



ASSESSMENT OF CORPORATE SOCIAL RESPONSIBILITY INITIATIVES ON ORGANIZATION IMAGE OF SAFARICOM LIMITED NAKURU

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ABSTRACT

Corporate social is one of the most important factors influencing an organization's corporate image. Despite findings that a positive corporate image in the eyes of stakeholders can provide a competitive advantage many stakeholders remain skeptical about firms' reasons for engaging in CSR, making it more difficult for researchers and practitioners to understand the specific consequences and effects of engaging in CSR activities. The purpose of the study was an assessment of corporate social responsibility initiatives on organization image of Safaricom Kenya Limited in Nakuru County. The study specifically sought to establish environmental initiatives and philanthropic initiatives on organization image of Safaricom Kenya Limited in Nakuru County. The study adopted stakeholder's theory and legitimacy theories. This study adopted a descriptive research design. The target population were employees in charge of the six major organization funded by Safaricom Foundations in Nakuru County. Specifically the study targeted 48 employees working in organization funded by Safaricom Limited Company. The study also targeted 7 officers in the CSR department at Safaricom Limited in Nakuru County, therefore the study total target population was 55 respondents. Considering the target population was small the researcher used census technique to incorporate all the 55 targeted respondents. Questionnaires were used to collect primary data and consisted of a list of questions relating to the objectives of study. A pilot study was conducted on 6 respondents who were drawn from Sipili School for the deaf in Laikipia. Data collected was quantitative in nature. Quantitative data was analyzed by use of Statistical Package for Social Sciences (SPSS) version 24. Both descriptive and inferential statistics was used in the study. Descriptive statistics involved the use of measures of central tendencies (mean) and measures of dispersion (standard deviation). The findings revealed that environmental initiatives have a significant influence on organization image of Safaricom Kenya Limited in Nakuru County. The study additionally found that philanthropic initiatives have a significant influence on the organization image of Safaricom Kenya Limited in Nakuru County. From the findings the researcher recommended that organizations should realize and invest in corporate social responsibility scheme in order to enhance their relationships with customers by initiating robust corporate strategy particularly in social concerns such as setting reasonable price, improving their services, developing innovation, and implementing privacy policy. The study recommends that further study should be conducted to find out the effect of corporate sustainability on performance of financial institutions.

Keywords: Safety Initiatives, Work Environment, Employee Performance, Workplace Wellbeing and Initiatives

1.0 INTRODUCTION

Corporate social responsibility is the continuous commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large (Holme & Watts 2015). Businesses can use ethical decision making to secure their businesses by making decisions that allow for government agencies to minimize their involvement in the corporation.

Corporate social responsibility activities can be grouped into four main categories: economic, legal, ethical and philanthropic. Such classification assumes abiding by the corporate social responsibility principles, where company's responsibility towards the society is based on normal profit maximization, following the legal rules, and moral responsibility as well as philanthropic activities. Corporate social responsibility as a concept is based on relationship between business world and society, and on behaviour of company's towards its main interest groups such as: employees, buyers, investors, suppliers, local community and special interest groups (Carroll, 2014). Increasingly, many countries and regions have started to mandate or specify certain aspects of corporate social responsibility for corporations operating in their territories. India has a new "2% rule" that mandates corporations to spend 2% of net profits on charitable causes under the supervision of a board-level corporate social responsibility subcommittee. In Kenya, the situation is not different. Companies have engaged in different corporate social responsibility initiatives with the motive of enhancing their performance in terms of increased market share, revenues, and employee performance. More companies have engaged in corporate social responsibility activities especially in the banking industry, retail industry, and communication industry. For instance, Family Bank has been engaged in the different community and environment corporate social responsibility activities. As a responsible corporate citizen, Family Bank prides itself by contributing towards a positive transformation of life in the areas of the environmental, social and economic well-being of the society in which it operates.

According to Fombrun (2016) organization image is the overall impression left in the customers' mind because of accumulated feelings, ideas, attitudes and experiences with the organization. This impression is stored in memory, transformed into a positive or negative meaning and retrieved to reconstruct an image or recalled when the name of the organization is heard or brought to ones' mind. It is a collection of perceptions and beliefs. Image confers clear-cut advantages and privileges on companies. As a result, companies sustain their image by building strong and supportive relationships with all of their constituents. Companies depend heavily on their image to compete for customers, as such contribute to the company's economic performance (Fombrun, 2016). In turn, unfavorable image can mean loss of sales. In turn, unfavorable image can mean loss of sales.

Safaricom Limited have several initiatives, they include economic empowerment, disaster relief, education, art and culture, education, health, environmental conservation, and employment as well as sports and water (Safaricom Annual Report, 2017). Since its founding, the company has invested in Ksh 1.8 billion towards sponsorship of the listed programs and other humanitarian programs. In terms of economic empowerment, the company has partnered with different charitable institutions to support different community-based programs with the objectives of supporting economically the less privileged. The company corporate social responsibility strategy indicated 15 economic empowerment projects as part of the corporate responsibility strategy 2014-2017. Some of the major projects include Northern Rangelands Trust, a community-led initiative aimed at wildlife conservation and community development in Northern Kenya (Safaricom Annual Report, 2017).

1.2 STATEMENT OF THE PROBLEM

The creation of a strong reputation and image has been recognized as an important factor in the success or failure of virtually all major organizations for some time. Corporate social is one of the most important factors influencing an organization's corporate image. Despite findings that a positive corporate image in the eyes of stakeholders can provide a competitive advantage many stakeholders remain skeptical about firms' reasons for engaging in CSR, making it more difficult for researchers and practitioners to understand the specific consequences and effects of engaging in CSR activities. Several scholars have argued that from a stakeholder perspective, CSR can contribute towards supporting worthy causes, but it can also be a marketing practice with the purpose of increasing visibility rather than purely creating social impact.

Safaricom Limited has remained to be a market leader in the telecommunication industry in Kenya, However in the past five years the number of new customers has really decreased compared to other telecommunication companies. One of the tools that the company has used to sustain a good image among its customers is through corporate social responsibility. In the year 2015 the company used 5% of total CSR funding to economic empowerment programs and 11% of total CSR funding to water related programs. In Kenya, there seem to be few studies done on the extent to which corporate social responsibility influences an organization's corporate image. Related investigations of the relationship between CSR initiatives and consumer decisions have suggested that CSR is positively related to service quality, customer loyalty, brand identification, and brand equity (Zicari, 2014). It is evident that previous studies had a different focus, context and objectives from the study that this researcher is proposing to carry out. While these studies focuses on CSR, no known study has been carried out seeking to find out the influence of corporate social responsibility initiatives on organization image at Safaricom Kenya Limited in Nakuru County.

1.3 Objectives of the Study

This study has both general and specific objectives

1.3.1 Purpose of the Study

The purpose of the study was to establish the influence of corporate social responsibility initiatives on organization image of Safaricom Kenya Limited in Nakuru County.

1.3.2 Specific Objectives

To establish the influence of environmental initiatives on organization image of Safaricom Kenya Limited in Nakuru County.

To assess the influence of philanthropic initiatives on organization image of Safaricom Kenya Limited in Nakuru County.

1.4 Research Hypothesis

H01: Environmental initiatives have no significant influence on organization image of Safaricom Kenya Limited in Nakuru County

H02: Philanthropic initiatives have no significant influence on organization image of Safaricom Kenya Limited in Nakuru County.

2.0 LITERATURE REVIEW

2.1 THEORETICAL REVIEW

The study adopted stakeholder's theory legitimacy theory

2.1.1 Stakeholders Theory

Stakeholder’s theory was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind", published in 1983 in San Francisco. The theory was later reprinted in 2010 by Cambridge University Press. The theory argues that the sole responsibility of the organization was its shareholders, providing profits for them. He acknowledged legal and ethical constraints on business activity, emphasizing that the organization should not harm society, but he denied that it should assume. Any wider social responsibility for its maintenance and improvement The theory lists and describes those individuals and groups who were affected by (or affect) the company’s actions the theory is important in providing a link between the types of stakeholders and how the fulfillment of the corporate social responsibility obligations to all the stakeholders results in enhanced organization image specifically the environmental, philanthropic and grant initiatives.

2.1.2 Legitimacy Theory

The legitimacy theory was developed by Deegan in 2002. He states that organizations continually seek to ensure that they are operating within the bounds and norms of their respective societies. Lindblom (1993) defined legitimacy as a condition which exists when an entity’s value system is in harmony with the value system of society.” According to this theory, it is essential to meet the societal norms and expectations to ensure the survival of firm in long-term. The theory suggests that firms engage in corporate sustainability to seek legitimacy and it is of strategic importance to firms (Haniffa & Cooke, 2005). According to legitimacy theory, it is necessary to achieve society’s approval for the company to survive (Campbell, Craven, & Shrivs, 2002). For Lindblom (1994), legitimacy is a status that comes from the harmony between a corporation’s value system and that of society. Corporations that consider sustainability crucial to their success might be interested to show their corporate social responsibility commitment to stakeholders

2.2 Conceptual Framework

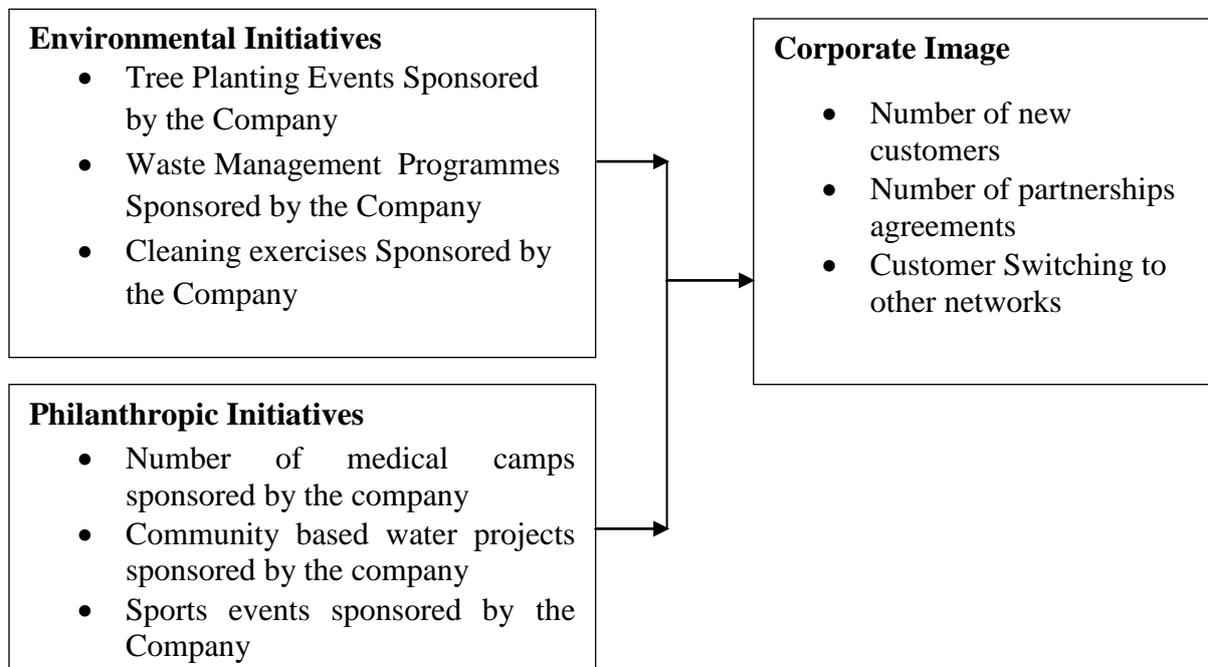


Figure 1: Conceptual Framework

2.3 Empirical Literature

2.3.1 Environmental Initiatives

There has been increased global interest in matters that concern the environment and businesses of all sizes are rapidly discovering that CSR and sustainable business practices can foster overall environmental stewardship. Today, we are seeing increased awareness and active participation by business professionals in the development of CSR policies (Atudo, 2014). Dillon and Back (2014), found that managers who sought to understand their key stakeholders gained considerable insights that were useful when developing environmental protection strategies, and that the firm benefited from placing importance into customer satisfaction while developing environmental CSR plans. This agrees with Abdelmotaal (2016), who argues that consumers' perception of a company was positively influenced by its environmental protection activities and the customers went as far as cultivating a long term attachment to the company, ultimately the customer continued to transact with that company as a result of CSR engagement. Therefore, it is key for managers to ensure that their environmental protection initiatives are sustainable and valuable to the society.

2.3.2 Philanthropic Initiatives

Philanthropic responsibilities are responsibility that goes above and beyond what is simply required or what the company believes is right. They involve making an effort to benefit society for example, by donating services to community organizations, engaging in projects to aid the environment or donating money to charitable causes. Corporate philanthropy can involve donating funds, goods, or services to another organization or cause. For example an organization might donate money to fund the purchase of uniforms for a school sports team, or a health care company might donate to the city opera (Branco & Rodrigues, 2008). Rasoulzadeh (2013) in their discussion of philanthropic CSR and referred to the relationship that exists between business and the society where the society includes different stakeholders such as customers, local communities; governments and NGOs in the environment and shareholders. A business's philanthropic activity does not occur without oversight (Branco& Rodrigues, 2008). Since the early 2000's, corporations have sought to hold charities accountable for how they use donations. As a result, many nonprofit groups have adopted business practices for measuring their own performance. In this way, these beneficiaries of philanthropy demonstrate both a responsible use of the funds they have received and evidence of their performance relative to their mission (Kitchen, 2010). Companies engaging in philanthropic corporate social responsibility can then use those results to measure the impact of their own efforts to support social causes (Branco& Rodrigues, 2008).

2.4 Summary of Reviewed Literature

In the chapter, all the literature sources by looking deeply at all the available literature on corporate social responsibility and its effect on organization image, in terms of environmental and philanthropic initiatives. In addition, it analysed how an organization can align the corporate social responsibility with the strategic goals of an organization to realize positive effects. The chapter utilized the theoretical literature; empirical literature and the general literature available to address the issues put forward.

2.5 Research Gaps

In a study by Gathung and Ratemo (2013) on the impact of corporate social responsibility on the strategic intent at Standard Chartered Bank Kenya Limited. They sought to establish the nature of corporate social responsibility programmes that SCB engages in and evaluate their influence on the strategic intent. The findings revealed that corporate social responsibility practice at SCB is aligned with the strategic intent and that generally the corporate social responsibility programmes met the expectations of employees, investors and local

communities. However, there was no certainty that the expectations of customers were met due to the fact that customers also doubled up as employees and local community members. However the study was conducted in the banking sector which is different from the telecommunication sector.

In a study by Mohamed & Sawandi (2015) on corporate social responsibility (CSR) activities in mobile telecommunication industry in Malaysia. They specifically sought to determine the motives and the most influencing factors in their concentration of involvement in corporate social responsibility. The findings revealed that some of the common corporate social responsibility activities in mobile telecommunication include welfare or charity, community involvement, products or services improvement and natural disasters awareness programs. However the study was conducted in a different country therefore the findings cannot be applicable in the Kenyan context.

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive research design. Descriptive design is a systematic empirical inquiry in which the researcher does not have direct control of independent variables because their manifestations have already occurred or because they are inherently and cannot be manipulated. Descriptive research design was effective for this study as it was used to solicit the desired information through an adoption of a questionnaire.

3.1 Target Population

The target population was employees in the six major organization funded by Safaricom Foundations in Nakuru County. Specifically the study targeted 48 employees working in organisation funded by Safaricom Limited Company. The study w also targeted 7 officers in the corporate social responsibilities department at Safaricom Limited in Nakuru County, therefore the study total target population was 55 respondents. Since the target population of the study was small the study adopted census technique to incorporate all the targeted respondents in the study.

Table 1: Employees working in organisation funded by Safaricom Limited Company

| Projects | Employees |
|---|------------------|
| Bethesda Children's Home | 9 |
| Juhudi Children Club | 10 |
| Amazing Grace Children's Home Nakuru | 11 |
| Eburu Forest-Lake Naivasha Wildlife Corridor Initiative | 12 |
| P.C.E.A Elburgon Primary School Library | 3 |
| Subuku Mixed Secondary School | 3 |
| Total | 48 |

Source: Safaricom Limited Annual CSR (2018)

Table 1: Employees in the CSR department at Safaricom Limited Nakuru

| Employees in the corporate social responsibility department | Employees |
|--|------------------|
| Head of Department | 1 |
| Assistant Head of Department | 2 |
| Senior Directors of Programmes | 2 |
| Directors of Programmes | 2 |
| Total | 7 |

Source: Safaricom Limited Human Resource Record (2018)

3.2 Data Collection Instruments and Procedure

The questionnaires were used to collect the primary data desirable for the study. The questionnaires are defined as any written instruments that present respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers (Jankowicz, 2005). Questionnaire were used since it helps the respondents to provide correct data and assisting in minimizing costs as the sample size was not too large to allow more costs. The questionnaire contained structured questions which are the questions that the researcher has given the respondents the choices of the answers that the respondents can answer.

3.3 Data Analysis and Presentation

Data collected was quantitative in nature. Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 24. Both descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic was used to determine the relationship between variables. The following multivariate regression model was used;

4.0 FINDINGS AND DISCUSSIONS

4.1 Response Rate

The study targeted a sample size of 55 respondents out of which 50 filled and returned the questionnaires giving a response rate of 90.9%. Questionnaires were not obtained from the respondents, a 9.1% response failure. With a 90.9% response rate, the study had a considerable sample size adequate for the research. According to Barbie (2014), a high response rate is advantageous since it greatly reduces non-response bias as compared to a low response rate.

4.2 Descriptive Findings and Discussions

4.3.1 Influence of environmental initiatives on organization image

Table 3:Influence of environmental initiatives on organization image

| Environmental Initiatives | N | Min | Max | Mean | S.D |
|--|----|-----|-----|------|------|
| Waste management programmes present an opportunity to create shared value and a meaningful benefit for the society | 50 | 1 | 5 | 4.41 | 0.84 |
| Through environmental initiatives such as tree planting the company proves its responsibility towards the protection of the environment. | 50 | 1 | 5 | 4.18 | 0.87 |
| Waste management programmes allows the organization to access potential market that it would otherwise not reached | 50 | 1 | 5 | 4.31 | 0.73 |
| Environmental initiatives such as cleaning exerciseestablish the company's public presence. | 50 | 1 | 5 | 4.27 | 0.77 |

The first statement sought to establish whether waste management programmes present an opportunity to create shared value and a meaningful benefit for the society. The findings in

Table 3 revealed that majority of the participants were strongly in agreement with a mean of 4.41 and standard deviation of 0.84.

On whether through environmental initiatives such as tree planting the company proves its responsibility towards the protection of the environment, majority of the respondents strongly agreed with a mean score of 4.18 and standard deviation of 0.87. Furthermore, the study sought to establish whether waste management programmes allows the organization to access potential market that it would otherwise not reached. The findings revealed that majority of the respondents were in agreement with a mean of 4.31 and standard deviation of 0.73. In addition, the study sought to find out whether environmental initiatives such as cleaning exercise establish the company's public presence. Majority of the participants were in agreement in their responses with a mean of 4.27 and standard deviation of 0.77. The study agrees with Soni (2009) who underlines that CSR results to better image, expansion of the client base and penetration of new markets.

4.3.2 Philanthropic initiatives on organization image

Table 4: Influence of philanthropic initiatives on organization image

| Statements on philanthropic initiatives | N | Min | Max | Mean | Std. Deviation |
|---|----|-----|-----|------|----------------|
| Through medical camps the organization create a good rapport with the existing and potential customers | 50 | 1 | 5 | 4.00 | 0.99 |
| Community based water projects builds a sense of community ownership to the company goals and objectives | 50 | 1 | 5 | 4.08 | 0.95 |
| Sporting events influences customers purchase intentions. | 50 | 1 | 5 | 4.01 | 0.93 |
| Youth empowerment programs enhance organization image among a various stakeholders involved in youth related issues | 50 | 1 | 5 | 4.04 | 0.73 |

The first statement required respondents to respond to whether through medical camps the organization create a good rapport with the existing and potential customers. The findings revealed that majority of the respondents were in agreement (mean=4.00, SD=0.99). On whether community based water projects builds a sense of community ownership to the company goals and objectives, majority of the respondents were in agreement (mean=4.08, SD=0.95). Further, the study sought to establish whether sporting events influences customers purchase intentions, majority of the respondents were impartial in their responses to the statement (mean=4.01, SD=0.93). Further on whether youth empowerment programs enhance organization image among a various stakeholders involved in youth related issues, majority were strongly in agreement (mean=4.04, SD=0.73). Drumwright, and Bridgette (2004) note that CSR initiatives create benefits for companies by increasing consumers' identification with the corporation and support for the company

4.3.3 Organization image of Safaricom Kenya

Table 5: : Organization image of Safaricom Kenya

| Statements on Organization image | N | Min | Max | Mean | Std. Deviation |
|--|----|-----|-----|------|----------------|
| Corporate social responsibility enhances customers prevalence to the company's products and services | 50 | 1 | 5 | 4.31 | 0.80 |
| Corporate social responsibility has helped the company to get to new partnership | 50 | 1 | 5 | 4.01 | 0.99 |
| Through corporate social responsibility initiatives the company have recorded an increase in the number of customers | 50 | 1 | 5 | 4.38 | 0.74 |

The study asked the respondents whether corporate social responsibility enhances customers prevalence to the company's products and services. The findings revealed that majority were in agreement (mean=4.31, SD=0.80). The respondents also agreed that corporate social responsibility has helped the company to get to new partnership (mean=4.01, SD=0.99). The study also sought to find out whether through corporate social responsibility initiatives the company have recorded an increase in the number of customers and majority of the respondents were in agreement (mean=4.38, SD=0.74).

4.4 Inferential Statistics

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study

4.4.1 Correlation between environmental initiatives and organization

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

Table 6: Correlation between environmental initiatives and organization image

| | Environmental Initiatives |
|--------------------|----------------------------|
| Organization image | Pearson Correlation .741** |
| | Sig. (2-tailed) .000 |
| | N 50 |

** . Correlation is significant at the 0.05 level (2-tailed).

The study conducted a correlation analysis between environmental initiatives and organization image. From the results in Table 4.15, the study established that there exists a strong positive and significant relationship ($r = .741$, $P=0.000$) between environmental initiatives and organization image. Given that the level of significance is less than 0.05, the study rejects the null hypothesis (H_{01}) and concludes that environmental initiatives have a significant influence on organization image of Safaricom Kenya Limited in Nakuru County. Therefore the findings imply that involvement in environmental initiatives by Safaricom Kenya Limited in Nakuru County plays a big role in organization image.

4.4.2 Correlation between philanthropic initiatives and Organization image

Table 7: Correlation between environmental initiatives and organization image

| | | Environmental Initiatives |
|--------------------|---------------------|---------------------------|
| Organization image | Pearson Correlation | .741** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |

** . Correlation is significant at the 0.05 level (2-tailed).

The study conducted a correlation analysis between environmental initiatives and organization image. From the results in Table 4.15, the study established that there exists a strong positive and significant relationship ($r = .741$, $P=0.000$) between environmental initiatives and organization image. Given that the level of significance is less than 0.05, the study rejects the null hypothesis (H_{01}) and concludes that environmental initiatives have a significant influence on organization image of Safaricom Kenya Limited in Nakuru County. Therefore the findings imply that involvement in environmental initiatives by Safaricom Kenya Limited in Nakuru County plays a big role in organization image.

4.5 Regression Analysis

Table 8: Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 1.216 | .875 | | 1.390 | .071 |
| | Environmental Initiatives | .622 | .186 | .491 | 3.342 | .002 |
| | Philanthropic Initiatives | .642 | .176 | .573 | 3.439 | .001 |

Dependent Variable: Organization image

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Whereby Y represents organization image of Safaricom Kenya Limited, X_1 represents Environmental initiatives and X_2 represents Philanthropic initiatives β_0 represents Constant which defines the value of organization image without the inclusion of predictor variables. From the results in Table 8, the given equation was answered by the values of Unstandardized Coefficients (B) and all of them were statistically significant since their p values (Sig. <0.05) were less than 0.05. The results indicate that all the predictor variables in the study have a positive relationship with organization image. Thus,

$$Y = 1.216 + 0.622X_1 + 0.642X_2$$

The value of organization image without the influence of the predictor variables is 1.216. This explains that, at any given time, organization image will be 1.216 holding other factors

constant at 0. The results also illustrate that, a unit change in environmental initiatives would result to 0.622 times change in organization image, a unit increase in environmental initiatives would result to 0.642 times increase in organization image

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSIONS

The study concludes that environmental initiatives allow the corporation to access potential market that it would otherwise not reached. Similarly, the study concludes that environmental initiatives such as cleaning exercise establish a public presence. The study further concludes that through environmental initiatives such as tree planting the company proves its responsibility towards the protection of the environment.

Moreover, the study concludes that philanthropic initiatives influence customers purchase intentions. The study further concludes that philanthropic initiatives enhance organization image among a various stakeholders. Similarly, the study concludes that a philanthropic initiative builds a sense of community ownership to the company goals and objectives.

5.2 RECOMMENDATIONS

5.4 Recommendations

From the findings the researcher recommended that it is important for firms to donate to charities to the society, be actively involved in a project(s) with the local community, act as a good citizen in all matters beyond law and ethical rules, return a portion of revenues to the community and firm staff members to be involved in charity volunteer work on behalf of the firm. As illustrated in this study, all the other three CSR initiatives affect firm performance.

Customer perception about the firm quality products and services, reasonable price, innovation or technologies, employee health and safety, laws and regulations and firms' fundamental ethical principles (e.g., honesty in product labeling) will have an impact on customer satisfaction which in turn leads to firm performance. Organizations, therefore, should realize and invest in corporate social responsibility scheme in order to enhance their relationships with customers by initiating robust corporate strategy particularly in social concerns such as setting reasonable price, improving their services, developing innovation, and implementing privacy policy.

5.3 Suggestions for Further Research

The study recommends that further study should be conducted to find out the effect of corporate sustainability on performance of financial institutions. The researcher suggested that further studies should be conducted corporate social responsibility reporting on organization performance.

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