how managers evaluate it and how they view the outcomes of projects influences sustainability of CSR projects. This concurs with Itegi (2015) who notes that the importance of organizational culture to the success of sustainability initiatives is not surprising, since organizational culture has previously been linked to the long term financial success and improved effectiveness of organizations.
4.6 Societal Influence and Project Sustainability

The second objective of the study sought to determine societal influence on CSR project sustainability. The respondents were asked to indicate their level of agreement on statements on societal influence.

Table 4.4: Societal Influence and Sustainability

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company partners with local community enterprises to enhance CSR projects sustainability</td>
<td>4.340</td>
<td>0.476</td>
</tr>
<tr>
<td>Communities should boycott products of cement manufacturing who do not take part in local CSR projects</td>
<td>4.500</td>
<td>0.503</td>
</tr>
<tr>
<td>After CSR project's termination a clear handover to the beneficiaries enhances sustainability</td>
<td>4.390</td>
<td>0.490</td>
</tr>
<tr>
<td>Cement manufacturing companies has an obligation to ensure that the community it operates in is empowered socially and economically</td>
<td>4.570</td>
<td>0.756</td>
</tr>
<tr>
<td>The company entrenched in its policies a requirement that they take part in CSR projects within the communities they operate in</td>
<td>4.280</td>
<td>0.653</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.416</strong></td>
<td><strong>0.576</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

From the findings, the respondents strongly agreed with a mean of 4.570 and standard deviation of 0.756 that cement manufacturing companies have an obligation to ensure that the community it operates in is empowered socially and economically. Further, the respondents strongly agreed with a mean of 4.500 and standard deviation of 0.503 that communities should boycott products of cement manufacturing companies who do not take part in local CSR projects. In addition, the respondents agreed with a mean of 4.390
and standard deviation of 0.490 that after CSR projects termination a clear hand over to the beneficiaries enhances sustainability. The respondents also agreed with a mean of 4.340 and standard deviation of 0.476 that the company partners with local community enterprises to enhance CSR projects sustainability. This concurs with Walker (2010) who argues that sustainability cannot be achieved without their involvement and support. In addition, the respondents agreed with a mean of 4.280 and standard deviation of 0.653 that the company entrenched in its policies a requirement that they take part in CSR projects within the communities they operate.

Further, the respondents were asked to indicate other ways in which society influence sustainability of CSR projects. Some of the ways they mentioned included; society engagement, society commitment and relations between the society and employees working for the various companies. Also, the respondents indicated that change agents can adopt community-based approaches that embrace participation and involvement of the communities in designing, planning, implementation, and monitoring and evaluation. Fontaine (2013) also notes that user associations are most effective when they are established in the very early phases of the project. Community awareness and involvement in project planning and implementation are important elements in the sustainability of a project. Chepkoech (2009) point out that, stakeholders should actively participate to influence the direction and detail of design and implementation. Involving all relevant community leaders and agencies facilitates sustaining programs. The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. It is therefore important that involving local communities at the identification phase, when decisions are
being made about what type of project is required to address their priority need. Sustainability cannot be achieved without their involvement and support and thus, stakeholder analysis is paramount to be able to identify the key actors who should be involved in every stage of project management cycle.

**4.7 Political Environment Impact and Project Sustainability**

The third objective of the study sought to determine the impact of political environment on CSR project sustainability. The respondents were asked to indicate their level of agreement on statements in regard to the environment impact at the respective organizations.

**Table 4.5: Political Environment and Sustainability**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and regulatory environment was key to ensuring successful completion of the CSR projects</td>
<td>3.890</td>
<td>0.984</td>
</tr>
<tr>
<td>Legislation change is a major setback in the sustainability of projects</td>
<td>3.830</td>
<td>1.006</td>
</tr>
<tr>
<td>Lobby groups/ activists have a great impact project sustainability</td>
<td>4.380</td>
<td>0.488</td>
</tr>
<tr>
<td>Effective political environmental system and safeguard is part of the business process</td>
<td>3.920</td>
<td>1.269</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.005</strong></td>
<td><strong>0.937</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

The respondents agreed with a mean of 4.380 and standard deviation of 0.488 that lobby groups/ activists have great impact project sustainability. They also agreed with a mean of 3.920 and standard deviation 1.269 that effective political environmental system and safeguard is part of the business process. In addition, the respondents agreed as shown by
a mean of 3.890 and standard deviation of 0.984 that political and regulatory environment was key to ensuring successful completion of the CSR projects. Further, they agreed with a mean of 3.830 and standard deviation of 1.006 that legislation change is one of the key limitations in the sustainability of the projects. This concurs with Kiende (2010) who noted that political risk is the most significant risk faced because of the sudden political change which can endanger projects at a very important stage

Further, the respondents were asked to indicate how else political environment influence sustainability of CSR projects. The study found that putting into consideration government regulations applicable to the project is vital for its sustainability to be realized. Further, the study established that inconsistent services could be as a result political support and funding stress. This concurs with Terrapon-Pfaff, Dienst, König and Ortiz (2014) argues that some of the major consideration in determining project financing and sustainability is politics.

### 4.8 Finance Availability and Project Sustainability

The fourth objective of the study was to determine the effect of financial availability on CSR project sustainability. The study sought to rate the influence of financial resources to the sustainability of project. The results were as show by table 4.6
Table 4.6: Influence of financial resources on CSR sustainability

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributes to a great extent</td>
<td>28</td>
</tr>
<tr>
<td>Contributes to a very great extent</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From the findings, 50.0 percent of the respondents indicated that financial resources contributed to a very great extent the sustainability of project and also 50.0 percent indicated that financial resources contributes to a great extent. Further, the respondents were asked to indicate the extent to which they agree or disagree with statements on financial availability. The results were as presented in table 4.7

Table 4.7: Financial Availability and Sustainability

<table>
<thead>
<tr>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding affects the project sustainability</td>
<td>3.920</td>
</tr>
<tr>
<td>Better financial analysis is required for the sustainability of project</td>
<td>4.060</td>
</tr>
<tr>
<td>My organization facilitate accountability and cash flow projections of projects</td>
<td>3.900</td>
</tr>
<tr>
<td>I have adequate information and understanding on project funding</td>
<td>3.990</td>
</tr>
<tr>
<td>The organization carry out effective accounting procedures for funds</td>
<td>3.960</td>
</tr>
<tr>
<td>Project funds are spent strictly on the set budget</td>
<td>3.780</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3.935</strong></td>
</tr>
</tbody>
</table>
Source: Research Data (2017)

Based on the findings, the respondents agreed with a mean of 4.060 and standard deviation 0.952 that better financial analysis is required for sustainability of project. This is confirmed by Leon (2015) who argues that when a corporate has enough money, then at long run there will be some benefits to be enjoyed such as innovation, sustainability, market competition, customer demand and profit. Further, the respondents agreed with a mean of 3.990 and standard deviation of 0.937 that they have adequate information and understanding on project funding. Further, they agreed with a mean of 3.900 and standard deviation of 1.106 that their organization facilitate accountability and cash flow projections of projects. The respondents also agreed with a mean of 3.920 and standard deviation of 1.152 that funding affects the projects sustainability. However, the respondents indicated that they were neutral as shown by a mean of 3.780 and standard deviation of 1.088 that project funds are spent strictly on the set budget.

In addition, the study sought to determine other ways in which financial resources influence sustainability of CSR is having a stable funding source. A strategic financing orientation was also indicated as one of the ways to sustain CSR projects. Considering various source of funding of project is absolutely necessary. This is confirmed by World Business council, (2004) where it is noted that companies should be looking to invest in or support small local companies the benefit being that as the local grows so does the resource base which in turn leads to increased stability and provided a reliable cost effective local support network.
4.9 CSR Project Sustainability

The respondents were asked to indicate the sustainability measures put in place for the CSR projects commissioned by their organization. The results were as shown by table 4.8

**Table 4.8: Sustainability measures put in place**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-financing through project based revenue</td>
<td>13</td>
<td>23.0</td>
</tr>
<tr>
<td>Ability of beneficiaries to replicate the lessons learnt to other areas</td>
<td>15</td>
<td>27.0</td>
</tr>
<tr>
<td>Community Independence in management without reliance external support</td>
<td>21</td>
<td>38.0</td>
</tr>
<tr>
<td>Ownership by communities</td>
<td>7</td>
<td>12.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2017)*

According to the findings, 38.0 percent of the respondents indicated community independence in management without reliance on external support, 27.0 percent indicated ability of beneficiaries to replicate the lessons learnt to other areas, 23.0 percent indicated self-financing through project based venue and 12.0 percent indicated ownership by communities.

Further, the study sought to determine the extent to which the respondents agreed with various statements on practices that ensures sustainability of CSR projects. The results were as shown by table 4.9

**Table 4.9: Extent of agreement on practices ensuring sustainability**

<table>
<thead>
<tr>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
</table>

56
Sustainability is best achieved through program development that includes a long term focus.  

Seeking financial support from multiple sources like; fees for services, volunteers, donations etc to run the project.

Identifying how a program can improve the existing community structure and make people understand how the current system works and why change may be needed.

Providing opportunities for training and leadership

Sustainability is realized with community interest and support.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability is best achieved through program development</td>
<td>4.040</td>
<td>0.824</td>
</tr>
<tr>
<td>Seeking financial support from multiple sources like; fees for services, volunteers, donations etc to run the project.</td>
<td>4.180</td>
<td>1.058</td>
</tr>
<tr>
<td>Identifying how a program can improve the existing community structure and make people understand how the current system works and why change may be needed.</td>
<td>3.970</td>
<td>1.033</td>
</tr>
<tr>
<td>Providing opportunities for training and leadership</td>
<td>4.060</td>
<td>1.003</td>
</tr>
<tr>
<td>Sustainability is realized with community interest and support.</td>
<td>4.290</td>
<td>1.085</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.108</strong></td>
<td><strong>1.000</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

According to the findings, the respondents strongly agreed with a mean of 4.290 and standard deviation of 1.085 that sustainability is realized with community interest and support. The respondents further agreed with a mean of 4.180 and standard deviation of 1.058 that seeking financial support from multiple sources like volunteers, donation and others to run the project. They further agreed as shown by a mean of 4.060 and standard deviation of 1.003 that sustainability can be achieved through provision of opportunities for training leadership. In addition, the respondents agreed with a mean of 4.040 and standard deviation of 0.824 that sustainability is best achieved through program development that includes a long term focus. Further, the respondents agreed with a mean of 3.970 and standard deviation 1.033 that identifying how a program can make the community structure better and enhance understanding on how current system works and why change be required.
In addition, the study sought to determine ways in which companies can improve their corporate social responsibility projects, the respondents indicated by conducting extensive research on the concepts of CSR, establishing ways for determining the influence of the company’s CSR practices, bringing employees on board when planning and implementing of CSR initiatives and tracking all measurable costs and establishing constructive and proactive relationships with other socially responsible firms. The respondents also indicated that encouraging innovation may improve CSR projects.

4.10 Inferential Statistics

4.10.1 Regression Analysis

A multivariate regression analysis was used to determine the weight of the relationship between the dependent and the independent variables.

Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.814²</td>
<td>.663</td>
<td>.660</td>
<td>.46045</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The R-Squared is the proportion of variance in the dependent variable (CSR Sustainability) which can be explained by the independent variables. The R-squared in this study was 0.663, which shows that the four independent variables (organizational culture, societal influence, political environment and financial availability) can explain 66.3 percent of the dependent variable. This shows that the other factors not studied in this study explain 33.7 percent of the dependent variable (CSR Sustainability).
Table 4.11: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.065</td>
<td>4</td>
<td>.266</td>
<td>18.545</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>17.729</td>
<td>95</td>
<td>.187</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>18.794</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey, (2017)

To determine whether the model was fit for the collected data, analysis of variance was used. According to the research findings, the p-value was 0.000 which is less than 0.05 and this approved that the model used was reliable in determining how independent variables (organizational culture, societal influence, political environment and financial availability) influence CSR Sustainability in cement manufacturing companies. Further, the F-calculated (18.545) was more than the F-critical (2.46) and this means that the model was fit in looking into the effect of the organizational culture, societal influence, political environment and financial availability on sustainability of CSR projects.
Table 4.12: Regression Coefficients

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.353</td>
<td>.307</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational culture</td>
<td>.317</td>
<td>.063</td>
<td>.115</td>
<td>5.032</td>
</tr>
<tr>
<td>Societal Influence</td>
<td>.148</td>
<td>.053</td>
<td>.059</td>
<td>2.792</td>
</tr>
<tr>
<td>Political Environment</td>
<td>.347</td>
<td>.048</td>
<td>.463</td>
<td>7.229</td>
</tr>
<tr>
<td>Financial Availability</td>
<td>.514</td>
<td>.090</td>
<td>.560</td>
<td>5.711</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

Based on this table, the equation for the regression line is:

\[ Y = 2.353 + 0.317X_1 + 0.148X_2 + 0.347X_3 + 0.514X_2 \]

According to the intercept (B₀), when the four independent variables are held constant, the value of CSR Sustainability in the cement manufacturing industry will be 2.353. In addition, holding all the other independent variables constant, a unit increase in organizational culture would lead to a 0.317 increase in CSR sustainability. The relationship was significant as shown by a p-value of 0.000. Further, holding on the other independent variables constant, a unit increase in societal influence would lead to a 0.148 increase in CSR sustainability. The relationship was significant as shown by p-value of 0.031.
In addition, holding all the other variables constant, a unit increase in political environment would lead to a 0.347 increase in CSR sustainability. The relationship is significant as shown by a p-value of 0.000. Lastly, the findings show that a unit increase in financial availability would lead to a 0.514 increase in CSR sustainability. However, the relationship was insignificant as shown by a p-value of 0.874.

From these findings we can infer that financial availability was influencing CSR sustainability most, followed by political environment, organizational culture, and finally societal influence.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focused on the answers to research questions derived from the study. It also concludes the study and covers the summary of the findings and recommendations.

5.2 Summary of the Study

The study established that there is a great effect of critical success factors on sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya. The study found that organizational culture, societal influence, political environment and financial availability has a significant influence to CSR projects sustainability undertaken by cement manufacturing companies in Machakos County.

5.2.1 Organizational culture and CSR sustainability

The first objective of the study was to find out the influence of organizational culture on sustainability of corporate social responsibility projects in Machakos County, Kenya. The study established that organizational values have a positive effect on non-governmental organizations management capabilities. The findings also showed that the organization perform annual culture assessments and encourage employees to participate in anonymous surveys and that culture is the way in which a group of people solves problems and reconciles dilemmas. The study further established that it is easy to coordinate projects across different parts of the organizations. Further, the study revealed that there is a good alignment of goals across levels and that people from different parts of the organization share common perspective. In addition, the study established that openness to new ideas, employees feeling valued as individuals and open discussion with superiors enhances sustainability of CSR projects. Other ways revealed includes input by employees in
decision making and enhancing correct procedures during implementation process. The study established that backing offered by various departments in the chase of project objectives, employee commitment to the project goals in the context of balancing them with other potentially competing goals influences CSR projects sustainability.

5.2.2 Societal influence and CSR sustainability

The second objective of the study sought to determine societal influence on CSR project sustainability. The study established that cement manufacturing companies should empower them socially and economically. The study also revealed that communities boycott products of cement manufacturing who do not take part in local CSR projects sustainability and that after CSR project’s termination a clear handover to the beneficiaries enhances sustainability. The study established that the company partners with local community enterprises to enhance CSR projects sustainability. The study further established that the company entrenched in its policies has a requirement that they take part in CSR projects within the communities they operate in.

Further, the study established that society engagement, society commitment and relations between the society and employees working for the various companies. In addition, the study revealed that community awareness and stakeholders’ involvement during planning and implementation time leads to sustainability of a project. Bringing on board relevant community leaders results to sustainability of programs. In addition, high level of community support enhances success of a project and eases the adaptation process.
5.2.3 Political environment and CSR sustainability
The third objective of the study sought to determine the impact of political environment on CSR project sustainability. The study established that lobby groups/activists have great impact on project sustainability. The study further revealed that effective political environmental system and safeguard is part of the business process and that political and regulatory environment was a key to ensuring successful completion of the CSR projects. In addition, the study established that change is a major setback in the sustainability of projects. The study revealed that compliance with current standard are often determined by considering government regulations relevant to the project which in turn affects sustainability. However, the study found that political support for projects and their funding can put stress on projects and make it difficult to provide consistent quality of services hence unsustainability.

5.2.4 Financial availability and CSR sustainability
The fourth objective of this study was to determine the influence of financial availability on CSR project sustainability. The study revealed that financial resources have a great impact on sustainability of resources as shown by 50 percent. In addition, the study established that funding affects the project sustainability and that better financial analysis is required for the sustainability of project. The study revealed that when organization facilitates accountability and cash flow projections of projects, sustainability is achieved. The study established that adequate information and understanding on project funding influences sustainability of projects. Organization carrying out effective accounting procedures for funds enhances sustainability of CSR projects. The study also revealed that projects funds are strictly spent on the set budget. Further, the study established that one of
the major factors to enhance sustainability is through having a sustainable funding source. According to the authors, a strategic financing orientation should have activities wanted to be sustained and the resources required to sustain and the means to access the required resources. However, the respondents noted that it is important to consider a range of financing options.

5.3 Conclusion

The study established that there is a significant positive relationship between organizational culture and CSR sustainability undertaken by cement manufacturing companies in Machakos County. Organizational culture has a great impact on CSR sustainability. This study further concludes that encouraging of employees to participate in surveys and having a good alignment of goals in an organization will facilitate sustainability of projects. Making employees valued in an organization by encouraging openness to new ideas and their contribution to decision making process are other major factors enhancing sustainability of corporate social responsibility projects.

The study further concludes that there is a positive significant relationship between societal influence and CSR project sustainability. Cement manufacturing companies should ensure that the community in which it operates is empowered both socially and economically. Partnership between local community and cement manufacturing companies enhances sustainability as well. Involvement of local community leaders and other agencies facilitates CSR projects sustainability.

In addition, the study concludes that there is a positive significant relationship between political environment and CSR project sustainability. Lobby groups/activists and effective
political environment enhance sustainability of CSR projects. Political support also has a great impact on sustainability of CSR projects.

On financial availability, the study concludes that it has a positive significance on sustainability of CSR projects. Majority of the respondents agreed that funding is one of the major critical issues that influence the sustainability of CSR projects. For successful implementations of any project, necessary resources must be available. In addition, effective accounting procedures for funds enhance sustainability of CSR projects.

5.4 Recommendations

Organizational culture was established to have a positive significant relationship on corporate social responsibility projects in Machakos County, Kenya. The study established that organizational values have a positive effect on non-governmental organizations management capabilities. The findings also showed that the organization culture assessments are undertaken annually and employees get encouraged to participate in researches. Culture was also found to be the right way in which various people settles issues and reconciles predicaments. The study recommends that the assessment should be done quarterly to ensure better results.

Societal influence was also found to affect CSR sustainability. Without community participation and involvement projects can face many challenges of insecurity, lack of labour and acceptance of the project. There is need to build the capacity of the local community on the sustainability of the projects to ensure that they are able to articulate the goals and objectives of the project and push them forward after the withdrawal of donor
funding. To this regard, the beneficiaries must be consulted during project conception, preparation and implementation processes.

The study established that political environment was found to be a factor that influenced sustainability of CSR projects. The study recommends that CSR projects by manufacturing companies to be made autonomous devoid of any political interference.

The study also found that financial availability as another factor influencing CSR projects sustainability. Organization carrying out effective accounting procedures for funds enhances sustainability of CSR projects. The frequency of auditing of the projects books of account need to be increased. This will ensure rectification of the errors that were found inherent in the projects' financial reports. The study revealed that when organization facilitates accountability and cash flow projections of projects, sustainability is achieved. Further, the respondents indicated that it is important to consider a range of financing options. It is therefore recommended that for a project to be sustainable, the community members should be involved in its funding so that they can easily own the project and contribute to its success.

5.5 Suggestions for further studies

The current study concentrated in the cement manufacturing companies in Machakos County. The researcher recommends that a similar study should be carried out in other sectors such as steel manufacturing companies. The researcher also recommends that similar studies be conducted in other parts of the country to assess the factors influencing sustainability of the CSR projects and compare the results of other parts of the country with the Machakos County's results.
REFERENCES


APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Indicate your gender
   Male [ ]
   Female [ ]

2. Indicate your age bracket
   21 – 35 [ ]
   36 – 45 [ ]
   46 – 55 [ ]
   56 and above [ ]

3. Indicate your Position
   Project Manager [ ]
   Project Coordinator [ ]
   Project Officer [ ]
   Accountant [ ]

4. Indicate the number of years of experience
   Less than 3 years [ ]
   3 to 5 years [ ]
   More than 5 years [ ]

5. Is this your first organization?
   Yes [ ]
   No [ ]

6. Indicate your education background
   High School [ ]
   Diploma Level [ ]
   Bachelor Level [ ]
   Graduate Level [ ]
   Master Level [ ]
   PhD Level [ ]
SECTION B: ORGANIZATIONAL CULTURE ON CSR PROJECT SUSTAINABILITY

7. Below are several statements on various organizational cultural traits. Please indicate your level of agreement with each of this statement in regard to the influence of Culture at your organization. Please use the scales of 1-5 Where;
1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
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<th>2</th>
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<tbody>
<tr>
<td>There is good alignment of goals across levels</td>
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<td>The organization perform annual culture assessments and encourage employees to participate in anonymous surveys</td>
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<td>Culture is the way in which a group of people solves problems and reconciles dilemmas</td>
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<td>People from different parts of the organization share common perspective.</td>
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<td>It is easy to coordinate projects across different parts of the organizations</td>
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<td>Organizational values have a positive effect on non-governmental organizations management capabilities</td>
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8. How else does organizational culture influence sustainability of CSR projects?

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SECTION C: SOCIETAL INFLUENCE ON CSR PROJECT SUSTAINABILITY

9. How important do you consider each of the following in determining their adoption by
cement manufacturing organizations

1-  Strongly disagree  2- Disagree, 3- Undecided  4 – Agree  5 – Strongly agree

Please tick a rating indicating its perceived level of importance

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<tr>
<td>The company partners with local community enterprises to enhance CSR projects sustainability.</td>
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<td>Communities should boycott products of cement manufacturing who do not take part in local CSR projects sustainability</td>
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<td>After CSR project’s termination a clear handover to the beneficiaries enhances sustainability.</td>
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<td>Cement manufacturing companies has an obligation to ensure that the community it operates in is empowered socially and economically.</td>
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<td>The company entrenched in its policies a requirement that they take part in CSR projects within the communities they operate in.</td>
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10. How else does society influence sustainability of CSR projects?

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SECTION D: POLITICAL ENVIRONMENT IMPACT ON CSR PROJECT SUSTAINABILITY

8. Please indicate your level of agreement with each of this statement in regard to the environment impact at your organization. Please use the scales of 1-5 Where
1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

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<tr>
<td>Political and regulatory environment was key to ensuring successful completion of the CSR projects</td>
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<td>Legislation change is a major setback in the sustainability of projects</td>
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<td>Lobby groups/activists have a great impact on project sustainability</td>
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<td>Effective political environmental system and safeguard is part of the business process</td>
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9. How else does political environment impact influence sustainability of CSR projects?

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SECTION E: FINANCE AVAILABILITY ON CSR PROJECT SUSTAINABILITY

10. How do you rate the influence of financial resources to the sustainability of project?

   Contributes to a great extent [  ]
   Contributes to a less extent [  ]
   Contributes to a very great extent [  ]

11. Indicate the extent to which you agree or disagree with the following statements using the following key:

   5= Strongly Agree 4 = Agree 3= Undecided 2 = Disagree 1 = Strongly Disagree
Funding affects the project sustainability

Better financial analysis is required for the sustainability of project

My organization facilitate accountability and cash flow projections of projects

I have adequate information and understanding on project funding

The organization carry out effective accounting procedures for funds

Project funds are spent strictly on the set budget

12. How else do financial resources influence sustainability of CSR projects?

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SECTION F: CSR PROJECT SUSTAINABILITY

16. What are the sustainability measures put in place for the CSR projects commissioned by your organization? Tick the appropriate ones

   a. Self-financing through project based revenue [  ]

   b. Ability of beneficiaries to replicate the lessons learnt to other areas [  ]

   c. Community Independence in management without reliance external support [  ]

   d. Ownership by communities [  ]

   Others………………………………………………………………………………………

……..

17. To what extent do you agree with the following statements/practices as ensuring sustainability of CSR projects? Please use the scale provided.
(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

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<tr>
<th>Practices for ensuring Sustainability</th>
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<tr>
<td>Sustainability is best achieved through program development that includes a long term focus</td>
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<td>Seeking financial support from multiple sources like; fees for services, volunteers, donations etc to run the project.</td>
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<td>Identifying how a program can improve the existing community structure and making people understand how the current system works and why change may be needed.</td>
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<td>Providing opportunities for training and leadership</td>
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<td>Sustainability is realized with community interest and support.</td>
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18. Suggest ways in which sustainability of corporate social responsibility projects can be improved

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APENDIX II: RESEARCH PERMIT

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/29535/2014

DATE: 17th July, 2017

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR VICKY JERONO MUREI – REG. NO.

I write to introduce Mr. Vicky Jerono Murei who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Management Science.

Mr. Vicky Jerono intends to conduct research for a M.B.A Project Proposal entitled, “Critical Success factors on Sustainability of Corporate Social Responsibility Projects in Cement Manufacturing Companies in Machakos County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
Vicky Jeréno Murei  
Kenyatta University  
P.O Box 43844-00100  
NAIROBI.

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "**Critical success factors on sustainability of corporate social responsibility projects in cement manufacturing companies in Machakos County, Kenya**" I am pleased to inform you that you have been authorized to undertake research in Machakos County for the period ending 14th September, 2018.

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

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

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

Copy to:

The County Commissioner  
Machakos County.

The County Director of Education  
Machakos County.