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ASSESSMENT OF ENVIRONMENTAL CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON SUPPLY CHAIN PERFORMANCE OF KENYA BREWERIES LIMITED: A CASE STUDY OF THE NAKURU BRANCH

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Abstract

The purpose of this study was to examine the influence of Environmental Corporate Social Responsibility activities on Supply Chain Performance of Kenya Breweries Limited in Nakuru branch. The study was guided by the Corporate Social Performance theory. A case study was chosen to enable the researcher gain in depth understanding of the study. The study used a descriptive survey research design. The target population of the study was two hundred and fifty (250) employees and it included all full-time employees of the Kenya Breweries Limited in Nakuru branch. The respondents were made up of procurement, supply chain, logistics and stores officers from their respective departments in the firm. The study focused on Supply Chain performance putting more emphasis on how CSR activities can impact Supply Chain performance. Data was collected using questionnaires which were administered by the researcher through drop and pick method. The study found that the firm carries out tree planting activities and takes part in garbage collection activities. There was no significant relationship between Environmental CSR activities and Supply Chain Performance of Kenya Breweries Limited branch in Nakuru. The study recommended that the government should also ensure that proper regulation is put in place to ensure that all manufacturing firms are socially responsible to the community within which they are operating. This will ensure that the environment is not degraded through improper disposals of wastes and other products, quality products are produced and reasonable prices are offered to customers.

Keywords: *Environmental, Corporate Social Responsibility Activities, Supply Chain Performance, Kenya Breweries Limited*

INTRODUCTION

Corporate Social Responsibility (CSR) which was in the past termed as a social responsibility and presently some often refer to it as Over the years, corporate responsibility has gained remarkable pace in the public and business discourse. It has also turned into a strategic problem that cuts across departmental lines and influences how organizations conduct their operations., (Khan, Khan, Ahmed, & Ali, 2012). As a result, academics, business executives, and government representatives are focusing more and more on the idea of corporate social responsibility. Everyone agrees that businesses should follow the law, but do they also have an additional ethical or moral obligation to voluntarily devote resources to environmental conservation, above and beyond full compliance with environmental regulations? Why do businesses engage in corporate social responsibility (CSR), specifically? The answer to this question is that corporate social responsibility (CSR) refers to instances where a business organization goes above and beyond compliance and engages in actions that appear to serve some social benefit in addition to the interests of the corporation and what is required by law.(McWilliams, Siegel, & Wright, 2006), and it is also because of a number of factors, including luring new investors, a regulatory obligation, and a branding plan, among others. Corporate social responsibility (CSR) refers to a company's responsibility to advance society by imagining future plans for socio-economic fairness and being aware of their responsibility for the welfare of the society around them in addition to participating in charities and other charity events.

the idea of "corporate social responsibility," according to which firms have a duty to society and a wider range of stakeholders than just their shareholders. Since then, CSR has been increasingly important in academic circles as well as practitioner groups all over the world. Although there have been arguments and criticisms about whether it is appropriate for corporations to extend their mandate beyond stakeholder value, the majority of corporations have taken an active role in addressing more significant societal concerns. Due to this, businesses have established specialized organizational units to efficiently manage and direct their social responsibilities to society and local communities at large. The number of specialized companies operating on a national and international scale that provide advice on and typically carry out focused short-term initiatives or long-term sustained programs within the society is increasing. According to Zheng, Luo, & Wang (2014) The United Nations Global Compact, which addresses issues related to human rights, labor standards, the environment, and anti-corruption, has more than 8000 corporations from over 150 countries as signatories. The prevalence and magnitude of these trends demonstrate that discussions of Corporate Social Responsibility (CSR) have moved away from existential issues pertaining to organizational shareholder value and mission to the method and mechanisms by which operations carry out and conceptualize their social duties. The conversation has since evolved from crude explanations of financial end outcomes connected to core enterprises to nuanced perspectives and metrics of societal end results. (Hollensbe, Wookey, Loughlin, George, & Nichols, 2014)

Again, the United Nations Industrial Development Organization (UNIDO) defines Corporate Social Responsibility (CSR) as a management model whereby enterprises incorporate environmental and social concerns in the business activities and interfaces with their stakeholder. Therefore, Corporate Social Responsibility (CSR) is an approach through which a company typically achieves a balance between environmental, social and economic activities and interactions with their stakeholders. Thus spending on Corporate Social Responsibility (CSR) by an organization is a precise activity of giving back to the society where it is carrying out its business operations as well as making profits for its shareholders. According to Kwat (2013) social responsibility of business designates customs, standards and obligations of authorities making decisions to take suitable actions that can improve and protect the well-being of a society as well as protecting the welfare and interests of business concerns.

Corporate Social Responsibility (CSR) is a major outcome of development which is defined in the position of the responsiveness of businesses to stakeholders' environmental, social, legal and ethical prospects (Omboto, 2014). CSR is a crucial subject that is receiving growing attention from organizations. One of the force is that, according to the principles guiding corporate governance issued by OECD (Organization for Economic Corporation and Development) (Udayasankara, 2008), CSR is greatly associated with effective corporate governance. Furtherly, if it is well adopted and used properly, CSR projects have a significant influence on the behavior of a consumer (Mohr, 2001).

As Scholtens (2006) describes, CSR is becoming an improving central and visible aspect of corporations and business globally, as government and customers become more worried about facets of environmental impact and sustainability that this corporation develop as they chase for profits. Ponnu & Okoth (Ponnu & Okoth, 2009) offered an empirical indicator that organizations engaging in CSR initiatives aim to improve a company's reputation, which can help it boost earnings and sales. Corporate Social Responsibility (CSR) has become a prominent concept of strategic importance to many firms on a global scale. As a result, businesses are adopting straightforward steps to inform clients about their CSR spending. (Luo & Bhattacharya, 2006)

Companies have been engaging in Corporate Social Responsibility (CSR) initiatives in Kenya, including the renovation and capacity building of children's homes, as well as scholarships and sponsorship programs to help brilliant, disadvantaged children access education., engaging in charitable activities (donating money), and involvement in environmental conservation activities through planting and distribution of tree siblings to the society. Among the companies involved in vibrant CSR activities include Equity bank with their 'wings to fly' project of educating less fortunate children across the country. Menengai Oil Refineries Ltd. and SportPesa engage in sponsoring sports activities such as Prinsloo rugby and The Kenya Premier League respectively. It is important to understand specifically how CSR activities carried out by manufacturing companies in Nakuru county affect Supply Chain Performance based on this background.

However, there has been a few scholars who are against CSR by corporates that include; Spann et al., (2008) an economist was always against doing anything that prohibits profit maximization. Friedman (1970) states that if cost of CSR increases the profits are reduced hence reducing value to its shareholders. On the other hand, when CSR initiatives are undertaken appropriately eventually the business is able to reduce its operations cost by increasing their sales hence increasing the financial benefits as depicted by Porter and Kramer (2011). For example, by reducing the business risk associated with the business reputation which according to Porter and Kramer (2011) may negatively impact the business profitability; the organisation is able to get loyal customers. Thus SCR initiatives may be a present cost, but eventually when good firm image is achieved it brings financial performance and growth.

Statement of the Problem

The 21st Century has seen the current tendency of corporates being more concerned with social responsibility in order to improve their public image to their target customers and beyond (Nickels, 2010). Universally, many companies have increased their contributions towards corporate social responsibility (CSR) in order to improve their supply chain performance as well as their public image (European Commission, 2010). In the present environment marked by stiff competition, CSR therefore represents high- profile view with advantages strategically aimed to improve the supply chain performance. Over 90% of the 500 companies under review have explicit CSR actions nowadays with regards to to the Fortune magazine (Manakkalathil and Rudolf, 2005).

Well strategized CSR activities usually lead to loyal partners and satisfied customers thus enhancing productivity while nurturing sustainable affiliations between the organizations concerned and donor partners both at the corporate or individual levels (Ngige, 2010).The research will use EABL as an example establish whether their participation in various CSR activities impacts on its supply chain performance.

Mitigoa (2006) emphasizes that it is fashionable nowadays, for multinationals to highlight their involvement in CSR. However, there is little empirical data to show the effects of CSR projects on the supply chain performance and public image of the multinationals. Many multinationals simply make one off donations to needy institutions, have their CSR published and later claim to be socially accountable through their websites and advertising materials. Margolis and Walsh (2007) argue CSR is being used as a form of PR (public relations) exercise and advertising citing „Philip Morris‟ a tobacco company which spent $75 million on their contribution to charity in 1999 and subsequently launched

$100 million on advertising campaign for their own publicity. This raises the question whether the intention and action by such a company is aimed at the practice of CSR. It is crucial to find the impact of CSR on the EABL public image since EABL is one of the multinationals investing heavily on CSR projects.

There is inadequate empirical literature on CSR locally. Cheruiyot (2010) carried out a study that sought to investigate the relationship between companies' social responsibility activities and financial performance of firms quoted at Nairobi Securities Exchange (NSE). The study found that there exists a statistically significant positive relationship between Corporate Social Responsibility activities and financial performance of companies. Though these studies have been performed on Corporate Social Responsibility as denoted, focus has not been given to the impact of corporate social responsibility on supply chain performance of a multinational like East African Breweries limited. There also seems to be an existence of scant empirical investigation on the subject under study especially focusing on manufacturing sector within Nakuru county which according to (United Nations, 2013) is the fastest growing town in Africa with an annual average growth of 13%.

Most of the literature or mass media reports on CSR activities have a promotional perspective but do not address the issue on whether the supply chain performance of companies will be impacted on or not. This established a fundamental research base warranting an investigation to assess the relationship between Corporate Social Responsibility activities and supply chain performance of Kenya Breweries Limited in Nakuru branch which this study is seeking to address.

LITERATURE REVIEW

Empirical Review

As Scholtens (Scholtens, 2006) describes, CSR is becoming an improving central and visible aspect of corporations and business globally, as government and customers become more worried about facets of environmental impact and sustainability that this corporation develop as they chase for profits. Ponnu & Okoth (Ponnu & Okoth, 2009) offered an empirical indicator that organizations engaging in CSR activities pursue to enhance their corporate image that can enable them increase their revenue as well as profits. According to Kwat (2013) social responsibility of business designates customs, standards and obligations of authorities making decisions to take suitable actions that can improve and protect the well-being of a society as well as protecting the welfare and interests of business concerns.

The association between CSR and financial success of businesses listed on the Nairobi Stock Exchange was researched by Cheruiyot (Cheruiyot, 2010). The methodology for the investigation was correlation research. According to the report, environmental CSR is carried out by determining how an organization's operations may affect the environment in which it works.

As always, triple bottom line reports to organizations demonstrate, this calls for meaningful production processes and responsible production that puts pressure on the current environment for future activities. Community relations go beyond preparation and outward appearances, which equips a company to confront problems in a diversified, frequent, and predictable environment.

Connelly (Connelly, 2011) conducted research on the extent of business sustainability disclosure and how it affects financial results. A correlation research methodology was used in the investigation. The study shows that CSR takes into account more fundamental legal duties established by statute. The commitment represents a traditional method of conducting business that, in light of the current environmental situation, aims to address issues beyond the bottom line.

According to Birmingham (Birmingham, 2011), CSR is based on the idea that conducting business as usual is inherently unsustainable. The study found that the worldwide environmental movement is aware of this risk, cites how quickly industry is destroying the environment and endangering long-term corporate performance, and urges businesses to make changes to their current practices and incorporate CSR.

Stakeholders in the company are aware that tracking and comprehending business performance is essential for competitive success in a dynamic environment. In order to develop an efficient and effective supply chain and determine a company's competitive position in the market, supply chain management must be evaluated for its effectiveness. Measurement has therefore been acknowledged to be a vital component to improve business performance. Organizations have a large, negative or positive, indirect or direct influence on every party in society (Kitchen, 2010).

Oketch (Oketch, 2014) recognized that, companies of all sizes are getting to know that they no longer have a comprehensive control over their market success. This is because they heavily rely on the performance of their supply chain trading partners. Those that have not capitalized to invest greatly in supply chain management (SCM) practices further than Enterprise Resource Planning (ERP) to date are now only left with the option to consider making the investment. Leading retailers are aware of this and are searching for allies who can help them succeed. Not only will supply chain changes boost internal performance, but they will also have a positive knock-on effect for partners and clients.

Joel, Keong, & Keah-Choon (Joel, Keong, & Keah-Choon, 2009) recognized that for a reliable sign of the contribution of supply chain processes to the areas like cost, growth, minimization, fixed asset utilization and working capital, efficiency is needed in order to complete this requirement. Key performance indicators come in different forms from simple to complex since they are measurements that relate directly to the significant requirements of a business. The measurement systems also vary substantively from company to company.

Taticchi, Tonelli, & Cagnazzo (Taticchi, Tonelli, & Cagnazzo, 2010) argues that, it is necessary to monitor and understand firm performances in order for companies to fully understand that for effective competition in a constantly varying environment.

Gunasekaran, Patel, & McGaughey (Gunasekaran, Patel, & McGaughey, 2004) recognized the following tenacities of a performance measurement: Identify whether customer needs are met, identify success, better understanding of processes, waste, identifying bottlenecks, problems and improvement opportunities, enabling progress, providing factual decisions, facilitating a more open and transparent communication, tracking process as well as co-operation.

Theoretical Review

Corporate Social Performance Theory

The concept of Corporate Social Performance theory is believed to have been developed in the 1950s and 1960s and refers to the practices, principles, and end results of businesses' relationships with stakeholders in terms of the practices of firms towards these stakeholders as well as the unintended externalities of business practices (Bowen, 1953). New establishments in the fields of business and societal relationships emerged in the 1970s. The changes came about as a result of increased social activities and protests against capitalism, which led to an increase in governmental regulation, formalities, and processes. (Mele, 2006). Adaptation of corporate behavior to social demands and needs comprising being proactive was one of the necessities (Mele, 2006). Wartick & Cochran (Wartick & Cochran, 1985) suggested that firm social engagement rests primarily on social responsibility principles, proves of social responsiveness and policy issues of management. Wood developed a strategy in 1991 that encompassed the fundamental corporate social performance model, organizational, institutional, and individual CSR, as well as proactive corporate social responsiveness and corporate behavior that produced results.

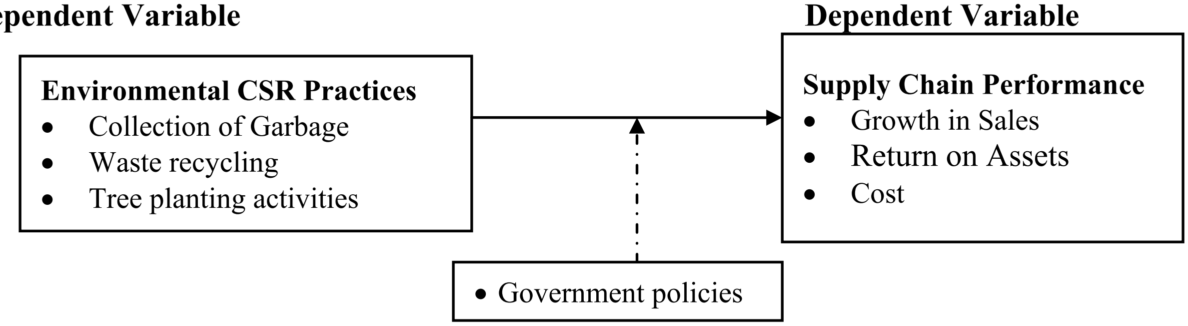
It is known as the principle of legitimacy when it occurs within an institution and it discusses the authority that comes with social and business grand legitimacy as well as how people who don't use it likely to lose it. An entity must follow the legislation, performance standards, and current public policy as part of the organization CSR application. Managers' implementation of directives in decision-making to ensure impact on socially responsible outcomes is connected with individual CSR. As a result, businesses must be positive when publishing reports on their social, economic, and environmental performance.(Mele, 2006). This theory is crucial to the study because it explains how to examine the most significant CSR initiatives undertaken by manufacturing organizations and determine whether these initiatives have any positive effects on organizational performance.

Conceptual Framework

According to this conceptual framework, the independent variable is the Environmental CSR practice of Kenya Breweries Limited while dependent variable is the supply chain performance.

The intervening variables are government policies (which include taxes, subsidies and government regulation).

Independent Variable **Dependent Variable**



Intervening Variable

Figure 1 Conceptual Framework

(Source: Researcher's own conceptualization)

METHODOLOGY

The study used a descriptive survey research design, which is a fact-finding investigation that explains temporal events. The study's target population was two hundred and fifty (250) employees and it includes all top management, middle and casual employees of the Kenya

Breweries Limited in Nakuru County. The respondents were made up of procurement, supply chain, logistics and stores officers from their respective departments in the firm to establish the activities they participate in corporate social responsibility and their influence on the public image of KBL. A sample of five (5) employees from their respective departments in the firm including procurement, supply chain, logistics and stores officers was utilized. The study adopted the use of structured self-administered questionnaires and interviewing the top management employees. Data was analyzed with help of SPSS (Statistical Package for Social Sciences). First of all, data was "cleaned" to guarantee exhaustiveness, completeness and consistency of the projected information. The data was summarized using descriptive statistics, such as mean, standard deviation, and frequencies, whereas inferential statistics; Spearman Correlation test was used to test the nature of the relationship between Environmental C.S.R activities and Supply chain performance of the Kenya Breweries Limited.

FINDINGS AND DISCUSSIONS

Descriptive Statistics Analysis and Discussions

Descriptive statistics analysis for study research variables and discussions are presented.

Environmental Corporate Social Responsibility Practices

The study pursued to discover out whether measured indicators of environmental CSR practices impacts supply chain performance among manufacturing firms. These indicators were ranked on a 5 point Likert scale ranging from "5 Strongly Disagree" to "1 –Strongly Agree".

Table 1: Descriptive Analysis on tree planting activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	12.5	12.5	12.5
	Disagree	4	12.5	12.5	25.0
	Not Sure	5	15.6	15.6	40.6
	Agree	4	12.5	12.5	53.1
	Strongly Agree	15	46.9	46.9	100.0
	Total	32	100.0	100.0	

The findings on this table show that 59.4% of the respondents agree that the firm carries out tree planting activities while 25.0% disagree.

Table 2: Descriptive Analysis on garbage collection activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	9.4	9.4	9.4
	Disagree	3	9.4	9.4	18.8
	Not Sure	5	15.6	15.6	34.4
	Agree	12	37.5	37.5	71.9
	Strongly Agree	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

The findings on the table above show that 65.6% of the respondents agree that the firm takes part in garbage collection activities while 18.8% disagree.

Table 3: Descriptive Analysis industrial waste management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	2	6.3	6.3	6.3
	Agree	10	31.3	31.3	37.5
	Strongly Agree	20	62.5	62.5	100.0
	Total	32	100.0	100.0	

The findings on this table show that 93.8% of the respondents agree that the firm ensures industrial waste is well managed and recycled while 6.3% are not sure. This means that Kenya Breweries in Nakuru takes part in Environmental CSR practices.

Descriptive Analysis for Supply Chain Performance

The study pursued to discover out whether measured indicators influences supply chain performance among manufacturing firms. These indicators were ranked on a 5 point Likert scale ranging from "5 Strongly Disagree" to "1 –Strongly Agree".

Table 4: Descriptive Analysis Sales growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	1	3.1	3.1	3.1
	Agree	16	50.0	50.0	53.1
	Strongly Agree	15	46.9	46.9	100.0
	Total	32	100.0	100.0	

The findings on this table show that 96.9% of the respondents agreed that the firm's sales have grown steadily as a result of engagement in CSR practices while 3.1% are not sure.

Table 5: Descriptive Analysis Cost of goods

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	9.4	9.4	9.4
	Not Sure	18	56.3	56.3	65.6
	Agree	10	31.3	31.3	96.9
	Strongly Agree	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

The findings on this table show that 34.4% of the respondents agreed that the firm's cost of goods has reduced as a result of engagement in CSR practices, 9.4% disagree while 56.3% are not sure.

Table 6: Descriptive Analysis on return on Assets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	4	12.5	12.5	12.5
	Agree	17	53.1	53.1	65.6
	Strongly Agree	11	34.4	34.4	100.0
	Total	32	100.0	100.0	

The findings on this table show that 87.5% of the respondents agree that the firm has realized a drastic increase in return on Assets as a result of engagement in CSR practices while 12.5% are not sure.

Hypothesis Testing

This section presents the findings of the correlation analysis between the independent variables and the dependent variable to test the nature of relationship and test research hypotheses of the study. Devore and Peck (2006) recommends a guideline for assessing resultant correlation coefficients as; correlation coefficients less than 0.15 represent a weak positive relationship, correlation coefficients greater than 0.15, but less than 0.18, represent a moderate positive relationship whereas correlation coefficients greater than 0.18 represent a strong positive relationship.

Relationship between Environmental CSR Practices and Supply Chain Performance

The study's hypothesis was that there is no significant relationship between Environmental CSR activities and Supply Chain Performance of Kenya Breweries Limited branch in Nakuru. The results of the correlation analysis were as presented in Table 7.

Table 7: Correlation between Environmental CSR Practices and Supply Chain Performance

			Environmental CSR	Supply Chain Performance
Spearman's rho	Environmental CSR	Correlation Coefficient	1.000	.158
		Sig. (2-tailed)	.	.483
		N	32	32
	Supply Chain Performance	Correlation Coefficient	.158	1.000
		Sig. (2-tailed)	.483	.
		N	32	32

From the results, it was established that there exists a statistically insignificant positive relationship between environmental CSR practices and supply chain performance (rho= 0.158; p = 0.05), thus H_{01} was accepted.

Conclusions

From the findings of the study, it can be concluded that environmental CSR practices have a statistically insignificant positive relationship. The positive relationship between environmental CSR activities and Supply Chain Performance means that, as environmental CSR practices increases in Kenya Breweries Limited in Nakuru, Supply Chain Performance increases.

Recommendations

Based on the analysis of the findings, Kenya Breweries Limited based within Nakuru County should focus on CSR activities since they have a positive correlation with supply chain performance though this is statistically insignificant.

The government should also ensure that proper regulation is put in place to ensure that all manufacturing firms are socially responsible to the community within which they are operating. This will ensure that the environment is not degraded through improper disposals of wastes and other products, quality products are produced and reasonable prices are offered to customers.

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