Factors Affecting Performance of Corporate Social Responsibility of Equity Group Foundation Kenya Ltd

Kemunto Egra Arisi [*], Dr. Fred Mugambi [**]

[*] Jomo Kenyatta University of Agriculture and Technology, Mombasa Campus P.O Box 81310 Mombasa Kenya
[**] Jomo Kenyatta University of Agriculture and Technology, Mombasa Campus P.O Box 81310 Mombasa Kenya

Abstract- The research evaluates factors affecting the performance of corporate social responsibility projects by Equity group foundation in order to assist the foundation to overcome performance problems and to improve performance of their corporate social responsibility projects in order to improve the image of the foundation hence increasing its financial performance. The purpose of this study was to establish the factors affecting performance of corporate social responsibility projects in Equity group foundation. The study focused on corporate social responsibility projects undertaken by the Equity Group. The study sought to achieve one objective: to identify the factors affecting the performance of corporate social responsibility projects It has been inspired by the fact that expenditure on corporate social responsibility projects by Equity group foundation has moved up the budget list as a priority vote despite the widespread outcry as regards poor performance of projects. The study will adopted descriptive analysis. Since the study was intended to test rather than generate theory, it adopted a quantitative approach. It will involve descriptive and analytical research designs. It involved drawing up questionnaires relating to CSR projects performance with a target population from these projects. The study will target various projects of corporate social responsibility be undertaken by Equity group foundation within the republic of Kenya. Questionnaires were then distributed and collected the sampled population respondents. From there the gathered data was be analyzed using SSPS version 21.0 to identify those factors that affects the performance of CSR projects by Equity Group Foundation. The results were presented in form of graphs and tables.

The study targeted (88) respondents of social corporate responsibility projects that were undertaken by commercial banks in Uganda. Simple random sampling was used. Findings showed that there were significant positive relationships between Project Communication, individual commitment, Social networks and Perceived Project Performance. It was concluded that effective Project Communication, Social Networks and individual Commitment are pre-requisites for better performance of corporate social responsibility projects in Equity Group Foundation and that Social networks is a better predictor of performance than Project Communication and individual Commitment. It was recommended that for Equity Foundation Group and other commercial Banks to improve performance of corporate social responsibility projects, commitment of individual stakeholders and social net works need to be enhanced through designing communications tailored to the preferences of their varied stakeholders.

Index Terms- corporate social responsibility, project performance, project expenditure

I. Introduction

Today's business executives are faced with complex strategic resource allocation decisions which are not only based on their financial outcomes, but also have to measure up to a set of societal and emerging stakeholder expectations. Environmental and social concerns are becoming increasingly important influences on corporate strategy (Ebrahimi, 2011). Corporate Social Responsibility (CSR) is defined as the commitment of business to contribute to sustainable economic development, working with employees, their families and the local communities (WBCSD, 2001).

An organization that builds a strong and successful brand will create stronger earnings, and will be more stable in its marketplace performance. Brand performance is defined as the relative measurement of the brand's success in the market place (O'Cass & Weerawardena, 2010). In today's world, running a business is no longer just considering how to make profits, but also includes bearing certain responsibilities in the society. Such issues further extend the companies' view from a business level to a community or society level. This also reflects a fact that consumers' values are changing in the society, companies have to adapt to the changing value of consumers and seek for long term relationship with consumers so as to survive and grow (Yuen et al., 2007). The performance of business organizations is affected by their strategies and operations in market and non - market environments. One construct that might capture a major element of these non market strategies is corporate social responsibility.

Corporate social responsibility (CSR) has become one of the most pressing issues for corporations worldwide. Many consumers and businesses in the U.S. and Europe as well as in Australia are reluctant to purchase goods from manufacturers or retailers who are associated with "sweat-shop" type or other socially irresponsible practices. A socially responsible corporate reputation is, therefore, becoming an important aspect of corporate branding that allows firms to differentiate their marketing mix and obtain a better position in both the business-to-business and the business-to-consumer markets. One of the main reasons to apply CSR is to increase the brand equity of the venture (Van Eard, 2007).

Background of Corporate Social Responsibility (CSR)

Since the concept of Corporate Social Responsibility (CSR) was initiated in 1924 by Sheldon, it has been a worldwide subject of intense controversy and interest for business, society, government, and academia alike. The proverb "business is business" has been criticized and definitions of a more humane and ethical, more responsible and transparent, and more sustainable way of conducting business have emerged (Lindfelt and Törnroos,2006; Marrewijk, 2003). This field has grown significantly, incorporating a great proliferation of theories, approaches and terminologies, such as social issues management, sustainable development, sustainable entrepreneurship, business ethics, eco-justice, stakeholder management, and CSR, etc. (Garriga and Melé, 2004). In management literature, the definitions of such issues are too diverse to form a universally accepted definition of CSR. However, there is an agreed consensus on the principles that CSR is about doing business sustainably and ethically, as well as treating or addressing stakeholder concerns responsibly (Hopkins, 2004; Panapanaan et al., 2003). Although CSR is a concept defined in the West in the 1920s, its principles have long been parts of enlightened business practice world-wide. In China, the responsible business concept can be traced back more than 2500 years ago to the "Confucian entrepreneurs" who pursued profits with integrity and commitment to the community's prosperity (Huang, 2008; Lee, 1996). In the West, there have been debates about the ethical and social responsibilities of business since the Industrial Revolution (1800s). The particular concerns were industrial betterment and the welfare movement, especially about how to make employees more productive (Carroll, 2008; Cacioppe et al., 2008).

According to Cacioppe et al. (2008), the history of CSR up to the 1950s was the "philanthropic" era, during which donation was the major approach. The "philosophical" era was developed after the 1950s (Cacioppe et al., 2008), when there was more recognition and adherence of the behavioural and philosophical fundamentals relating primarily to the principles of CSR (Geva, 2008).

Philanthropy appeared in the late 1800s, often interpreted as a result of wealthy individuals retiring from the corporate arena and setting up foundations and trusts to help social causes (Windsor, 2001) such as the YMCA (Young Men's Christian Association) and the "community chest movement" (Carroll, 2008). The beginning of the 1900s is described as the phase of "profit maximizing management" when people believed that the individual's drive for maximum profits and the regulation of the competitive marketplace would create the greatest public wealth and good (Panwar et al., 2006). The "trusteeship management" phase started in the 1920s and 1930s, reflecting a shift from a mere profit motive, incorporating the maintenance of an equitable balance among other competing claims such as those from customers, employees, and the community (Panwar et al., 2006). The phase of "quality of life management", started in the 1950s, reflecting the emerging issue of the quality of life in society (Hay and Gray, 1974).

The philosophical approach to CSR has been developed in the second half of the 20th century based on notion of philanthropy. According to Murphy (1978), the period 1953-67 was defined as the "awareness" stage, in which companies paid more attention to their overall responsibility and involvement in community affairs (Murphy, 1978). This was followed by the "issue" era (1968-73) in which companies began focusing on specific issues such as pollution control, recruitment/development of minorities, and support for education (Murphy, 1978; Elibirt and Parket, 1973). The "responsiveness" period started in 1974 when companies began taking serious management and organizational actions to address CSR issues, e.g., stakeholder management, business ethics examination, corporate social performance (CSP) assessment and disclosure (Murphy, 1978; Caroll, 2008). Since the 1990s, the CSR movement has become a global phenomenon and experienced remarkable growth, expanding from Europe and North America to the rest of the world with the process of globalization. For example, the CSR movement in China started in the mid-1990s (Myllyvainio and Virkkala, 2006; Zhou, 2006), brought into the Chinese market by multinationals during the 'anti-sweatshop campaign' which opposed the unacceptable conditions in the supply chain in developing countries (Pun, 2003). In recent decades, CSR has attracted increasing attention due to notorious corporate scandals involving Enron, Worldcom, Arthur Andersen, Tyco International, and Adelphia (Berrone et al., 2007). With the current globalization and the complexity of today's business environment, the issue of CSR is more complicated and important than ever.

Corporate Social Responsibility (CSR) concept emphasizes community participation by business enterprises. It proposes that a private firm has responsibilities to society that extend beyond making a profit. It is the obligation of the firm's decision makers to make decisions and act in ways that recognize the relationship between the business and society. It is therefore important for a business to continue in its commitment to behave ethically and contribute to economic development while improving the quality of life of the work force and the surrounding community at large. This can be achieved through the various CSR activities that the business chooses to engage in for the benefit of its stakeholders (such as employees, suppliers, shareholders, government, community/society and customers). Bowen (1953) defines social responsibility of businessmen as to the obligation of businessmen to pursue those policies, to make decision or to follow those lines of action which are desirable to society.

Finance theory differs on who the firm should be responsible to in the course of its business. According to stakeholder theory, firms possess both explicit and implicit contracts with various constituents, and are responsible for honoring all contracts (Freeman, 1984). As a result of honoring these contracts, a company develops a reputation that helps determine the terms of trade it can negotiate with various stakeholders. While explicit contracts legally define the relationship between a firm and its stakeholders, implicit contracts have no legal standing and are referred to in the economic literature as self-enforcing relational contracts. Since implicit contracts can be breached at any time, Telser (1980) argues that they become self-enforcing when the present value of a firm's gains from maintaining its reputation (and, therefore, future terms of trade) is greater than the loss if the firm reneges on its implied contracts. This theory, therefore predicts a positive relationship between CSR and corporate financial performance (CFP). However, stakeholder theory has acquired opponents from various areas including classical economics, industrial relations and management. Sternberg (1997) for example, argues that the principles of stakeholder theory undermine the property rights of the owners of the company, compromise the mechanism of the free market, destabilize the operations of governments and thus subvert the very nature of capitalism. According to the social contracts theory, businesses must not just act in a responsible manner because it is in their commercial interest, but because it is how society expects the business to behave. Society is a series of social contracts between members of society and society itself (Gray *et al*, 1996). Managers are therefore expected to take decisions in an ethical manner. Donaldson and Dunfee (1999) developed an integrated social contracts theory as a way for managers to use their discretion to make decisions but to ensure their decisions do not have negative effects on others. Businesses are expected therefore, to provide some support to the community under given circumstances. Since the contract is not written, businesses only get to feel its consequences when they fail to do what is expected. Several studies have been carried out on the relationship between CSR and CFP resulting in different conclusions. Klassen and McLaughlin (1996) studied 14 manufacturing sector firms to conclude that environmental management can play a positive role in improving corporate financial performance. In exploring the linkages between environmental performance and financial performance with respect to the market value, Konar and Cohen (2001) argued that a firm with a better environmental performance has a significant positive impact on its market value.

Concept of Corporate Social Responsibility

Corporate social responsibility (CSR) has been debated since the 1950s. The present-day CSR (also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity) covers the relationship between the corporations and the society within which they interact (Werther & Chandler, 2010). It is a concept whereby business organizations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment. This obligation shows that the organizations have to comply with legislation and voluntarily take initiatives to improve the well-being of their internal stakeholders as well as for the local community and society at large.

Carol (2003) defines corporate social responsibility, corporate responsibility, corporate citizenship, responsible business, sustainable responsible business or corporate social performance as a sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express this citizenship through their waste and pollution reduction processes, by contributing educational and social programs, and by earning adequate returns on the employed resources. The triple bottom line approach to CSR emphasizes a company's commitment to operating in an economically, socially and environmentally sustainable manner. The emerging concept of CSR advocates moving away from a 'shareholder alone' focus to a 'multi-stakeholder' focus. This would include investors, employees, business partners, customers, regulators, supply chain, local communities, the environment and society at large.

Banking Industry in Kenya

Banking business is the accepting from members of the public of money on deposit repayable on demand or at the expiry of a fixed period or after notice and the accepting from members of the public of money on current account and payment on and acceptance of cheques; and the employing of money held on deposit or on current account, or any part of the money, by lending, investment or in any other manner for the account and at the risk of the person so employing the money (Banking Act of Kenya Cap 488) Over the last few years, the Banking sector in Kenya has continued to grow in assets, deposits, profitability and products offering. According to the Price Water House (PWC) Survey of 2008 the growth has been mainly underpinned by an industry wide branch network expansion strategy both in Kenya and in the East African community region and automation of a large number of services and a move towards emphasis on the complex customer needs rather than traditional 'off-the-shelf' banking products.

The Central Bank of Kenya currently recognizes a total of 46 commercial banks in Kenya. The Banking industry in Kenya is governed by the Companies Act, the Banking Act, the Central Bank of Kenya Act and the various prudential guidelines issued by the Central Bank of Kenya (CBK). The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banking sector's interests and a forum to address issues affecting members.

With increased competition in the industry banks are also embracing technology in their service delivery. To this regard, most banks have installed ATM (Automatic Teller Machines) in order to increase their network coverage. Quite a good number of banks too have also introduced Agency Banking, where they have recruited agents to offer flexible banking services on their behalf in both the rural and urban centres; and especially in areas where the banks do not have branches.

Equity Group Foundation

Equity Bank was founded as Equity Building Society (EBS) in October 1984 and was originally a provider of mortgage financing for the majority of customers who fell into the low income population. The society's logo, a modest house with a brown roof, resonates with its target market and their determination to make small but steady gains toward a better life, seeking security and advancement of their dreams. The vast majority of Africans have historically been excluded from access to financial resources.

Equity Bank's business model and its visionary leadership have continued to earn local, regional and global accolades and recognitions. The model is also studied in some of the leading business schools in the world, as other developing countries in Africa and Asia seek to learn from Equity's low margin, high-volume model. Equity Bank in 2010 established the Equity-Group Foundation. This innovation and creative vehicle has fully transformed the concept of philanthropy and corporate social responsibility. While Equity Group Foundation champions the socio-economic transformation of the people of Africa and seeks partnerships along six cluster thematic areas, Equity Bank provides the infrastructure of delivery hence reducing the operational costs for the Foundation and increasing the rate of return on any social investment.

EGF acts as the institutional home for the Equity Bank Group's social initiatives and interventions. Since its inception, EGF has significantly enhanced the coordination of CSR interventions for Equity Bank Group. EGF's aim is to catalyze the socio-economic prosperity of the people of Africa by giving opportunity to the millions at the bottom of the pyramid to be incorporated into the modern economy. Having demonstrated scalability, impact and high return on investment, EGF started forging partnerships with development organizations who wish to give back to society without duplicating effort and/or investing in infrastructure. This innovative and creative vehicle has fundamentally transformed the concept of philanthropy and corporate social responsibility. While EGF champions the social economic transformation of the people of Africa and seeks partnerships along seven cluster thematic areas, (Education, Financial Literacy, Environment, Agriculture, Innovation, Health and Financial Inclusion), Equity Bank provides the infrastructure of delivery hence reducing the operational costs for EGF and increasing the rate of return on any social investment

Statement of the Problem

It's globally accepted that brand is one of the most valuable assets of any business (Bharadwaj et al. 1993). It is no longer acceptable for a corporation to experience economic prosperity in isolation from those agents impacted by its actions, or failure in its brands management. To promote and achieve profits, a firm must focus its attention on both increasing its bottom line and being a good corporate citizen. Keeping abreast of global trends and remaining committed to financial obligations to deliver both private and public benefits have forced organizations to reshape their frameworks, rules, and business models. To understand and enhance current efforts, the most socially responsible organizations continue to revise their short- and long-term agendas, to stay ahead of rapidly changing challenges.

There is also a growing consensus that corporate social responsibility (CSR) has crossed the line from being a business jargon to becoming a critical business function. The importance of CSR in marketing has been demonstrated both in academic circles and in managerial practice by the growing importance and publicity given to it (Baldauf, Cravens and Binder, 2003).

Recent studies have been done on corporate social responsibility. For example, Muchemi (2010) conducted a study on the attitudes and perceptions of the employees of National Bank of Kenya and reported the employees were apathetic towards participating in CSR activities. Situma (2012) did a study to assess the internal publics' participation in corporate social responsibility activities in the case of selected banks in Kenya. Otieno (2009) carried out a study of the practice of corporate social responsibility by commercial banks in Kenya and found that functional groups like the Marketing Department or the Public Relations departments initiates the banks CSR activities. Gachanja (2011) too conducted a research to examine the impact of corporate social responsibility activities among the urban poor.

Commercial banks have become more involved Corporate Social Responsibility (CSR) Projects both financially and otherwise because superior firm performance is linked with the success of Corporate Social Responsibility (CSR) Projects (Devinney 2009; Hopkins, 2007; Scott, 2007). On average, however, over 70% of Citizenship projects fall short of the expected quality, fail to boost bank awareness, are cost overrun, and are completed behind schedule (Baker, 2007; Hong, Nahm & Doll, 2004; Lester, 2007).

Therefore, this research will evaluate the factors affecting the performance of CSR projects by Equity bank Kenya ltd in order to assist the bank to overcome performance problem and to improve performance of their CSR projects which will go along way of improving the banks performance in the market.

Research Objectives

General objective

The aim of this research is to asses factors affecting the performance of corporate social responsibility projects by Equity Group Foundation.

Specific Objectives

a) To investigate the effect of communication on project performance at Equity Group Foundation.

b) To establish the effect of individual commitment on project performance at Equity Group Foundation.

c) To find out the effect of social networks on project performance at Equity Group Foundation.

II. RELATED LITERATURE

Theoretical Framework of the Study

Social Network Theory:

Social network theory explains the relationships between individuals, groups, organizations, or societies to analyze social structures determined by such interactions. According to Downes (2005) and Scott (2000), social network theory explains social relationships in terms of nodes and ties; nodes are the individual actors within the networks and ties are the relationships between the actors There can be many kinds of ties between the nodes however in its most simple form; a social network is a map of allof the relevant ties between the nodes being studied (Fowler, Dawes & Christakis, 2009). The network can alsobe used to determine the social capital of individual actors (Ntayi, Rooks, Eyaa & Qian, 2010).

Social networks can be examined at micro level, meso level and macro levels. For example a dyad is a social relationship between two individuals at the micro level. When one individual is added to a dyad, a triad is formed. Analyses at this level may concentrate on factors such as balance and transitivity, as well as social equality and tendencies toward reciprocity. This simply implies that the smallest unit of analysis in a social network is an individual in their social setting. In addition, at a Meso-level, network theories study population size that falls between the micro-levels and macro-levels. Examples are formal organizations that are social groups that distribute tasks for collective goals. The focus here is on either intra-organizational or inter-organizational ties in terms of formal or informal relationships. While Macro-level analyses generally trace the outcomes of interactions, such as economic or other resource transfer interactions over a large population. Examples are complex networks which involves substantial non-trivial features of network topology, with patterns complex connections between elements that are neither purely regular nor purely random.

Social Economic Model

This study presents two models; the social economic and the stakeholder model. Socio-economic model is a classical CSR model which according to Zu (2008) has got two distinctive arguments. The first argument maintains that social responsibility of a business is a single dimensional activity in which businesses have the only responsibility being to supply goods and services to the society at a profit (Friedman, 1989; 1970; Chamberlain, 1973; Bhide & Stevenson, 1990; Gaski, 1985, Zu, 2008). Zu explains that this model has a narrow focus of the role of business to the modern society. Zu further argues that the classical CSR model focuses on the cost of the company's social involvement and sees profit as the only way to measure the efficiency of business operations. This argument according to Carroll (1979) cited in Zu ignores the reality that businesses is part of the bigger society and therefore has the obligation to expand its activity boundaries beyond profit maximization in its short term operations.

Moser (1986) and Carroll (1979) explain that socio-economic models therefore argues that in order to understand the complexity of the social responsibility in the modern business a second dimension of the contemporary views in social responsibility is needed. This is explained by the managers' view of the company and decision making based on their assessment of the role of the company and whether their decision will result in profits. For organizations that practise CSR, the economic benefit outweighs the social interests of the beneficiary communities. So it can be argued that such a model might not appeal to the employees in participating in the CSR activity. In this study the researcher will be exploring the attitude of employees who work with banks that use the socio-economic model.

Stakeholders Model

Corporate Social Responsibility (CSR) management model according to Mallin (2009) suggests that companies have an influence on the various stakeholders such as customers, internal publics, local communities, government and interest groups. According to Zu (2008) Stakeholder model was developed due to the realization of the lack of practicality in the socio-economic models by management scholars. This model postulates that companies should consider the interest of the different stakeholders in their operations, production and decisions. Mallin (2009) explains that as much as stakeholders are recipients of the companies CSR, they also exert some influence on the company's CSR behavior. Acquila and Jackson (2003) cited in Mallin view the creation and transformation of institutions as a result of the mutual interaction of the agency of actors influencing institutions. Mallin explains that consideration of the stakeholders who are related to CSR activity as actors may lead to a conclusion that CSR is a result of the interaction of the different actors. Zu (2008) explains that this model solved the problem of measurement and testing by defining the actors and their positions and functions in relation to one another.

The stakeholder model unlike the socio-economic model focuses primarily on the interests and concerns of the organization's stakeholders over economic interests. From the stakeholder model perspective, the focus becomes how to please and build mutually beneficial relationship with the beneficiary community. Based on this assumption, it can be argued that the underlying philosophy for CSR activities under the stakeholder model can produce positive attitude among employees thereby increasing their participation levels. In this study, the researcher will be examining the influence of the stakeholder model CSR activities on employees in the banking sector in Kenya Mallin (2009).

The Triple-Bottom-line Model

The Triple- bottom line model according to Mullerat and Brennan (2005) refers to the incorporation of financial, economic and environmental into the company's commitment to growth and sustainable profitability. According to Bernejee (2007) the proponents of the triple bottom line approach claim that by using the three parameters, it is possible to map the environmental and social domains of sustainability and ultimately assess the performance of companies in a triple bottom line. According to Bernejee (2007) the interaction of the environment, society and the economic aspects are three shear zones that produce a variety of opportunities and challenges to business. Hence this approach gives a broader view and evaluation of the company performance. In this study, the researcher will explore how the three independent factors can effectively be integrated to motivate employees in their participation of CSR activities.

The business case model to CSR according to Mohr (2010) is primarily driven by the ability of CSR initiatives to create positive business results. The CSR investments are therefore aimed at serving shareholders. This is because of their economic outcome (Mohr, 2010). Mohr et al. point out that companies following this approach may be responding to external drivers, such as threats to regulation, negative publicity and becoming the target of activists among other negative events. Mohr et al. explain that to such companies, CSR is viewed to be only relevant when it translates to competitive advantage in unambiguous way.

Empirical Literature

Werther and Chandler (2010) give the account of CSR in history to originate from the ancient times. Werther and Chandler explain that Ancient Chinese, Egyptian, and Sumerian writings often gave guidelines to promote trade and the protection of the interests of the wider public. Asongu (2007) records the history of CSR to have evidence in 1700BC in Mesopotamia. Asongu explains that under the leadership of King Hammurabi, a code requiring builders, innkeepers, and farmers to be put to death if their negligence led to the death of others or caused major inconvenience to other residents.

Gupta (2009) explains that organizations are members of a society and they take resources for use from the society. Based on this, corporations have moral responsibility to return a value for the resources extracted. Gupta argues that the society have the powers to decide and determine the value to be returned by the corporations. Siltaoja (2009) explains that the works of Carroll (1999) give a description of CSR to include economic, legal, ethical and philanthropic responsibilities imposed on companies. Siltaoja (2009) gave four categories of responsibilities of corporate citizens namely: economic, legal, ethical and discretionary responsibilities. Siltaoja (2009) explains that economic responsibility requires organizations to be profitable to meet the customers' needs, while legal responsibility is the requirement to work within the legal framework of the business and observe the rules and regulations within the jurisdictions of the business. On the contrary, ethical responsibility refers to following the moral standards in carrying out business while discretionary responsibility refers to the companies' voluntary actions to benefit the society in which they operate in by improving the quality of life of the citizens Siltaoja (2009).

Individual commitment is the willingness by an individual to devote energy and loyalty to a project as expressed in three forms; - affective, continuance and normative (Meyer & Allen, 1997). The net sum of a person's commitment to a project reflects each of these separable psychological states (Meyer & Allen, 1997). Affective commitment is an individual's emotional attachment with (i.e. identification with and involvement in) the project. Continuance commitment refers to the individual's recognition of the benefits of continued association with the project compared to the perceived cost of leaving the project. Normative commitment refers to the employee's feeling of obligation to stay in the project. All three forms of commitment affect the individuals' willingness to remain with a project and their work related behavior. Consistent with Oliver (1980) cognitive and affective theory, when a manager or team member with a high need for self esteem, volunteers to work on a project and communicates his intentions to associate within the project, he emotionally gets attached to ensuring the project succeeds. This is because he derives satisfaction from the success of philanthropic engagements. As long as the project delivers as expected by its stakeholders, they will remain committed to the project's values otherwise stakeholders may become less committed and dissociate themselves from the project (Gakovic & Tetrick, 2003; Conway & Briner, 2002). According to Eisenberger et al. (1990), individuals who perceive that they are cared for, have not only higher levels of commitment but are more conscious about their responsibilities, have greater involvement in the organization and are more innovative.

Project success has been measured differently in the literature (Jugdvev & Muller, 2005; Ika, 2009). Pinto and Slevin (1988) acknowledged three aspects of project performance as the implementation process, the perceived value of the project and client satisfaction with the delivered project outcome. Shenhar et al. (1997) suggest two additional project performance measures: business success and preparing for the future. However, empirical results by Lipovetsky et al., (1997) indicate that the importance of the latter measurement is all but negligible. Project Performance refers to what the project stakeholders like the project sponsor and client make out of the project performance. Usually, various directly and indirectly affected parties perceive the operations of the project differently due to the diversity of interests. What the recipient sees as a failure may be viewed as a success to the implementer of the project. Despite research in project management there is no agreement on project performance. Most times some stakeholders perceive successful projects as failures due to inadequate awareness, if project stakeholders know nothing of what the project is about, they will get the perception that the project is not worthwhile.

Committed project members more often do not have intentions to quit (Addae, Parboteeah & Davis, 2006) which saves the project costs of recruiting and orienting a new member both in form of time and money. Also, costs of supervision are mitigated if the project members are committed to their project tasks. It follows that where project stakeholders are joyful about the project's success, the investing bank's public image will blossom in the case of citizenship projects run by commercial banks. Despite the abundance of research that has examined commitment and performance (Riketta, 2002), very few studies (e.g. Ntayi etal., 2010) have examined this phenomenon in a Kenyan context. Even then, they did not focus on performance of citizenship projects which are gathering more strategic attention as drivers of organizational competitiveness of late (McDonal d & Rundle-Thiele, 2008). It is imperative therefore, that the understanding of individual commitment as an antecedent of project performance is enriched through extending the frontiers of research.

For what and how to communicate companies' CSR activities, previous research has suggested the importance of informativeness (Morsing & Schultz, 2006), credible communication sources (Maignan & Ferrell, 2001; Pomering & Dolnicar, 2009; Schlegelmilch & Pollach, 2005), third-party endorsements (Morsing & Schultz, 2006; Morsing, Schultz, & Nielsen, 2008), stakeholder involvement, media or communication channels (Morsing & Schultz, 2006; Morsing et al., 2008; Schlegelmilch & Pollach, 2005), consistency (Coombs & Holladay, 2011; Pomering & Dolnicar, 2009), and employee commitment (Morsing et al., 2008).

With regard to what should be communicated for companies' CSR, researchers have suggested that stakeholders would be interested in information related to what social causes companies support such as environmental, public education, or health-related causes, and depending on which social causes a company supports, stakeholders' involvement to the company's CSR will vary (Dawkins, 2004; Morsing & Schultz, 2006).

Given that stakeholder involvement is an important factor to determine positive CSR outcomes (Schlegelmilch & Pollach, 2005), communicating the types of supported social causes with stakeholders is fundamental. In addition, some previous research suggested that a company's expertise and its relevance to CSR activities tend to determine publics' perceived CSR motives. It is hypothesized that highly relevant expertise and high perceived fit between a company and its supported CSR cause are more likely to generate positive outcomes of CSR (Nan & Heo, 2007; Trimble & Rifon, 2006). Thus, communicating a company's expertise or fit to support a specific social cause is also important in affecting publics' acceptance of the sincerity of the company's CSR motives. In addition, providing information related to why the company supports a certain CSR cause (i.e., intentions or motives) should be secured in CSR communications.

Previous research has also emphasized the importance of third-party endorsements (Morsing & Schultz, 2006; Morsing, et al., 2008). Whether companies have partnerships with or endorsements from other credible third-party organizations was identified as an important key to reduce consumer skepticism in CSR communication (Coombs & Holladay, 2011). For instance, information related to 1) Non-governmental organizations (NGOs)' independent ethics audit reports, 2) ethics-related awards received from non-profit organizations or government agencies, and 3) certificates issued by NGOs should add credibility to companies' CSR messages (Crane, 2001; Schlegelmilch & Pollach, 2005). In addition, stakeholder relevance should be secured in CSR communication by providing content with specific examples and events to which stakeholders can relate (Schlegelmilch & Pollach, 2005; Spickett-Jones, Kitchen, & Reast, 2003).

Independent communication sources such as media or experts are considered more trustworthy than company-controlled communication due to third-party credibility (Morsing & Schultz, 2006; Pomering & Dolnicar, 2009; Schlegelmilch & Pollach, 2005). For instance, Pomering and Dolnicar (2009) found that independent sources such as independent experts and news media were trusted the most by the Australian public for CSR communication and that about one-third of the respondents thought news media were most trustworthy. Previous research also suggested that company-generated sources are less credible than media coverage (Schlegelmilch & Pollach, 2005) and that communicating CSR via third-party experts or an endorsed CSR communication process is one way to reduce public skepticism (Morsing et al., 2008). It seems there has been general agreement that directly communicating CSR to the general public is not effective; rather companies should target experts, non-profit organizations, or media for CSR communication for better outcomes (Morsing et al., 2008).

In terms of CSR communication channels, there are various options including company-controlled and uncontrolled media channels. Company-controlled media channels include advertising, brochures, company's website or social media outlets, newsletters, annual reports, etc., while uncontrolled media include news media, experts' blogs or non-company social media. Most of previous studies have suggested that extensive usage of advertising is not effective because it intensifies stakeholder skepticism and lowers credibility of CSR messages (Schlegelmilch & Pollach, 2005; Webb & Mohr, 1998). However, due to different stakeholder interests, preferred CSR communication channels can also vary. For instance, based on secondary data research from national reputation surveys conducted in Denmark, Norway, and Sweden in 2005, Morsing and Schultz (2006) suggested that Northern Europeans tended to have mixed perceptions on CSR communication channels. About 50% of people preferred minimal CSR communication through annual reports and websites, while a little over 40% of people thought that companies should publicize their good deeds through corporate advertising and press releases. Also only a small portion of people answered that companies should not publicize their own CSR activities, indicating strong stakeholder demand for CSR communication. However, based on the analysis of reputation surveys from 2002 to 2005, the authors concluded that public preference toward advertising and press releases as communication channels decreased over time, whereas preference for minimal releases through annual reports and websites increased. Given that these findings are Europeans' preferences for CSR communication channels, Americans' preferences need to be investigated.

Moreover, some scholars pointed out that there are cultural differences in public expectations for CSR communication, suggesting North American CSR approach is more explicit with a stronger tradition of CSR expectations from stakeholders than European approaches (Maignan & Ralston, 2002; Matten & Moon, 2004). Also, North Americans tend to welcome more explicit and conspicuous CSR communication, whereas Europeans tend to have traditions with more implicit and less conspicuous CSR approaches (Morsing & Schultz, 2006). With regard to CSR promotion cost, previous research suggested that companies that spend too much money on promoting CSR tend to be perceived as hypocritical (Schlegelmilch & Pollach, 2005; Stoll, 2002). This public perception is highly related to publics' attributions of self-serving CSR motives to the companies (Rifon, Choi, Trimble, & Li, 2004; Du et al., 2010). That is, when publics notice that a company spends a great deal of money on promoting its CSR activities, they are more likely to attribute self-serving motives to the company for its CSR activities and suspicious of the company's true intentions to support CSR causes. For instance, according to British opinion research (Dawkins, 2004), a majority of the British public (69%) think that companies should not spend significant amounts to promote CSR although they should make an effort to inform the public about CSR.

Downes (2005,) refers to social networks as a collection of individuals linked together by a set of relations. Entities in a network are called "nodes" and the connections between them are called "ties" (Downes, 2005). According to Fowler et al. (2009), social networks can be fundamentally discussed in terms of degree and transitivity. Social network degree is the number of social ties the project has. Network degree is at times referred to as network size. On the other hand, network transitivity refers to the likelihood that two of a persons' contact are connected to each other. It transforms into the level of trust members give themselves. The establishment, development, defence and maintenance of network positions is done by developing multiple relationships in the focal net i.e. in the relevant network in which the firm is active by relating externally and adapting internally. Ntayi et al. (2010) alludes that the strength of the linkage (relationship) grows through a history of interactions in which members of a network develop friendship and trust. The above statement points to the fact that stronger relations in a network could be fostered through effective project communication over time. Herkt (2007) affirms that the project manager's major responsibility is to build supportive social networks (collaborative relationships) among a diverse group of stakeholders. Burt (2001) argues that no social network can be fully depended upon because of the diversity in egocentricity among nodes. He avers that " the fact that an individual can live up to expectations of several others in different places and at different times makes it possible to preserve an inner core, to withhold inner attitudes while conforming to various expectations'.

Maintaining effective communication with the project team over time raises the quantity of social ties and the clustering co-efficient both directly and indirectly. This is consistent with Zhong and Low's (2009) findings that changes driven by the project management are usually unlikely to produce desired effects without coordination and support from a variety of personnel. Project managers however, are most times preoccupied with addressing the technical issues and fail on soft issues like proper functioning of informal communication. The value of oral communication must be taken into consideration as it affects the interaction patterns among project members. In the current era of the internet, e-mail and instant messaging, the quality of the actual communication can determine the longevity of the group and help predict the likelihood of the group's survival. Face-to-face communication is needed, especially in the early stages, to establish understanding and trust among members.

Social networks act as a vehicle for quickly and easily getting the project message to intended audience thereby enhancing project awareness (Hogg & Adamic, 2004) and the organization"s public image at large. According to (Burt, 2001), Social networks provide access to timely information and referrals to others in the network. He adds that timely access to information among others creates a deeper understanding of community needs at initiation stage of and project development. This supports the view that ample information at initiation mitigates the possibility of losing out on quality in the later stages as a result of inadequate project planning. Particularly, collaborations create perceived fairness in exchanges there by reducing transaction cost (Hoang & Antoncic 2003) in form of less detailed contracts and less restrictive clauses with stakeholders like the government. Transactions involve cost of discovering who it is that one wishes to deal with, informing people that one wishes to deal and on what terms, conducting of negotiations among others which is cheaply and quickly achieved through social networks

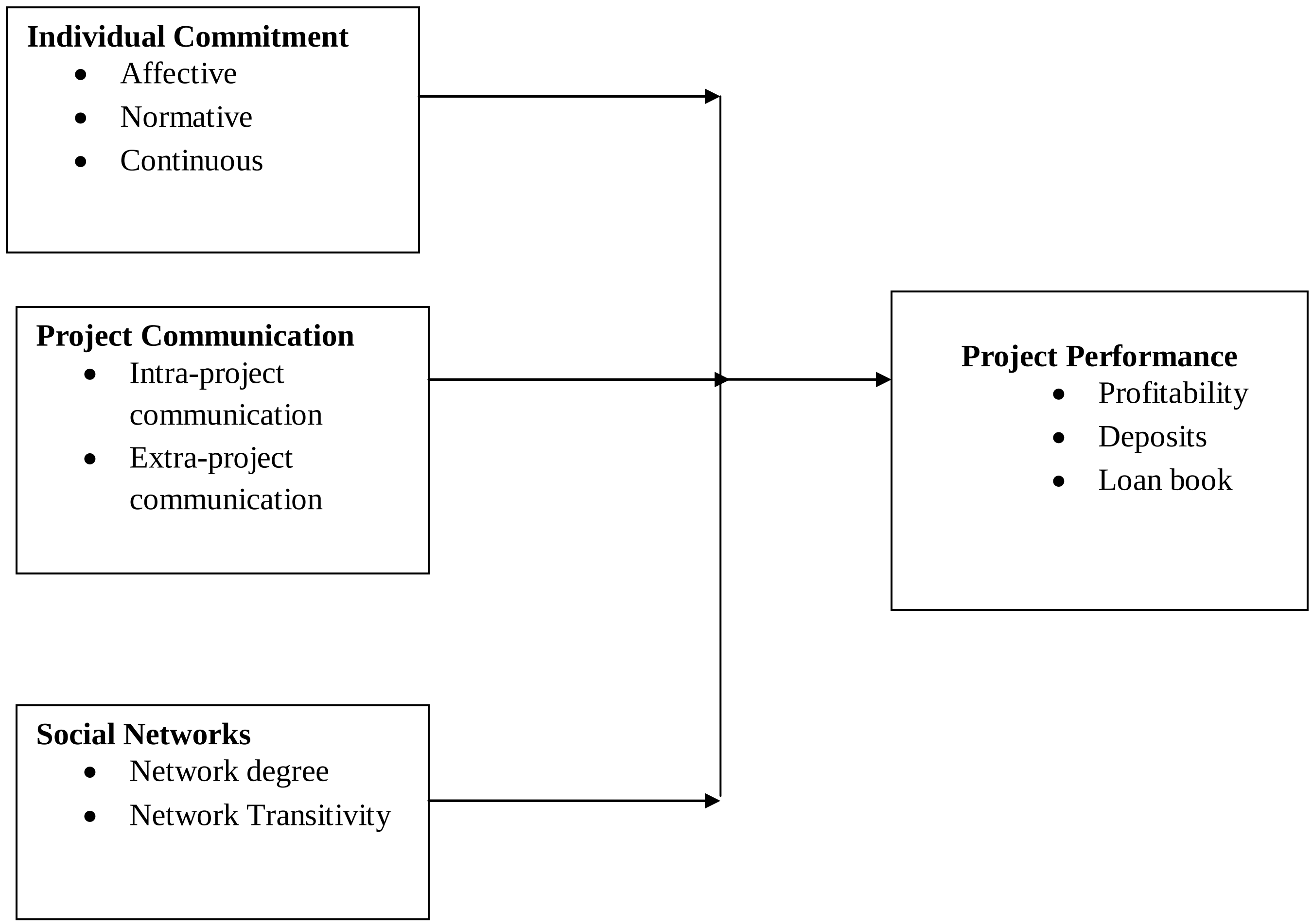
Various researchers support ''environment'' as a factor affecting the project success (Akinsola et al. 1997; Kaming et al. 1997; Songer and Molenaar 1997; Chua 1999; Walker and Vines 2000). Akinsola (1997) further described ''environment'' as all external influences on the construction process, including social, political, and technical systems. The attributes used to measure this factor are economic environment, social environment, political environment, physical environment, industrial relation environment, and level of technology advanced

Human Resources Management is the most important and critical to a company. According to Moan and Swaen (2008) good CSR practices relating to workplace and labour relations can help in improving the workplace in terms of health and safety, employee relations as well as result in a healthy balance between work and non-work aspects of employees' life. It can also make it easier to recruit employees and make them stay longer, thereby reducing the costs and disruption of recruitment and retraining

Equal opportunity employer, diversity of workforce that includes people with disability, people from the local community etc., gender policy, code of conduct/guidelines on prevention of sexual harassment at workplace, prevention of HIV/AIDS at workplace, employee volunteering etc are some of the good practices which reflect CSR practices of a company at the work place Moradi and Zaeri (2011). The business process of the company is not just limited to the operations internal to the company but to the entire supply chain involved in goods and services. If anyone from the supply chain neglects social, environmental, human rights or other aspects, it may reflect badly on the company and may ultimately affect business heavily. Thus, a company should use its strategic position to influence the entire supply chain to positively impact the stakeholders.

For a company meeting legal requirements does not comprise CSR but it includes engaging in a way that goes beyond mandatory requirements and delivering environmental benefits. This would include, but not limited to, finding sustainable solutions for natural resources, reducing adverse impacts on environment, reducing environment-risky pollutants/emissions as well as producing environment-friendly goods Moan and Swaen (2008). A major stakeholder to the business is the community in which the company operates. The involvement of a company with the community would depend upon its direct interaction with the community and assessment of issues/risks faced by those living in the company surrounding areas. This helps in delivering a community focused CSR strategy making positive changes to the lives of the people and improving the brand-image of the company. Involvement with the community could be both direct & indirect – through funding and other support for community projects implemented by local agencies.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 2.1

Individual Commitment

Research by Bentein, Vandenberg,Vandenberghe, and Stinglhamber (2005) allude to the fact that individual commitment is a "psychological stabilizing or obliging force that binds individuals to courses of action relevant" to a particular citizenship project. Consistent with Kanter (1968) and Porter (1974), for this research, Individual commitment is conceptualized as the willingness by an individual to devote energy and loyalty to a project as expressed in three forms; -affective, continuance, and normative (see also Meyer & Allen, 1997). The 'net sum' of a person's commitment to a project reflects each of these separable psychological states (Meyer & Allen, 1997). Affective commitment is an individual's emotional attachment with (i.e. identification with and involvement in) the project. Continuance commitment refers to the individual's recognition of the benefits of continued association with the project compared to the perceived cost of leaving the project. Normative commitment refers to the employee's feeling of obligation to stay in the project. All three forms of commitment affect the individuals' willingness to remain with a project and their work related behavior.

Project Communication

Project communication refers to information exchanges intended to create understanding amongst project stakeholders (Ruuska, 1996). Stakeholders are any group of individuals who can affect or are affected by the project (Freeman, 1994) including the local communities, regulatory agencies, customers, project team, project sponsor and so on. The above explanation of project communication tends to agree with definitions advanced by many scholars like Baker (2007), and Lester (2007) on this subject. The fact that communication is crucial for project success has been echoed by scholars like (Baker, 2007; and Ramsing, 2009) although up-to-date communication still stands as a major cause of failure of many projects (Ramsing, 2009). Baker (2007) avers that ineffective communication contributes up to 95% of many project failures. According to Lester (2007), Effective communication is one of the most important factors that accounts for the success of any project. The effectiveness of project communication depends on the quality of the communication flows. The quality of communication all through the project life cycle can be described as the degree to which appropriate information reaches the intended information sources/receivers in an apt time (Rogers & Agarwala-Rogers, 1976). This calls for the need to learn the way of life of those societies that the citizenship projects impact on so as to derive the appropriate channel and message design which most times are overlooked. According to Burt (2000), the most appropriate project communications take place where, during the encoding process, the sender captures the receiver's interests. Ray (1999) argues that such interests could be drawn from culture, past experience, religion, economic and or relations among others. As projects grow large and complex, communication and coordination both within and without the project becomes more and more difficult, yet more vital to the success of the project. In line with Lievens and Moenaert (2000), project Communication was conceptualized as extra-project communication (communication with the external project environment) and intra-project communication (communication flows within the project).

Intra-project communication

According to Carrie`re and Bourque (2009), a project's internal communication practices consist of the full spectrum of communication activities, both formal and informal, undertaken by the project members for the purpose of disseminating information to one or more audiences within the project. Internal communication practices may be undertaken for the purpose of downward, horizontal, or upward communication and may be initiated by anyone within the project. Mintzberg (1973) argues though, that the primary onus of ensuring effective internal communication lies with the project's managers. Therefore, it is still the responsibility of management to ensure that an effective and efficient internal communication system is in place
so as to ensure that all project staff are provided with timely, important, and relevant information (Carrie`re & Bourque, 2009). According to Ruuska (1996), Intra-project communication has two emphases in a project, that is; the steering committee and the project team. The common official ways of communication are the regular project team meetings, memos and follow-up reports (Rasberry & Lamoine, 1986). Effective Intra-project communication is based on the effectiveness of project leaders who spend over 75% of their work day making communications (Mintzberg, 1973).

Extra-project communication

Extra-project communication is the communication between the project and its relevant environment primarily the end-users (Lievens & Moenaert, 2000). It is very common for the project to experience external resistive pressures (Zachary, 2005). Ruuska (1996) advances that often resistance and negative attitudes are a result of the lack of information. Most times the external stakeholders simply don't know why the project has been founded and where it is aiming. Therefore to create a positive profile for itself, a project should keep the stakeholders well informed on its goals and operations. The important dilemma for managers remains what information, and how much of it, needs to be disseminated to project stakeholders (Hargie et al., 2002). While it is obvious that timely, relevant information is essential for high levels of individual commitment to the project by external stakeholders like the community, there is an unknown point at which information overload or underload with the associated negative consequences arise (Eppler & Mengis, 2004; Carrie`re and Bourque, 2009).

Social networks

Although social networks have been interpreted in a variety of lexis, most scholars allude to the fact that social networks are linkages/ (social ties) between entities. Downes (2005), for example, refers to social networks as a collection of individuals linked together by a set of relations. In a more elaborate form, Kempe, Kleinberg, and Tardos (2003), define a social network as a set of people, organizations or other social entities, Connected by a set of socially meaningful relationships, such as friendship, co-working or information exchange, and interactions to better achieve desired outcomes, by sharing expertise, resources, and information. Social networks could also be defined as a "web" where direct or indirect social relationships surround the individuals. Entities in a network are called "nodes" and the connections between them are called "ties" (Cook, 2001). According to Fowler, Dawes, and Christakis (2009), social networks can be fundamentally discussed in terms of Degree and Transitivity

Social network Degree is the number of social ties the project has. Network Degree is at times referred to as Network size. On the other hand, Network transitivity refers to the likelihood that two of a persons' contact are connected to each other. It transforms into the level of trust members give themselves. According to HaÊkansson and Snehota (1989), the establishment, development, defense and maintenance of network positions is done by developing multiple relationships in the focal net, i.e. in the relevant network in which the firm is active by relating externally and adapting internally (HaÊkansson & Snehota,1989).

External Environment that influence performance

For the purpose of this study, focus will be given towards the factors of work conditions, nature of project and organizational factors. Work conditions factors as researched by Katz (1971) as well as Stewart (1967) incorporate the variables of remuneration, job satisfaction, security issues, working hours as well as available project information. The second group of factors concerning the nature of project consists of variables pertaining to project environment, project size, available project duration, project complexity, project team relationships as well as materials and resources. Factors within the organization are made up of variables concerning company size, level of power/authority and type of client.

Measurement of Project Performance

Tangen (2004) obtained that performance measurement is a complex issue that normally incorporates at least three different disciplines: economics, management and accounting. Measurement of performance has garnered significant interest recently among both academics and practitioners. Tangen (2004) remarked the choice of a suitable measurement technique depends on a number of factors, including the purpose of the measurement; the level of detail required; the time available for the measurement; the existence of available predetermined data; and the cost of measurement.

Corporate Social Responsibility activities are important and cannot be ignored in that it helps create loyalty by the existing customers. The existing customers are proud to be associated with the bank that is having a positive impact on the community and are likely to continue banking with them. Corporate Social Responsibility helps a bank to attract new customers too. This is especially true for members of the community targeted by the bank. The new accounts opened lead to business growth and new opportunities. Corporate Social Responsibilities boosts the morale of the existing employees as they are proud to be associated with such a bank. This pride in the employer increases employee productivity and reduces staff turnover resulting in reduced costs associated with hiring and training of new staff. Corporate Social Responsibilities also singles out the bank as an employer of choice as most potential employees look to them as their ideal employer therefore they are easily able to acquire the best skills in the market.

Corporate Social Responsibility activities act as advertisement opportunities for the banks' products. The products sold to the community are seen more than just bank products but as products that result to corporate Social Responsibility. Corporate Social Responsibilities helps in brand reinforcement among the populace. People generally easily associate such a bank and learnt to trust the bank viewing it as the one that cares for the welfare of the community. Increasing sensitivity of consumers and society to social and environmental issues, corporations will consider their role within the society. By this, they can increase their goodwill (Milanovic et al., 2009). Companies can differentiate their products by focusing on physical and unphysical properties. Competitive advantages, increasing cash flow of organization, providing premium price, profitability and customer loyalty are a result of a strong brand (Moradi, Zaeri, 2011).

Delgado-Ballester and Munuera-Aleman (2005) suggest that brand equity can be developed through brand trust. Brand trust must be maintained not only to foster consumer loyalty and brand equity, but to create a sustainable competitive advantage (Delgado-Ballester and Munuera-Aleman, 2005). Brand Equity is defined as a set of brand assets and liabilities linked to a brand, its name, and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers. In Aaker's model (1996), brand equity is composed of five components: brand name awareness, brand loyalty, brand associations, perceived quality, and other proprietary brand assets such as patents and channel relationships. However, because most measures in the past studies did not include the component of "other proprietary brand assets", this study also defines and measures industrial brand equity as composed of four components

III. RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive design. Since the study is meant to test rather than generate theory, it adopted a quantitative approach which focused on describing and drawing inferences from the findings on the relationships between project performance Project Communication, individual commitment, external environment and Social networks Correlation and Regression approaches was used to investigate the relationships between the variables and the extent to which the independent variables explained effects of Corporate Social Responsibility project performance.

Study Population

The targeted population for the research study was total number of Eighty hundred and sixty (860) members of staff for both Equity Group Foundation and Equity Bank Kenya Ltd within the Equity group holdings in Kenya.

Sampling Procedure and Target Sample Size

The unit of analysis comprised of the Corporate Social Responsibility projects and simple random sampling method will be used. The study employed a questionnaire guide as the only data collection tool to collect views on the factors affecting Corporate Social Responsibility Project performance at Equity Group Foundation.

This research study collected data from a sample size of about 120 using purposive sampling as the targeted sample need to be exposed to project management. A questionnaire was used to collect feedback from the potential respondents.

Sample Frame	Population size	Sample Frame
Senior Managers the six pillars	40	12
EGF Headquarters staff	120	5
Branches Staff	700	103
Total	**860**	**120**

3.1 Sampling procedure

Source: Author's Field Work.

Data Processing, Analysis and presentation

After collecting the data using a pre-coded questionnaire, it was edited for inconsistencies. Statistical package for social scientists (SPSS) version 21.0 was used for data entry and analysis. Correlation analysis tools i.e. the Pearson' correlation coefficient was used to establish the relationship between Corporate Social Responsibility project performance in relation to project communication, social networks and individual commitment. Multiple regression analysis was conducted to determine variance in the dependent variable that was explained by the independent variables because there was more than one study variable affecting perceived project performance. The study findings have been presented in a report.

The multiple regression analysis was used in helping to estimate a linear equation of the form:

$$\mathbf{Y = a + b_1{*}X_1 + b_2{*}X_2 + ... + b_p{*}X_p}$$

In this equation, the regression coefficients (α or *B* coefficients) represented the independent contributions of each independent variable to the prediction of the dependent variable. Another i.e variable X_1 will be correlated with the Y variable, after controlling for all other independent variables.

IV. PRESENTATION AND INTERPRETATION OF FINDINGS

Sample Characteristics of the Unit of Inquiry and Unit of Analysis

The results in the table 4.1.1 were generated to describe the sample. They depict the background information about the unit of analysis and unit of inquiry.

Table 4.1.1 Background information on the Unit of inquiry

Description	Frequency	Percentage	Mean
Gender			
Male	43	48.3	1.52
Female	45	51.7	
Total	88	100.0%	
Marital status			
Single	40	45.9	1.57
Married	46	51.7	
Divorced	0	0.6	
Others	2	1.7	
Total	88	100	
Age Bracket			
Below 20 yrs	3	3.5	2.20
20-30 yrs	65	73.3	
31-40yrs	20	22.7	
Over 40 yrs	0	0.5	
Total	88	100	
Highest Education Attained			
Diploma	8	9.3	2.12
Degree	64	72.7	
Professional Masters	13	14.5	
Others	3	3.5	
Total	88	100	
Experience in the Bank			
Less than 3 yrs	33	37.8	1.72
3-6 yrs	48	54.1	
7-10 yrs	6	6.4	
More than 10 yrs	1	1.7	
Total	88	100	
Channels of Communication			
Radio	34	38.4	2.26
TV	31	35.5	
Bill Board	5	5.8	
News Paper	7	8.1	
Face to Face meetings	5	5.8	
Others	6	6.4	
Total	88		
Experience in CRS projects			
Less than 3 yrs	33	37.8	1.72
3-6 yrs	48	54.1	
7-10 yrs	6	6.4	
More than 10 yrs	1	1.7	
Total	88	100	

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Position held in execution of CSR			
Manager	9	10.5	2.08
Team Member	69	78.5	
Beneficiary	4	4.1	
Other	6	7.0	
Total	88	100	
Nature of CSR Projects			
Health	13	15	2.68
Education	33	37.7	
Environmental	10	11.1	
Economic	21	24.1	
Rehabilitation	11	12.1	
Total	88		

Source: Primary Data

The results in table 4.1.1above revealed that most of the respondents were female (51.7%) and only (48.3%) were male which could imply that more females take up corporate social responsibilities activities than their male counterparts. The results also show that most of the respondents were either married (52%) or single (46%). Majority of the respondents were in the age bracket of (20-30) years representing (73.3%) of the respondents with a minimal standard deviation of (0.49). The findings also showed that (72.7%) of the respondents had attained at least a Bachelors degree. Basing on mean values, it was found out that the average respondent had between 20-30 years (Mean = 2.20, SD=.49) and had attained a bachelors degree (mean = 2.12). The findings also revealed that of the (88) respondents, only (6) and (25) of them, representing (4%) and (15%) had attained masters and professional qualifications respectively.

As regards the positions held in the execution of corporate social responsibilities projects by individual respondents, majority (78.5%) of them revealed that they held the capacity of team members while (10.5%) were project managers. Only 4.1% respondents indicated that they were project beneficiaries. The study findings showed that (38%) of the respondents had less than three years experience in corporate social responsibilities activities. They also showed that (80) of the (88) respondents had been involved in the execution of corporate social responsibilities projects for a period of (3-6) years (54%). (6.4%) and (1.7%) had spent (7-10) and more than (10) years respectively in the execution of corporate social responsibilities projects. The above results point to the fact that most of the respondents (62.2%) had over three years of experience in their respective bank activities.

Table 4.1.2 Background information on the Unit of Analysis
Source: Primary Data

The results in the table 4.1.1 above indicate that the nature of most of the corporate social responsibilities projects that Equity Group Foundation is involved in are concerned with improving the education of the people in the community (38%) and bettering their economic status (25%). The findings also indicate that Most of these projects have existed for about (3-6) years. The results presented further Count revealed that most corporate social responsibilities projects often use the Radio (38%) and Television (36%) as their predominant channels of communication. The use of news papers and conferences to channel project information respectively was represented by percentages of (8%) and (6%) respectively. About (6%) indicated that they use face to face meetings as a predominant channel of communication. It was also revealed that the percentage of those who testified to using bill boards to channel information about corporate social responsibilities activities to their recipients, was equal to those who said they used face to face meetings often.

The effect of communication on project performance at Equity Group Foundation

Type of the Organization	**Intra communication**	**Extra communication**
Am satisfied with the amount of information I receive from my supervisor(s)	0.758	
The language we use in our correspondences is familiar to all team members	0.847	
We always hold meetings to share information regarding performance of our tasks	0.844	
Supervisors are always attentive to what their subordinates have to say	0.727	
I frequently use electronic means to exchange information with team members	0.727	
I like the channels that we use to share information amongst team members	0.844	

I believe each of my co-workers has the appropriate communication skills	0.562	
Informal communication amongst team members is usually active	0.701	
New Information usually circulates amongst project team members in time	0.664	
Information concerning our CSR activities is widely availed to the public		0.667
We have reliable avenues for receiving reactions about our activities in the community		0.860
Our information is largely shaped by preferences of the communities we serve		0.651
The media we use when communicating with community are those they like		0.652
Our external stakeholders are reliably informed of the progress of our CSR projects		0.540
Our external stakeholders like the way we communicate with them		0.651
Variance %	**52.886**	**11.571**
Cumulative %	**52.886**	**64.457**

Source: primary data

The first objective was to investigate the Nature of project communication and to this effect, Factor analysis was used to extract the factors that measure project communication using the principal component Analysis method. The results that were generated are as presented in the table 4.2 below;-

Table 4.2: The nature of project communication in CSR projects

Factor analysis results from table 4.2 above yielded two components which were interpreted as Intra-project Communication (53%) and Extra-project Communication (12%) explaining (64%) of the variance in project communication. Seven item scales were loaded on the component termed Intra-project Communication. The results indicated that the use of a familiar language in correspondences with project team members is a key pre-requisite for effective intra-project communication (.847). The item with the second highest loading was that concerning communication channels from which it is revealed that the use of communication channels that are preferred by project team members, promotes effective project communication (.844). The next items in their descending order of loadings where amount of information received (.758), the frequency of electronic information exchanges (.727) and the how active informal communication was amongst project team members (.701). The least loaded items related to how first new information circulates (.664) and the attentiveness of supervisors to what their subordinates say (.562). The above imply that team members often use e-mails, telephone calls to communicate although feedback may not be made as soon as a mail is received and that supervisors give moderate attention to contributions from their subordinates.

Of the six loadings on the component termed Extra-project communication, it was found out that reliability of avenues for receiving reactions about a project's activities (.860) and maintenance of timely communication with external stakeholders (.682) are top prerequisites for effective extra-project communication. Also, factors like the extent to which project details are availed to the public (.667) and the degree to which the needs of special publics are satisfied emerged as key inputs to effective extra-project communication with loadings of (.860) and (.682) respectively. The other factors comprised what shaped project information (.651) and the required amount of detail about the progress of the project (.540). These results imply that effective extra-project communication calls for shaping the project information according to the preferences of the communities being served for example, by delivering the massage in a language familiar to them at a time they are convenient with. In the rural areas this could be in the evening after they are back from their farming activities.

Findings on the Relationships among the study variables

The results in the table 4.3 below indicate the relationships between the study variables using the (r) Pearson correlation coefficient.

Table 4.3: The relationships among the study variables

Items				
Intra-project communication	1.00			
Extra–Project Communication	.697**	1.00		
Project Communication	.858**	.838**	1.00	
Continuance-4	.345**	.443**	.325**	1.00

Affective-5	.589**	.478**	.547**	.238**	1.00					
Normative-6	.598**	.562**	.560**	.405**	.514**	1.000				
Individual Commitment	.667**	.640**	.623**	.777**	.767**	.809**	1.00			
Net work Transitivity	.726**	.685**	.680**	.477**	.456**	.564**	.643**	1.000		
Network Degree	.658**	.624**	.619**	.405**	.405**	.505**	.577**	.784**	1.000	
Social Networks	.701**	.596**	.606**	.321**	.430**	.528**	.569**	.831**	.829**	1.000

Source: Primary Data

Findings on the relationship between project communication and individual Commitment

The results in table 4.3 showed that there exists a significant positive relationship between project communication and individual commitment (r =.623**, p<.01). The results revealed further, that Intra-project Communication (r = .667**, p<.01) and Extra project Communication (r= .640**, p<.01) are both positively related to individual commitment. It was also highlighted that project communication had a much stronger relationship with normative commitment (r=.560**, p<.01) than the other components of individual commitment, that is, Continuance and affective commitment whose correlation coefficients were (r =.325**, p<.01) and (r =.547**, p<.01) respectively. As such, the results may imply that were project supervisors pay attention to what project team members have to say, they (project team members) are likely to perceive that they have an obligation to keep corporate social responsibilities activities.

Effect of individual commitment on project performance at Equity Group Foundation

The results in table 4.3 showed that there exists a significant and positive relationship between individual commitment and perceived project performance (r =.672**, p<.01). Specifically, it was shown that improvements in Continuance commitment, affective and Normative commitment are likely to result in improvements in project performance (r =.478**, p<.01), (r =.557**, p<.01) and (r =.530**, p<.01) respectively. These results highlight the fact that if individual team members on a given Corporate Social responsibilities projects are committed to execution of project tasks, the project in question usually succeeds. The results reveal that where project members willingly exert more effort to guarantee the success of Corporate Social responsibilities projects; they will perceive their efforts to have enabled the bank to incur lower costs of operation. The above statement is supported by a coefficient of (r =.530**, p<.01). These findings also imply that there are individuals within project management teams that find it just too hard to exclude themselves from execution corporate social responsibilities projects but they perceive their efforts to positively contribute to performance. This contribution could be in terms of ensuring activities are completed in time and at minimal cost.

Findings on the relationship between Project Communication, Social Networks and Project performance

Project communication and social networks were noted to be positively related (r =.606**, p <.01). The results further revealed that Intra-project and Extra-project Communication are both positively related to Social networks and the values for the relationships were (r = .701**, p<.01) and (r= .596**, p<.01) respectively. The results imply that if elements of project communication are improved, for example, ensuring that internal and external meetings are regularly held to exchange information regarding performance of corporate social responsibilities tasks, the trust amongst team members could be strengthened. This could be reflected through for instance enhanced awareness about the banks' corporate social responsibilities Projects amongst the members of the general public and ease with which new and vital information is provided to the bank by the public.

A positive and significant relationship was observed to exist between social networks and project performance (r =.764**, p<.01). The findings further indicated that transitivity and network degree are both positively related to project performance and the values for the relationships were (r = .815**, p<.01) and (r= .808**, p<.01) respectively. They suggest that if, for example, a wider population of the general public perceive a given bank's corporate social responsibilities activities to have improved their lives, majority of the people in the general public will be willing to contribute to that bank's profitability which could be done through holding active account numbers in that bank. These findings further imply that enhancement in social networks explain about a 76% perceived improvement in quality, time and cost management in corporate social responsibilities projects.

Findings on the Predictive Potential of the components of Project communication, social networks and individual commitment on perceived project performance

The results in the table 4.4.1 and table 4.4.2 below help to assess the level to which Project Communication, Individual Commitment and Social Networks explain Project Performance at the Equity Group Foundation.

Table 4.4.1: Regression of Project Communication, Individual Commitment and Social Networks on Project Performance

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**sig**	**Collinearity Statistics**	
Model	B	Std. Error	Beta			Tolerance	VIF
Constant	.960	.181		5.292	.000		
Project communication	.272	.063	.292	4.313	.000	.482	2.075
Individual Commitment	.190	.056	.220	3.420	.001	.534	1.873
Social Networks	.281	0.040	.451	7.062	.000	.544	1.838
Dependent variable: Project Performance							
R square	0.703			sig	0.000		
Adjusted R Square	0.697						

Source: Primary Data

The results in table 4.4.1 indicated that Project Communication, Individual Commitment and Social Networks can explain 69.7% of the variance in Project Performance (Adjusted R Square = .697). The table further reveals that Social networks is a better predictor of performance than all the rest of the variables (Beta = .451, Sig. <.01). The regression model was noted to be significant (sig. <.01). The results imply that if project Performance is for instance seen to have improved through cost savings of about five million shillings without decline in quality, then, about three and half million (69.7%) of such savings are attributed to improvements in Project Communication, Individual Commitment and Social Networks.

Table 4.4.2: Regression of the components of the independent variables and Project Performance

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**sig**	**Collinearity Statistics**	
Model	B	Std. Error	Beta			Tolerance	VIF
Constant	.598	.229		2.612	.010		
Intra-project communication	.024	.066	.026	.360	.719	.459	2.178
Extra-project communication	.187	.062	.213	3.037	.003	.487	2.054
Continuance-commitment	.031	.032	.059	.984	.327	.657	1.522
Affective – commitment	.108	.039	.165	2.810	.006	.691	1.447

Normative-commitment	.082	.047	.111	1.738	.085	.589	1.696
Network Transitivity	.315	.086	.310	3.673	.000	.336	2.978
Network Degree	.251	.054	.358	4.620	.000	.398	2.510
Dependent variable: Project Performance							
R square	0.715			sig			
Adjusted R Square	0.698					significance	0.000

The results shown in table 4.4.2 above indicate that the components of Project Communication, Individual Commitment and Social Networks explain (69.8%) of the variance in Project Performance. It was found that Network Degree (Beta =.358, Sig. <.01) is a better predictor of project performance than all the other components of the independent variables that included;- Intra-project (Beta = .026, Sig. <.01), Extra-project (Beta = .213, Sig. <.01), Continuance (Beta = .059, Sig. <.01), Affective (Beta = .165, Sig. <.01), Normative (Beta = .111, Sig. <.01) and network transitivity (Beta = .310, Sig. <.01). The Variation Inflation Factors was less than 4 indicating that multi-collinearity in this study was not a problem (Garson, 2010) and as such the interpretations of the beta weights and R-squares were reliable.

FURTHER FINDINGS

Table 4.5 Factor analysis table for Individual Commitment

Description	**Continuance commitment**	**Affective Commitment**	**Normative Commitment**
I think no other activities can match the benefits that CSR activities present to me	.666		
It would be very hard for me to abandon CSR activities even if I wanted to	.723		
My life would be upset if I decided not to engage in CSR activities	.695		
It would be too costly for me to quit CSR activities right now	.814		
Taking part in CSR projects is a matter of necessity as much as desire	.600		
I really feel as if the challenges that community faces are my own		.704	
I would proudly accept any job assignments related to serving community		.603	
I find that my personal values and those of CSR projects are very similar		.746	
I feel like part of the family of the CSR project teams		.603	
I feel emotionally attached to CSR projects		.859	
I feel a strong sense of belonging to CSR projects			
I owe a great deal corporate social responsibilities projects			.710
I feel I have an obligation to keep performing corporate social responsibilities activities			.527
I have a sense of obligation to the recipients of corporate social responsibilities projects			.769
			.756

Variance %	**38.146**	**16.022**	**11.809**
Cumulative %	**38.146**	**54.168**	**65.977**

Source: Primary Data

The Factor analysis results in the above table yielded three components which were interpreted as Continuance Commitment (38.146%), affective Commitment (16.022%), and Normative Commitment (11.809%). The trio together explained (65.977%) of the variance in individual commitment.

Of the five items that were loaded on the components termed Continuance Commitment, The results revealed that most of the respondents felt that their continued commitment to performing Corporate social responsibilities activities is because they perceive quitting corporate social responsibilities projects to be costly (.814). This could be in form of totally losing a job due to absconding from such activities. The item the second highest loading was that respondents could not abandon corporate social responsibilities activities even if they wanted to (.723).The third most loaded factor was that respondents felt they could be upset in life in case they abandoned corporate social responsibilities activities (.695). The thinking that no other activities can yield the benefits that corporate social responsibilities activities (.666) and that taking part in corporate social responsibilities projects is a matter of necessity as much as desire (.600) were the other factors that made up continuance commitment. The results imply that there are people on the project team that continue to work because they have no alternative or feel they receive more benefits from this engagement than any other. Affective Commitment featured items like I feel emotionally attached to corporate social responsibilities projects (.859), I feel a strong sense of belonging to corporate social responsibilities projects (.710) and I would proudly accept any job assignments related to serving community (.704) among others. Normative Commitment as the last component of individual commitment studied, featured items like I owe a great deal to this corporate social responsibilities project (.756) and, I feel I have an obligation to keep performing corporate social responsibilities activities.

Table 4.6 Factor analysis table for Social Networks

	Network Transitivity	**Network Degree**
I think that the beneficiaries of our Corporate Social responsibilities projects become our advocates	.823	
I believe that many consumer groups are pleased with our Corporate Social responsibilities projects	.694	
Without hesitation I can act on the information that I receive through my teammates	.651	
Community leaders have always welcomed our Corporate Social responsibilities projects	.808	
In my view, our citizenship activities are liked by people of diverse interests	.547	
We have united many communities through our Corporate Social responsibilities projects	.613	
Many members of the general public know much about our citizenship projects		.659
Through Corporate Social responsibilities projects, we have improved the lives of many citizens		.760
We trust that many societies are in support of our Corporate Social responsibilities projects		.689
This bank's top management strongly supports Corporate Social responsibilities projects		.800
Variance %	**49.170**	**19.102**
Cumulative %	**49.170**	**68.272**

Source: primary data

The two components of social network that were yielded by the results in the table above include transitivity (49.170) and network Degree (19.102). The duo explained (68.272) of the variance in social network. The items that constituted transitivity included among others the uniting of many communities through corporate social responsibilities activities (.808) and the belief that many consumer groups are pleased with the activities of a given corporate social responsibilities project (.823). Four items were loaded on the component named network degree. The most loaded item was that activities to do with corporate social responsibilities project are strongly supported by the bank. The trust that many societies are in support of our corporate social responsibilities activities had a factor loading of (.760).

V. CONCLUSION AND RECOMMENDATIONS

5.3 Conclusions

The study used project communication, social networks and individual commitment to predict project performance. The Research findings revealed a positive and significant relationship between the variables. Project communication and social networks were noted to be positively related (r =.606**, p <.01). A significant positive relationship was observed between project communication and individual commitment (r =.679**, p<.01). Social networks and project performance also had a significant positive relation (r =.764**, p<.01) just as individual commitment and project performance (r =.739**, p<.01). The researcher also concluded that Social networks is a better predictor of performance than all the rest of the variables (Beta = .408, Sig. <.01) as deduced from the regressions that the researcher run during analysis.

As such, unless project sponsors and champions ensure that other project stakeholders have been provided with and are satisfied with the availed project information, the efforts (both financial and otherwise) invested into Corporate Social responsibilities projects could be seen as having been fruitless. In the same vein, where project supervisors are not as attentive to their subordinates' views and no appropriate avenues have been designated to capture feedback from implementers' and beneficiaries of the project, there will be a high chance of failure of Corporate Social responsibilities projects.

5.4 Recommendation

In line with the findings, discussions and the conclusions of the study, the following recommendations were drawn; In line with the finding that a strong positive relationship exists between project communication and individual commitment, project champions, corporate affairs managers and other individuals in the Equity group foundation who comprise the Corporate Social responsibilities projects team, ought to communicate activities that they require their staff to do, in an effective manner. This is likely to be in ways including but not limited to actively listening to their recipient's point of view. There is need to ensure that resourceful persons like the top management within the Equity group foundation involved in execution of Corporate Social responsibilities projects, give due support to Corporate Social responsibilities projects. This should be in ways that include prompt release of funds meant for such activities, top management scrutiny of reports about progress of such projects and increasingly participating in their implementation.

Since the study pointed out a positive relationship between project communication, social networks and project performance, The foundation and other commercial banks that have stepped up investment in Corporate Social responsibilities projects need to ensure effective project communication as an important component of their strategy to ensure success of Corporate Social responsibilities projects. This should include provision of timely information to project staff. The researcher recommends that external project communication be given at most attention since it is a significant predictor of performance of projects.

Since the findings revealed a significant positive relationship between individual commitment and project performance, the Project managers in charge of Corporate Social responsibilities projects in the Equity group foundation and the other commercial banks ought to ensure commitment of project staff to achievement of objects by creating an atmosphere of feeling like they (project staff) are part of the family of the project implementation team. This could be through fulfilling the promises that top management sets forth. In this way, the various stakeholders involved in implementation are likely to perceive the project as a success.

Suggested Areas for Further Research

Further research should be undertaken to test the relationship between Project Communication, individual commitment, Social networks and performance of Corporate Social responsibilities projects in other competitive sectors of the economy like the manufacturing sector. This is because manufacturing industries have a noticeable footprint that raises a lot of questions on how they perceive Corporate Social responsibilities projects and what their other stakeholders think about the industry's Corporate Social responsibilities projects efforts. Further research should also be undertaken to explore the concept of project communication in other areas of study like engineering, construction, and the military among others. This follows from the relatively limited studies that have been made on the concept of project communication in these areas albeit the fact that they run large projects. Future researchers can explore the same concept with a wider sample involving other stakeholders like the regulators, customers, local population, among others. This is so because the study only captured the perceptions of Equity group foundation staff that had taken part in executing Corporate Social responsibilities projects and was intended to justify the continued investment in Corporate Social responsibilities projects by commercial banks yet accommodation of various stakeholders could give a different view.

Since this study did not directly look at the institutional set-up of various stakeholders and how their mental framing affects performance of Corporate Social responsibilities projects, future researchers could explore this area with the purpose of establishing relationship between institutional framework and successful implementation of Corporate Social responsibilities projects in various cultural setting in Equity Group Foundation. This is so since anecdotal evidence has continuously indicated that Corporate Social responsibilities projects can perform differently in different institutional framework. There is need to investigate whether same results could be obtained should the variables be subjected to a longitudinal study. This follows from the argument by some scholars that the benefits of Corporate Social responsibilities projects like enhanced public image and customer loyalty cannot be traced to the very accounting period within which the investment on particular Corporate Social responsibilities projects was made

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AUTHORS

First Author – Kemunto Egra Arisi, Jomo Kenyatta University of Agriculture and Technology, Mombasa Campus P.O Box 81310 Mombasa Kenya Email: kemuntomellen@yahoo.com
Second Author – Dr. Fred Mugambi, Jomo Kenyatta University of Agriculture and Technology, Mombasa Campus P.O Box 81310 Mombasa Kenya