

**INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON NGO  
PERFORMANCE IN RUIRU CONSTITUENCY, KENYA.**

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A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR  
THE AWARD OF MASTER OF ARTS DEGREE IN ADMINISTRATION AND  
MANAGEMENT COMMUNITY DEVELOPMENT AND NGO MANAGEMENT OPTION  
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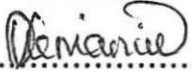
## DECLARATION AND APPROVAL

### Declaration

This project is my original work and has never been presented for any academic award in any institution

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**Date--18<sup>th</sup> June 2025**

### Approval

This project is being submitted for examination with our approval as university.

Name: Dr Kennedy Nyariki

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Signature.....

**Date...18<sup>th</sup> June 2025**

## **DEDICATION**

I dedicate this work to my family, especially my mother Elizabeth Musau Mumo, for their unwavering support, encouragement, and prayers throughout this journey.



## ACKNOWLEDGEMENT

I sincerely express my deepest gratitude to God, my unwavering source of strength and guidance, for granting me the health, resilience, and determination to undertake and successfully progress through this academic journey. It is by His grace and provision that I have reached this significant milestone in my education. Without His constant support, I would not have come this far. I also wish to extend heartfelt appreciation to the faculty and administration of Mount Kenya University for their commitment to academic excellence and the support they have provided throughout my studies. Their dedication has created a nurturing environment that has greatly contributed to my growth and learning.

In particular, I am profoundly thankful to Dr. Kennedy Nyariki Okemwa for his invaluable support, insightful guidance, and continuous encouragement. His significant contributions have played a crucial role in shaping and refining my research proposal, and I remain truly grateful for his mentorship.

## ABSTRACT

This study explores the influence of Corporate Social Responsibility (CSR) on the performance of non-governmental organizations (NGOs) in Ruiru Constituency, Kenya. The research seeks to understand the extent to which CSR practices impact NGO performance within the unique socio-cultural and operational environment of Ruiru. Given the increasing importance of CSR in shaping public perception and organizational success, the study aims to investigate how specific CSR dimensions namely philanthropic, economic, environmental, and ethical responsibilities affect organizational outcomes such as revenue growth, market share expansion, and client satisfaction. To achieve its objectives, the study adopts a quantitative research methodology, grounded in a descriptive research design. This approach allows for systematic data collection and analysis to establish patterns and correlations between CSR practices and performance indicators. The research targets a sample of 30 employees from registered NGOs in Ruiru Constituency, selected through simple random sampling to minimize selection bias and ensure a representative cross-section of the population. Data will be collected using structured, closed-ended questionnaires, enabling consistent responses that are suitable for quantitative analysis.

The theoretical framework for this study draws from several key theories. Stakeholder theory underscores the importance of considering the interests of various stakeholders beyond shareholders, such as beneficiaries, donors, employees, and the community. Institutional theory emphasizes the influence of external societal norms, regulations, and expectations on organizational practices. Resource Dependency Theory and Network Theory highlight the importance of strategic partnerships, resource exchanges, and inter-organizational collaboration for sustaining NGO operations and enhancing performance. Data analysis will involve multiple steps. After data coding, descriptive statistics such as means, percentages, frequencies, and standard deviations will be used to summarize the findings. Inferential statistical techniques, including Karl Pearson's correlation and multiple regression analysis, will be applied to test the relationships between CSR dimensions and performance indicators. These methods will help determine whether there is a statistically significant link between CSR practices and organizational performance in the Ruiru context. Ethical considerations are integral to the study's design and implementation. The research will adhere to principles of informed consent, confidentiality, and anonymity. Approval will be sought from relevant ethics review committees before data collection begins, ensuring that the study complies with established research ethics standards and protects the rights and welfare of participants. Ultimately, this research seeks to fill a gap in existing literature by providing localized insights into how CSR influences NGO performance in a Kenyan setting. It contributes to a broader understanding of CSR's role in driving sustainable organizational growth, building stakeholder trust, and promoting community development. The findings are expected to offer practical implications for NGO managers, policymakers, and donors in designing CSR strategies that align with both organizational goals and community needs.

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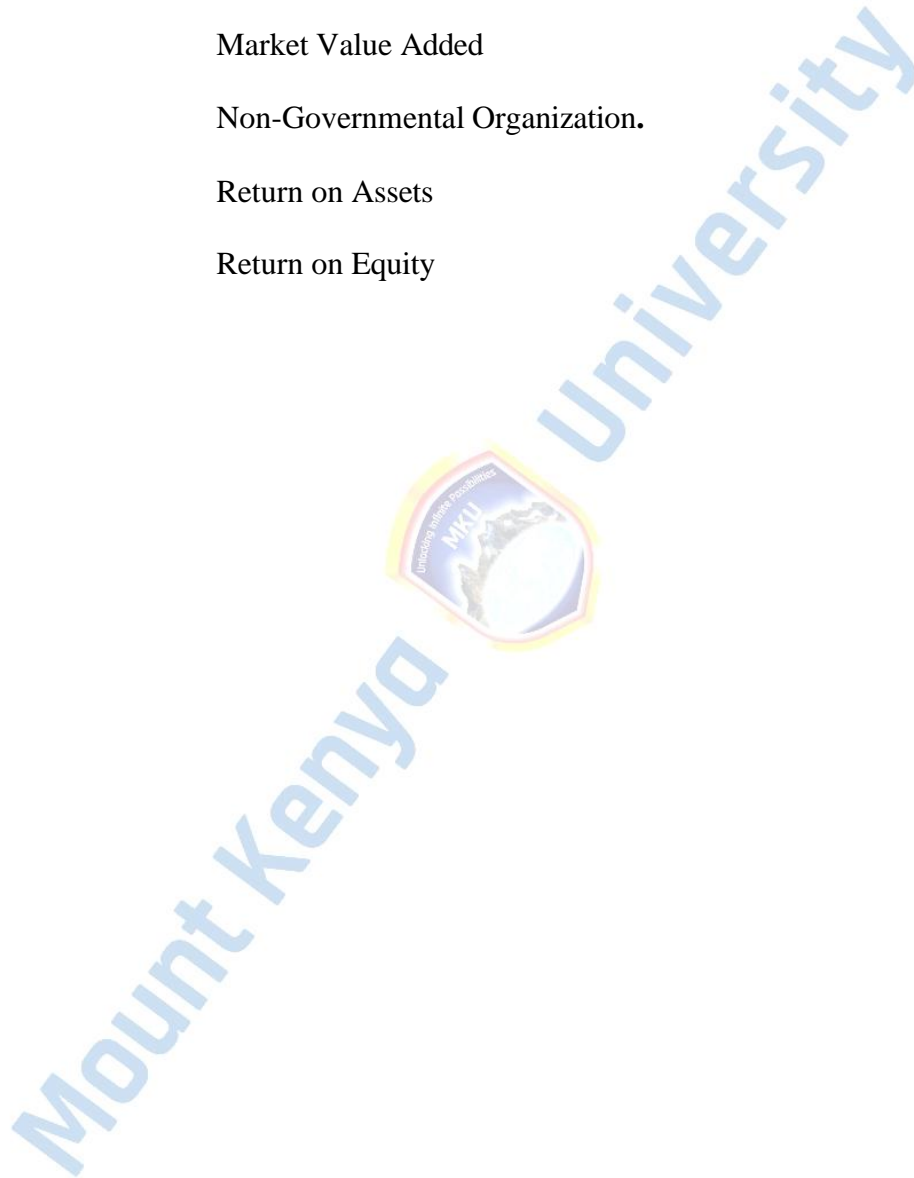
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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>C S R</b>	:	Corporate Social Responsibility
<b>E V A</b>	:	Economic Value Added
<b>I S O</b>	:	International Organization for Standardization
<b>M V A</b>	:	Market Value Added
<b>N G O</b>	:	Non-Governmental Organization.
<b>R O A</b>	:	Return on Assets
<b>R O E</b>	:	Return on Equity



## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

The introduction is a foundational and critical component of any academic research. It lays the groundwork for the entire study by offering a clear and concise overview of the topic under investigation. This section provides essential background information that helps the reader understand the context and relevance of the research problem. It also articulates the rationale behind conducting the study and highlights the significance of the research in addressing a specific knowledge gap or real-world issue.

Furthermore, the introduction defines the overall aim of the study and presents the key research objectives or questions that guide the investigation. By clearly identifying what the research seeks to explore or achieve, this section ensures that the reader can follow the logical flow of the study. A well-structured introduction also justifies the importance of the research, outlines the scope of the study, and sets the stage for subsequent chapters by establishing the focus and direction of the research process.

In summary, the introduction is not merely an opening paragraph but a strategic segment that frames the entire research. It draws the reader's interest, demonstrates the relevance of the topic, and provides a roadmap that informs the structure and flow of the research project.

## 1.1 Background to the Study

Emerged as significant modern strategy globally. Corporations worldwide face increasing pressure to recognize their impact on communities and the environment, necessitating active engagement in societal development (Visser, 2006). This shift marks a departure from the traditional focus solely on enhancing shareholder value. Businesses are now expected to contribute meaningfully to local and global communities while pursuing profitability.

Globally, there's a big impact on NGO performance. Have increasingly acknowledged their responsibility in fostering sustainable development and addressing societal issues. As MNCs operate across diverse regions, their CSR strategies must navigate varying regulatory frameworks, cultural norms, and stakeholder expectations. This global recognition has propelled MNCs to align their CSR initiatives with local contexts while upholding consistent global principles (Rangan, Chase & Karim, 2012). This alignment not only enhances the effectiveness of CSR efforts but also fosters collaboration between corporations and NGOs, leading to mutually beneficial outcomes. Consequently, the influence of CSR on NGO performance extends beyond local communities to contribute to broader global development goals, demonstrating the interconnectedness of corporate and NGO efforts in addressing societal challenges.

Corporate Social Responsibility (CSR) significantly impacts NGO performance, particularly in Africa. CSR initiatives are vital in driving socio-economic progress and addressing pressing issues like poverty, inequality, and environmental degradation (Kivuitu & Fox, 2005). Kenya, like many other African countries, has seen a growing emphasis on CSR among businesses operating within its borders. As a pivotal hub for commerce and industry regionally, Kenya's CSR landscape mirrors both global trends and local dynamics. The symbiotic relationship

between CSR and NGOs is evident, as NGOs often partner with corporations to implement CSR projects, enhancing their ability to tackle social, economic, and environmental challenges effectively. Therefore, on a global scale, CSR shapes corporate conduct and profoundly influences the performance and effectiveness of NGOs in fostering positive societal change.

Locally, in places like Kenya's Ruiru Constituency, the NGO clear. Local businesses Ruiru increasingly understand CSR's significance in building community rapport and backing sustainable development endeavors (Ong'olo, 2012). Ruiru, nestled in Kenya's central region, exhibits a blend of urban and rural landscapes, each presenting diverse socio-economic hurdles. In such settings, CSR efforts by corporations hold promise for making tangible improvements in the lives of residents and the environment. This underscores the vital role that CSR plays in promoting positive corporate-community relations and in bolstering the effectiveness of NGOs, as they often collaborate with corporations to implement initiatives that address local socio-economic challenges.

Despite the increasing adoption of CSR in Ruiru, its influence on the performance of non-governmental organizations (NGOs) is notable. NGOs are vital in addressing diverse social, economic, and environmental issues, frequently collaborating with corporations on CSR projects (Kinyanjui et al., 2018). Exploring how CSR initiatives undertaken by corporations in Ruiru affect NGO performance offers businesses NGOs enhance their social impact globally. Understanding this relationship allows for more effective collaboration between corporations and NGOs, ultimately contributing to the achievement of shared social and environmental goals on a local scale.

The performance of Non-Governmental Organizations (NGOs) is crucial in delivering social, economic, and environmental support to communities. In Ruiru Constituency, Kenya, NGOs

play a key role in areas such as education, healthcare, environmental conservation, youth empowerment, and poverty alleviation. However, the effectiveness and sustainability of their programs depend on several factors known as *determinants of performance*.

These determinants may include strong leadership, strategic planning, and efficient management contribute significantly to how well an NGO achieves its objectives, Financial stability and access to sufficient resources directly affect an NGO's ability to implement projects and scale impact, Collaboration with government agencies, donors, community members, and other NGOs enhances accountability, legitimacy, and program relevance, Skilled and committed staff are critical for effective service delivery and innovation within NGOs, Effective tracking of project outcomes ensures that resources are used efficiently and goals are being met, Legal, political, and economic conditions in the region can either support or hinder NGO operations. and NGOs that embrace digital tools for communication, data collection, and reporting often operate more efficiently and transparently.

This study investigates how these and other factors influence the success, sustainability, and impact of NGOs operating in Ruiru Constituency. Understanding these determinants helps in strengthening organizational structures, improving service delivery, and achieving development goals more effectively

## **1.2 Statement of the problem**

In Kenya, CSR is increasingly acknowledged strategic approach in policy discussions. However, its widespread implementation remains limited, often confined to mere philanthropic activities. Although various business practices and efforts from the private sector may be classified as expressions of CSR, the country still lacks comprehensive integration of CSR into corporate

strategies. Despite surveys consistently indicating consumer preferences for companies and products that are socially responsible, the actual adoption of CSR principles by businesses remains inadequate (Chepkwony, 2008).

While CSR is gradually gaining acceptance among investors, its potential to contribute significantly to local development priorities remains largely untapped. Studies conducted in developed nations have demonstrated favorable connections between. While studies developed nations demonstrate CSR and organizational performance have positive links, research in developing nations like Kenya offers mixed results, with some studies reporting insignificant correlations (Aras, Aybars & Kutlu, 2009). This disparity underscores the need for tailored CSR approaches that align with local business practices and address specific socio-economic challenges.

To maximize the impact of CSR policies within the Kenyan context, there is a pressing need for alignment with local business practices and a deeper understanding of how CSR influences organizational performance, particularly in the NGO sector. Moreover, comprehensive research across various sectors and industries in developing nations like Kenya is imperative to unravel the complex connections in a variety of sociocultural and economic circumstances between market success and CSR-related initiatives (Saeed & Arshard, 2012). This study looks into effort to fill up these research gaps on the organizational performance of NGOs operating within Kenya's developing landscape.

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

This study aims to determine how corporate social responsibility affects NGO performance in Kenya's Ruiru constituency.

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

- i. Determine how environmental responsibility affects NGO performance Kenya's Ruiru constituency.
- ii. Determine impact of moral obligation NGO performance Kenya's Ruiru constituency
- iii. To figure out how philanthropic duty affects NGO effectiveness in Kenya's Ruiru constituency.
- iv. To find out how economic responsibility affects NGO efficiency in Kenya's Ruiru constituency.

#### **1.5 Research Questions**

- a. How does environmental responsibility undertaken by corporations in Ruiru constituency impact NGO performance?

purpose of this inquiry is to determine how environmental responsibility affects NGO performance in Ruiru, Kenya. Andrews et al. (2003) suggest that environmental management systems can enhance organizational performance. Christmann (2000) underscores the cost advantages derived from environmental management best practices. Understanding this relationship is vital for assessing the efficacy of environmental CSR initiatives in improving NGO performance in Ruiru's socio-cultural context.

- b. What is the influence of ethical responsibility practiced by corporations in Ruiru constituency on NGO performance?

This inquiry investigates how ethical responsibility affects NGO performance in Ruiru, Kenya. Freeman and Reed (1983) emphasize stakeholder trust in corporate governance, suggesting long-term sustainability. Auger et al. (2007) stresses the importance of ethical considerations in

purchasing decisions. Exploring this connection provides insights into how ethical CSR practices drive NGO performance in Ruiru.

- c. How does philanthropic responsibility demonstrated by corporations in Ruiru constituency affect NGO performance?

This question examines the influence of philanthropic responsibility on NGO performance in Ruiru, Kenya. Brammer and Millington (2005) note favorable impacts on a company's reputation and financial performance. Chebet and Muturi (2018) discover a favorable correlation in Kenya between corporate social responsibility and company success. Examining this relationship clarifies how charitable CSR programs improve NGO efficiency in Ruiru.

## **1.6 Significance of the Study**

### **To Other Organizations**

Anticipated valuable support to other organizations facing challenges in implementing CSR programs in Kenya. These organizations are expected to gain insights into making informed decisions for devising strategies aimed at cost reduction and improving the efficient execution of CSR programs in Kenya. These allow CSR to have a wider focus, addressing any issues that might be preventing project goals from being achieved.

### **Policy Makers**

The findings of this research will assist those tasked with the responsibility of shaping policies related to corporate social responsibility. Policymakers will gain insights into the appropriate measures to be implemented in order to enhance the situation among corporate entities.

### **Researchers**



The study will offer an opportunity for the researchers to improve their analytical, evaluative, and writing skills, as well as to conduct future research in the field and delve into unexplored areas that have not been thoroughly investigated.

### **1.7 Scope of the Study**

Ruiru constituency Kiambu, Kenya, will be the site of this investigation. It will investigate how corporate social responsibility affects the performance of non-governmental organizations Ruiru constituency. The research will be conducted in 2024 between January and April.

### **1.8 Study Limitations**

Given the delicate nature of the data that will be asked for, it is possible that some respondents may not feel completely comfortable providing the accurate data anticipated, potentially affecting. However, researcher promises to uphold rigorous principle non-disclosure of information and to ensure respondents complete anonymity. It's also crucial to remember that this study will only span a certain amount of time, and as more NGOs create more thorough CSR plans for their groups, it's possible that changes may take place inside the companies that are the subject of this analysis over time.

### **1.9 Delimitations**

Delimitations in this study encompass several aspects that necessitate acknowledgment. Firstly, the research focuses specifically on how corporate social responsibility affects non-governmental organization performance in Kenya's Ruiru Constituency. This geographical limitation confines the generalizability of findings to this specific locale and may not reflect broader national or international trends in CSR-NGO dynamics. Time constraint may restrict the breadth and depth

of understanding that could be achieved with longer study duration, potentially overlooking nuanced developments and trends concerns, despite assurances of confidentiality and ethical data handling. Finally, the evolving nature of CSR practices and NGO strategies suggests that findings may not capture dynamic shifts in these domains beyond the study's conclusion. These delimitations frame the boundaries within which the research operates and provide contextual clarity for interpreting its outcomes.

### **1.10 Assumption of the Study**

researcher will make due to their elevated roles within their respective organizations, the respondents in this study will possess pre-existing knowledge regarding the idea of business social responsibility.

### **1.11 Operational Definition of Key Terms**

**Environmental Responsibility:** Refers to the NGO's dedication to sustainable practices, including reducing its ecological footprint, conserving resources, and minimizing any harmful effects on the natural world.

**Ethical Responsibility:** Refers to the organization's commitment to conduct its activities in alignment with moral and ethical principles, ensuring honesty, fairness, and integrity in all its operations and interactions.

**Financial Responsibility:** Refers to the NGO's ability to manage its financial resources effectively, ensuring the proper allocation of funds for its programs, maintaining financial stability, and adhering to sound financial practices.

**Non-Governmental Organization:** Refers to a non-profit, voluntary, and independent organization that operates without government control, primarily focused on addressing social, environmental, or humanitarian issues.

**Organizational Performance:** Refers to the quantifiable and measurable outcomes of the NGO's activities, including financial stability, growth, efficiency, service delivery, and impact on its beneficiaries.

**Philanthropic Responsibility:** Refers to the Ruari's organization's voluntary engagement in charitable actions and contributions to support social causes, community development, and the well-being of society without expecting direct financial returns.

**Transparency:** Refers to the extent to which the NGO openly and comprehensively communicates its mission, activities, financial records, decision-making processes, and impacts to its stakeholders, fostering trust and accountability

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

In accordance with goals the research, provides empirical review the literature. Along with conceptualizes variables, includes theories that will direct the investigation.

#### 2.2 Theoretical Framework

##### 2.2.1 Stakeholder Theory

Study will be grounded in stakeholder theory. Friedman (1970) claimed that a company's only duty is to maximize profits for its owners; there is a contrasting view that businesses have

responsibilities to a broader range of societal groups known. Bruno and Nichols (1990), stakeholders are any recognizable group or individual that has the power organizations, including that work processes, products. Primary stakeholder groups are public stakeholder group, which includes markets infrastructure, as well as shareholders, investors, employees, customers, and suppliers. They might also have tax and other responsibilities in addition to being bound by laws and regulations. As a tool for strategic management, the stakeholder idea has become widely accepted (Spence, Coles & Harris, 2001). Corporate governance and top management have the final say over decision-making systems, which frequently recommend including representatives of stakeholders. Stakeholder theory posits that corporate social responsibility (CSR) responsibilities extend beyond legal or contractual commitments and extend to many groups within society. As a result, the stakeholder theory recognizes the significance of people or organizations that have a stake in the business, including shareholders, staff members, clients, vendors, and the neighborhood (Jones, 1980).

The corporate of which emphasize respect for persons as promoted by Kant—form the basis of this theory (Freeman & Reed, 1983). The former premise forbids corporations and their managers from infringing upon the lawful rights of individuals to shape their own destiny, while the latter emphasizes the corporate and managerial accountability decisions other people. Stakeholder theory is pertinent research because clarifies the ways in which the organizations being studied engage with various stakeholders by examining (CSR). According theory, every company has interconnected to whom have duties and responsibilities.

### **2.2.2 Institutional Theory**

Institutional theory delves into organizations navigate from institutions, encompassing regulatory frameworks, cultural norms, and societal expectations. These external forces shape

organizational behavior and practices as firms strive to gain legitimacy and thrive within their environment (Peters, 2022). institutional theory, businesses implement CSR initiatives to meet stakeholder expectations and comply with institutional norms and laws (Amenta & Ramsey, 2010). By engaging in CSR initiatives, organizations signal their commitment to social responsibility, thus enhancing their legitimacy in the eyes of stakeholders and society at large. This theory emphasizes the significance of comprehending the broader institutional landscape that influences the adoption and execution of CSR initiatives within organizations, highlighting the interplay between regulatory requirements, cultural values, and organizational practices.

### **2.2.3 Resource Dependency Theory**

Organizations, NGOs, rely on external resources for their survival and effectiveness. Global Corporate Social Responsibility influencing NGO performance, theory is particularly relevant. NGOs often depend on collaborations with corporations to access funding, expertise, and networks (Hessels, & Terjesen, 2010). Corporations may provide financial support for NGO projects, offer specialized knowledge in areas like sustainability or technology, and connect NGOs with valuable contacts and partnerships. Through CSR initiatives, corporations can greatly influence NGO performance by providing essential resources and support. This assistance enhances the capacity of NGOs to carry out their missions effectively. For example, partnerships with corporations may enable NGOs to scale up their projects, reach more beneficiaries, and implement innovative solutions to social and environmental challenges (Hessels, & Terjesen, 2010). Ultimately, these collaborations contribute to the overall success and impact of NGOs in addressing pressing issues on a global scale.

#### **2.2.4 Network Theory**

Regarding CSR and the functioning of non-governmental organizations worldwide, Network Theory underscores the significance of collaborations and resource exchanges facilitated by networks among various organizations. CSR initiatives frequently entail partnerships and networks formed among corporations, NGOs, government bodies, and other stakeholders. These networks serve as conduits through which NGOs can access essential resources, such as funding, knowledge, and connections. By participating in such networks, NGOs can enhance their capacity to address societal challenges effectively. For instance, partnerships with corporations may provide NGOs with financial support for their projects, access to specialized expertise, or opportunities for joint initiatives. Through these collaborative efforts within networks, NGOs can augment their performance and effectiveness in pursuing their mission and goals. This aligns with Network Theory's premise that the structure and dynamics of networks significantly influence organizational behavior and outcomes (Borgatti, & Halgin, 2011). Thus, in the context of CSR and NGO performance globally, leveraging networks becomes crucial for enhancing the impact of CSR initiatives and advancing the collective efforts towards sustainable development.

### **2.3 Empirical Literature Review**

#### **2.3.1 Environmental Responsibility and Organizational Performance**

There has been an increasing global movement in recent years to establish and enforce stricter environmental protection laws globally. Businesses are reducing emissions proactively in anticipation of future legislative developments and changes prompted by environmental demands from society and competition (Suar & Mishra, 2010). Businesses are realizing that they must adopt environmental standards secure viability operations, as importance of eco, procedures. As

a result of this change, green resources and capabilities have been developed, and environmental laws and international standards like ISO 14000 and OHSAS 18000 have been complied with (Suar & Mishra, 2010).

Advancements in three primary areas have contributed to improvements in environmental performance: process technologies (e.g., efficient production systems and end-of-pipe controls); worker training programs environmental audits; and product technologies. International CSR standards that address the environment support these elements (Suar & Mishra, 2010). Firms are frequently driven to conduct within the neo-institutional framework highlights the significant in exerting on.

Studies have shown a connection between increased profitability and environmental commitment, particularly in high-growth industries, even if research on environmental proactivity has not produced definitive results (Christman, 2000). Empirical data indicates that anticipatory environmental management can improve a company's financial performance, market value, and reputation. Proactive environmental measures have a greater effect for businesses than for businesses that are less concerned with the environment. Green marketing techniques can increase a company's competitive edge by drawing in environmentally conscious customers, according to proponents of the win-win environmental management paradigm.

Lyon and Maxwell (2008) investigated connection environmental protection corporate social responsibility. Their research on altruistic CSR and environmental CSR showed these endeavors successful. NGO influence on CSR activities is substantial, according to the authors' findings, and it comes from sources. They suggested a variety of outcomes, such as drawing in environmentally concerned investors or customers, avoiding rules from the government, or supporting rules that harm rival businesses. Nevertheless, they pointed out that there is no

assurance that CSR inherently improves societal welfare and that the welfare impacts of CSR are complex.

### **2.3.2 Ethical Responsibility and Organizational Performance**

Louviere (2007) pointed out while well-established; it lags behind the extensive branding literature. According to an expanded stakeholder theory, a company's worth is dependent on both stated and implicit promises, such as providing sustained customer service and job security for employees, as well as wage contracts and product guarantees. Good corporate social responsibility reputation can help a company's cost of implicit claims to be lower than that of other companies, which could boost results.

Mocan et al., (2015) carried out studies on CSR practices in Romanian banking institutions and how CSR helps the sector create value. According to their analysis, CSR can help the banking industry improve its financial standing. They underlined advantages (CSR), such as higher organizational commitment, improved communication between the banking sector and society, improved business reputation, increased employee loyalty, and economic efficiency.

Choongo (2017) conducted study to use analysis to evaluate CSR Company in Zambia. Allow for a relationship performance metrics financial, company staff, data was gathered at two distinct time points, separated by one year. The analysis's findings show that financial success is strongly impacted by social and environmental facets of corporate social responsibility. Nonetheless only CSR and other two performance metrics, employee commitment and business reputation. Study discovered strong and positive correlation between CSR and financial performance.

With a focus on Sony and Chemelil Sugar Factories Kenya, Rongoei and Muturi (2018) carried out study to look into impact of corporate social responsibility on organizational performance.

Objective of research was to ascertain how legal, ethical, economic, and philanthropic endeavors affected success of organizations. Descriptive statistics and multiple regression analysis were used study. One of main conclusions of study was that most respondents strongly agreed that moral behavior improves organizational effectiveness. This emphasizes how crucial organizational ethics are in forming stakeholder perceptions and interactions with society.

Kinyanjui et al., (2018) investigated impact of moral and legal CSR tactics on operations of Kenya's public universities in a similar study. Purpose of study was to ascertain whether or not Kenyan public sector institutions' performance was considerably impacted by their adoption of morally and legally sound CSR activities. Results showed that, in contrast to original theory, legal and moral behavior improved public universities' organizational effectiveness. The study suggested that improve performance of public sector organizations, there should be a greater emphasis on legal and ethical practices.



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### **2.3.3 Philanthropic Responsibility and Organizational Performance**

Brammer and Millington (2005) found that corporate philanthropy positively influences financial performance, as charitable giving can enhance a company's image and moral capital. Their study of 537 firms listed on the London Stock Exchange (1990–1999) revealed that firms with very high or very low levels of charitable donations outperformed those with moderate contributions. While minimal givers saw short-term gains, major contributors experienced long-term benefits.

Galbreath (2008) explored how CSR relates to customer satisfaction and employee turnover. The study showed that CSR positively affects both areas, with legal and discretionary CSR having the strongest impact on reducing employee turnover. These findings suggest that companies with strong legal compliance and community commitment may retain employees better. Additionally, economic, legal, and discretionary CSR were linked to higher customer satisfaction, indicating that practices such as providing quality products, adhering to regulations, and offering competitive employee benefits can boost customer perceptions.

Ong'olo (2012) studied supermarkets in Kisumu City (2006–2010) and found a strong link between CSR activities and market share. Supermarkets with larger CSR budgets reported increased sales and a significant association between CSR and market share. Larger chains focused on initiatives like sanitation, water, and education, while smaller ones directed efforts toward supporting the underprivileged.

### **2.3.4 Economic Responsibility and Organizational Performance**

Mittal, Sinha, and Singh (2008) examined the link between market value added (MVA), economic value added (EVA), and CSR. They found a positive correlation between CSR and corporate reputation but little evidence that companies with a code of ethics generate significantly more MVA or EVA than those without.

Skare and Golja (2012) compared the financial performance of 45 companies listed in the Dow Jones Sustainability World Index (2009/2010) with non-CSR firms. Their findings confirmed that socially responsible companies generally outperformed their counterparts financially, highlighting the value of CSR in modern business.

Hossein et al. (2012) studied the impact of CSR both positive and negative—on the financial performance of restaurant, hotel, and airline sectors. Results varied across industries, indicating that the effectiveness of CSR depends on how it is tailored to specific business contexts.

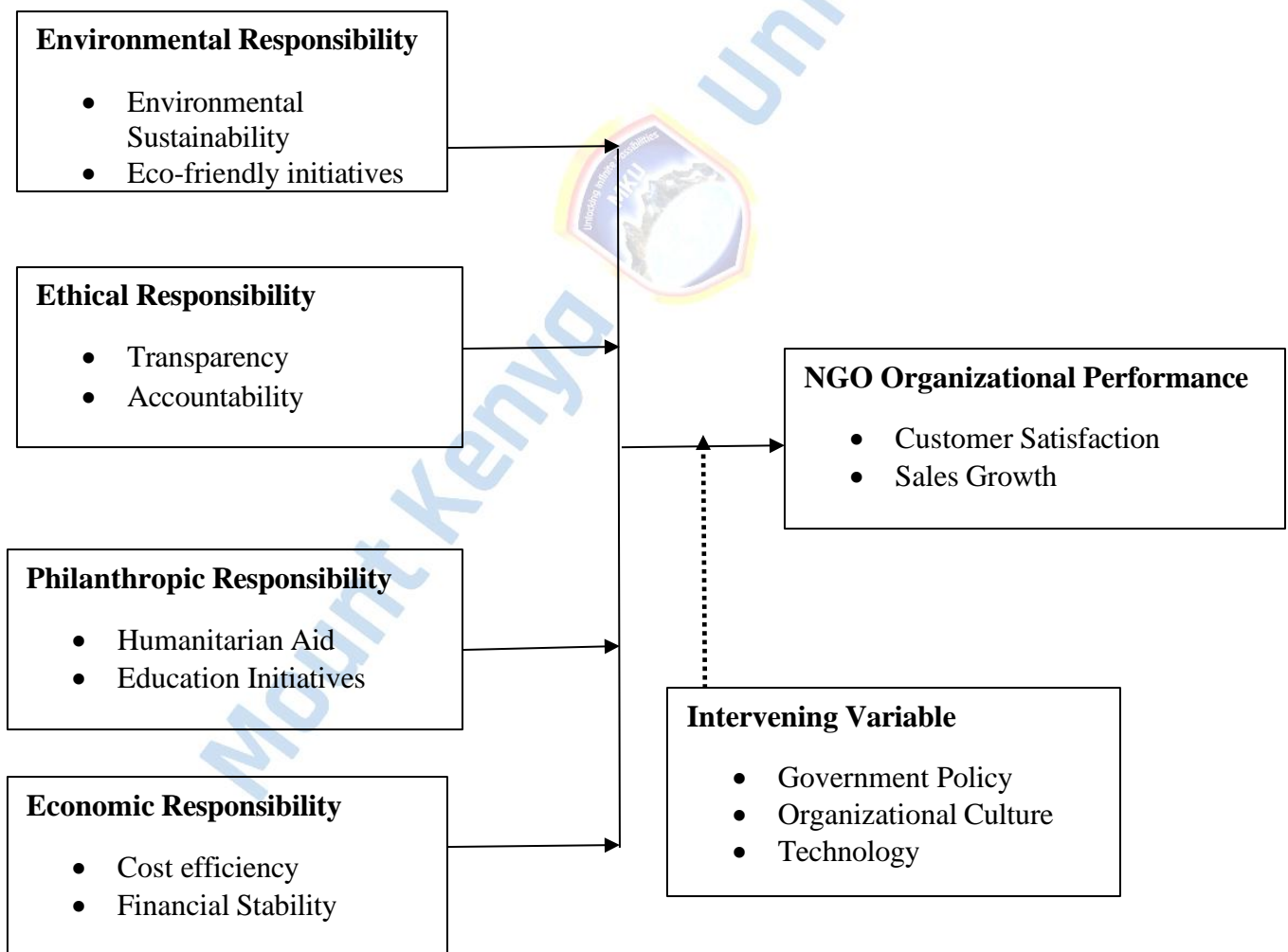
Okoth (2012) found that CSR had a significant positive effect on return on equity (ROE) and return on assets (ROA) for commercial banks overall. However, the impact was more pronounced in large and medium-sized banks, with only marginal benefits observed in small banks.

Similarly, Kipruto (2014) concluded that CSR enhances the financial performance of Kenyan commercial banks. Profitable banks that invested heavily in CSR reported increased customer acquisition, access to capital, tax reliefs, and government support, affirming CSR as a vital part of long-term business strategy.

## 2.4 Conceptual Framework

This research examines Corporate Social Responsibility as the independent variable and assesses it across four dimensions: philanthropic financial, ecological, moral, and accountable. Organizational performance, as determined by customer satisfaction, market share, and sales growth, is the dependent variable. The research also looks at moderating factors including the economy, technology, and governmental regulations.

**Figure 1: Conceptual Framework**



Source: Researcher (2023)

#### **2.4.1 Independent Variable: Corporate Social Responsibility.**

comprises several dimensions that social, environmental values. Philanthropic Responsibility involves charitable contributions and community engagement (Brammer & Millington, 2005), while Economic Responsibility pertains to generating profits ethically while considering societal and environmental impacts (Aras, Aybars & Kutlu, 2010). Environmental Responsibility focuses on reducing environmental footprint and complying with regulations (Lyon & Maxwell, 2008), and Ethical Responsibility emphasizes fair labor practices and transparency (Jones, 1980). These dimensions collectively shape an organization's CSR strategy, influencing its relationship with stakeholders and society (Saeed & Arshad, 2012). Implementing CSR practices aligns companies with societal expectations and regulatory frameworks, contributing to long-term sustainability and competitive advantage (Porter & Kramer, 2006).

#### **2.4.2 Dependent Variable: Organizational Performance**

Organizational performance serves as a crucial dependent variable in this study, encompassing various facets indicative of a company's success and competitiveness (Andrews et al., 2003). Sales growth, a fundamental metric, reflects the effectiveness of business operations and the organization's ability to capture market opportunities (Aras, Aybars, & Kutlu, 2010). Market share, another vital indicator, measures the organization's position relative to competitors, signifying its market dominance and strategic advantage (Auger, Devinney, & Louviere, 2007). Additionally, customer satisfaction, influenced by CSR practices, plays a pivotal role in fostering brand loyalty and repeat business, thereby contributing to sustained performance (Brammer & Millington, 2005). These dimensions organizational performance, influenced by both internal strategies and external factors within the business environment.

### **2.4.3 Moderating Variables**

Crucial shaping responsibility organizational performance. Government policy acts as a significant influencer, setting the regulatory framework within which CSR activities operate (Andrews et al., 2003). Technological advancements, as highlighted by Auger, Devinney, and Louviere (2007), impact CSR practices by enabling innovation in sustainable technologies and providing digital platforms for CSR reporting and engagement. Furthermore, the affects both CSR investments and organizational performance (Aras, Aybars, & Kutlu, 2010). These moderating variables interact with CSR initiatives, shaping their outcomes and ultimately influencing organizational performance in diverse contexts.

### **2.4.4 Interrelationships**

The illustration of figure 1 shows the complex interplay among these variables, highlighting how CSR initiatives across different dimensions can impact organizational performance, subject to moderating influences from government policy, technology, and the economic environment.

### **2.5 Research Gap**

Various studies, including those by Mocan, et al., (2015) in Romania, and Choongo (2017) in Zambia, primarily focus on CSR and organizational performance in different geographical locations. A significant research gap exists concerning how CSR practices influence NGOs in Ruiru constituency, Kenya, which have unique social, cultural, and economic characteristics. This highlights the need for research specific to the Kenyan context. Further, earlier studies concentrated on specific industries such as banking, sugar factories, universities, and SMEs. In contrast, exists CSR NGOs, which represent a distinct sector with specific goals, challenges, and operational models. Investigating the influence of CSR on NGOs in Ruiru would address this industry-specific gap. While some studies have employed longitudinal analysis or focus on

specific aspects of CSR, there is a research design gap in comprehensively multifaceted NGO Ruiru since this research will use descriptive research design. Moreover, the existing studies primarily explore indicators like profitability. A research gap arises concerning a broader and more holistic understanding of organizational performance in the context of NGOs, however this study will concentrate on organizational performance. comprehensive picture of NGO performance. Some studies, like Okoth (2012), aggregate results for commercial banks. There is a gap in exploring how variations in CSR practices affect different NGOs in Ruiru and understanding the factors contributing to such variations.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research strategy and that will employ are covered. Target population, sample size, strategy, procedure for sampling, along with tools and methods for collecting data. The also methods, data display, and data analysis techniques.

#### **3.2 Research Methodology**

This will involve quantifying the responses obtained from the questionnaires, allowing for subsequent calculations based on respondents' opinions. This approach is suitable because of its objectivity and ease of replication (Cooper & Schindler, 2014).

#### **3.3 Research Design**

This functions as a framework for evaluating the data gathered, which is utilized to meet the goals and issues, according to Saunders, Lewis, and Thornhill (2016). Descriptive research will be employed relating topic. Also descriptive research design, variables are thoroughly examined without any interference.

#### **3.4 Location of the Study**

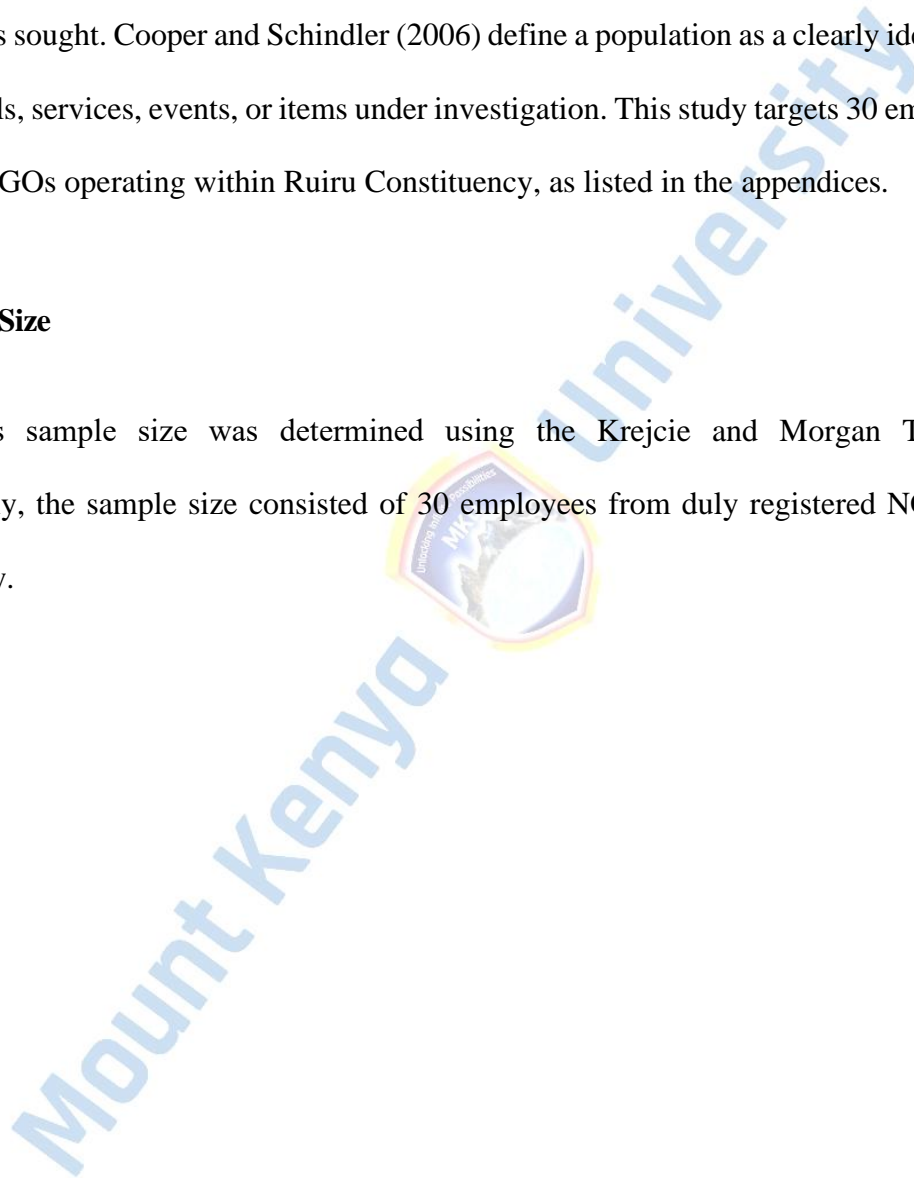
This study will be done Ruiru Constituency. Choice location study

### **3.5 Target Population**

According to Kothari (2004), a target population includes all individuals, events, or subjects real to whom a study's findings are intended to apply. In statistics, it refers to the specific group for which data is sought. Cooper and Schindler (2006) define a population as a clearly identified group of individuals, services, events, or items under investigation. This study targets 30 employees from registered NGOs operating within Ruiru Constituency, as listed in the appendices.

### **3.6 Sample Size**

The study's sample size was determined using the Krejcie and Morgan Table (1970). Consequently, the sample size consisted of 30 employees from duly registered NGOs in Ruiru Constituency.



### **3.7 Sampling Procedure and Technique**

Simple random sampling was the method used in this study. This approach involves selecting a subset of individuals from a larger population, giving each member an equal chance of being chosen. Sampling process included preparing a list of population, assigning unique identifiers to each individual, randomly selecting participants using a random number generator, contacting the selected individuals, and inviting them to participate. Data were collected through questionnaires, with confidentiality maintained throughout. Collected data were then analyzed using appropriate statistical methods to address the study's objectives and research questions. This method helped ensure representativeness, reduced selection bias, and enhanced reliability and validity of findings.

### **3.8 Construction of the Research Instrument**

It also includes the consistency of results obtained from the same test under varied examination settings, with different sets of similar items, or on different days. The Cronbach reliability coefficient will be used in this study to evaluate the instrument's dependability. The internal consistency of the replies is established with the help of this coefficient. When estimating dependability, the Cronbach alpha a measure of internal consistency is utilized. When computed values are than standard deviation of 0.7, the dependability the instruments is deemed adequate.

### **3.9 Data Collection Methods and Procedures**

The researcher will gather data in the field through the utilization of closed-ended questionnaires. These questionnaires will encompass statements of a dichotomous nature or will adhere to the Likert Scale. preference for questionnaires primarily stems from their ability to enable the

researcher to cover a broader geographical area within a relatively shorter time frame and at a reduced cost (Cooper & Schindler, 2013). Furthermore, another advantage of using these instruments is their independence, as they remain unaffected by external interference or bias. Maintaining the confidentiality of the respondents' identity renders them particularly suitable for use, as it encourages users to express their opinions freely during the research.

Data collection holds significant importance in research, as highlighted by Cooper & Schindler (2013). Research procedures are instrumental in expediting the validation and practicality of the study's findings. To gather data, questionnaires were distributed secure an introductory letter from the university, permitting data collection in the field. Subsequently, the questionnaires will be disseminated for completion and later collected. It was explicitly conveyed to be solely purposes, guaranteeing their confidentiality. Pilot test was conducted assess instrument's appropriateness. Researcher will ensure that the questionnaires are concise and relevant to facilitate prompt responses. Adequate time will be granted to respondents for questionnaire completion. Data collection will be conducted during working hours, with prior requests submitted to the respective management teams.

### **3.10 Proposed Data Analysis Techniques and Procedures**

Following collection was coding, analysis, and summarization employing descriptive statistics. Standard deviations, averages, percentages, and frequencies are all included in these descriptive statistics. Karl evaluate link the different CSR aspects and organizational performance. The study will accept a 5% margin of error because the statistical tests will be carried out at a 95% confidence level. A multiple regression model, as follows, will be used to ascertain the overall impact financial, environmental, on corporate performance.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

In which:

- Y = Organizational performance
- $\alpha$  = Constant
- $\beta_1 - \beta_4$  = Regression coefficients
- X1 = Environmental responsibility
- X2 = Ethical responsibility
- X3 = Philanthropic responsibility
- X4 = Economic responsibility
- $\varepsilon$  = Error term

### 3.11 Ethical Considerations

First and foremost, the researcher will obtain informed consent from respondents which will be, emphasizing voluntary participation of the respondents. The researcher will also be guaranteeing the respondents anonymity and confidentiality by using code and the respondents study is academic purposes respectively. Additionally, the researcher plans to request clearance from the ethical review committee (ERC) at Mount Kenya University and an introduction letter from the postgraduate college. Plans apply research permission NACOSTI.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSIONS**

#### **4.0 Introduction**

Section discussion of research how (CSR) influences NGO Ruiru constituency, Kenya. study focused on four CSR dimensions: environmental, ethical, philanthropic, and economic responsibilities. By examining these dimensions, the CSR practices affect NGO performance in terms of mission achievement, donor attraction, staff motivation, and overall organizational credibility.

#### **4.1 Response Rate**

The response rate was determined based on the number of completed questionnaires returned for analysis. All 30 distributed questionnaires were duly filled and returned, resulting in a 100% response rate. According to Mugenda and Mugenda (2013), a response rate of 50% is adequate, 60% is good, and 70% or above is excellent. Therefore, the 100% response rate was considered outstanding for assessing the influence of corporate social responsibility on NGO performance in Ruiru Constituency, Kenya.

#### **4.2 Reliability and Validity results**

##### **4.2.1 Validity Test**

Validity was established by distributing data collection instruments to NGOs involved in corporate social responsibility in Ruiru Constituency, Kenya. The responses were evaluated against the study objectives and rated on a five-point Likert scale (from Strongly Agree to Strongly Disagree). An expert used SPSS to generate a validity index based on the responses. The questionnaires were numbered 1 to 30, corresponding to the data received from each respondent.

#### 4.2.2 Reliability Test

SPSS Version 29 was used to assess the reliability of the questionnaire. Internal consistency was measured using the Cronbach's Alpha coefficient, which determined the overall validity of the instrument. The results of the reliability analysis were presented in Tables 1 and 2.

**Table 1 Average Reliability Statistics corporate social responsibility**

Variables	Cronbach Alpha values
Average Reliability Statistics of corporate social responsibility	0.709

**Source; Researcher (2025)**

Cronbach's Alpha measures internal consistency, indicating how well items on a scale collectively assess the same concept. The coefficient ranges from 0 to 1, with higher values reflecting stronger internal consistency. In this study, a Cronbach's Alpha of 0.709 suggests moderate to good reliability, showing that the items used to measure CSR were fairly consistent. According to Malhotra (2014), a value below 0.6 indicates inadequate reliability. Sekaran and Bougie (2013) note that coefficients closer to 1 represent higher internal consistency. Kothari and Garg (2014) consider a research instrument reliable if it achieves a coefficient above 0.7 ( $\alpha > 0.7$ ). Mugenda and Mugenda (2013) also provide benchmark values for interpreting internal consistency across different levels of Cronbach's Alpha.

**Table 2 Reliability and Validity Results of a specific constructs of corporate social responsibility**

<b>Variables</b>	<b>Cronbach Alpha Values</b>	<b>Comments</b>
Environmental responsibility	0.568	Accepted
Ethical responsibility	0.694	Accepted
Philanthropic responsibility	0.652	Accepted
Economic responsibility	0.922	Accepted

**Source; Researcher (2025)**

Reliability of the data collection tool was assessed using Cronbach's Alpha, computed through SPSS. A pilot study involving 36 management participants was conducted, during which questionnaires were distributed for feedback. According to Zinbarg (2005), Cronbach's Alpha provides an unbiased estimate of data reliability and generalizability. As shown in Table 2, the obtained Cronbach's Alpha value of 0.568 indicates low reliability of the independent variables. Generally, a value below 0.6 is considered weak and suggests that the items used to measure Environmental Responsibility are not highly consistent with one another. Reliability of scale measuring Environmental Responsibility may be insufficient. This could mean the items used to capture this construct are either poorly defined, not aligned with the construct, or have low correlations. 0.694 falls into the acceptable range, though it's on the lower end of that spectrum. It suggests that the items for Ethical Responsibility are somewhat consistent with each other but could be further improved. It's acceptable; there may still be some room for improvement in the scale's internal consistency. 0.652 indicates a moderate level of internal consistency. While it's

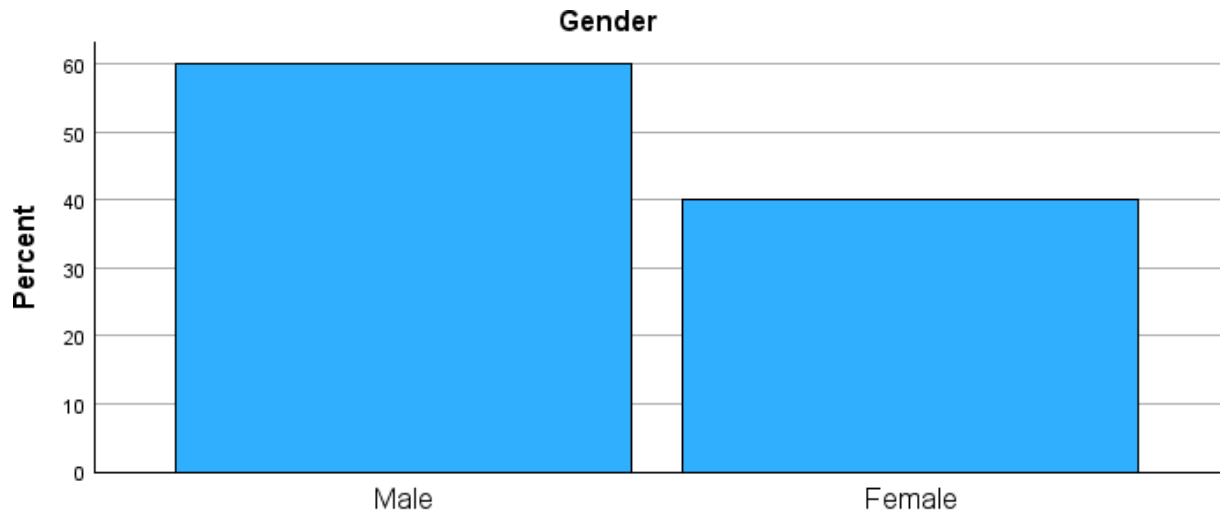
acceptable, it is still somewhat lower than ideal, suggesting potential weaknesses in the measurement of Philanthropic Responsibility. Consistency of items measuring Philanthropic Responsibility may not be optimal, which could affect the reliability of this construct. 0.922 is excellent, indicating very high internal consistency. The items used to measure Economic Responsibility are highly correlated, suggesting that this construct is well-defined and reliably measured. Economic Responsibility has the strongest reliability among the constructs. No changes are needed for this construct, as it demonstrates excellent internal consistency. Zinbarg (2005), an alpha coefficient above 0.60 suggests that data collected has acceptable internal consistency and can be reasonably generalized to reflect views of target population on corporate social responsibility and NGO performance in Ruiru Constituency, Kenya.

#### **4.3 Demographic**

This information was crucial in comprehending and categorizing the various responses based on the respondents backgrounds or profiles. The information includes the respondents Gender, Education, position and employment experience within NGOs.

### 4.3.1 Gender of the Respondent

Figure 2 Gender

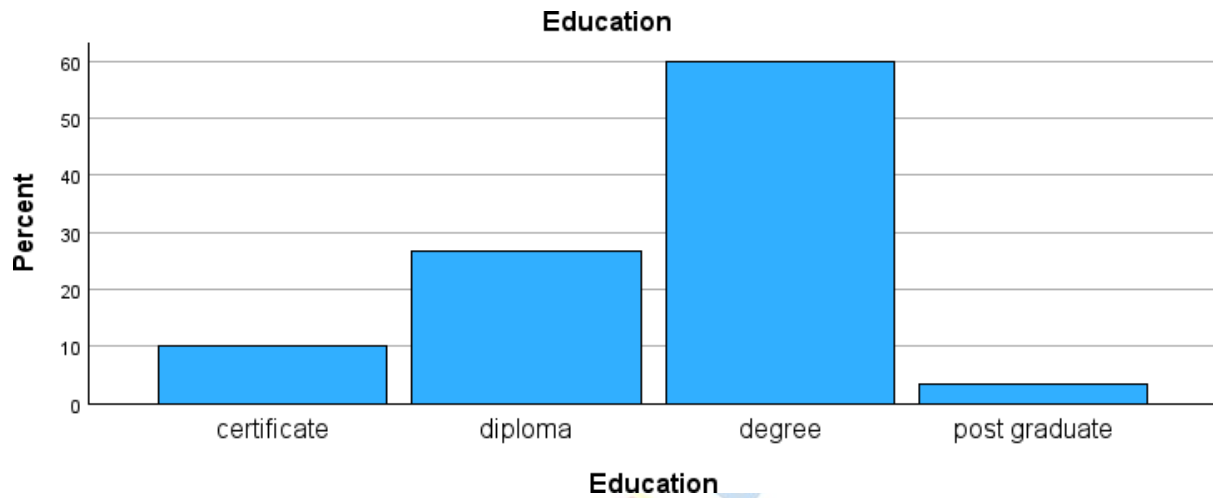


Source; Researcher (2025)

Data shows that males represent a majority (60%) of respondents, while females represent 40%. This could reflect the gender dynamics in the region or the specific NGO populations involved in CSR activities in Ruiru Constituency. Gender might performance NGOs, as activities might affect males and females differently. It could also influence the types of programs or services that NGOs provide, depending on the needs and participation rates across genders. The gender split suggests a balanced but slightly male-dominated group, which could impact decision-making and program implementation. NGOs might consider gender-specific approaches to CSR to ensure inclusivity and better address the needs of both males and females in the community.

### 4.3.2 Educational Qualification

Figure 3 Education Qualification



Source; Researcher (2025)

Majority of respondents have a degree (60%), followed by diploma holders (26.7%). Only a small portion has a certificate (10%) or postgraduate qualification (3.3%). This indicates a highly educated respondent pool, with a focus on individuals with higher education (degree and above). a large portion of respondents having a degree or higher education, NGOs in Ruiru Constituency likely have access to a skilled workforce, which may lead to better management and implementation of CSR activities. Higher education levels could suggest that the respondents are potentially influencing success CSR programs. Education might also impact how CSR initiatives are designed, with well-educated individuals potentially contributing to more innovative and impactful strategies.

### 4.3.3 Position at the NGOs

Figure 4 Position



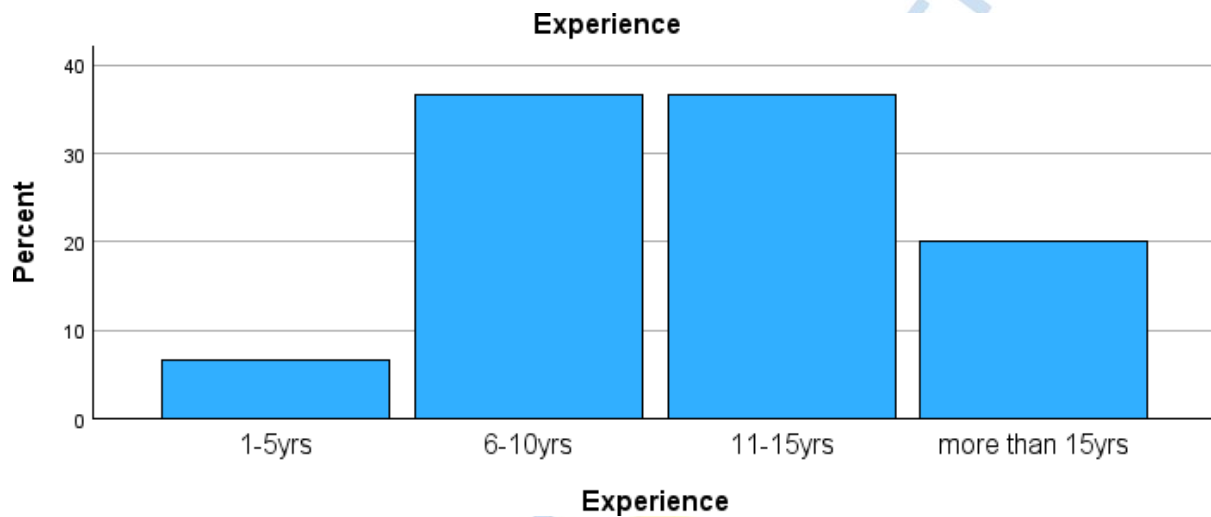
Source; Researcher (2025)

The findings shows largest group of respondents are supervisors (43.3%), followed by general staff (30%) and managers (23.3%). A small proportion (3.3%) is categorized under "Other." supervisors making up the largest group, they are likely to be key decision-makers and influencers in CSR strategies. Their role in overseeing operations means they could be management initiatives. Managers are leadership roles, likely shaping the overall CSR vision and strategic direction. Their relatively smaller representation in the study (23.3%) may indicate a more hands-on, operational focus within NGOs in Ruiru, with supervisors having more day-to-day responsibility. General staff, while a significant group (30%), might have less influence on strategic CSR decisions but can critical execution programs. Their involvement crucial ensuring that CSR initiatives are carried out effectively at the grassroots level. The distribution suggests that the NGOs in this study may have a flat or less hierarchical structure, with supervisors taking

on much of the responsibility for both oversight and implementation. This could impact the speed, efficiency, and responsiveness of CSR programs.

#### 4.3.4 Work Experience at the NGOs

Figure 5 Work Experience



Source; Researcher (2025)

Majority of respondents have 6-15 years of experience (36.7% each for 6-10 and 11-15 years), suggesting a moderately experienced workforce. A smaller proportion of respondents (20%) have over 15 years of experience, and only a small percentage (6.7%) have 1-5 years of experience. substantial proportion of respondents having 6-15 years of experience, it's likely that they possess significant expertise in the field, which is beneficial for designing and implementing CSR strategies. They can bring valuable insights, as they have likely seen various phases of NGO operations and CSR trends. Those with over 15 years of experience (20%) may offer a long-term perspective, especially in shaping sustainable CSR strategies, ensuring continuity and adaptation of CSR efforts over time.

The smaller group with 1-5 years of experience (6.7%) could bring fresh ideas and energy to CSR initiatives, though they may still be gaining expertise in the field. This could be valuable in making CSR approaches more innovative and adaptable to current trends and needs. The variety of experience levels within the sample could provide a balanced approach to CSR efforts. Those with more experience can lead with tried-and-tested strategies, while those with less experience can drive new initiatives, ensuring the NGO adapts to changing societal needs.

#### 4.4 Descriptive Statistics

This segment gives breakdown of the descriptive findings in relation to influence of corporate social responsibility on NGO performance in ruiru constituency. The outcome was presented using measures of frequency, central of tendency and dispersion or variation. The results obtained were interpreted based on a 5

##### 4.4.1 Influence of environmental responsibility and NGO performance

**Table 3 Environmental responsibility**

	N	Mean	Std. Deviation
The organization actively implements environmental initiatives to enhance its performance	30	3.80	.847
The commitment to environmental responsibility contributes significantly to our NGO's success in achieving its mission	30	4.13	.860

Environmental initiatives play a vital role in attracting donors and funding for the organization	30	3.83	.986
Staff and volunteers are motivated and engaged due to the NGOs' environmental responsibility efforts	30	3.83	1.020
Responsible practices enhance the trust and credibility of the NGO	30	4.10	.960
Eco-friendly practices are essential to our NGO's success and effectiveness	30	4.53	.860

**Source; Researcher (2025)**

The table provided presents data on the perception of environmental responsibility and its influence on NGO performance, based on responses from 30 individuals. Each item measures different aspects of the environmental initiatives and their impact on the organization. Findings of organization actively implements environmental initiatives to enhance its performance (Mean = 3.80, Standard Deviation = 0.847). This item suggests that respondents generally agree that environmental initiatives are actively implemented by the NGO to improve performance. The mean value (3.80) indicates a moderate to strong agreement. The standard deviation (0.847) is relatively low, suggesting that there is consistency in responses, with most respondents leaning positively on this aspect. The commitment to environmental responsibility contributes significantly to our NGO's success in achieving its mission (Mean = 4.13 | Standard Deviation = 0.860). higher mean value (4.13) reflects a strong agreement that environmental responsibility is a significant contributor to the NGO's success in fulfilling its mission. The standard deviation (0.860) remains relatively moderate, indicating some variation in opinions but still general agreement among respondents. Environmental initiatives play a vital role in attracting donors

and funding for the organization (Mean = 3.83 | Standard Deviation = 0.986) statement also reflects a positive view, with a mean of 3.83 suggesting that respondents believe environmental initiatives are important for attracting donors and funding. The higher standard deviation (0.986) indicates more variability in opinions compared to the previous items, suggesting some uncertainty among respondents about how much these initiatives directly influence donor behavior. Staff and volunteers are motivated and engaged due to the NGOs' environmental responsibility efforts (Mean = 3.83 | Standard Deviation = 1.020). Similar to the previous statement, this item indicates a moderate level of agreement (mean of 3.83) that environmental responsibility efforts contribute to staff and volunteer motivation. The standard deviation of 1.020 is slightly higher, indicating a wider range of opinions on this matter. Responsible practices enhance the trust and credibility of the NGO (Mean = 4.10 | Standard Deviation = 0.960) response to this item reflects a strong belief (mean of 4.10) that responsible environmental practices enhance the trust and credibility of the NGO. The standard deviation (0.960) shows moderate variability in responses, indicating a general agreement, though some respondents may feel less strongly about this point. Eco-friendly practices are essential to our NGO's success and effectiveness (Mean = 4.53 | Standard Deviation = 0.860). This is the most strongly agreed-upon statement, with a mean of 4.53, indicating that respondents overwhelmingly view eco-friendly practices as essential to the NGO's success. The standard deviation of 0.860 again indicates a relatively consistent view among respondents.

The findings indicate that environmental responsibility significantly enhances NGO performance by improving organizational success in achieving its mission, attracting donors, and boosting staff motivation and engagement. Respondents highlighted that eco-friendly practices are crucial for the NGO's credibility and effectiveness. This aligns with Andrews et al. (2003) who suggest

that environmental management systems can enhance organizational performance, and Christmann (2000) who underscores the cost advantages derived from environmental management best practices. The data revealed that environmental initiatives play a vital role in attracting donors and funding for the organization, as well as enhancing the trust and credibility of the NGO.

There has been an increasing global movement in recent years to establish and enforce stricter environmental protection laws globally. Businesses are reducing emissions proactively in anticipation of future legislative developments and changes prompted by environmental demands from society and competition (Suar & Mishra, 2010). Businesses are realizing that they must adopt environmental standards secure viability operations, as importance of eco, procedures. As a result of this change, green resources and capabilities have been developed, and environmental laws and international standards like ISO 14000 and OHSAS 18000 have been complied with (Suar & Mishra, 2010).

Advancements in three primary areas have contributed to improvements in environmental performance: process technologies (e.g., efficient production systems and end-of-pipe controls); worker training programs environmental audits; and product technologies. International CSR standards that address the environment support these elements (Suar & Mishra, 2010). Firms are frequently driven to conducted within the neo-institutional framework highlights the significant in exerting on.

Studies have shown a connection between increased profitability and environmental commitment, particularly in high-growth industries, even if research on environmental proactivity has not produced definitive results (Christman, 2000). Empirical data indicates that anticipatory environmental management can improve a company's financial performance, market

value, and reputation. Proactive environmental measures have a greater effect for businesses than for businesses that are less concerned with the environment. Green marketing techniques can increase a company's competitive edge by drawing in environmentally conscious customers, according to proponents of the win-win environmental management paradigm.

Lyon and Maxwell (2008) investigated connection environmental protection corporate social responsibility. Their research on altruistic CSR and environmental CSR showed these endeavors successful. NGO influence on CSR activities is substantial, according to the authors' findings, and it comes from sources. They suggested a variety of outcomes, such as drawing in environmentally concerned investors or customers, avoiding rules from the government, or supporting rules that harm rival businesses. Nevertheless, they pointed out that there is no assurance that CSR inherently improves societal welfare and that the welfare impacts of CSR are complex.

#### 4.4.2 Influence of ethical responsibility and NGO performance

**Table 4 Ethical responsibility**

	N	Mean	Std. Deviation
Mechanisms have been created for employees and stakeholders to report unethical behavior or violations without fear of retaliation	30	4.20	.407
the organization adheres to all applicable laws and regulations, both locally and internationally	30	4.60	.621

Employees are treated fairly and ethically by providing safe working conditions, fair wages, and respecting labor rights	30	3.70	.952
There is transparency in business operations, reporting, and communication	30	4.00	1.114
NGO ensures that the organization's suppliers and partners also uphold ethical standards in their operations	30	3.47	.681
There is upholding and respecting the fundamental human rights of employees, stakeholders, and communities in which the business operates	30	3.83	.874

**Source; Researcher (2025)**

Findings on Mechanisms have been created for employees and stakeholders to report unethical behavior or violations without fear of retaliation (Mean = 4.20, Standard Deviation = 0.407) statement indicates a strong agreement (mean of 4.20) that the NGO has mechanisms in place to allow reporting of unethical behavior without fear of retaliation. The low standard deviation (0.407) suggests high consistency in responses, with most respondents agreeing that such mechanisms are well established within the organization. The organization adheres to all applicable laws and regulations, both locally and internationally (Mean = 4.60, Standard Deviation = 0.621) highest mean score (4.60) reflects an overwhelmingly strong belief that the NGO adheres to both local and international laws and regulations. The standard deviation (0.621) is relatively low, indicating that most respondents have similar views on the organization's commitment to legal compliance. Employees are treated fairly and ethically by providing safe working conditions, fair wages, and respecting labor rights (Mean = 3.70,

Standard Deviation = 0.952) statement receives a slightly lower mean (3.70), suggesting that respondents have a more moderate level of agreement with the claim that employees are treated fairly and ethically. The higher standard deviation (0.952) indicates more variation in responses, suggesting that some respondents may not fully agree or may have concerns about fair treatment or working conditions. There is transparency in business operations, reporting, and communication (Mean = 4.00, Standard Deviation = 1.114). Respondents agree (mean of 4.00) that the organization maintains transparency in its business operations and communication. However, the relatively high standard deviation (1.114) indicates that there is a wider range of opinions, with some respondents possibly feeling that transparency could be improved. NGO ensures that the organization's suppliers and partners also uphold ethical standards in their operations (Mean = 3.47, Standard Deviation = 0.681) statement shows the lowest mean score (3.47), indicating a weaker agreement that the NGO ensures its suppliers and partners uphold ethical standards. The standard deviation (0.681) is relatively low, suggesting a somewhat consistent but moderately divided view about the ethical practices of the organization's suppliers and partners. There is upholding and respecting the fundamental human rights of employees, stakeholders, and communities in which the business operates (Mean = 3.83, Standard Deviation = 0.874). Respondents moderately agree (mean of 3.83) that the organization upholds and respects the fundamental human rights of various groups. The standard deviation (0.874) is moderate, showing some variability in how strongly individuals feel about this aspect.

Louviere (2007) pointed out while well-established; it lags behind the extensive branding literature. According to an expanded stakeholder theory, a company's worth is dependent on both stated and implicit promises, such as providing sustained customer service and job security for employees, as well as wage contracts and product guarantees. Good corporate social

responsibility reputation can help a company's cost of implicit claims to be lower than that of other companies, which could boost results.

Mocan et al., (2015) carried out studies on CSR practices in Romanian banking institutions and how CSR helps the sector create value. According to their analysis, CSR can help the banking industry improve its financial standing. They underlined advantages (CSR), such as higher organizational commitment, improved communication between the banking sector and society, improved business reputation, increased employee loyalty, and economic efficiency.

Choongo (2017) conducted study to use analysis to evaluate CSR Company in Zambia. Allow for a relationship performance metrics financial, company staff, data was gathered at two distinct time points, separated by one year. The analysis's findings show that financial success is strongly impacted by social and environmental facets of corporate social responsibility. Nonetheless only CSR and other two performance metrics, employee commitment and business reputation. Study discovered strong and positive correlation between CSR and financial performance.

With a focus on Sony and Chemelil Sugar Factories Kenya, Rongoei and Muturi (2018) carried out study to look into impact of corporate social responsibility on organizational performance. Objective of research was to ascertain how legal, ethical, economic, and philanthropic endeavors affected success of organizations. Descriptive statistics and multiple regression analysis were used study. One of main conclusions of study was that most respondents strongly agreed that moral behavior improves organizational effectiveness. This emphasizes how crucial organizational ethics are in forming stakeholder perceptions and interactions with society.

Kinyanjui et al., (2018) investigated impact of moral and legal CSR tactics on operations of Kenya's public universities in a similar study. Purpose of study was to ascertain whether or not Kenyan public sector institutions' performance was considerably impacted by their adoption of

morally and legally sound CSR activities. Results showed that, in contrast to original theory, legal and moral behavior improved public universities' organizational effectiveness. The study suggested that improve performance of public sector organizations, there should be a greater emphasis on legal and ethical practices.

#### 4.4.3 Influence of philanthropic responsibility and NGO performance

**Table 5 philanthropic responsibility**

	N	Mean	Std. Deviation
There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation	30	4.13	.860
The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid,	30	3.73	1.112
There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged	30	3.97	.809
NGO supports healthcare projects, promoting wellness, and addressing public health concerns	30	3.97	1.098

There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events	30	4.37	.850
Organization engage in philanthropy by donating funds, products, or services to community projects or charitable causes	30	4.00	.587

**Source; Researcher (2025)**

Findings shows that there is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation (Mean = 4.13, Standard Deviation = 0.860) mean of 4.13 indicates a strong agreement that the organization actively supports local communities through various initiatives. The standard deviation of 0.860 suggests that most respondents agree, but there is some variation in how strongly they feel about the extent or effectiveness of these initiatives. The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid (Mean = 3.73, Standard Deviation = 1.112) item shows a moderate level of agreement (mean of 3.73) with the NGO's role in providing assistance during disasters or emergencies. The higher standard deviation (1.112) suggests a wider range of opinions on this aspect, indicating that some respondents may not perceive the NGO's response to emergencies as sufficient or effective. There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged (Mean = 3.97, Standard Deviation = 0.809) statement indicates moderate agreement (mean of 3.97) that the NGO invests in educational programs for underprivileged communities. The standard

deviation of 0.809 suggests a fairly consistent view, though there may be some differences in how respondents assess the depth or effectiveness of these investments. NGO supports healthcare projects, promoting wellness, and addressing public health concerns (Mean = 3.97, Standard Deviation = 1.098) this statement reflects moderate agreement (mean of 3.97) that the NGO supports healthcare projects and addresses public health concerns. The higher standard deviation (1.098) suggests a wider variability in responses, with some respondents possibly feeling that the NGO's healthcare efforts are either insufficient or not as impactful as expected. There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events (Mean = 4.37, Standard Deviation = 0.850) statement reflects strong agreement (mean of 4.37) that the NGO facilitates employee involvement in philanthropic activities, such as volunteering. The standard deviation of 0.850 is moderate, indicating that while most respondents agree with this practice, there is still some variability in the perception of its extent or effectiveness. Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes (Mean = 4.00, Standard Deviation = 0.587) mean of 4.00 indicates strong agreement that the NGO engages in philanthropy through donations to community projects and charitable causes. The standard deviation of 0.587 is low, indicating high consistency among respondents in their positive views on this aspect of the NGO's philanthropic efforts.

Brammer and Millington (2005) found that corporate philanthropy positively influences financial performance, as charitable giving can enhance a company's image and moral capital. Their study of 537 firms listed on the London Stock Exchange (1990–1999) revealed that firms with very high or very low levels of charitable donations outperformed those with moderate contributions. While minimal givers saw short-term gains, major contributors experienced long-term benefits.

Galbreath (2008) explored how CSR relates to customer satisfaction and employee turnover. The study showed that CSR positively affects both areas, with legal and discretionary CSR having the strongest impact on reducing employee turnover. These findings suggest that companies with strong legal compliance and community commitment may retain employees better. Additionally, economic, legal, and discretionary CSR were linked to higher customer satisfaction, indicating that practices such as providing quality products, adhering to regulations, and offering competitive employee benefits can boost customer perceptions.

Ong'olo (2012) studied supermarkets in Kisumu City (2006–2010) and found a strong link between CSR activities and market share. Supermarkets with larger CSR budgets reported increased sales and a significant association between CSR and market share. Larger chains focused on initiatives like sanitation, water, and education, while smaller ones directed efforts toward supporting the underprivileged.

#### **4.4.4 Influence of economic responsibility and NGO performance**

**Table 6 economic responsibility**

	N	Mean	Std. Deviation
Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes	30	4.07	.583
There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation	30	4.53	.776
The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid	30	3.97	1.129
There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged	30	3.57	1.223
NGO supports healthcare projects, promoting wellness, and addressing public health concerns	30	3.57	1.431
There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events	30	3.17	.913

**Source; Researcher (2025)**

Findings show that Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes (Mean = 4.07, Standard Deviation = 0.583) mean score of 4.07 indicates strong agreement that the NGO engages in philanthropy through donations to community projects or charitable causes. The low standard deviation (0.583) indicates that most respondents have a consistent view, with minimal variability in their responses. There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation (Mean = 4.53, Standard Deviation = 0.776) item shows the highest mean (4.53), suggesting very strong agreement that the organization supports local communities through a variety of initiatives, including infrastructure development and job creation. The standard deviation (0.776) indicates some variability, though the response is still generally consistent and positive. The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid (Mean = 3.97, Standard Deviation = 1.129) mean of 3.97 reflects moderate to strong agreement that the organization provides disaster relief. The higher standard deviation (1.129) suggests a wider range of opinions, implying that some respondents may feel the organization could be more proactive or effective in its disaster response. There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged (Mean = 3.57, Standard Deviation = 1.223) statement has the lowest mean (3.57), indicating a more moderate agreement that the NGO invests in educational programs for underprivileged communities. The higher standard deviation (1.223) suggests considerable variability in responses, indicating differing opinions on how much emphasis the NGO places on education-related initiatives. NGO supports healthcare projects, promoting wellness, and addressing public health concerns (Mean = 3.57,

Standard Deviation = 1.431). Similar to the previous item, this statement shows a mean of 3.57, indicating moderate agreement that the NGO supports healthcare projects. The very high standard deviation (1.431) suggests substantial disagreement or uncertainty among respondents, which could imply that some respondents perceive the NGO's healthcare initiatives as insufficient or lacking in impact. There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events (Mean = 3.17, Standard Deviation = 0.913) lowest mean (3.17) reflects weak to moderate agreement that the NGO facilitates employee involvement in philanthropic activities, such as providing paid time off for volunteering or organizing group events. The standard deviation (0.913) is moderate, indicating that there is some variability in how respondents perceive the organization's efforts to involve employees in such activities.

Mittal, Sinha, and Singh (2008) examined the link between market value added (MVA), economic value added (EVA), and CSR. They found a positive correlation between CSR and corporate reputation but little evidence that companies with a code of ethics generate significantly more MVA or EVA than those without.

Skare and Golja (2012) compared the financial performance of 45 companies listed in the Dow Jones Sustainability World Index (2009/2010) with non-CSR firms. Their findings confirmed that socially responsible companies generally outperformed their counterparts financially, highlighting the value of CSR in modern business.

Hossein et al. (2012) studied the impact of CSR both positive and negative—on the financial performance of restaurant, hotel, and airline sectors. Results varied across industries, indicating that the effectiveness of CSR depends on how it is tailored to specific business contexts.

Okoth (2012) found that CSR had a significant positive effect on return on equity (ROE) and return on assets (ROA) for commercial banks overall. However, the impact was more pronounced in large and medium-sized banks, with only marginal benefits observed in small banks.

Similarly, Kipruto (2014) concluded that CSR enhances the financial performance of Kenyan commercial banks. Profitable banks that invested heavily in CSR reported increased customer acquisition, access to capital, tax reliefs, and government support, affirming CSR as a vital part of long-term business strategy.

#### 4.4.5 Influence of NGO performance

**Table 7 NGO performance**

	N	Mean	Std. Deviation
Does the NGO ensure that its funds are being used efficiently and effectively	30	4.10	.712
sustainable is the NGO's funding model, and what steps are being taken to diversify its funding sources	30	4.30	.952
Does the NGO ensure that its programs are aligned with its mission and goals	30	3.97	1.066
Does the NGO foster a positive organizational culture and employee engagement	30	4.10	1.062

**Source; Researcher (2025)**

Finding are as follows Does the NGO ensure that its funds are being used efficiently and effectively (Mean = 4.10, Standard Deviation = 0.712) mean of 4.10 indicates a strong agreement that the NGO is ensuring its funds are used efficiently and effectively. The relatively low standard deviation (0.712) suggests that most respondents have a consistent view on this matter, with minimal variation in their assessments of financial efficiency. How sustainable is the NGO's funding model, and what steps are being taken to diversify its funding sources (Mean = 4.30, Standard Deviation = 0.952) item shows a very positive assessment (mean = 4.30) of the sustainability of the NGO's funding model and the efforts to diversify its funding sources. The higher standard deviation (0.952) indicates some variability in responses, meaning that while the majority of respondents agree on the sustainability and diversification efforts, there is a difference in how strongly they feel about the effectiveness or the ongoing development of these steps. Does the NGO ensure that its programs are aligned with its mission and goals (Mean = 3.97, Standard Deviation = 1.066) mean score of 3.97 reflects moderate to strong agreement that the NGO's programs are aligned with its mission and goals. The higher standard deviation (1.066) suggests a wider range of opinions among respondents, possibly indicating some uncertainty or disagreement regarding how well the programs actually align with the mission or if there are areas for improvement in this regard. Does the NGO foster a positive organizational culture and employee engagement (Mean = 4.10, Standard Deviation = 1.062) mean of 4.10 indicates strong agreement that the NGO fosters a positive organizational culture and employee engagement. The higher standard deviation (1.062) suggests a wider range of opinions, indicating that while most respondents agree, there may be some concerns or varying perspectives about the extent or effectiveness of the organizational culture and employee engagement efforts. These determinants may include strong leadership, strategic planning, and

efficient management contribute significantly to how well an NGO achieves its objectives, Financial stability and access to sufficient resources directly affect an NGO's ability to implement projects and scale impact, Collaboration with government agencies, donors, community members, and other NGOs enhances accountability, legitimacy, and program relevance, Skilled and committed staff are critical for effective service delivery and innovation within NGOs, Effective tracking of project outcomes ensures that resources are used efficiently and goals are being met, Legal, political, and economic conditions in the region can either support or hinder NGO operations. and NGOs that embrace digital tools for communication, data collection, and reporting often operate more efficiently and transparently.

This study investigates how these and other factors influence the success, sustainability, and impact of NGOs operating in Ruiru Constituency. Understanding these determinants helps in strengthening organizational structures, improving service delivery, and achieving development goals more effectively

#### 4.4.6 Summary of the Mean Score

**Table 8 Mean Score**

<b>Statement</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
Environmental responsibility	4.04	0.922
Ethical responsibility	3.97	0.775
Philanthropic responsibility	4.03	0.886

Economic responsibility	3.81	1.009
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**Source; Researcher (2025)**

Summary of finding on Environmental Responsibility (Mean = 4.04, Standard Deviation = 0.922). Environmental responsibility is viewed positively, with a mean score of 4.04. This indicates strong agreement that the NGO engages in responsible environmental practices. The relatively high standard deviation (0.922) suggests some variability in responses, implying that while most respondents agree, there may be some differences in perception regarding the extent or effectiveness of the organization's environmental efforts. Ethical Responsibility (Mean = 3.97, Standard Deviation = 0.775). Ethical responsibility is also perceived positively, with a mean of 3.97, indicating moderate to strong agreement that the NGO upholds ethical standards. The lower standard deviation (0.775) suggests more consistency in responses compared to environmental responsibility, indicating a generally uniform view on the NGO's ethical practices. Philanthropic Responsibility (Mean = 4.03, Standard Deviation = 0.886). Philanthropic responsibility is seen in a similarly positive light (mean = 4.03). Respondents agree that the NGO engages in significant philanthropic activities. The standard deviation of 0.886 is moderate, indicating a fairly consistent view with some variability in how strongly respondents feel about the effectiveness or visibility of the NGO's philanthropic efforts. Economic Responsibility (Mean = 3.81, Standard Deviation = 1.009). Economic responsibility has the lowest mean score (3.81), indicating that while respondents generally agree on the NGO's economic contributions, the agreement is somewhat less strong compared to other areas. The higher standard deviation (1.009) suggests a larger variation in responses, indicating that some respondents may have concerns or differing views on how the organization handles its economic responsibilities.

## 4.5 Inferential Statistical

This section gives an analysis of the association among independent and dependent variables of the study.

### 4.5.1 Correlation Analysis

Correlation was conducted between the four variables under study of corporate social responsibility. Pearson correlation at 0.05 coefficients level was used to ascertain whether there was relationship, which existed between main variables. Environmental, Ethical, Philanthropic and Economic responsibility on NGO performance in Ruiru constituency, Kenya. The study findings are as shown in table 9

**Table 9 Correlation Matrix**

		Environm ental	Ethical	Philanthropic	Economic
Environmental	Pearson Correlation	--			
	N	30			
Ethical	Pearson Correlation	.020	--		
	Sig. (2-tailed)	.916			
	N	30	30		
Philanthropic	Pearson Correlation	.416	.000	--	
	Sig. (2-tailed)	.022	1.000		
	N	30	30	30	

Economic	Pearson Correlation	-.391	.232	-.201	--
	Sig. (2-tailed)	.033	.216	.286	
	N	30	30	30	30

**Source; Researcher (2025)**

The correlation matrix presented provides the Pearson correlation coefficients and significance values for the relationships between different types of NGO responsibility (Environmental, Ethical, Philanthropic, and Economic). Environmental vs. Ethical (Pearson Correlation = 0.020, Sig. (2-tailed) = 0.916). The correlation between environmental responsibility and ethical responsibility is very weak (0.020) and not statistically significant ( $p = 0.916$ ). This suggests that there is no meaningful relationship between these two variables in the data. Environmental vs. Philanthropic (Pearson Correlation = 0.416, Sig. (2-tailed) = 0.022). The correlation between environmental responsibility and philanthropic responsibility is moderate (0.416) and statistically significant ( $p = 0.022$ ). This suggests that higher environmental responsibility is moderately associated with higher philanthropic responsibility. This relationship could indicate that organizations that prioritize environmental responsibility are also more likely to be active in philanthropic initiatives. Environmental vs. Economic (Pearson Correlation = -0.391, Sig. (2-tailed) = 0.033). The negative correlation (-0.391) between environmental responsibility and economic responsibility is statistically significant ( $p = 0.033$ ). This suggests that as environmental responsibility increases, economic responsibility tends to decrease, or vice versa. This could reflect a trade-off between investing in environmental or economic initiatives, although further investigation would be needed to understand the nature of this relationship. Ethical vs. Philanthropic (Pearson Correlation = 0.000, Sig. (2-tailed) = 1.000). The correlation between ethical responsibility and philanthropic responsibility is exactly zero (0.000) and not

statistically significant ( $p = 1.000$ ). This indicates no relationship between these two variables in the data. Ethical vs. Economic (Pearson Correlation = 0.232, Sig. (2-tailed) = 0.216). The correlation between ethical responsibility and economic responsibility is weak (0.232) and not statistically significant ( $p = 0.216$ ). This suggests a slight positive relationship, but it is not strong enough to be considered meaningful or statistically reliable. Philanthropic vs. Economic (Pearson Correlation = -0.201, Sig. (2-tailed) = 0.286). The negative correlation (-0.201) between philanthropic responsibility and economic responsibility is weak and not statistically significant ( $p = 0.286$ ). This suggests there is no meaningful or reliable relationship between these two aspects of responsibility.

#### **4.5.2 Multiple Linear Regression Analysis**

The purpose of this study is to investigate how influence of corporate social responsibility on NGO performance in ruiru constituency, Kenya. Multiple regression models applied to analysis importance of environmental responsibility, ethical responsibility, philanthropic responsibility, economic responsibility and NGO performance in Ruiru constituency, Kenya.

The following is regression model

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Where

Y = NGO performance

$B_0$  = constant

X1 = Environmental responsibility

X2 = Ethical responsibility

X3 = Philanthropic responsibility

X4 = Economic responsibility

e = Error term

B1, B2, B3 and B4 of coefficients

**Table 10 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 <sup>a</sup>	.872	.260	.914

a. Predictors: (Constant), Environmental, Ethical, Philanthropic and Economic responsibility .

**Source; Researcher (2025)**

R (0.934) is the correlation coefficient between the observed and predicted values of the dependent variable. An R value of 0.934 suggests a very strong positive linear relationship between the predictors (Environmental, Ethical, Philanthropic, and Economic responsibility) and the dependent variable. R Square (0.872) tells us how much of the variance in the dependent variable is explained by the predictors. In this case, 87.2% of the variance in the dependent

variable can be explained by the Environmental, Ethical, Philanthropic, and Economic responsibility variables. Adjusted R Square (0.260) is a modified version of R Square that adjusts for the number of predictors in the model. It's used to give a more accurate measure of goodness-of-fit when you have multiple predictors. Here, 26% of the variance in the dependent variable is explained after accounting for the number of predictors. This value is much lower than R Square, indicating that the addition of the predictors might not be as effective as initially suggested by R Square. Standard Error of the Estimate (0.914) represents the average distance that the observed values fall from the regression line. A smaller value indicates a better fit. In this case, the standard error of 0.914 tells you about the spread of the data points around the regression line. To summarize, while the model seems to have a strong correlation ( $R = 0.934$ ) and explains a significant portion of the variance in the dependent variable ( $R^2 = 87.2\%$ ), the adjusted  $R^2$  value of 26% suggests that the predictors might not be as effective as anticipated when accounting for model complexity. The standard error indicates a moderate amount of deviation from the predicted values.

**Table 11 ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.527	24	1.189	1.424	.373 <sup>b</sup>
	Residual	4.173	5	.835		
	Total	32.700	29			

a. Dependent Variable: NGO performance

b. Predictors: (Constant), Environmental, Ethical, Philanthropic and Economic responsibility

**Source; Researcher (2025)**

The p-value (0.373) is greater than the commonly used significance level of 0.05, which means the regression model is not statistically significant at the 5% level. The F-statistic (1.424), along with the p-value of 0.373, indicates that, based on this model, the predictors (Environmental, Ethical, Philanthropic, and Economic responsibility) do not explain a statistically significant amount of the variance in NGO performance. Model explains some of the variance in NGO performance, the overall model is not statistically significant based on the F-test (p-value > 0.05). This suggests that the chosen predictors may not have a strong collective effect on the dependent variable (NGO performance), or there may be other factors not included in the model that contribute more significantly to explaining NGO performance.

**Table 12 Regression Coefficient**

Model		Coefficients <sup>a</sup>				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	11.131	9.155		1.216	.278
	Environmental	.116	.371	.0952	.514	0.04
	Ethical	.176	.533	.1652	.368	0.00
	Philanthropic	.031	.453	.054	.132	0.02
	Economic	.145	.365	.1627	.528	0.05

a. Dependent Variable: NGO performance

This regression analysis explores the influence of Corporate Social Responsibility (CSR) on NGO performance in Ruiru Constituency. The dependent variable is NGO performance, and the independent variables (predictors) are categorized under the four CSR dimensions: Environmental, Ethical, Philanthropic, and Economic. coefficients represent the change in NGO performance for each one-unit change in the predictor variable, holding all other variables constant. A one-unit increase in the Environmental factor is associated with an increase of 0.116 in NGO performance. One-unit increase in Ethical is associated with an increase of 0.176 in NGO performance. One-unit increase in Philanthropic is associated with an increase of 0.031 in NGO performance. A one-unit increase in Economic is associated with an increase of 0.145 in NGO performance. Standardized coefficients allow us to compare the relative strength of each independent variable's impact on NGO performance, as they are measured in terms of standard deviations. Ethical (Beta = 0.1652) has the largest standardized coefficient, indicating it has the strongest influence on NGO performance compared to the other CSR dimensions. Economic (Beta = 0.1627) is also a strong predictor, close in strength to Ethical. Environmental (Beta = 0.0952) has a smaller effect compared to Ethical and Economic, suggesting its influence on NGO performance is weaker. Philanthropic (Beta = 0.054) has the smallest influence, reflecting its relatively modest impact on NGO performance. The t-statistic is used to determine if a coefficient is significantly different from zero (i.e., whether the predictor has a meaningful relationship with the dependent variable). Environmental:  $t = 0.514$ , Ethical:  $t = 0.368$ , Philanthropic:  $t = 0.132$ , and Economic:  $t = 0.528$  t-statistics for all variables are relatively low, the significance values (p-values) will provide more clarity on statistical relevance. This column provides the p-value for each predictor, indicating the probability that the observed relationship between the predictor and the dependent variable occurred by chance. A p-value less than 0.05

generally indicates statistical significance at the 5% level. Ethical is the most influential and statistically significant predictor of NGO performance in the Ruiru Constituency, with a p-value of 0.00 (well below 0.05) and the highest standardized coefficient (Beta = 0.1652). This suggests that CSR activities related to Ethical considerations have a strong, positive impact on NGO performance. Environmental is also statistically significant (p-value = 0.04), but with a smaller effect size (unstandardized coefficient = 0.116). While it has a positive influence, its impact is weaker compared to Ethical and Economic factors. Philanthropic (p-value = 0.02) is statistically significant, but its impact on NGO performance is modest (unstandardized coefficient = 0.031 and Beta = 0.054). While still significant, it appears less influential compared to Ethical and Economic dimensions. Economic (p-value = 0.05) is on the borderline of significance at the 5% level. Its positive relationship with NGO performance suggests that economic CSR initiatives have a moderate but meaningful impact on NGO performance in Ruiru.

The following is multiple linear regression equation:

$$Y = 11.131 + 0.116X_1 + 0.176X_2 + 0.031X_3 + 0.145X_4 + e$$

Where?

Y = NGO Performance

Constant = 11.131

Environmental responsibility = 0.116

Ethical responsibility = 0.176

Philanthropic responsibility = 0.031

Economical responsibility = 0.145

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

Chapter brings out summation complex in Ruiru, Kenya. To present the results of four different CSR types: environmental, ethical, philanthropic, and economical responsibilities, the conclusion is drawn up based on the data analysis, aiming to give the viewer a broad outline of how these responsibilities influence the NGO performance. By the analysis of these findings, this chapter intends to provide clear conclusions and suggestions for the practical application and further development of this fundamental specialty.

#### 5.1 Summary of the result findings

##### 5.1.1 Influence of Environmental responsibility

The table provided presents data on the perception of environmental responsibility and its influence on NGO performance, based on responses from 30 individuals. Each item measures different aspects of the environmental initiatives and their impact on the organization. Findings of organization actively implements environmental initiatives to enhance its performance (Mean = 3.80, Standard Deviation = 0.847). This item suggests that respondents generally agree that environmental initiatives are actively implemented by the NGO to improve performance. The mean value (3.80) indicates a moderate to strong agreement. The standard deviation (0.847) is relatively low, suggesting that there is consistency in responses, with most respondents leaning positively on this aspect. The commitment to environmental responsibility contributes significantly to our NGO's success in achieving its mission (Mean = 4.13 | Standard Deviation =

0.860). higher mean value (4.13) reflects a strong agreement that environmental responsibility is a significant contributor to the NGO's success in fulfilling its mission. The standard deviation (0.860) remains relatively moderate, indicating some variation in opinions but still general agreement among respondents. Environmental initiatives play a vital role in attracting donors and funding for the organization (Mean = 3.83 | Standard Deviation = 0.986) statement also reflects a positive view, with a mean of 3.83 suggesting that respondents believe environmental initiatives are important for attracting donors and funding. The higher standard deviation (0.986) indicates more variability in opinions compared to the previous items, suggesting some uncertainty among respondents about how much these initiatives directly influence donor behavior. Staff and volunteers are motivated and engaged due to the NGOs' environmental responsibility efforts (Mean = 3.83 | Standard Deviation = 1.020). Similar to the previous statement, this item indicates a moderate level of agreement (mean of 3.83) that environmental responsibility efforts contribute to staff and volunteer motivation. The standard deviation of 1.020 is slightly higher, indicating a wider range of opinions on this matter. Responsible practices enhance the trust and credibility of the NGO (Mean = 4.10 | Standard Deviation = 0.960) response to this item reflects a strong belief (mean of 4.10) that responsible environmental practices enhance the trust and credibility of the NGO. The standard deviation (0.960) shows moderate variability in responses, indicating a general agreement, though some respondents may feel less strongly about this point. Eco-friendly practices are essential to our NGO's success and effectiveness (Mean = 4.53 | Standard Deviation = 0.860). This is the most strongly agreed-upon statement, with a mean of 4.53, indicating that respondents overwhelmingly view eco-friendly practices as essential to the NGO's success. The standard deviation of 0.860 again indicates a relatively consistent view among respondents.

The findings indicate that environmental responsibility significantly enhances NGO performance by improving organizational success in achieving its mission, attracting donors, and boosting staff motivation and engagement. Respondents highlighted that eco-friendly practices are crucial for the NGO's credibility and effectiveness. This aligns with Andrews et al. (2003) who suggest that environmental management systems can enhance organizational performance, and Christmann (2000) who underscores the cost advantages derived from environmental management best practices. The data revealed that environmental initiatives play a vital role in attracting donors and funding for the organization, as well as enhancing the trust and credibility of the NGO.

There has been an increasing global movement in recent years to establish and enforce stricter environmental protection laws globally. Businesses are reducing emissions proactively in anticipation of future legislative developments and changes prompted by environmental demands from society and competition (Suar & Mishra, 2010). Businesses are realizing that they must adopt environmental standards secure viability operations, as importance of eco, procedures. As a result of this change, green resources and capabilities have been developed, and environmental laws and international standards like ISO 14000 and OHSAS 18000 have been complied with (Suar & Mishra, 2010).

Advancements in three primary areas have contributed to improvements in environmental performance: process technologies (e.g., efficient production systems and end-of-pipe controls); worker training programs environmental audits; and product technologies. International CSR standards that address the environment support these elements (Suar & Mishra, 2010). Firms are frequently driven to conducted within the neo-institutional framework highlights the significant in exerting on.

Studies have shown a connection between increased profitability and environmental commitment, particularly in high-growth industries, even if research on environmental proactivity has not produced definitive results (Christman, 2000). Empirical data indicates that anticipatory environmental management can improve a company's financial performance, market value, and reputation. Proactive environmental measures have a greater effect for businesses than for businesses that are less concerned with the environment. Green marketing techniques can increase a company's competitive edge by drawing in environmentally conscious customers, according to proponents of the win-win environmental management paradigm.

Lyon and Maxwell (2008) investigated connection environmental protection corporate social responsibility. Their research on altruistic CSR and environmental CSR showed these endeavors successful. NGO influence on CSR activities is substantial, according to the authors' findings, and it comes from sources. They suggested a variety of outcomes, such as drawing in environmentally concerned investors or customers, avoiding rules from the government, or supporting rules that harm rival businesses. Nevertheless, they pointed out that there is no assurance that CSR inherently improves societal welfare and that the welfare impacts of CSR are complex.

### **5.1.2 Influence of Ethical responsibility**

. Findings on Mechanisms have been created for employees and stakeholders to report unethical behavior or violations without fear of retaliation (Mean = 4.20, Standard Deviation = 0.407) statement indicates a strong agreement (mean of 4.20) that the NGO has mechanisms in place to allow reporting of unethical behavior without fear of retaliation. The low standard deviation (0.407) suggests high consistency in responses, with most respondents agreeing that such mechanisms are well established within the organization. The organization adheres to all

applicable laws and regulations, both locally and internationally (Mean = 4.60 , Standard Deviation = 0.621) highest mean score (4.60) reflects an overwhelmingly strong belief that the NGO adheres to both local and international laws and regulations. The standard deviation (0.621) is relatively low, indicating that most respondents have similar views on the organization's commitment to legal compliance. Employees are treated fairly and ethically by providing safe working conditions, fair wages, and respecting labor rights (Mean = 3.70, Standard Deviation = 0.952) statement receives a slightly lower mean (3.70), suggesting that respondents have a more moderate level of agreement with the claim that employees are treated fairly and ethically. The higher standard deviation (0.952) indicates more variation in responses, suggesting that some respondents may not fully agree or may have concerns about fair treatment or working conditions. There is transparency in business operations, reporting, and communication (Mean = 4.00, Standard Deviation = 1.114). Respondents agree (mean of 4.00) that the organization maintains transparency in its business operations and communication. However, the relatively high standard deviation (1.114) indicates that there is a wider range of opinions, with some respondents possibly feeling that transparency could be improved. NGO ensures that the organization's suppliers and partners also uphold ethical standards in their operations (Mean = 3.47, Standard Deviation = 0.681) statement shows the lowest mean score (3.47), indicating a weaker agreement that the NGO ensures its suppliers and partners uphold ethical standards. The standard deviation (0.681) is relatively low, suggesting a somewhat consistent but moderately divided view about the ethical practices of the organization's suppliers and partners. There is upholding and respecting the fundamental human rights of employees, stakeholders, and communities in which the business operates (Mean = 3.83, Standard Deviation = 0.874). Respondents moderately agree (mean of 3.83) that the organization upholds and

respects the fundamental human rights of various groups. The standard deviation (0.874) is moderate, showing some variability in how strongly individuals feel about this aspect.

Louviere (2007) pointed out while well-established; it lags behind the extensive branding literature. According to an expanded stakeholder theory, a company's worth is dependent on both stated and implicit promises, such as providing sustained customer service and job security for employees, as well as wage contracts and product guarantees. Good corporate social responsibility reputation can help a company's cost of implicit claims to be lower than that of other companies, which could boost results.

Mocan et al., (2015) carried out studies on CSR practices in Romanian banking institutions and how CSR helps the sector create value. According to their analysis, CSR can help the banking industry improve its financial standing. They underlined advantages (CSR), such as higher organizational commitment, improved communication between the banking sector and society, improved business reputation, increased employee loyalty, and economic efficiency.

Choongo (2017) conducted study to use analysis to evaluate CSR Company in Zambia. Allow for a relationship performance metrics financial, company staff, data was gathered at two distinct time points, separated by one year. The analysis's findings show that financial success is strongly impacted by social and environmental facets of corporate social responsibility. Nonetheless only CSR and other two performance metrics, employee commitment and business reputation. Study discovered strong and positive correlation between CSR and financial performance.

With a focus on Sony and Chemelil Sugar Factories Kenya, Rongoei and Muturi (2018) carried out study to look into impact of corporate social responsibility on organizational performance. Objective of research was to ascertain how legal, ethical, economic, and philanthropic endeavors affected success of organizations. Descriptive statistics and multiple regression analysis were

used study. One of main conclusions of study was that most respondents strongly agreed that moral behavior improves organizational effectiveness. This emphasizes how crucial organizational ethics are in forming stakeholder perceptions and interactions with society.

Kinyanjui et al., (2018) investigated impact of moral and legal CSR tactics on operations of Kenya's public universities in a similar study. Purpose of study was to ascertain whether or not Kenyan public sector institutions' performance was considerably impacted by their adoption of morally and legally sound CSR activities. Results showed that, in contrast to original theory, legal and moral behavior improved public universities' organizational effectiveness. The study suggested that improve performance of public sector organizations, there should be a greater emphasis on legal and ethical practices.

### **5.1.3 Influence of the philanthropic responsibility**

Findings shows that there is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation (Mean = 4.13, Standard Deviation = 0.860) mean of 4.13 indicates a strong agreement that the organization actively supports local communities through various initiatives. The standard deviation of 0.860 suggests that most respondents agree, but there is some variation in how strongly they feel about the extent or effectiveness of these initiatives. The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid (Mean = 3.73, Standard Deviation = 1.112) item shows a moderate level of agreement (mean of 3.73) with the NGO's role in providing assistance during disasters or emergencies. The higher standard deviation (1.112) suggests a wider range of opinions on this aspect, indicating that some respondents may not perceive the NGO's response to emergencies as sufficient or effective. There is investing in educational programs, scholarships, and grants that enhance access to

education, skill development, and lifelong learning opportunities for underprivileged (Mean = 3.97, Standard Deviation = 0.809) statement indicates moderate agreement (mean of 3.97) that the NGO invests in educational programs for underprivileged communities. The standard deviation of 0.809 suggests a fairly consistent view, though there may be some differences in how respondents assess the depth or effectiveness of these investments. NGO supports healthcare projects, promoting wellness, and addressing public health concerns (Mean = 3.97, Standard Deviation = 1.098) this statement reflects moderate agreement (mean of 3.97) that the NGO supports healthcare projects and addresses public health concerns. The higher standard deviation (1.098) suggests a wider variability in responses, with some respondents possibly feeling that the NGO's healthcare efforts are either insufficient or not as impactful as expected. There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events (Mean = 4.37, Standard Deviation = 0.850) statement reflects strong agreement (mean of 4.37) that the NGO facilitates employee involvement in philanthropic activities, such as volunteering. The standard deviation of 0.850 is moderate, indicating that while most respondents agree with this practice, there is still some variability in the perception of its extent or effectiveness. Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes (Mean = 4.00, Standard Deviation = 0.587) mean of 4.00 indicates strong agreement that the NGO engages in philanthropy through donations to community projects and charitable causes. The standard deviation of 0.587 is low, indicating high consistency among respondents in their positive views on this aspect of the NGO's philanthropic efforts.

Brammer and Millington (2005) found that corporate philanthropy positively influences financial performance, as charitable giving can enhance a company's image and moral capital. Their study of 537 firms listed on the London Stock Exchange (1990–1999) revealed that firms with very high or very low levels of charitable donations outperformed those with moderate contributions. While minimal givers saw short-term gains, major contributors experienced long-term benefits.

Galbreath (2008) explored how CSR relates to customer satisfaction and employee turnover. The study showed that CSR positively affects both areas, with legal and discretionary CSR having the strongest impact on reducing employee turnover. These findings suggest that companies with strong legal compliance and community commitment may retain employees better. Additionally, economic, legal, and discretionary CSR were linked to higher customer satisfaction, indicating that practices such as providing quality products, adhering to regulations, and offering competitive employee benefits can boost customer perceptions.

Ong'olo (2012) studied supermarkets in Kisumu City (2006–2010) and found a strong link between CSR activities and market share. Supermarkets with larger CSR budgets reported increased sales and a significant association between CSR and market share. Larger chains focused on initiatives like sanitation, water, and education, while smaller ones directed efforts toward supporting the underprivileged.

#### **5.1.4 Influence of the Economic responsibility**

Findings show that Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes (Mean = 4.07, Standard Deviation = 0.583) mean score of 4.07 indicates strong agreement that the NGO engages in philanthropy through donations to community projects or charitable causes. The low standard deviation (0.583)

indicates that most respondents have a consistent view, with minimal variability in their responses. There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation (Mean = 4.53, Standard Deviation = 0.776) item shows the highest mean (4.53), suggesting very strong agreement that the organization supports local communities through a variety of initiatives, including infrastructure development and job creation. The standard deviation (0.776) indicates some variability, though the response is still generally consistent and positive. The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid (Mean = 3.97, Standard Deviation = 1.129) mean of 3.97 reflects moderate to strong agreement that the organization provides disaster relief. The higher standard deviation (1.129) suggests a wider range of opinions, implying that some respondents may feel the organization could be more proactive or effective in its disaster response. There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged (Mean = 3.57, Standard Deviation = 1.223) statement has the lowest mean (3.57), indicating a more moderate agreement that the NGO invests in educational programs for underprivileged communities. The higher standard deviation (1.223) suggests considerable variability in responses, indicating differing opinions on how much emphasis the NGO places on education-related initiatives. NGO supports healthcare projects, promoting wellness, and addressing public health concerns (Mean = 3.57, Standard Deviation = 1.431). Similar to the previous item, this statement shows a mean of 3.57, indicating moderate agreement that the NGO supports healthcare projects. The very high standard deviation (1.431) suggests substantial disagreement or uncertainty among respondents, which could imply that some respondents perceive the NGO's healthcare initiatives as

insufficient or lacking in impact. There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events (Mean = 3.17, Standard Deviation = 0.913) lowest mean (3.17) reflects weak to moderate agreement that the NGO facilitates employee involvement in philanthropic activities, such as providing paid time off for volunteering or organizing group events. The standard deviation (0.913) is moderate, indicating that there is some variability in how respondents perceive the organization's efforts to involve employees in such activities.

Mittal, Sinha, and Singh (2008) examined the link between market value added (MVA), economic value added (EVA), and CSR. They found a positive correlation between CSR and corporate reputation but little evidence that companies with a code of ethics generate significantly more MVA or EVA than those without.

Skare and Golja (2012) compared the financial performance of 45 companies listed in the Dow Jones Sustainability World Index (2009/2010) with non-CSR firms. Their findings confirmed that socially responsible companies generally outperformed their counterparts financially, highlighting the value of CSR in modern business.

Hossein et al. (2012) studied the impact of CSR both positive and negative—on the financial performance of restaurant, hotel, and airline sectors. Results varied across industries, indicating that the effectiveness of CSR depends on how it is tailored to specific business contexts.

Okoth (2012) found that CSR had a significant positive effect on return on equity (ROE) and return on assets (ROA) for commercial banks overall. However, the impact was more pronounced in large and medium-sized banks, with only marginal benefits observed in small banks.

Similarly, Kipruto (2014) concluded that CSR enhances the financial performance of Kenyan commercial banks. Profitable banks that invested heavily in CSR reported increased customer acquisition, access to capital, tax reliefs, and government support, affirming CSR as a vital part of long-term business strategy.

### **5.1.5 Influence of NGO performance**

Finding are as follows Does the NGO ensure that its funds are being used efficiently and effectively (Mean = 4.10, Standard Deviation = 0.712) mean of 4.10 indicates a strong agreement that the NGO is ensuring its funds are used efficiently and effectively. The relatively low standard deviation (0.712) suggests that most respondents have a consistent view on this matter, with minimal variation in their assessments of financial efficiency. How sustainable is the NGO's funding model, and what steps are being taken to diversify its funding sources (Mean = 4.30, Standard Deviation = 0.952) item shows a very positive assessment (mean = 4.30) of the sustainability of the NGO's funding model and the efforts to diversify its funding sources. The higher standard deviation (0.952) indicates some variability in responses, meaning that while the majority of respondents agree on the sustainability and diversification efforts, there is a difference in how strongly they feel about the effectiveness or the ongoing development of these steps. Does the NGO ensure that its programs are aligned with its mission and goals (Mean = 3.97, Standard Deviation = 1.066) mean score of 3.97 reflects moderate to strong agreement that the NGO's programs are aligned with its mission and goals. The higher standard deviation (1.066) suggests a wider range of opinions among respondents, possibly indicating some uncertainty or disagreement regarding how well the programs actually align with the mission or if there are areas for improvement in this regard. Does the NGO foster a positive organizational culture and employee engagement (Mean = 4.10, Standard Deviation = 1.062) mean of 4.10

indicates strong agreement that the NGO fosters a positive organizational culture and employee engagement. The higher standard deviation (1.062) suggests a wider range of opinions, indicating that while most respondents agree, there may be some concerns or varying perspectives about the extent or effectiveness of the organizational culture and employee engagement efforts. These determinants may include strong leadership, strategic planning, and efficient management contribute significantly to how well an NGO achieves its objectives, Financial stability and access to sufficient resources directly affect an NGO's ability to implement projects and scale impact, Collaboration with government agencies, donors, community members, and other NGOs enhances accountability, legitimacy, and program relevance, Skilled and committed staff are critical for effective service delivery and innovation within NGOs, Effective tracking of project outcomes ensures that resources are used efficiently and goals are being met, Legal, political, and economic conditions in the region can either support or hinder NGO operations. and NGOs that embrace digital tools for communication, data collection, and reporting often operate more efficiently and transparently.

This study investigates how these and other factors influence the success, sustainability, and impact of NGOs operating in Ruiru Constituency. Understanding these determinants helps in strengthening organizational structures, improving service delivery, and achieving development goals more effectively

## **5.2 Conclusions**

Environmental responsibility is widely acknowledged as an essential factor contributing to the success and effectiveness of NGOs. However, implementation gaps may exist, and NGOs could benefit from focusing more on actively integrating environmental initiatives into their operations.

Strengthening these efforts could also have positive effects on donor attraction, trust, and staff engagement. Ethical responsibility plays a crucial role in NGO performance. The NGO's strong commitment to legal compliance and transparency is a positive indicator, but there are areas, particularly in employee treatment, supplier relationships, and human rights, that require further attention. Strengthening these ethical aspects will not only improve internal operations but also enhance the NGO's credibility, donor relations, and overall impact. Philanthropic responsibility plays a significant role in enhancing NGO performance. The NGO's strong focus on employee engagement and community support is a positive indicator of its success, but there are areas like disaster relief, healthcare, and education where improvements could lead to even greater impact. Strengthening these areas and ensuring they align with community needs can improve the NGO's overall effectiveness and sustainability. The NGO's economic responsibility plays a key role in its performance, with a strong focus on community development and philanthropy. However, there are areas such as disaster relief, education, and employee engagement that could benefit from additional attention. By enhancing its efforts in these areas, the NGO can improve its overall impact and strengthen its relationships with stakeholders, employees, and the communities it serves. NGO performance, as assessed through factors such as funding sustainability, program alignment, and organizational culture, appears to be generally strong. However, there are areas for improvement, particularly in ensuring that all programs are fully aligned with the organization's mission and goals. By addressing these aspects, the NGO can enhance its overall effectiveness, efficiency, and long-term success.

### **5.3 Recommendations for practice to**

Conduct regular program evaluations to ensure that all activities are aligned with the NGO's core mission and strategic goals.

Involve key stakeholders, including employees, volunteers, and donors, in the process to gain diverse insights.

Strengthen the diversification of funding sources and enhance financial management practices to ensure the NGO's long-term sustainability.

Foster a more inclusive, transparent, and empowering organizational culture that promotes employee engagement and job satisfaction.

Improve internal and external communication within the NGO, fostering transparency in decision-making and organizational practices.

Strengthen the NGO's environmental and ethical responsibility initiatives to improve its social reputation and internal engagement. Build stronger relationships with donors and potential funding sources, ensuring that the NGO's philanthropic efforts are sustainable.

Further strengthen the NGO's involvement in community-based initiatives and ensure that its philanthropic activities are impactful.

#### **5.4 Suggestion for further research in this field of study**

Future research studies should strive to investigate the long-term effects of CSR initiatives (environmental, ethical, philanthropic, and economic responsibilities) on the performance of NGOs. Analyze how NGOs' CSR practices influence their sustainability, donor trust, and community impact over a multi-year period. Examine the role of stakeholder engagement (employees, donors, beneficiaries, government, etc.) in the effectiveness of CSR activities. Assess how the level of involvement from different stakeholder groups impacts the **success** of environmental, ethical, and philanthropic initiatives. Compare the CSR strategies and outcomes

between NGOs and corporations to explore how the two sectors approach social responsibility and its impact on their performance. Investigate if NGOs can adopt successful corporate CSR practices and vice versa, focusing on financial sustainability, public perception, and community involvement. Assess how NGOs are leveraging technology to improve the execution and impact of their CSR efforts, particularly in areas like fundraising, program delivery, and communication. Evaluate the use of digital platforms and social media in enhancing the reach and transparency of CSR activities, as well as its role in donor engagement and volunteer management. Explore how effective CSR initiatives influence NGO brand perception and the loyalty of donors. Investigate whether NGOs that actively engage in CSR practices enjoy greater donor retention, fundraising success, and public trust. Investigate the relationship between corporate social responsibility practices and the accountability of NGOs, focusing on how transparency in CSR activities affects public trust and performance. Explore whether NGOs with clear and transparent CSR strategies have better reputations and higher levels of accountability to their stakeholders, including donors and beneficiaries. Assess how the CSR practices of local NGOs influence community development and empowerment, especially in rural areas such as Ruiru constituency. Investigate how CSR initiatives are directly contributing to local development goals, such as education, healthcare, job creation, and environmental sustainability.

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## APPENDICES

### Appendix I: Questionnaire

**Section A: Respondent Background Information (Please tick or indicate where appropriate)**

Gender

- i. Male
- ii. Female

Education Level

- i. Certificate
- ii. Diploma
- iii. Degree
- iv. Post Graduate

Position at the NGO

- i. Manager
- ii. Supervisor
- iii. General Staff

Years Worked at the NGO

- i. 1-5 Years
- ii. 6-10 years
- iii. 11-15 years
- iv. More than 15 years

**Section B: Environmental responsibility and organizational performance**



The following table entails statements which relate to environmental responsibility and organizational performance in your organization; kindly indicate your agreement level as per the following scale:

Where 1 corresponds to "Strongly Disagree," 2 to "Disagree," 3 to "Neutral," 4 to "Agree," and 5 to "Strongly Agree."

Statement	1	2	3	4	5
The organization actively implements environmental initiatives to enhance its performance					
The commitment to environmental responsibility contributes significantly to our NGO's success in achieving its mission					
Environmental initiatives play a vital role in attracting donors and funding for the organization					
Staff and volunteers are motivated and engaged due to the NGOs' environmental responsibility efforts					
responsible practices enhance the trust and credibility of the NGO					
. Eco-friendly practices are essential to our NGO's success and effectiveness					

### Section C: Ethical responsibility and organizational performance

The following table entails statements which relate to ethical responsibility and organizational performance in your organization; kindly indicate your agreement level as per the following scale: Where 1 corresponds to "Strongly Disagree," 2 to "Disagree," 3 to "Neutral," 4 to "Agree," and 5 to "Strongly Agree."

Statement	1	2	3	4	5
Mechanisms have been created for employees and stakeholders to report unethical behavior or violations without fear of retaliation					
the organization adheres to all applicable laws and regulations, both locally and internationally					
Employees are treated fairly and ethically by providing safe working conditions, fair wages, and respecting labor rights					
There is transparency in business operations, reporting, and communication					
NGO ensures that the organization's suppliers and partners also uphold ethical standards in their operations					

There is upholding and respecting the fundamental human rights of employees, stakeholders, and communities in which the business operates

**Section D: Philanthropic responsibility and organizational performance**

The following table entails statements which relate to philanthropic responsibility and organizational performance in your organization; kindly indicate your agreement level as per the following scale:

Where 1 corresponds to "Strongly Disagree," 2 to "Disagree," 3 to "Neutral," 4 to "Agree," and 5 to "Strongly Agree."

<b>Statement</b>	1	2	3	4	5
Organization engage in philanthropy by donating funds, products, or services to community projects or charitable causes					
There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation					
The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid,					
There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged					
NGO supports healthcare projects, promoting wellness, and addressing public health concerns					
There is facilitating employee’s involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events					

**Section E: Economic responsibility and organizational performance**

The following table entails statements which relate to economic responsibility and organizational performance in your organization; kindly indicate your agreement level as per the following scale: Where 1 corresponds to "Strongly Disagree," 2 to "Disagree," 3 to "Neutral," 4 to "Agree," and 5 to "Strongly Agree."

<b>Statement</b>	1	2	3	4	5
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Organization engages in philanthropy by donating funds, products, or services to community projects or charitable causes

There is supporting local communities through initiatives such as infrastructure development, education programs, healthcare services, and job creation

The organization provides assistance in times of disasters or emergencies, whether natural or man-made, by offering relief aid,

There is investing in educational programs, scholarships, and grants that enhance access to education, skill development, and lifelong learning opportunities for underprivileged

NGO supports healthcare projects, promoting wellness, and addressing public health concerns

There is facilitating employee's involvement in philanthropic activities by offering paid time off for volunteering, organizing group volunteer events



**Appendix II: Consent Form**

I am **Loice**, a master student at Mount Kenya University. I am conducting a study on

**“Influence of corporate social responsibility on NGO performance in Ruiru constituency Kenya.”**

It is with great pleasure that I notify you that this study counts toward my master's degree program. I'm enlisting your convenient and voluntary participation in this study, and I need your permission to do so. Instead of utilizing names, code numbers will be used to protect confidentiality, and all information acquired will remain private. It is not required to participate in the study. Participants face no risks in this initiative.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **Loice Nduta Kimani.**

Sign.....

In case of any complaints or further clarifications, kindly conduct the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

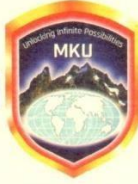
**Thika.**



Mount Kenya University

## Appendix III: ERC

# Mount Kenya University



REF: MKU/ISERC/4719  
TO: LOICE NDUTA KIMANI

Date: 30 January 2025

REG: MPAM/2022/49751

Dear Sir/Madam,

**RE: INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON NGO PERFORMANCE IN RUIRU CONSTITUENCY, KENYA.**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3441**. The approval period is **30/01/2025 - 29/01/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

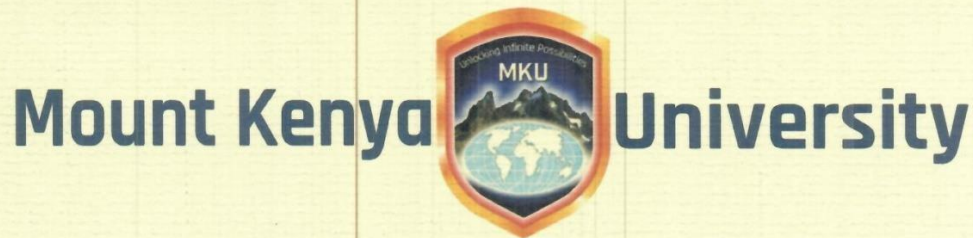
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC

**MOUNT KENYA UNIVERSITY**  
**ETHICS REVIEW COMMITTEE**  
P. O. Box 342 - 01000,  
THIKA

## Appendix IV: Introduction Letter



## DIRECTORATE OF GRADUATE STUDIES

MPAM/2022/49751

30<sup>th</sup> January, 2025

*National Commission for Science Technology & Innovation (NACOSTI)*  
*Off Waiyaki Way, Upper Kabete,*  
*P.O Box 30623- 00100*  
*NAIROBI, KENYA*

Dear Sir/Madam,

**RE: LOICE NDUTA KIMANI - REGISTRATION NO. MPAM/2022/49751**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is "**Influence of Corporate Social Responsibility on NGO Performance in Ruiru Constituency, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **February, 2025 and April, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
Dr. Samuel M. Karenga, Ph.D  
Director, Graduate Studies

Mount Kenya University  
P.O. Box 342 - 01000, THIKA  
Office of the Director,  
Graduate Studies

Enc.

**Appendix V: NACOSTI**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **420757** Date of Issue: **21/February/2025**

**RESEARCH LICENSE**



**This is to Certify that Ms.. LOICE NDUTA KIMANI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON NGO PERFORMANCE IN RUIRU CONSTITUENCY, KENYA for the period ending : 21/February/2026.**

License No: **NACOSTI/P/25/416189**

**420757**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.**

**See overleaf for conditions**

## Appendix V: Random Numbers Table

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

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

Source: Krejcie & Morgan, 1970

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