

CORPORATE SOCIAL RESPONSIBILITY PROGRAMS ON FIRM PERFORMANCE IN SELECTED MEDIA HOUSES IN KENYA

Ondieki Deborah Kemunto

School of Business, Kenyatta University, Kenya

Chrispen Maende

School of Business, Kenyatta University, Kenya

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ABSTRACT

Despite the fact that professionals and the scholastics' significant advantages have been drawn by CSR practices, little consideration has been received by the thought processes driving the CSR practices in the academic writing, particularly from the experimental point of view. There is an absence of drudge scrutinizing the causal drivers of CSR programs on firm execution especially for media firms, and we have to even more instantly comprehend the portions that grow how and why firms act biologically, relate with the workforce, and the system all around. Recently, there has been an imperative growth in eagerness for CSR, and it is seen as a colossal subject for research. CSR topic has gotten educational thought and is transforming into a standard-issue for certain affiliations. Nonetheless, it has been noticed that the exploration of CSR in media houses is very inadequate. The second region of literature that stands pending is the connection between CSR practices and firm execution. It is contended that associations express their expectations to contribute towards the advancement of neighborhood networks by making an interpretation of those goals to activities stay concealed. The principle goal of this examination is to research corporate social obligation programs on media houses performance. The investigation makes it easier for the media homes, public, and non-public firms to grasp the necessity for the accomplishment of the upper hand and

improved execution. The investigation was regulated at the huge media houses in Kenya that is the Royal Media, Nation media and The Standard Group. The data gathering instrument was self-directed poll and information was gathered by a drop and pick later system of the structure. The gathered information was checked for the fulfillment, coded and fed into SPSS Version 25. The information was at that point dissected utilizing SPSS and furthermore the strategy include tallying up responses, processing rates of varieties accordingly moreover as depicting and deciphering the data per the investigation targets through the usage of SPSS. This examination engaged a blended research plan that will join both illustrative and quantitative research. The investigation populace includes 199 sample workers in the three media houses. The investigation will focus on all top and center administration staffs at all the three media houses, sample random sampling will be utilized to choose top and center level managers. Ethical approval was gotten from Kenyatta University Ethical and research board of trustees and from NACOSTI who at that point enabled us to explore inside Nairobi County.

Keywords: Community relations, Corporate social Responsibility, CSR programs, Environmental sustainability, Firm performance, Labor relations, Media House, Philanthropic CSR, Profitability

INTRODUCTION

Corporate social responsibility (CSR) is normally referred to by the business society as one of the discretionary cultural wants for associations be it a little scale try or an overall association. CSR, as described by Schnackers (2007), is a business guarantee the architect sees as the procedure with the obligation by business to add to arrange improvement both financially and socially. Worldwide associations have settled CSR programs that somewhat work as an independent substance of the association.

The latest and compelling CSR program improves the company's image by improving efficiency, reducing business risk and progress. The three compatibility columns that control CSR are considered benefits, factories, and personnel (Jonker & Witte, 2006). Esben (2009) pointed out that a strong corporate social responsibility system will undoubtedly bring clear business benefits, based on strong morale and core qualities. To make corporate social responsibility programs sustainable, it is necessary to consolidate social, monetary and ecological progress.

Corporate social responsibility is reinforced by the perception that the organization should be part of the public where it works, rather than a separate entity (Mermod and Idowu, 2014). The part of corporate social responsibility that depends on profit, survival and strength will gradually change with the emergence of new kinetic energy. These driving factors for organizations to achieve corporate social responsibility in the contemporary business field include the transmission of government contracting work within the company's social and natural destiny, expansion of the prerequisites for corporate disclosure, changes in customer premiums, the weight of financial experts, expanded competition and change relationship with providers (Finn, 2007). The appropriation of CSR strategy accompanies various positive results to the association, network, and the earth (Sagebien & Lindsay, 2011). Association's advantage through client reliability, money related execution, brand picture, deals, expanded workforce, and diminished representative turnover.

Statement of the Problem

The focus on CSR has been dynamic in the public consideration within Kenya for the past few years, and as such has become a strength in many enterprises' public relations as what exhibits in the media's campaign strategy. Truth be told, the significance of CSR activities may directly affect the accomplishment of the business as many organizations worldwide have felt obligated to meet the conditions of the global CSR norms and practices. Empirical review of the link between CSR planning and firm execution does not seem to provide a convincing causal link between the two factors (Mwangi and Jerotich, 2013). The results of research on this relationship are mixed, whether the relationship between corporate social responsibility and business execution is safe, negative, or unrelated.

Corporate Social Responsibility has gotten insightful thought, nevertheless, it has moreover transformed into a standard issue for a large portion of the affiliations (Renneboog et al., 2008). In any case, not many research has been done on corporate social duty and firm execution as supported by (Burton and Goldsby, 2008). Another zone of writing that is uncertain is the association between CSR projects and organization Performance. It has been fathomed by affiliations that in the present-focused market each speculation should pass on returns either in the short run or over the long haul.

A study on the impact of corporate social responsibility on efforts promoted by Serafeim (2010) found that some corporate social responsibility activities are too high, which can affect the net income of members. Bhattacharya and Sen (2001) also imply that CSR is beneficial because it describes the decisions of good buyers. The connection between Kenya's corporate social responsibility commitments and corporate implementation is questionable. Nkaiwatei (2011) noted that money-related execution is a characteristic of corporate social responsibility. Serafeim (2010) found that some CSR exercises are costly and can affect company profits, while Bhattacharya and Sen (2001) showed that CSR can focus on the decision-making of Internet people who use their items.

Haltzhausen and Zerfass (2015), noted that the supporters of organizations that are not associated with the government doubted the engines behind CSR programs sitting that the activities that give financial support to the environmental and social programs were more of building the organization image. According Odowu et al. (2017) CSR is a two way sided meaning that an organization offers products and services to the society in return of something for continuous growth.

The motivation for this study is the ongoing discussion between CSR advocates and opponents on the CSR selection initiatives of large companies. On the other hand, large alliances, especially companies in the media industry, play a leading role in meeting social needs. Social interests are constantly evolving because these needs have exceeded the capabilities of the administrative department. Corporate Social Responsibility and firm execution have been examined in spite of the fact that there is a gap as prove by the examination; the investigations that have been completed on CSR are in an alternate setting from media houses. This infers their assessment disclosures cannot be summed up to apply in Media houses. Appropriately, this study seeks to investigate the effect of CSR programs on media houses performance.

Objective of the Study

To investigate the effect of CSR programs on media houses performance.

LITERATURE REVIEW

Theoretical Literature Review

The purpose of theoretical review is to define theories in relation to the research problem based on adequate tests by experiment or observation. This section discusses the current and relevant theories that support CSR. This section also views and defines those theories that have been studied in relation to CSR and firm performance.

Stakeholder Theory

This theory started with Freeman (2004). Stakeholders were portrayed as any social event of people who can affect or be influenced by the accomplishment of the connection's targets. The term accomplices were renamed beginning late by Freeman et al., 2004 as those social events who are vital to the survival, and achievement of the affiliation. As conveyed by Friedman (2007), assistants are viewed as a get-together of individuals enamored by the affiliation's exercises. Partner speculation is a hypothesis of dynamic association and business morals that regulates standards and attributes in dealing with an alliance (Freeman & Phillips, 2003).

Stakeholder theory is a far-reaching summed up strategy that has the double reason for clarifying the structure and activity of a company and filling in as an essential guide for the business itself (Donaldson and Preston, 1995). Mansell (2013) passed on that the stakeholder speculation foresees that an enormous development in talking should the importance of the hypothesis about the social duties of affiliations. Researchers suggested that through stakeholder hypothesis, associations have an ethical obligation to work as socially mindful elements even though the basic objective of an organization is to expand benefits (Brown and Forster, 2013; Luethge and Han, 2012). Donaldson and Preston (1995) saw the partnership as an element where various inside and outer partners achieve different purposes.

Greenwood (2007) connected partner hypothesis to the examination of political ramifications related with partner the executives. Walker (2013) investigated the utilization of partner relationship the executives to influence and direct administrative procedures. Besides, Walker (2009) proposed that the use of partner hypothesis underlines how associations utilize grassroots lobbyists to reinforce individual political, social, and financial interests. At long last, Mansell (2013) found a significant convergence between partner hypothesis and CSR. Partner hypothesis joins that CSP projects are important to react to partners, improve corporate notoriety, and increment profitability supporting the nearness of a positive connection between partner hypothesis and CSP (Inoue & Lee, 2011). Correspondingly, Huang and Yang (2014) used the partner hypothesis to affirm a huge positive CSP-CFP relationship.

The theory seeks to understand how supervisors guide attendees, how they address their interests, and the impact of beautification methods on achieving various company goals. Donaldson and Preston (1995) found that the accomplice hypothesis has been used to describe the following relationships: the nature of membership, how alliance officials view agreements, how board members view the interests of the reputation of the company based on the central budgetary interests (Kreiner & Bhambri, 1991) and how two or three effort is truly controlled (Wang & Dewhirst, 1992).

This hypothesis has been used to choose if there is an association between network relations and unmistakable corporate points, for instance, profitability and improvement. Associations hazard losing social validness when they dismissal to join partner worries with an imperative perspective (Brower & Mahajan, 2013). Donaldson and Preston (1995) explained that all CSR surveys use a standard real-life framework to make a clear or complete reference to the opinions of the partners.

Social Contract Theory

This theory invented from the studies by Hobbes (1946), Rousseau (1968) and Locke (1986). Donaldson (1982) views the relationship between the company and society from philosophical thinking. Struggling with a certain clear understanding between the company and society, this insight has triggered some risk obligations of the company to society. Speculation is clearly regarded as a wonderful post-standard reasoning method (Rest, 1999). Donaldson and Dunphy (1999) proposed a comprehensive hypothesis of understanding as a course for presidents to choose moral methods. Regarding the partisan approach, affiliates understand society and consider everything, and they are a key part of it. The important idea behind this vision is that the work of the business department initiates the agreement to serve the needs of society, as evidenced by the general tendency of society (Van, 2003). The social framework is a crucial response to dynamical conditions and new association troubles before not settle by CSR.

Ramanthan (1976) proposes to arrange the contemplations of social parts, social worth, and web social obligation. Social parts are specific get-togethers with the objective that the corporate is expected to be bound by a comprehension. All of these get-togethers will measure in its benefits concerning the corporate, coming about because of social trades: thusly, he portrays social worth. This theory joins structure thought with the unprejudiced organization. Traditions of the overall population are building up an extraordinary piece of verifiable comprehension. The theory says that comprehended comprehension is portrayed among individuals and affiliations when trading something. Weiss conferred that basic certain understanding hypothesis is an ordinary trust and connection between the association and the adornments (Weiss, 2008).

Donaldson and Preston (1995) clarified that implicit understanding speculation builds up the general legitimacy of the business and further impediments and changes should not get it. Regardless, they battled that the developments should be made inside the controls of the comprehension. The whole deal cash related tendencies for affiliations, financial geniuses, and various extras rise out of the concurrences with them, which ought to change the outer and inside rules of the affiliations. In this manner, the partner management of the association is grounded in the plausibility of the understood comprehension.

Finally, it is conceivable to describe a company's net social commitments as a set of its off-the-go social welfare commitments, minus non-promotional company withdrawals for general personal benefits (Toukabi et al., 2014). Dunfee (2006) disclosure shows that this type of speculation will apply to a manufacturing economy in which people can control unprecedented assets for their most astonishing and respected purposes. In this case, the government is forced to participate in its potential summit. In this case, the free movement cost is allowed to mark the overall estimate without reducing the appraised value. The transaction is used for noteworthy assets, where cash estimation is definitely not possible. The denial and contract between private property rights and individual pioneers is kept in a reasonable structure (Rest, 1999).

The association between the business and the stakeholders is fixated on a certain understanding of speculation. This theory has been used to choose if there is an association between work relations and the presentation of the affiliations.

Legitimacy Theory

Dowling and Pfeffer (1975) portrayed legitimacy of an association as a state which exists exactly when the worth arrangement of the organization is impeccable with the worth arrangement of the more prominent social game plan of which the substance is part, the theory was expelled from the possibility of legitimacy of the alliance. There is a peril to the legitimacy of an association when disarray, genuine or potential, exists between the two worth frameworks. Contemporary research in the Corporate Social Responsibility writing has relied upon Legitimacy theory however, there is no commonly acknowledged theory for depicting CSR exposure practices (Deegan, 2002). It is posited by the theory that associations routinely pursue to invigorate that they work inside the limits and cultures of their appropriate social orders. An association would discretionarily give an account of activities if the executives understand that those activities were foreseen by the communities where it works on the off chance that it adopts legitimacy theory point of view (Cormier and Gordon, 2001). The thought that there is an 'implicit understanding' between organizations and the general public where it works is the thing that legitimacy theory relies upon (Deegan, 2002).

The various desires society has about how an organization ought to deal with its activities is represented by the social contract (Mathew, 1993). In the event that society sees that the association has damaged its social contract, the survival of the association will be endangered (Deegan, 2002). The general public will invalidate the association's 'agreement' to proceed with its activities if the general public is disappointed that the element is working in a genuine way (Deegan & Rankin, 1997). Deegan (2002a) gives instances of how this might be done: customers may decrease the eagerness for the affiliations things; getting ready plant providers may dispose of the supply of work and money related salary to the business; or constituents may influence the government for widened assessments, fines or laws to obstruct those exercises which don't agree to the requirements for the structure.

Various evaluations have seen the likelihood of a coalition's industry as a factor affecting CSR introduction. Prior examinations in the two bits of composing (for example, Bozzolan, Favotto & Ricceri, 2003) have found industry type impacts the proportion of obstinate exposure. It has been battled this might be on the grounds that relationship in various associations have fluctuating inspirations towards legitimation inferable from the various affirmations that society has concerning their exercises, and how the association of the affiliations themselves sees examinations about them (Campbell et. al., 2003). Two assessments, by Roberts (1992) and Campbell et. al., (2003) that endeavored to take at arrangements in CSR practice between associations with various profiles are examined underneath. Roberts (1992) sought after industry impacts by arranging endeavors into two get-togethers – prominent undertakings or low profile associations. He portrayed observable companies, such as those with customer porousness, high political risk status, or focusing on special testing. Found that there is a positive correlation between the type of industry and the level of presentation, Roberts (1992) believes that experiences with notorious social obligations will find its results. Campbell et. al., (2003) isolated how much unwavering exposures address an undertaking to close an undeniable hole of authenticity. They combat that the level and examples of the introduction by an affiliation may fluctuate contingent on whether the affiliation's standard thing has negative ramifications or whether the affiliation's fundamental thing is an appealing thing which may offer climb to some deplorable results (Campbell, Craven and Shrides, 2003).

The picked business for this paper is the media business in Kenya. The media business is picked on the grounds that it is profoundly critical to Kenya's economy and habitat, and is under expanding strain to oversee CSR execution in the nation. Regardless of the significance of the Corporate Social Responsibility issues, be that as it may, no earlier examinations have explicitly evaluated the CSR projects of organizations inside the media business in Kenya. In all honesty, "in all likelihood, credibility theory is the most by and largely utilized speculation to clarify standard and social exposures" (Campbell, Craven and Shrides, 2003). Authenticity hypothesis has an ideal position over various theories in that it gives uncovering frameworks that affiliations may get to genuine their world that may be experimentally attempted (Gray, Kouhy, & Lavers,

1995). This hypothesis has been related to the subsequent goal to clarify the relationship between ordinary exercises and the demonstration of affiliations. Customarily, the relationship in the noticeable group will have progressively raised extents of presentation. This prompts the head project that supports the observational examination of this paper.

Labor Relations Program and Firm Performance

Unionization and works chamber or specialist prosperity markers originating from the studies are the measurements used to assess the nature of labor relations. The factors, for example, work efficiency, complete factor profitability or productivity regularly portray firm execution (Addison, 2005).

Fairris and Askenazy (2010) find, on French firms, no affirmation of a valuable result of works sheets on firm profit and even some constrained proof of a negative impact. Hubler and Jirjahn (2003) give an observational clarification of these various outcomes. In light of German firms, their appraisal demonstrates an advantageous result of works board on profitability essentially inside firms checked by complete understandings, which is following the theoretical bits of data of Freeman and Lazear (1995). Works board can improve firm capability just in conditions where work relations is sufficient to frustrate some wastefulness perils. The gainful result on productivity results from the connection between works chambers and these staggering work relations works for the leading body of trustees, regardless, being a negative capability factor at whatever message understood autonomously. In an ongoing paper, Jirjahn and Mueller (2012) exhibit German foundation data that works chambers are related with higher profitability in local claimed foundations, however with a lower one in outside possessed foundations. Oversea proprietorship would include solid strains with institutional designs of the host nation.

These papers reinforce the negative impact of debilitated labor ambiance on firm execution. Even more unequivocally, Deery and Iversion (2005) point out the structure squares of a nice work climate, as reflected by a representative review, explicitly, the affiliation's capacity to grasp an integrative method to manage trading and the organization's energy to share information straightforwardly with the affiliation. This composing relies upon a unique survey of French firms about the tangles they face in extending their creation factor use: the investigation on factor utilization degrees (FUD). Portraying work atmosphere through an aberrant and centered inquiry in a proficient method for finding unprejudiced solutions from directors. At the point when the firm administrators were straightforwardly interrogated about the work atmosphere in their organizations, larger part of the directors surveyed it to be 'quiet' or 'rather quiet' however progressively exact inquiries on work clashes or inquiries to laborers and their agents uncovered, in actuality, a disintegrated work atmosphere.

The information was joined with FiBEn, another individual association dataset that was amassed by the Banque de France. FiBEn is an enormous database including cash related records and central focuses and episode records from yearly charge explanations, which can be utilized to process Total factor efficiency (TFP) and changes in yield. The FUD survey has been done each year since 1989 by the Banque de France at the plant level. It just gives rich experiences about firm-level factor use, yet also, a novel assessment of rigidities looked by firms in the structure up their capital broadened lengths of work. Firms are referenced to pronounce the district from such rigidities and to portray their real, social or express nature (Gilbert et al. 2013). The exploratory framework contained evaluating collusion where firm-level TFP is clarified by yield changes, pay per specialist, year, locale year and firm-express fixed effects adjoining different preventions verbalized by firms, these obstacles being freely or coordinated for some of them. These appraisals may confront a two-fold quality inclination: firms profiting by high TFP might most likely give higher wages. Bosses could, subsequently, defeat laborer or association resistance, better sure supply, pull in talents and arrange progressively great firms understandings by having the option to give increasingly liberal pay to expanded adaptability (Gilbert et al. 2013).

So as to address this predisposition, an instrumentation methodology dependent on Hansen (1982) was actualized utilizing slacked deterrents level and changes as instruments, for wages, was likewise done and our outcomes were abridged as pursues: Workforce or association restriction communicated with administrative imperatives has a negative critical effect on absolute factor efficiency (TFP). Administrative imperatives would wind up restricting when laborers or associations use them as an apparatus to contradict the executives' choices; Regulatory requirements connected with a branch or firm understandings have a positive critical effect of TFP. These understandings must be acquired if work relations are strong and would be utilized by firms to balance negative effect administrative limitations (Gilbert et al. 2013). These outcomes bolster the significance of work relations quality at the branch or the firm levels, as a ground-breaking component of beneficial execution. They give a unique affirmation of early bits of knowledge in the writing (Freeman & Lazear, 1995).

This writing has concentrated on markers, for example, strikes (Kleinner et al. 2002; Mas, 2008), complaint fillings (Ichniowski, 1986; Katz et al. 1983), truancy (Katz et al. 1983), union pioneers (Lazear, 1995; Kleiner et al. 2002) and work atmosphere reviews among directors or laborers of a particular plant (Katz et al. 1983; Deery & Iversion, 2005; Katz et al. 1987). Fairris and Askenazt (2010) concentrated on the effect of works gatherings on firms' efficiency. Deery and Iversion (2005) concentrated on the structure squares of a decent labor market as reflected by an employee study, along these lines, this investigation will attempt to close the writing holes as laid out from past examinations.

Environmental Sustainability and Firm Performance

The idea of sustainable tasks management was made by Kleindorfer et al. (2005.), it was portrayed as the benefit and productivity direction of standard endeavors management with logically expansive musings of the affiliation's external and internal accomplices and its normal impact. Affiliation execution ought to have a wide scope that solidifies a triple essential worry, rather than concentrating on a solidarity bit of the affiliation execution as battled by the masters in sustainability literature. Association execution insinuates regular execution, social execution, budgetary execution, operational execution, and improved execution. For affiliations working in a drew in overall condition, analyzing supportability issues is critical and ought to be dealt with in the basic specialist frames by the affiliation the executives, or else, associations won't almost certainly keep up their competitive advantage as time goes on (López et al., 2007).

Regardless, there is so far a solicitation concerning whether interests in average affiliation practice and supplementary CSR rehearses offer direct returns like climbs to a connection's execution. A few appraisals have reinforced that there is a positive relationship between viable practices and better association execution. There is a medium to the solid relationship between monetary pointers, for example, advantage, and some ordinary sections, for example, pollution control, particularly for the pound and paper industry (Spicer, 1978). This end has been kept up by further examine by (Zhu et al., 2012; Hart, 2005; Shrivastava, 1995), proposing that improved standard and social practices can help relationship with the expanding upper hand and in like manner improve their presentation. The run of the mill asset based view was used by Hart (1995) to explain the above alliance. Affiliations that create and keep up a reasonable association with nature can accomplish a conservative upper hand from their capable utilization of ordinary assets is the focal thought of the trademark resource based view.

Such a positive relationship can be upheld through progression move, complete quality biological association, etc (Shrivastava, 1995). Exploratory research was encouraged by (Zhu & Sarkis, 2004) on the Chinese social occasion industry expecting that there exists an essential connection between comprehensive green store network management exercises and natural, and financial performance. The reason that natural association practices can incite improvement has been kept up by (Wu & Pagell, 2011). Movement, in this manner, can help the relationship with extending their piece of the overall industry and to lessen their expenses, realizing progressively important money related advantages. There is a negative connection between sustainable practices and firms' performance as reinforced by the past examinations coordinated regarding the matter. The principal conflict here is that economical exercises oftentimes increase operational costs and uplift the costs of the goods, along these lines contrarily influencing budgetary execution and market share (Brammer & Millington, 2008; Tang et al., 2012).

Regardless of the critical responsibility of the media business to the world's economy, no assessments have focused on the media business. The relationship between regular and social practices and the presentation of the connection were shown by (Spicer, 1978). Green supply management practices and money related execution of affiliations were based on by Zhu and Sarkis (2004). Also, the basic job in overall sensibility is played by the media business, contributing to the employment of labor. Progressively authoritative restrictions and greater pressure to the extent that laborer welfare is looked at by media firms. Various solicitations from money related experts, governments, and various accomplices, and to the general populace must be overseen by the media firms.

A top to bottom assessment of the association between viability and an organization's performance in the media business is imperative to be coordinated. It is basic to appreciate the association between sustainability and execution in media firms' practices. Questions which have not been tended to clearly by past trial examinations remain. The accompanying practices ought to be inspected unequivocally; Different instances of environmental organization practices developed and developing countries; the relationship between an affiliation's movement points of confinement and conceivable execution; the relationship between an association's structure and its reachable practices and execution; the effect of an association's mapping techniques on its practicality system and spotlights on; the affiliations' status concerning supportability and their general systems toward perceiving reasonable wears down, including the financial, customary, and social ones. What are the particular natural practices and other social commitment rehearses that lead unquestionably to keenly obvious returns the degree that money related performance? The project in this way gets a handle on a test research approach and endeavors to respond to the above solicitation by exploring the relationship in the media business.

Community Relations and Firm Performance

Various writers have composed theories imperative to the association between community relations and CSR framework, the hypotheses show and give data on CSR, and besides the presentation of the affiliations. Society expects that affiliations will give benefits, for instance, improved lifestyle, work, framework, and ecological protection apart from the creation of things and endeavors (Agarwal, 2008). As shown by the revelations of the investigation coordinated by Tilakasiri (2012), the principal focal points of CSR practices are; destitution alleviation, the security of human rights and characteristic affirmation. Generation of shared worth; an advantage for society, and business are the key worth of CSR. A cooperative relationship is made by the mutual worth essential CSR, and that the community ends up being ordinarily fortifying (Porter & Kramer, 2006).

Ching et. al., (2015) portrayed CSR as an affiliation's exertion in refining the flourishing of society via the gift of the association's assets and discretionary vital arrangements. It was

contended that CSR must embody budgetary, legitimate, moral, and discretionary perspectives (Fadun, 2015). Obstinate social incorporation and liberal responsibilities are associated with an association's discretionary obligations (Sweeney, 2009). Various associations adopt this ordinary and the easiest procedure to CSR, the corporate charity which incorporates cash related endowments and serves to the network and social endeavors, for instance, guidance, prosperity, and debacle aid adventures. To ensure responsibility and center in CSR, affiliations acquaint foundations to channel their humanitarian commitments (Paul, 2013).

Corporate social responsibility is used to appease structures that threaten the interests of the company in some way, so the company supports the interests of the system to manage their activities sympathetically. The practice of corporate social responsibility assures the society that the company has obtained a social work permit (Hilson, 2014; Fu & Shen, 2015). In addition to authorized assistance, actual companies need to obtain social subsidies through structural benefit assistance to obtain verification of the alliance activity system (Mugun, 2013). Relationship with dynamic CSR exercises get extended sustainability due to the redesigned image of the association and its things (Ratemo, 2015). As indicated by Peterson (2013), it is difficult to gauge how better an organization moves towards the implementation of CSR. Be that as it may, one needs to quantify the effect of the undertakings on objective networks. On the off chance that a firm begins a venture, it needs to set up the recipients, cost, anticipated incomes assuming any, the board and manageability coordination's. As indicated by Ratemo (2013), the manageability of CSR tasks is accomplished by enabling the beneficiaries financially and through the capacity building.

The examination conducted by Tilakasiri (2012) concentrated on CSR rehearses on poverty alleviation, assurance of human rights, and ecological insurance. Yin et al., (2013) concentrated on CSR rehearses and their contribution community instruction, preparing, capacity building, cooperation, network commitment, charitable gifts, and sponsorship of games exercises, these lead to literature gap in the examination.

Conceptual Framework

Firm performance is the dependent variable and is thought to be influenced by the independent variables which include labor relations program, environmental sustainability program and community relations program.

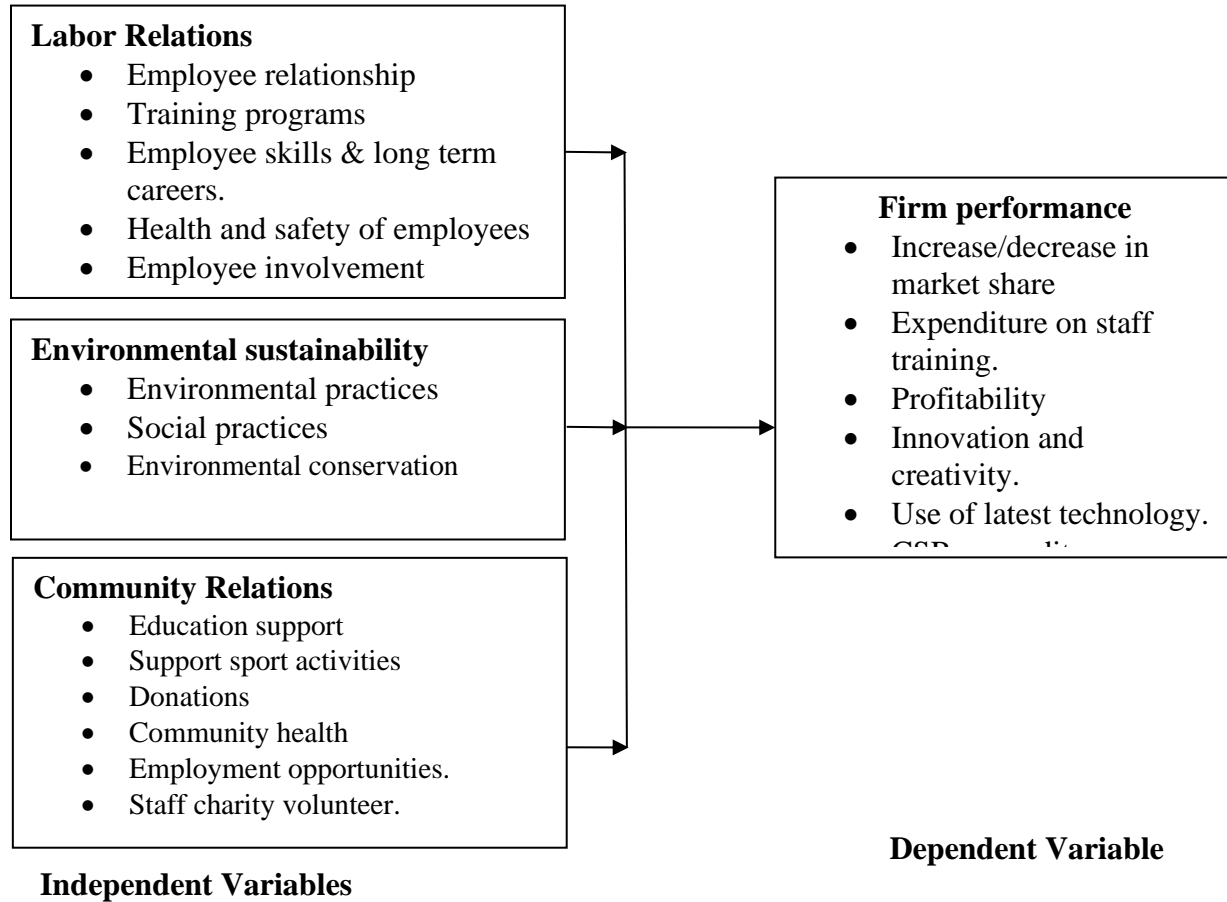


Figure 2.1: Conceptual Model

METHODOLOGY

Research Design

The survey used both descriptive and quantitative research. Quantitative analysis was suitable for the study since the data obtained was utilized to measure the relationship between the dependent and independent variables. A descriptive design aimed at obtaining information concerning current state of things as they naturally occur.

Target Population

199 employees were the targeted population, and it involved the top and middle levels of management, for example, the CEOs, Section heads of NMG, SG AND RMS.

Sample Design and Sample Size

Stratified sampling method was used through which the top and middle management employees were used to represent the entire organization. Stratified proportionate sampling method was adopted is as below:

$$\text{Sample size} = n/N \times y$$

Where:

n = target population in the top and middle Managing board

N = total population in the top and middle Managing board.

y = number of staffs in each stratum.

Table 1: Stratified random sampling

Media House	Type of respondent	Total population	n/N*y	Sample size
Standard Group	Top Managing board	35	$200/259 \times 35$	27
	Middle Managing board	60	$200/259 \times 60$	46
Royal Media Group	Top Managing board	8	$200/259 \times 8$	6
	Middle Managing board	55	$200/259 \times 55$	42
Nation Media Group	Top Managing board	16	$200/259 \times 16$	12
	Middle Managing board	85	$200/259 \times 85$	66
TOTAL		259		199

Source: Author, 2021.

Data Collection Instruments

Primary data was gathered. This study used questionnaires to gather primary knowledge which assisted in investigating the effect of CSR on selected media houses performance. The good thing about questionnaires is that they are simple to administer, guarantee perspicacity due to their nature of being close-ended and might establish a relationship among variables. Limitation of opinion from the study was overcome by guaranteeing all objectives are thought of within the questionnaire. The questionnaires during this study used closed-ended questionnaires and were administered to respondents who were needed to complete them.

Data Analysis and Presentation

Since the data collected was raw, it was coded and fed to the computer so as to be analyzed using SPSS version. Both qualitative and quantitative information collected was initially cleaned, coded and checked for completeness, those observed to be incomplete and improperly filled were disposed of and did not participate in the study and finally the data was at this point entered into the computer for investigation. To avert the proportions of location and dispersion, descriptive statistics was embraced. Measure of central tendency and dispersion were used as descriptive statistics which included means, standard deviation, and regression.

To set up the connection between the variables in question, inference analysis was conducted. These was carried out through regression analysis and correlation. Correlation analysis was conducted by means of Pearson correlation coefficient. In addition, association between variables was determined using Chi-square statistics. Differences between the parameter of estimates were deemed significant statistically at $p < 0.05$. The regression model that was used is demonstrated below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

where;

Y= Firm Performance at selected media houses

β_0 = Y-intercept coefficient

ε = residual error

X_1 = Labor Relations

X_2 = Environmental Sustainability

X_3 = Community Relations

β^1, β_2 and β^3 = Regression coefficients

FINDINGS

Response Rate

The study prepared 199 questionnaires that were close ended and dropped them to the respondents to fill and be collected on later. From the 199 questionnaires issued only 178 were correctly filled and returned the other 21 were not returned. The 178 questionnaires returned represented 89.4% response rate which was more than 60% to make a conclusion on the study according to (Creswell and Creswell, 2018).

Descriptive analysis

The section represents the summarized findings of the study which was displayed in form of mean and standard deviation.

Labor relations program on media house performance

The survey sort to assess the effect of labor relations program on media house performance. Formulated statement was developed on labor relations program where participants were inquired to respond utilizing a likert scale. Findings were presented using mean as indicated below.

Table 2: Labor relations program on media house performance

	Mean	Std. Deviation
Support employee relationship	1.56	.672
Support and reward creativity and innovation.	1.74	.683
Consult employees on important issues.	1.81	.900
Develop employees’ skills and long-term careers.	2.01	.755
Employees to share knowledge and expertise.	1.60	.684
Health and safety of employees.	1.78	.865

Table 2 above shows findings of participants strongly agreed that development of employee skills and long-term careers had a big influence on firm performance in relation to CSR programs Mean=2.01, Standard deviation = 0.755. The participants in the study further established that consulting employees on important issues increased firm performance since they felt it is a recognition of their existence with Mean 1.81, Standard deviation 0.900. The respondents agreed that the health and safety of employees was paramount Mean 1.78, Standard deviation 0.865. The study further established that respondents agreed that supporting and rewarding creativity and innovation among employees really encouraged employees to do their best with Mean 1.74 and Standard deviation 0.683. the respondents agreed to sharing knowledge and expertise Mean 1.60 and Standard deviation 0.684 however some respondents agreed that supporting employee relationship with a Mean of 1.56 and Standard deviation .672.

Environmental sustainability program on media house performance

The study investigated the effect of environmental sustainability program on media house performance. Formulated statement was developed on environmental sustainability program where participants were inquired to respond utilizing a likert scale. Findings were presented using mean as indicated below.

Table 3: Environmental sustainability program on media house performance

	Mean	Std. Deviation
We have environment sustainability programs	1.81	.806
Our media firm benefits largely from environmental sustainability program we have.	2.01	.736

The environmental sustainability program led to improved/increased performance of the media firm.	1.91	.852
Our media firm has implemented environmental sustainability program for more than 5 years.	1.94	.946
The environmental sustainability program adopted has brought a great impact to the community members.	2.06	.858
We have been forced by community members to adopt an environmental sustainability program	2.94	1.328
We use environmentally friendly materials in production.	1.81	.820

The respondents agreed that they are forced by community members to adopt an environmental sustainability program (mean = 2.94, Standard Deviation = 1.328). The participants further agreed that the environmental sustainability programs adopted has brought a great impact to the community members (mean=2.06, Standard deviation=.858). Further studies show participants agreed that media firms benefit largely from environmental sustainability programs (mean = 2.01, standard deviation =.736). This showed that if media firms continue engaging in environmental sustainability programs, they gain a lot than losing which is a positive motivation. The respondents agreed that media firms their media firms have implemented environmental sustainability programs for more than 5 years (mean = 1.94, standard deviation = .946). Another study shows participants agreed that environmental sustainability program led to improved performance of the media firm (mean = 1.91, standard deviation = .852). The participants agreed to using environmental friendly material in production (mean = 1.81, standard deviation = .820). This is a positive impact since it will avoid pollution of air and environment and it reduce issues with the society they operate within. It was established by the respondents that they use environmental sustainability programs (mean = 1.81, standard deviation = .806).

Community Relations on Media Houses performance

The study investigated the effect of community relations program on media house performance. A formulated statement was developed on community relations program where participants were inquired to respond utilizing a likert scale. Findings were presented using mean as indicated below.

Table 4: Community Relations program on media house performance.

	Mean	Std. Deviation
Education support (offering Scholarships/donations)	1.76	.759
Community health support.	2.02	.755
Donation to charity and emergency relief.	1.88	.766
Employment opportunities for local communities.	1.98	.728
Support sport activities	2.00	.997
Staff charity volunteer work	2.13	.921

The respondents agreed that staff volunteer charity work (mean = 2.13, standard deviation = .921), this indicate that employees love participating in charity work. Further studies revealed that respondents agreed that their media firms support community health with 2.02 as mean and .755 as standard deviation. The respondents agreed that their firms support sports activities by 2.00 as the mean and .997 as the standard deviation, this mostly like youth empowerment to reduce levels of crimes in the society and idleness. The respondents somehow agreed that they offer employment opportunities to the local community with 1.98 as the mean and .728 as the standard deviation. Further studies showed that respondents agreed that their organizations donate to charity and emergency relief with 1.88 as the mean and .766 as the standard deviation. Lastly the respondents agreed that their organizations offer education support to the community through donations and scholarships by 1.76 as the mean and .759 as the standard deviation.

Firm Performance

A formulated statement was developed on firm performance where participants were inquired to respond utilizing a likert scale. Findings were presented using mean as displayed below.

Table 5: Firm Performance

	Mean	Std. Deviation
CSR expenditure	1.85	.745
Market share	1.90	.722
Expenditure on staff training	1.93	.718
Impact of CSR on firm performance.	1.94	.845
Profitability.	1.72	.719
Innovation and creativity.	1.76	.715
Use of latest technology	1.72	.795

The respondents agreed that CSR impacts their firm's performance very highly with 1.94 as the mean and .845 as the standard deviation. This proves that there are more to gain than loss when a firm engages in CSR activities. Further studies show respondents agreed that there is less expenditure on staff training (mean = 1.93, standard deviations, 718). The respondents agreed that there was an increase market share (mean = 1.90, standard deviation = .722). The respondents agreed that there is CSR expenditure (mean = 1.85, standard deviation = .745). The respondents further agreed that there was an increase in innovation and creativity with 1.76 as mean and .715 as standard deviation. The respondents agreed that there was great use of latest technology in their firms with 1.72 as the mean and .795 as the standard deviation. Lastly the respondents agreed that the was less of profit increase in the firm with 1.72 as mean and .719 as standard deviation.

Qualitative Data

The respondents were required to provide suggestion on which other CSR Programs can improve firm performance in their organizations. Majority never commented on this section but those who did mainly focused on women empowerment whereby in many cases many women are seen as less being in the society so they would like to encourage women so that they can be tomorrow’s leaders.

Inferential Statistics

A regression analysis was done for the survey to evaluate the impact of CSR programs on media performance.

Table 61: Regression analysis Model

R	R Square	Adjusted R Square	Standard Error of Estimate
.627a	.393	.382	.41979

Field Data (2020)

From the data in table 6 above, it’s clear that the coefficient value R is .627 meaning its 62.7% which shows that the coefficient between the variables under study is very strong. R2 represents .382 represents 38.2 % which indicates other than the dependent variables under the study, there are other factors that affect the firm performance of media houses in Kenya.

Table 7: ANOVA Table

	Sum of squares	Degree of freedom	Mean SQ	Fvalue	Sig.Code
Regression factor	19.818	3	6.606	37.486	.000 ^b
Residual	30.663	174	.176		
Total	50.482	177			

The ANOVA (Analysis of variance) was utilized to ascertain the 5% confidence level and if there is a significant difference between the means also the comparison between F-calculated and F-tabulated. From the table above the results indicate the f-calculated is greater than f-tabulated that’s (37.486>2.60), this shows that the regression factor was statistically significant in investigating the effect of CSR programs on firm performance in selected media houses in Kenya hence the independent variables in the study predict firm performance of media houses.

Table 8: Coefficient Table

	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	.666	.121		5.486	.000

Labor relations	.000	.075	.000	.003	.998
Environmental sustainability	.103	.095	.110	1.083	.280
Community relations	.486	.094	.535	5.182	.000

a. Dependent Variable: firm performance

Table 8 above represents the below regression model. Where B are values for regression equation for predicting the dependent variable from the independent variables. They are named unstandardized coefficients since they are measured in their natural units.

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon)$. Hence from the table above,

$$Y = .666 + .103X_2 + .486X_3 + \epsilon$$

The estimates above explain about the relationship between the independent variables and the dependent variable. A unit increase in an independent variable could increase firm performance (dependent variable). Also it's clear that when all other factors are held constant the performance of media houses is .666.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that majority of media companies are not very committed to supporting; the employee relationship, supporting and rewarding creativity and innovation, consulting with staff on important issues, developing employee skills and longevity, and assisting in employee health and safety. This is because, through labor relations such as career development, the costs involved may be high and there is no guarantee that the employee will be retained in that particular media company after training.

It is concluded that majority of media companies are small-scale committed to establishing the best environmental sustainability programs. Most media companies do not benefit greatly from the environmental sustainability programs they have, so some of them are forced to accept programs by community members. However, the environmental sustainability programs adopted by the media companies have increased performance of companies greatly and such programs have had a great impact on the community members.

CSR initiatives bind the company to the community in a community contract, which provides a community license to operate. Most media companies are somewhat committed to fostering better social relationships. It's clear that companies that incorporate CSR to their strategic plan always focus on improving the community standards and protect the surroundings of the organization and community at large. Most media organizations are committed to academic support by providing scholarships and donations to organizations.

Recommendations of the study

From the survey results it is evident that contribution of adoption of CSR to organizational performance, all media firms should be encouraged to adopt CSR practices (Labor relations programs, environmental sustainability programs, and community relations programs) in order to benefit from the vast advantages that comes with adopting the practices. The study findings and conclusion recommend that media houses should work closely with their employees (internal customers) and the community as a whole to keep a long-term relationship.

Areas for further research

The research was basically about CSR activities on selected media firms. Therefore, it was not exhaustive which requires that more research be carried out on CSR practices. It would be of interest for future researchers to establish how the CSR concept has been applied in other service industry in Kenya. Similar studies can be done to investigate the benefits of adopting CSR practices in strategic management.

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