



**INFLUENCE OF PUBLIC PARTICIPATION ON THE PERFORMANCE OF CORPORATE SOCIAL RESPONSIBILITY  
PROJECTS IN MANUFACTURING FIRMS IN KENYA**

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**ABSTRACT**

*The involvement of communities in corporate social responsibility efforts is considered a necessity. Although there are many benefits associated with community participation in corporate social responsibility activities, many organizations do not involve these communities and when they do it is for the organizations selfish reasons. Therefore, this study sought to examine the influence of public participation on the performance of corporate social responsibility projects in manufacturing firms in Kenya. The study also sought to examine the influence of public consultation and public relationship management on the performance of Corporate Social Responsibility Projects in manufacturing firms in Kenya. A descriptive design was adopted in this study. The study population included all the Kenyan manufacturing companies and the target population was all the manufacturing firms in Nairobi County registered with Kenya Association of Manufacturers. The respondents of the study were 248 project managers and community representatives in CSR projects by manufacturing firms in Nairobi County. The sample size was determined by use of Slovin's Formula. Stratified random sampling method was used to choose a sample size of 153. The study used both primary and secondary data. Secondary data was got from reports on CSR projects done in the past. Primary data was obtained by use of semi-structured questionnaires. Data from the close ended questions was analysed by use of inferential and descriptive statistics with the help of Statistical package for social sciences (SPSS version 22). Descriptive statistics included percentages, mean, standard deviations and frequency tables. The findings were represented in tables. The relationship between the independent variables and dependent variable was analyzed by use of correlation analysis and multiple regression analysis. Findings established that; there was a positive correlation between public consultation public relationship management with project performance. The study recommended that training and capacity building programs are needed in which facilitators who are identified and trained by the companies can interact with and exchange ideas with local communities and, at the same time, instill new ideas.*

**Key Words;** Public Participation, Public Consultation, Public Relationship Management Performance of Corporate Social Responsibility Projects

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## INTRODUCTION

Today, many organizations have taken up Corporate Social Responsibility (CSR) (Opaat, 2016). For the developed nations CSR is used to benefit communities and many of them are not only supported by the organizations that commence them but by the governments of these countries too (Arisi & Mugambi, 2015). However, this scenario is not replicated in all nations or organizations. According to Callahan (2017), more advanced economies and the developed countries do better in corporate social responsibility in terms of performance and sustainability. However, developing countries experience numerous challenges in ensuring the performance and sustainability of these projects. Nonetheless, Arisi and Mugambi (2015) indicate that public participation, also referred to as community participation is one of the main factors influencing performance of CSR projects.

Corporate Social Responsibility (CSR) puts alloy of emphasis on the participation of the communities involved in phases of project management. The assumption, in this case, is that allowing the stakeholders to be participants will make it easy for the goals of the CSR activities to be realized. Randon (2012) has argued in favor of participatory decision-making. Opaat (2016) observes that ensuring that the public participates in the making of the decisions ensures that their views are incorporated in the decisions made and it becomes easier for the goals set to be realized. In the bottom-up approach, the communities are active participants in the planning, implementation and monitoring of projects made by organizations for their benefit. If a project is to be successful, the community members need to own and identify with it. As Monaledi (2016) points out, communities need to be involved for communities to be made part of the projects that are meant for their benefit since this makes the projects sustainable. If communities are not part of such projects, then it becomes a futile effort for the organizations since the

projects in such cases are often irrelevant or insignificant. Chapano, Iwu and Twum-Darko (2018), explains that the participation should be done with goals in mind that are connected to the benefits expected. Communities are likely to embrace projects that benefit them directly or immediately.

In different countries, different levels of public participation in CSR projects have been reported. In the United States, Halvorsen (2013) indicates that there are long term and short term impacts of public participation on the people who are part of the project. For one, the community members will often view the organization as more responsive after the participation process. Being part of frequent meetings and participation in all phases of project management (project identification, project planning, project implementation and monitoring and evaluation) often results in the achievement of the project goals.

In Pakistan, Randon (2012) points out that due to the participation of the community in various projects there was success in the accomplishment of the goals of the project. In this case, the members of the society for which the projects were meant to benefit were asked to be participants because they supplied the needed materials and they were also the customers of the produced products. This led to the achievement of the goals of the CSR projects for Unilever, Monsanto and Danone CSR projects. When an organization decides to do a CSR project, it should involve the public and members of the society during the making of decisions as well as in project initiation and project implementation, which influences project performance.

In South Africa, Monaledi (2016) indicates that a favorable association between community participation and community development project performance, that is, the participation of beneficiaries positively influenced the sustainability of the projects. The performance of projects was improved by

community participation as it resulted in the communities gaining skills which they used to sustain the projects for the future. Further, Chapano, Iwu and Twum-Darko (2018) indicated that making the community part of the projects made them own them and control the outcomes in South Africa. Participation resulted in the community members being empowered and them becoming self-reliant. The projects that excluded the community members in their implementation were not completed and even those that were completed were not sustainable and they were not of much help to the community.

In Uganda, Kugonza and Mukobi (2015) indicate that public participation is not just another process but it is more of a public right and the government supports it. In government projects, it has led to accountability and better services being delivered to the public. However, the public finds it difficult to access information on these projects and most of the members of the public do not get the information used in the planning, implementation and evaluation of these projects. Some of the reasons for lack of easy accessibility to this information include poor skills when it comes to the use of the information, poor infrastructure that can disseminate the information to the public and poor skills on those who disseminate the data to the public.

In Kenya, Adema, Muluka and Oteki (2016) indicate that Mumias Sugar Company (MSC) used CSP as part of their marketing plans. However, the CSR was characterized by little participation from the local community. Additionally, the company came up with donations but they did not involve the community members in the identification of the project, planning, implementation or evaluation. Gitegi and Iravo (2016) indicate that even though some institutions were providing information to the citizens, the dissemination channels used were not convenient due to poor timing and improper use of channels; Awareness levels among the community members' residents was very low as the majority of

them thought that they had no role to play in the development projects.

Wacera (2016) indicated dissatisfaction with the way public participation is conducted, citing that their views are hardly ever taken into consideration. A good number of the community members indicated that they got the information from gazette notices in the newspaper while others pinpointed radio announcements especially by the vernacular radio stations and television adverts as their major source of information related to development projects. In Busia County, Opaat (2016) indicates that there were characteristics of weak leadership when it came to community participation. Besides, there was inadequate accountability in terms of governance hence limited public participation in budget allocations in consultations with all stakeholders and the exchange of material flows by production entities which were inefficient and full of loopholes.

### **Statement of the Problem**

The involvement of communities in CSR efforts is considered a necessity. Although there are many benefits associated with community participation in CSR activities, many organizations do not involve these communities and when they do it is for the organization's selfish reasons (Nyalwal, 2012). Many organizations come up with projects that are aimed at improving the living standards of the community members. However, the important question to ask is if these projects seek to meet the needs of the targeted participants (Adema, Muluka & Oteki, 2016). If such organizations hope for the success of the projects they need to make the communities part of the decision making and the planning of the projects (Arisi & Mugambi, 2015). However, no information exists on how and the level of community participants desired in terms of information disclosure, public consultation, public capacity building and public relationship management (Anunda, 2016).

Data indicates more than 70% of projects initiated are not completed as scheduled with some going beyond their budgets while others are completed after the scheduled date of completion (Bakari & Nuhu, 2018). Besides, Kanyanya (2017) indicates that 43% of all CSR projects implemented in Kenya in the year 2013 were unsustainable, that is, they did not function to full capacity or they stopped functioning after the exit of the financier. In EABL, out of all the projects that are implemented, 65% stop functioning one year later after the exit of the financier (EABL Foundation, 2017). With the increasing implementation of CSR projects in manufacturing firms, failure to ensure public participation in terms of information disclosure, public consultation, public capacity building and public relations management, can lead to an increase in the number of stalled projects.

Some studies have been done on public participation and corporate social responsibility. For instance, Adema, Muluka and Oteki (2016) conducted a study on the impact of community participation in Mumias Sugar CSR project; Nyalwal (2012) examined the effect of CSR in improving the participation of stakeholders in Kenya Roads Board Operations; and Awuor (2016) examined corporate social responsibility and sustainability at Kenya Commercial Bank. However, the stated research studies were case studies and their outcomes cannot be generalizable to other institutions in Kenya. Therefore, this study sought to examine the influence of public participation on the performance of corporate social responsibility projects in manufacturing firms in Kenya.

### **Objectives of the Study**

The main goal of this research was to examine the influence of public participation on the performance of corporate social responsibility projects in manufacturing firms in Kenya. The study was guided by the following specific objectives;

- To assess the influence of public consultation on the performance of Corporate Social

Responsibility Projects in manufacturing firms in Kenya

- To determine the influence of public relationship management on the performance of Corporate Social Responsibility Projects in manufacturing firms in Kenya

## **LITERATURE REVIEW**

### **Stakeholders Theory**

Stakeholders Theory was developed by Donaldson and Preston in 1995 and points out that firms often explicitly manage their relationship with various stakeholders. The stakeholder theory is a perfect way of understanding the organization in this environment. Ketokivi and Mahoney (2016) explain that the theory argues that the stakeholders that are part of the firm participate in it for their benefits and there is no one benefit that is of more priority than the other.

The objective of this theory is to enable managers to have an understanding of stakeholders, manage them strategically. In specific, the managers should understand that stakeholders affect the success of projects. The relationship with the top management determines the participation of the stakeholders. Ketokivi and Mahoney (2016) indicate that for a firm to successfully remain relevant in the market, just the treatment of its stakeholders is necessary.

Bridoux and Stoelhorst (2014) outline four basic premises of stakeholder theory. First, an organization/project will have different relationships with many stakeholders that are affected or can affect the decisions of the projects or firm. Secondly, this theory looks at the nature of the relationships concerning the results and processes of the organization and its stakeholders (Ketokivi & Mahoney, 2016). Thirdly, the theory points out that the legitimate stakeholder's interests have an intrinsic value and not one interest is more dominant than the others. Lastly, the stakeholder's theory looks at the managerial decision making.



Stakeholders' theory will be used in this study to show the effect of public consultation on the performance of CSR projects. Community members are considered to be stakeholders in CSR projects as they are the users. Project managers should, therefore, ensure that they are consulted in all the phases of project management. Failure to consult with the community members leads to a lack of support and selection of projects that are not considered as priorities in the community.

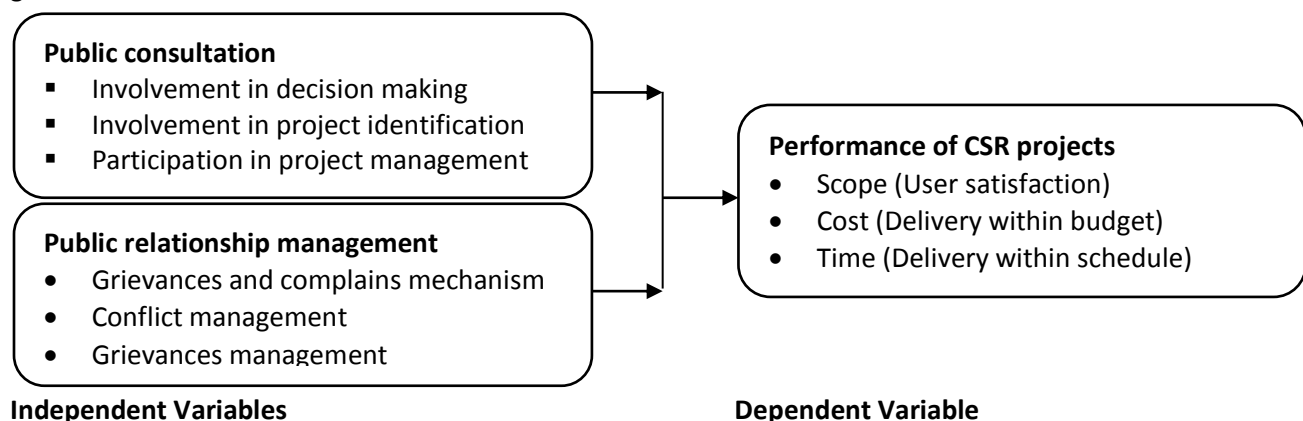
**Excellent Theory**

The Excellence theory was developed by James E. Grunig in 1985. This theory points out that public relations can ensure the success of a firm since it is an important factor when it comes to its effectiveness, organization, its environment and the resources used in public relations (Chasi & Levy, 2016). This model is based on four factors: competing values, the attainment of goals, strategic constituencies and systems. The competing values factor is used as a bridge between the attainment of goals and strategic constituencies since it advises firms to incorporate strategic constituencies values in its goals if it is to achieve the most valuable goals to its strategic constituencies (Afroze & Khan, 2017).

According to the goal attainment factor firms can only be effective if they attain their objectives (Mazza, 2007). The theory further states that a firm's environment is crucial if the firm is to achieve its goals since there needs to be a mutual need between

the two. A system is defined as a unit made of complex elements but if the system is open such that there is the import and export them the components are not the same as described above. This theory also indicates the components that are support or those that can cause the non-attainment of the firm goals. The organization's human capital is categorized in line with their behavior when it comes to seeking crucial information when it comes to the process of problem-solving (Arisi & Mugambi, 2015).

Excellent Theory will be used to explain the effect of public relationship management on the performance of CSR projects. This model points out that the firm's public relations determine its value. If the firm is in good relationship with its publics then it has a better chance of achieving its objectives, it also reduces the possibility of the negative public speaking about the firm and its revenues increases since it can produce products that meet the needs of the public. For the public relations value to be maximized, the firm should seek strategic publics and seek sustainable relationships with them through effective mutual communication (Meng, 2012). The theory emphasizes the relationship between project managers and the community members and ensuring that the relationship is well managed by using appropriate conflict management strategies, grievance management mechanisms and ensuring that they clearly understand the needs of the community members.



**Figure 1: Conceptual Framework**

## **Empirical Review**

Milena and Guo (2011) did a study on the impact of public consultation on organizational performance in the United States. The researchers adopted a descriptive research method during their studies. The study found that public consultation result in better policy outcomes. The study found that according to the conservative view a tradeoff does exist between administrative and democratic decision making. Further, the involvement of the public provided the administration with essential information and it improved the effectiveness of the public programs provided.

Nadeem, Hameed and Haydar (2014) researched how public consultation impacted Environment Impact Assessment of projects in Pakistan. The study was based on public participation on the projects public meetings, interviews and workshops with EIA experts and personnel. The study found that public consultation was very effective when it was done early in the EIA project stages; it was transparent and reviewed by experts in the sector. The study also established that delayed public consultation and non-transparency during the decision-making process negatively affected the effectiveness of EIA projects, especially in developing nations.

In Tanzania, Bakari and Nuhu (2018) researched the influence of public consultation on the performance of government projects. A descriptive research design was used to select 15 sub-projects selected in TASAF II national project in Bagamoyo District, Tanzania. The researchers observed 55 of the subprojects site. The outcomes revealed that although the projects were beneficial to the communities and they allowed the local communities to demand, utilize and evaluate services provided to them, challenges still existed in terms of poor analysis, lack of analysis and high costs due to the wastage of time and money. The study also established that although there were problems that were part of the projects, it was very important for

the community to be part of the monitoring and evaluation of the TASAF 11 sub-projects.

Ngure (2018) researched the effect of public consultation on the performance of projects in Nyeri County, Kenya. The sample for this study was chosen using systematic sampling. The total sample size was made up of 319 participants. A questionnaire was the tool for data collection. Content analysis was used to analyze qualitative data. The findings indicated that there was a little level of information passed on to the women and youths and they were not well involved in the decision of the project making them passive participants. This showed that there was a declining trend of women and youth empowerment and participation. The study also found that women and youth were often passive participants which led to their opinions being ignored. The study concludes that the project performance was to a large extent impacted by the leadership in the county.

In Kenya, Wamugu and Ogollah (2017) did a research on the role of public consultation on the performance of CDF projects in Mathira East Constituency. Descriptive research method was adopted during the study. The independent variables of this research were stakeholder participation in the start stages of the projects, planning stage, monitoring stage and implementation stage and monitoring and evaluation stage. The study found that public consultation in the project stages mentioned above significantly affected the projects performance.

Mbevi (2016) conducted a study on the effect of public consultation on projects performances in Makueni County, Kenya. The outcomes revealed that communities were not consulted in project cycle especially in monitoring and evaluation, training, resource contribution and decision making. However, this is due to limited economic resources and failure for community not to fully understand their roles in projects. The study established that community participation through information sharing, resource

contribution, collective decision making and project governance have contributed extensively towards development project performance.

Heeringa (2017) examined effect of stakeholder relationship management on complexity and integrated contracts in large infrastructure projects. The study adopted a cross sectional study design. Stakeholder relationship management (SRM) is acknowledged as a discipline in large infrastructure projects (LIPs) by governmental- and private organizations since several years, which have embedded it in their project teams. Stakeholder relationship management involved the involvement of all relevant stakeholders in a project and alignment of contradicting or supporting demands and wishes to reach shared goals.

Abeysekera and McLean (2011) examined the relationship between relationships from a stakeholder perspective and project success. The study used an explanatory research design and found that the relationship between the different stakeholders and the project client impacted the success of the project. In addition, client-contractor relationship has the greatest impact. The main ingredients in making successful relationships include proper management of the stakeholders, communication, availability of skilled employees, trust, honesty, fulfilling promises, proper control of the stakeholders, goal sharing, availability of control, planning and administrative systems that were effective and having a proper understanding of the beneficiaries needs.

Meng (2012) conducted a study on the effect of relationship management on project performance in construction. The study that used a questionnaire survey collected data from the UK construction industry and sought to deduce the traits of supply chain association that affected performance of construction projects. The ten indicators that were used to describe the supply chain association

included continuous improvement, measurement of performance, allocation of risks, solving of challenges, communication, working as a team, no blame games, sharing of profit and loses and mutual goals. The outcomes showed that a deterioration of the association among the involved stakeholders increased the likelihood of declined project performance. In case the performance was not good, enhancing some of relationship aspects could improve it.

## **METHODOLOGY**

The study used a descriptive research design. As pointed out by Creswell (2014), a descriptive design seeks to collect data without manipulating the study environment or study variables. Further, this design was used since it allows for the use of both qualitative and quantitative data collection techniques.

The study population included all the Kenyan manufacturing companies and the target population was all the manufacturing firms in Nairobi County registered with Kenya Association of Manufacturers. The respondents of the study were 248 project managers and community representatives in CSR projects in Nairobi County. The research sampling frame was all the project managers and community representatives in 124 manufacturing companies in Nairobi County practicing Corporate Social Responsibility.

The sample size was determined by use of Slovincs Formula.

$$n = \frac{N}{1 + NE^2}$$

Where by:

n = number of samples

N = target population

E = margin of error (0.05), using 95% confidence interval



$$n = \frac{248}{1 + 248 * 0.05^2}$$

$$n = 153$$

Stratified random sampling method was used to choose a sample size of 153. The researcher used both primary and secondary data. The instrument of collection of the raw data was a semi-structured questionnaire. Secondary data was gotten from reports on CSR projects done in the past. The close ended questions analysis was done with the help of inferential and descriptive statistics. Statistical package for social sciences (SPSS version 22) helped in this analysis. Percentages, mean, standard deviations and frequency tables are some of the descriptive statistics that were used. The findings were represented in tables. The relationship between the independent variables and dependent variable

was analyzed by use of correlation analysis and multiple regression analysis at 95% confidence level or significance level of 0.05.

## FINDINGS

### Influence of Public Consultation on the Performance of Projects

The objective was to assess the influence of public consultation on the performance of Corporate Social Responsibility Projects in manufacturing firms in Kenya. Respondents were asked to respond to the questions on the extent to which public consultation influence performance of Corporate Social Responsibility Projects. Findings were presented in Table 1.

*Mean (1-1.80= Very great extent, 1.81-2.60= Great extent, 2.61-3.40= Moderate extent, 3.41-4.20= Little extent, 4.21-5.00= No extent at all)*

**Table 1: Influence of Public Consultation on Performance of Projects**

Public Consultation	Mean	S. Deviation
To what extent does involvement in decision making influence user satisfaction (scope) of CSR projects	1.50	0.836
To what extent does involvement in decision making influence the cost of CSR projects	1.56	0.872
To what extent does involvement in decision making influence the delivery time of CSR projects	1.65	1.002
To what extent does involvement in project identification influence user satisfaction (scope) of CSR projects	1.89	1.086
To what extent does involvement in project identification influence the cost of CSR projects	2.00	0.896
To what extent does involvement in project identification influence the delivery time of CSR projects	1.87	1.128
To what extent does participation in project management influence user satisfaction (scope) of CSR projects	1.69	1.258
To what extent does participation in project management influence the cost of CSR projects	2.80	0.899
To what extent does participation in project management influence the delivery time of CSR projects	2.01	1.270

Findings in Table 1 showed that; involvement in decision making influence user satisfaction (scope) of corporate social responsibility projects to a very great extent (M=1.50, SD= 0.836), involvement in decision making influence the cost of corporate social

responsibility projects to a very great extent (M=1.56, SD= 0.872), involvement in decision making influence the delivery time of corporate social responsibility projects to a very great extent (M=1.65, SD= 1.002), involvement in project identification influence user

satisfaction (scope) of corporate social responsibility projects to a great extent (M=1.89, SD= 1.086), involvement in project identification influence the cost of corporate social responsibility projects to a great extent (M=2.00, SD= 0.896), involvement in project identification influence the delivery time of corporate social responsibility projects to a great extent (M=1.87, SD= 1.128), participation in project management influence user satisfaction (scope) of corporate social responsibility projects to a very great extent (M=1.69, SD= 1.258), participation in project management influence the cost of corporate social responsibility projects to a moderate extent (M=2.80, SD= 0.899) and participation in project management influence the delivery time of corporate social responsibility projects to a great extent (M=2.01, SD= 1.270). This implies that all stakeholders should be involved in all stages of the project from planning to

implementation to it successful and benefit the targeted beneficiaries. The finding is in agreement with Mbevi (2016) that community participation through information sharing, resource contribution, collective decision making and project governance have contributed extensively towards development project performance.

### **Influence of Public Relationship Management on Performance of Projects**

The objective was to determine the influence of public relationship management on the performance of Corporate Social Responsibility Projects in manufacturing firms in Kenya. Respondents were asked to respond to the questions on the extent to which public relationship management influence the performance of Corporate Social Responsibility Projects. Findings were presented in Table 2.

**Table 2: Influence of Public Relationship Management on Performance of Projects**

<b>Public Relationship Management</b>	<b>Mean</b>	<b>Standard deviation</b>
To what extent does grievances and complains mechanisms influence user satisfaction (scope) of CSR projects	2.08	1.228
To what extent does grievances and complains mechanisms influence the cost of CSR projects	2.10	1.271
To what extent does grievances and complains mechanisms influence the delivery time of CSR projects	1.73	1.034
To what extent does conflict management influence user satisfaction (scope) of CSR projects	1.95	1.174
To what extent does conflict management influence the cost of CSR projects	2.33	1.153
To what extent does conflict management influence the delivery time of CSR projects	2.12	1.000
To what extent does grievances management influence user satisfaction (scope) of CSR projects	2.17	1.056
To what extent do grievances management influence the cost of CSR projects	2.27	1.106
To what extent do grievances management influence the delivery time of CSR projects	2.27	1.039

Findings in Table 2 showed that; grievances and complains mechanisms influence user satisfaction (scope) of corporate social responsibility projects to a great extent (M=2.08, SD= 1.228), grievances and complains mechanisms influence the cost of corporate social responsibility projects to a great

extent (M=2.10, SD= 1.271), grievances and complains mechanisms influence the delivery time of corporate social responsibility projects to a very great extent (M=1.73, SD= 1.034), conflict management influence user satisfaction (scope) of corporate social responsibility projects to a great extent (M=1.95, SD=

1.174), conflict management influence the cost of corporate social responsibility projects to a great extent (M=2.33, SD= 1.153), conflict management influence the delivery time of corporate social responsibility projects to a great extent (M=2.12, SD= 1.000), grievances management influence user satisfaction (scope) of corporate social responsibility projects to a great extent (M=2.17, SD= 1.056), grievances management influence the cost of corporate social responsibility projects to a great extent (M=2.27, SD= 1.106) and grievances management influence the delivery time of corporate social responsibility projects to a great extent

(M=2.27, SD= 1.039). This means that users' grievances and complaints could influence the performance of CSR projects if not well handled. The finding is in agreement with Meng (2012) that a deterioration of the association among the involved stakeholders increases the like hood of declined project performance.

The researcher also sought to find out the performance of CSR projects. Respondents were asked to tick on their agreement level with statements of CSR project performance. The findings are presented in Table 3.

**Table 3: Performance of Corporate Social Responsibility Projects**

	Mean	S. Deviation
<b>Timely Completion</b>		
CSR projects are successfully completed within time	1.54	1.039
CSR projects are partially completed within time	4.08	0.807
Projects which are completed on time are an indicator of project performance	1.48	0.770
<b>Project Delivery</b>		
CSR projects are delivered within 0-2 months	1.90	1.174
CSR projects are delivered within 2-3 months	2.05	1.005
CSR projects are delivered within more than 3 months	4.01	0.730
Projects delivered to beneficiaries satisfaction are an indicator of project performance	1.50	0.859
<b>Project Cost</b>		
CSR projects are completed within set budget	1.79	1.239
Projects delivered within budget are an indicator of project performance	1.43	0.759

Findings in Table 3 showed that majority of the respondents strongly agreed that the corporate social responsibility projects are successfully completed within time (M=1.54, SD= 1.039) and projects which are completed on time are an indicator of project performance (M=1.48, SD= 0.770). The respondents disagreed with the statements that CSR projects are partially completed within time (M=4.08, SD= 0.807). With respect to project deliver, the respondents strongly agreed that CSR projects are delivered within 0-2 months (M=1.90, SD= 1.174), projects delivered to beneficiaries' satisfaction are an indicator of project performance (M=1.50, SD= 0.859) and they also agreed that CSR projects are delivered within 2-3 months (M=2.05, SD= 1.005). Findings also show that

the respondents disagreed that the CSR projects are delivered within more than 3 months (M=4.01, SD= 0.730). With regards to project cost, findings show that majority of the respondents strongly agreed that CSR projects are completed within a set budget (M=1.79, SD= 1.239) and projects delivered within budget are an indicator of project performance (M=1.43, SD= 0.759). These findings concurred with the project reports accessed from the companies which showed that all the corporate social responsibility projects in the company were completed within the anticipate, time, delivered within a maximum of three months and completed within a set budget. All these are indicators of CSR project performance.

**Inferential Statistics**

**Coefficient of Correlation**

In attempting trying to establish the relationship between the study variables, the researcher employed Karl Pearson’s coefficient of correlation (r). According to the findings as indicated in Table 4,

there was a positive correlation between public consultation and project performance with a correlation value of (r = 0.796, p-value=0.000). The study also noted that there was a positive correlation was between public relationship management and project performance with a correlation value of (r = 0.915, p-value=0.000).

**Table 4: Coefficient of Correlation**

Variables		Project Performance	Public Consultation	Public Relationship Management
Project Performance	Pearson Correlation Sig. (2-tailed)	1		
Public consultation	Pearson Correlation Sig. (2-tailed)	.796** .000	1	
Public relationship management	Pearson Correlation Sig. (2-tailed)	.915** .000	.823 .000	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Analysis of Variance**

An analysis was carried out on the relationship between public consultation and public relationship management and project performance. The model was significant (p-value = 0.000) at the 0.05 level in explaining the linear relationship between the study

variables. Additionally, the F-statistic was significantly greater than 1 thus indicating the appropriateness of the model in testing the relationship between the study variables. This means that the model is appropriate for use running a factor analysis.

**Table 5: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.282	2	18.641	12.752	.000 <sup>b</sup>
	Residual	13.2	150	.088		
	Total	50.482	152			

*Predictors: (constant) Public consultation and Public relationship management.*

*Dependent variable: Project performance*

**Coefficient of Determination of Research Variables**

The coefficient of determination was conducted to assess the suitability of the statistical model in forecasting future results. Adjusted R squared is a coefficient of assurance which showed the changes in the dependent variable as a result of variations in

independent variables. Results in Table 6 show that the value of R squared was 0.852 which shows that there was a change of 85.2% on project performance due to changes in public consultation and public relationship management at a 95% confidence level.

**Table 6: Model Summary**

Model	r	r <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error of the Estimate
1	0.923	0.852	0.848	0.296

*Predictors: (constant) Public consultation building and Public relationship management.*

**Multiple Regression**

The researcher further carried out a multiple regression analysis.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon_0$  becomes:

$$Y = 0.248 + 0.175X_1 + 0.634X_2$$

The results showed that, holding public consultation and public relationship management at constant zero,

corporate social responsibility project performance would be at 0.248. The researcher found out that a unit change in public consultation would contribute to change in project performance by a factor of 0.175 and a unit change in public relationship management would contribute to change in CSR project performance by a factor of 0.634.

**Table 7: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	$\beta$	Std. Error	Beta	t	Sig.
Constant/Y Intercept	.248	.058		4.271	.000
Public consultation	.175	.052	.193	3.370	.001
Public relationship management	.634	.101	.863	6.297	.000

**CONCLUSION AND RECOMMENDATIONS**

Findings established that public consultation influenced the performance of Corporate Social Responsibility Projects significantly. Involvement in decision making influence user satisfaction, cost and delivery time of corporate social responsibility projects to a very great extent of corporate social responsibility projects to a great extent.

Findings established that public relationship management influenced the performance of Corporate Social Responsibility significantly. Grievances and complaints mechanisms influence user satisfaction, the cost and the delivery time of corporate social responsibility projects to a very great extent.

Policymakers of corporate social responsibility projects and project managers need to ensure that communities are involved in the stages of project implementation. All project stakeholders should be involved from initiation stage to completion of the

project as well as allocating proper allocation of resources to avoid underutilization. Involving stakeholders ensures smooth project implementation and desired performance.

Stakeholders' involvement in a project need to be initiated from the planning stage in order to win support of various stakeholders. The support can be in form of material support, Resource mobilization, Knowledge and skills, involvement ensure sustainability through active participation in various aspects of resource mobilization, material contribution, and setting standard for monitoring the project success, collaborative partnership and consultation.

The monitoring and evaluation plan should be constantly evaluated through workshops and seminars. All project implementers should attend benchmarking seminars which will eventually improve their skills in project implementation.



### Suggestions for Further Study

The researcher suggested a related study in other organizations for comparison purposes, the study

should incorporate other variables like project planning, monitoring and evaluation.

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