CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND PROJECT PERFORMANCE IN THE MINING INDUSTRY IN KENYA: A CASE OF TATA CHEMICALS MAGADI

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An Applied Research Submitted In Partial Fulfillment Of The Requirements For The Award Of Master Of Business Administration Degree Of Africa Nazarene University

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DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic credit

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This applied research project is submitted for examination with my approval as the university supervisor

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DEDICATION

To my son Ryan, my wife Dorothy and to my friends who have been a source of encouragement all through the journey.

ACKNOWLEDGEMENT

I am deeply indebted to the Almighty God, for His blessings of good health and wisdom to me and for seeing me through this academic journey of research writing.

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ABSTRACT

Corporate social responsibility is a self-regulating business model that helps a company to be socially accountable to itself, its stakeholders and public. The general objective of the study is to establish the effects of corporate social responsibility on project performance in the mining industry in Kenya. Specific objectives include; determining optimal resources that have been leveraged evaluate effect of local engagement in management decisions, examine the effect of Leadership commitment to CSR sustainability performance. Different theories and literature relating to the study were reviewed and the emerging knowledge gap identified. The research was conducted in the mining industry specifically within Tata Chemicals Magadi Limited (TCML). The target population was 300 respondents from different departments including marketing and supply chain (internally) and externally the population included women and young people. The researcher used stratified random sampling. From the possible 300 target population, stratified random sampling was employed to select a total of 72 sample population. This is 24% of the total population. The method used for data collection was quantitative design where a structured questionnaire was used to get the views. Both qualitative and quantitative process was used to analyze the data that was collected and compute the information using Statistical Package for Social Sciences (SPSS). The findings were presented to the panelists by use of power point presentation. For the effect of key resources leveraged on project performance, it was demonstrated that R square value of the model was 0.438 indicating that 43.8% of project performance is influenced by key resources leveraged. For effect of leadership motivation to CSR on project performance, it was demonstrated that the R square value of the model was 0.399 indicating that 39.9% of project performance is influenced by leadership motivation. For effect of leadership motivation to CSR on project performance, it was demonstrated that the R square value of the model was 0.399 indicating that 39.9% of the project performance is influenced by leadership motivation. For local community engagement in management decisions on project performance, a mean score of 4.342 was achieved which was the highest mean score of all the aspects of CSR. The study therefore, concludes that these factors are important to organization in terms of their influence on the implementation of CSR but their consistency with project performance has yet to be supported by the study. It further concludes that CSR reflects the cultural importance in terms of project performance and it also concludes that there is a connection between the key resources leveraged and project performance. The study recommends that companies should focus on motivating its employees as this is vital in achieving and retaining competitive advantage. The study also recommends company should select project members carefully to enhance its performance. It also endorses that a similar study to be conducted on the influence of CSR initiatives on project performance on other industries.

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DEFINITION OF TERMS

Corporate Social Responsibility (CRS): is the extra obligation of business to pursue those policies, or to follow those lines of action which are desirable in terms of the objectives and values of our society.

Leveraging key resources: It is the systematic assessment of the use of existing resources, identifying the need for additional resources, or creating new resources in community and state systems to address identified needs

Local engagement: Is the direct involvement of local community in the processes of CSR policies formulation, administration, decision making and implementation.

Leadership motivation to CSR: It is the interest by organization leaders in the past and present interactions between the firm and the society.

Project performance: involves a whole framework of logical and progressive planning and decisions, perceptiveness, the liberal application of common sense, proper organization, effective commercial and financial management, painstaking attention to documentation, good communication skills and a clear grasp of proven and long-established principles of management and leadership.

Stakeholder: refers to the individual or group that can affect or be affected by the firm's action in pursuit of its objectives.

LIST OF ABBREVIATIONS

ADRMs	Alternative Dispute Resolution Mechanisms
AET	Acceptable Exploration Technologies
APM	Association for Project Management
CORDAID	Catholic Organization for Relief and Development Aid
CSI	Corporate Social Investments
CSR	Corporate Social Responsibility
CTF	Community Trust Fund
DRC	Democratic Republic of Congo
EEO	Equal Employment Opportunity
EIA	Environmental Impact Assessment
FMCG	Fast Moving Consumer Goods
GAGGA	Global Alliance for Green and Gender Action
HR	Human Resource
HRIA	Human Rights Impact Assessments
ICMM	International Council on Mining & Metals
ICSR	Internal Corporate Social Responsibility
IFC	International Finance Corporation
KPD	Key Performance Drivers
MNCs	Multi-National Companies
PM	Project Management
TCML	Tata Chemicals Magadi Limited

UNDP United Nations Development Programme

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

This chapter discusses the background of the study, the statement of the problem, objectives of the study, research questions, hypothesis, significance, scope, delimitations, limitations, assumptions of the study as well as the conceptual framework. The study will be carried out within Tata Chemicals Magadi Limited (TCML) which is a major mining multinational in sodium carbonate industry.

1.2 Background of the Study

1.2.1 Project Performance

Project performance has been defined as a project that meets it is objectives under budget and schedule. Success goes beyond meeting schedule and budget goals, it includes delivering the benefits and meeting expectations of beneficiaries, stakeholders, donors or funding agencies. The project identifies the tasks to be accomplished and where there is deviation triggers a corrective action (Mishra, Dangayach and Mittal 2011). Projects that are not well defined in terms of objectives, budget and schedule in most cases end up failing.

Merrow and Nandurdikar (2018) on their study on independent Project Analysis found out that the main barriers to project performance in Latin America included organizational traps such as highly decentralized systems and horizontally fragmented systems. Neither of the organizational models can achieve excellence. The studies put emphasis on how projects actually work and insist that senior management and businesses need to be educated on the basics such as the importance of clear business objectives.

Kenya for a long time benefited from tourism and Agriculture as industries. While the country focuses on improving tourism and many other sectors including agriculture and manufacturing, performance of projects in the mining industry has not been given enough consideration. Statistics show that exports from mining related projects amount to approximately one percent of Kenya's GDP due to poor performance in mining projects (Mining Technology, 2016). Vision 2030 has included mineral exploration sector as a priority sector hence this makes project performance in the mining sector a long overdue story.

Mwalimu (2018) asserts that Kenya lacked a framework for mineral exploration. For the mineral and mining projects to enhance in performance, the government should create and strengthen institutional frameworks that will ensure the availability of relevant professionals and technical staff and allocate adequate resources to mineral resource development and management. According to this study, a comparative analysis with South Africa found out that Kenya has to engage stakeholders in order to formulate a policy and a legal framework that addresses challenges as observed in other nations with established mining sector.

Studies by UNDP (2014) indicate that local communities in oil rich Turkana are unaware of potential impact of good performance of oil mining projects in their life hoods. This is attributed to a knowledge gap by the community that is likened to inadequate community engagement and participation. According to a survey by a Catholic Organization for Relief and Development Aid Cordaid (2015), of 12 directors at Tullow oil, 42 percent are foreigners and 58 percent non-Turkana Kenyans and no native Turkana. In management out of a total of 134, 58 percent are foreigners while 42 percent are Kenyans with 3 percent being Turkana.

A study by UNEP (UNEP 2018) on small scale mining in Kakamega county of Western Kenya found that there is a growing industry in small scale, informal gold mining. These projects have had a poor performance because the worksites around these areas are unregulated and release toxic mercury in the environment hence creating conflict between health, environmental protection and economic opportunity. In those informal mines, the in effective and outdated techniques for extracting Gold have affected locals and the surrounding in a negative way. It emphasizes that luck of regulation at small scale and informal mines lead to harmful effects that can hurt those involved.

1.2.2 Corporate Social Responsibility

CSR has its historical roots in Sweden and the rest of Europe as well as other parts of the world. (Grafstrom eta l., 2008). Matten and Moon (2008) studied why CSR is different in many countries. This was done by contrasting the USA and Europe and it was attributed to factors such as the power of the state, how government engages in economic and social activities, sources of finance and education system.

Jones et al. (2007) studied two of the biggest mining organizations and how they practically responded to their corporate social policies. They concluded that companies invest most of their energies at the levels of CSR disclosure and commitment to general principle but not at the level of workplace practice. Jankins and Yakovleva (2006) insist that there exists little measure of whether there is application of policy statements in a way that is meaningful.

In Africa, studies by Juma (2012) indicated that development and success of mineral projects such as coal and others depended on how developed infrastructure such as roads and ports is well taken care of. On this point, it is necessary to put strategies that are effective which are aimed at boosting money circulation that will be channeled for infrastructure development. This improved

infrastructure will boost relationships with the community and boost trust. A good example of what this can result into is the Marikana massacre which occurred because of labor dispute between platinum mining company, Liomin and its workers. This shows that animosities continue to exist and the damage they can cause.

In Kenya, there has been increased enthusiasm in corporate social issues due to elevated poverty levels and inequality, a public that is more informed and better economic prospects. Never the less social laws are not comprehensive and are poorly enforced and more so in relation to communities and environment (Cheuriot&Maru, 2014). This explains perhaps why it is affecting the delivery of projects successful in Kenya.

1.2.2.1 Key resources leveraged to implement CSR initiatives

Key resources leveraged expound how an organization would wish to involve itself in numerous CSR initiatives as possible. The initiatives may include having a business code of ethics, adhering to work place health and safety, protecting the environment zealously and many others. Mining companies should leverage key resources to implement CSR programs to benefit all because mining communities mostly in developing countries also double as residential areas for most people. This in principle presents several threats to inhabitants of mining communities (Siawor – Robertson & Awaworyi (2015). Studies by Walker & Howard (2002), key resources should be employed to CSR programs because public has a poor view of the sector. This is because the public is more influenced by how concerned the players are with the environment and social performance than by issues such as price of the product, quality and safety.

1.2.2.2 Local Community engagement in management decision making

Local community engagement in management decisions is a process where community members are invited into decision making strategy of the organization to ensure they assess, plan, execute and evaluate answers to issues that affect them on daily basis and their environment. It is equally vital for the projects to perform. Studies by Que et al, (2018) posit that the participation of the local community is one solution to decrease the risk from community related problems. The study also argues that while the whole world benefits from mining contributions, most of the resulting detrimental impact on environment and society fall on the community, hence community engagement is important to sustainable development in mining as much as it is also the main challenge for mines. (Wang et al,2016) involving the community is the best method to deal with risks that are associated with the community and obtain sustainable results like consent that is all involving and social license to operate. Freeman et al, (2010) articulates that business in general is just more than transactions. It is about relationships with customers and suppliers, employees, communities and financers.

1.2.2.3 Leadership motivation on project performance

Leadership involves a commitment beyond managing routine tasks. Leaders are supposed to be accountable, be respectful, and have a consistent approach. When solid management skills are coupled with above traits then a climate of CSR is maintained in an organization. Company leadership should commit itself to corporate social responsibility performance in order to enhance project chances of success. According to Retflavi (2014) companies have got the capacity to properly identify and manage project stakeholders greatly improve the chances of making project execution a success and hence organizational success also. Projects require the togetherness and willing participation from multiple stakeholders for them to be successful and trust is critical to developing positive productive working with all stakeholders involved.

1.2.3 Tata Chemicals Magadi Limited

Tata Chemicals Magadi Limited (TCML) was established and incorporated in the UK in 1911 as a Soda ash and Salt manufacturing company in Kenya under the then British conglomerate known as Bruner &Mond Company. The company is now over 100 years old manufacturing soda ash as its main product for both local and international markets. With a capacity of about 1000 metric tons of Soda Ash per day with 90 percent as export through the port of Mombasa to international markets such as South East Asia and Indian sub-continent. Soda ash is used in the manufacture of Glass (about 70 percent of its use) but has other applications in water treatment, detergent manufacture and manufacture of pulp, paper and other chemicals. The company's manufacturing plant is situated at Lake Magadi in the Kenyan southern rift valley just about 40km to the Tanzania border and 120 km from Nairobi. The company changed its name to Tata Chemicals Magadi Limited under the new ownership of Tata Chemicals Limited as a parent company domiciled in Mumbai, India. Magadi soda was acquired by Tata Chemicals in 2006 and soon became a wholly owned subsidiary of Tata Chemicals. This was followed by Magadi soda rebranding itself including change of name to Tata Chemicals Magadi Limited.

The main CSR activities that the company undertakes include: water provision to the community for both drinking and domestic use, provision of health services by availing a fifty five bed capacity hospital that serves the community and employees, provision of affordable education by supporting all the public schools within Magadi division, provision of employment to locals by allocating a hundred percent of non-skilled labor jobs to locals and also providing transport services at subsidized rates by train to Kajiado from Magadi. Forty percent of business premises are allocated to local community, locals are involved in broad based business review committee, capacity building for women groups, and company welcomes community representatives to board meetings, community

members also involved in strategic planning. The company leadership has active membership of district steering group (government organ in charge of relief interventions), company leadership is also awarded slots on project implementation committee for local projects like eco-tourism, community development manager has been enlisted for running of community affairs on day t day basis, management enforces strict SHE policy to ensure safety of employees, payment of royalties and taxes to government is done promptly, nice employment contracts which are above minimum wage are offered.

The main mining projects include extraction of sodium carbonate and sodium chloride for both industrial use and as animal feed stocks.

1.3 Statement of the Problem

Corporate Social Responsibility is a situation where an organization creates an environment of shared value. The role of a business is to create value for the shareholder in a way that the community also benefits and everybody becomes a winner. The organization stands to gain by paying less on tax as CSR initiatives attract tax exempts and this in return increase the profit. Project performance on the other hand is a project which satisfies its objectives as per the budget and plan. The project identifies the tasks to be accomplished and where there is deviation triggers a corrective action (Mishra, Daugayach and Mittal 2011). Project performance when well taken care of enables organizations to earn higher than their competitors hence increasing market share.

Although CSR is an object of great importance, it is only secondary to most mining organizations because there are other important issues that are related with core business. Cheriyout & Tarus (2016) argue the above is due to misunderstanding in Kenya regarding the actual value of CSR due to relative theoretical development. This manifests itself in relation to the recent occurrences in

mining projects in Kenya. Tullow oil project in Kenya failed to properly pick due to inadequate community engagement and participation. Australian Base Titanium has also not involved the community much when it comes to participation in decision making. There has also been a problem in small scale mining in Western Kenya according to study by UNEP (UNEP 2018) as the small mines regulated and employ outdated mining techniques which has compromised the safety of locals. The above challenges have forced players in the mining industry to look into better ways that can increase chances of mining projects survival. Despite all the regulatory hitches surrounding the Kenya mining industry and the conflict-ridden environment that they operate, Tata Chemicals Magadi Limited has continued to grow in its revenue generation. This has strongly been linked to TCML being involved intensely in social responsibility.

Many studies have been done on CSR in the recent past. Studies by Abuya (2018) dwelt on the "mining conflicts and corporate social responsibility in Kenya nascent mining industry". The study revealed that mining conflicts in Kenya and Africa revolve around issues involving land ownership, environmental degradation and compensation of assets. Mutwiri (2014) studied the relationship between CSR and resource allocation. The study concluded that mining companies in Kenya will allocate resources towards CSR activities that have a financial return.

The above studies honestly did not examine closely the relationship between CSR initiatives and project performance which easily leads to the following questions. Do organizations in the mining industry in Kenya engage in CSR initiatives? Secondly do organizations in the mining industry that engage in CSR enjoy superior project performance?

1.4 Purpose of the study

The purpose of this study is to determine the effect of corporate social responsibility initiatives on project performance in the mining industry and specifically at Tata Chemicals Magadi

1.5 Objectives of the study

1.5.1 General Objectives

The general objective of the study was to establish the effects of corporate social responsibility initiatives on project performance in the mining industry in Kenya.

1.5.2 Specific Objectives

i. To assess the effect of key resources leveraged to implement CSR initiatives on project performance in the mining industry.
ii. To establish the effect of local community engagement in management decisions and project performance in the mining industry.
iii. To examine the effect of leadership motivation on project performance in the mining industry.

1.6 The study sought to test the following hypothesis

$H_{01.}$ There is no relationship between key resources leveraged and project performance.

H_{02} There is no relationship between local community engagement in management decisions and project performance.

H_{03} . There is no relationship between leadership motivation and project performance.

1.7 Significance of the study

The study will act as reference and stimulate the interest among scholars hence inspire further research on how CSR initiatives can go a long way in improving project management and hence

project performance. Corporate social responsibility is also a very vital aspect of the organization because it establishes a human face that a society can associate to. The findings of this investigation will reveal how far Tata Chemicals is applying CSR initiatives to manage its projects. Understanding of the effect of CSR on project performance in the mining industry in Kenya can help managers put in place effective strategies that will prevent mining projects from collapse hence saving millions of shillings in investment and job losses. Large mining corporations will be able to draw great learning from the study. Organizations that may have been reluctant on investing in CSR will be in position to realize the benefits that come with this engagement.

1.8 Scope of the study

The study was designed to investigate corporate social responsibility initiatives and project performance in the mining industry in Kenya. Specifically, the study sought to determine key resources leveraged to implement CSR programs and project performance in Tata Chemicals Magadi, to evaluate effect of local community engagement in management decisions on project performance in Tata Chemicals Magadi and to examine the effect of leadership motivation to CSR on project performance in Tata Chemicals Magadi Limited (TCML).

Theoretically the scope of the study focused on the stakeholder theory and legitimacy theory. The geographical scope of the study was mining industry and specifically Tata Chemicals Magadi. The population of the study was 72 respondents involving both Tata Chemicals employees and members of the local community. The methodology of study was a quantitative research approach.

1.9 Delimitations of the study

The study was within a certain cost and time frame. This study only focused on Tata Chemicals Magadi Limited where only four sections were targeted. In terms of research instruments, the study

used questionnaires which were self-administered. The merits of this type of questionnaire include capturing both verbal and nonverbal questions and emotions and behaviors. The study was limited to three CSR aspects namely: key resources, local engagement and leadership motivation since they were looked at to be the most important variables in the case study.

1.10 Limitations of the study

Not all respondents were comfortable to discuss issues to do with CSR that lead to project failure. The researcher made an assurance to them that their responses were to be kept under wraps and that the outcome of the study shall be purely for academics only. The terrain and weather conditions of Magadi posed a challenge. Some of the participants were located in the remote areas hence making accessibility difficult. The researcher employed some versatile means of transport including use of a tractor.

1.11Assumptions of the study

An assumption is regarded as an examined belief or those things the researcher takes for granted in a study. Assumptions made in this particular study included: there exists a link between the independent variables and the dependent variable, the quality of data will be up to date and that the researcher will undertake good field notes, the undertaken literature and theoretical review will be relevant to the topic of the study and that respondents will be transparent and will answer the questionnaire faithfully.

1.12 Theoretical Framework

According to Kombo and Tramp (2006), theoretical framework clarifies phenomena and tries to explain the reason situations are the way they are based on theories. A few theories will explain how CSR initiatives can improve success of projects in the mining industry. They include: stakeholder theory and legitimacy theory.

1.12.1 The Stakeholder Theory

The Theory is said to have become popular in the 1970's. During this time, it was used as a management practice reference and slowly advanced and adopted by Freeman in 1984. Freeman in his adoption of the theory incorporated corporate accountability to different range of stakeholders. The theory takes a very formal fused approach rather than embracing a widened research culture incorporating ideology, ethos, economics, regulation and organizational structure.

A stakeholder is a person or group that gets affected by a corporation's activities in chase of its goals. Freeman standpoint is that almost all stakeholders are clients hence they completely can make decisions on whether the usefulness an entity grants them is more than what they forfeit from other opportunities.

The theory is important when expounding the reason why organizations resolve to implement CSR initiatives such as meeting the basic human needs of the community, safeguarding of disadvantaged and vulnerable groups and enhancement of employees work conditions (Aguilera- Caracuel, Guerrero-Villegas, and Garcia-Sanchez, 2017). The theory explains that organizations should make choices that are linked to the formulation and implementation of CSR activities. Operations that are inclined towards pleasing stakeholder's needs should be given a priority, impacting them in a positive way for the present and the future. Compatible with stakeholder method, companies shouldn't only be answerable to their stakeholders but should besides contemplate the differing interest of other stakeholders that can be influenced by the attainment of company's goals. This theory is utilized when evaluating those factions to whom a company should be responsible. Omran and Ramdhony (2015) affirm that corporations should be directed in a way that they benefit those who have a stake in them. The theory is important to mining entities because they are in touch with myriad groups who are interested. This comes as a result of their presence in many countries.

Sun et al., (2010), posits that the theory describes the link that exists between stakeholders and information they get. Knowledge disclosed to stakeholders may be looked at as legitimate social contribution made by the company. Hence stakeholders commonly view social responsibility data revealed to them as a requirement for checking reliability and legality of the organization. Critics of the theory like Mansel (2013) argue that by applying the political concept of social contract to the organization stakeholder, they undermine the principle on which market is based.

Asmeri, Alvionita and Gunardi (2017), state that stakeholder theory throws light to the link between stakeholders and the data they get. Information revealed to stakeholders may be looked at as a legal social contribution made by the company.

1.12.2 Legitimacy theory.

The legitimacy theory was discovered by Dowling and Pfeffer (1975). Lately the theory has been advanced into two theories that are institutional legitimacy and institutionalization. The theory main duty is explaining the contact of institutions in developing and implementing willing social and environmental disclosures of data so that social contracts can be fulfilled. (Suchman, 1995). In the mining industry such disclosures include information on how the mining industry is engaging the local community. To determine whether the mining industry will succeed or fail, CSR in the mining industry must engage in initiatives that will propel project performance.

Legitimacy theory stipulates that for organizations to continue to exist, they must behave in a way to remain legal before the standing of the stakeholders. The theory affects the legitimacy of the organization. An organization must obtain legitimacy for them to operate and stakeholders will play an important part in the legality of the organization.

Mousa and Hassan (2015) criticized the legitimacy theory. They argued that the theory has no development of a general framework. Hooghiemstra (2000) also criticize the theory. His argument is that CSR disclosures are reactions due to public push and the media.

With all the criticism, the theory is still very much in use as it provides the basis for understanding how organizations use external reports for their own benefit. The theory explains how mining corporations in implementing and developing CSR disclosures of information so that they can fulfill their social contract to local community which makes it possible for their objectives to be recognized hence contributing towards the performance of the project by helping mining companies to meet the expectations of stakeholders Asmeri et al., (2017).

1.13 Conceptual Framework

The conceptual framework is a model that will be used to arrange and differentiate ideas in research. It is rationally designed to present the comprehensive view of the research problem. It establishes more precisely the variables to be studied, thus the independent and dependent variables. The study demonstrates how project performance in the mining industry in Kenya depends on such variables as key resources leveraged to implement CSR initiatives, local community engagement in management decisions and leadership motivation. The relationship stated in the Conceptual framework relates to effects of key resources leveraged to implement CSR initiatives, local community engagement in management decisions and leadership motivation on project performance in the mining industry in Kenya. The diagrammatic relationship between the independent and dependent variables is summarized in Figure 1.1. The direction of the arrows shows the interrelationship between the key variables of the study.

Independent variable **Dependent variable**

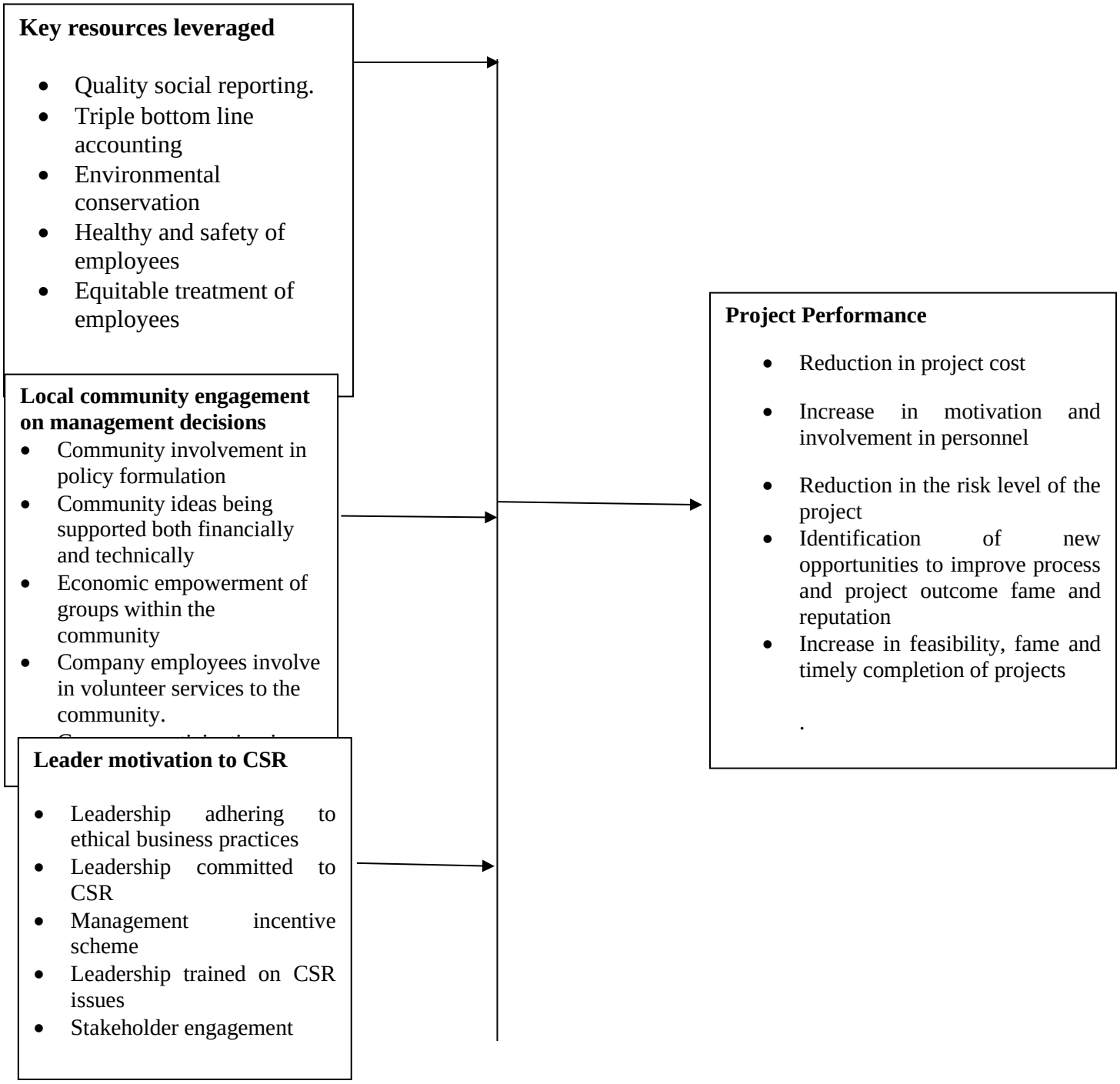

Figure1.1: Conceptual Framework showing Interaction between Independent and Dependent Variables Source: Researcher (2019)

Key resources leveraged explains how the mining industry will enhance CSR initiatives by providing quality corporate sustainability reporting, triple bottom line accounting and equitable treatment of employees which will contribute towards project performance. Local community engagement in management decisions will explain the importance of community involvement in policy formulation, community ideas being supported both financially and technically and economic empowerment of local groups and how it will contribute towards project performance. Leadership motivation will explain how elements such as leaders adhering to ethical business practices, leadership commitment to CSR and enhanced management incentives scheme will consequently contribute towards project performance. Project performance which is the dependent variable shall explain how reduction in project cost, increase in motivation and involvement of personnel and reduction in the risk level can influence project performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will look at detailed literature of the study objectives and review it accordingly. The study objectives to be reviewed include: Key resources leveraged, local community engagement in management decisions and leadership motivation to CSR. The chapter will cover introduction and literature review. Summary of the reviewed literature and the emerging knowledge gap is presented.

2.2 Review of the Literature

With the vast value towards CSR, companies must look at the smartest method for drafting programs that mirror the organization's commercial values at the same time addressing social, humanitarian and environmental threats (Rangan, Chase & Karim, 2012). Studies by Abuya (2018) dwelt on the "mining conflicts and corporate social responsibility in Kenya nascent mining industry". The study revealed that mining conflicts in Kenya and Africa revolve around issues involving land ownership, environmental degradation and compensation of assets. The former study focused on conflicts and not project performance which this current study has embarked on. Hence the findings of the former study may not automatically relate to this current study.

Having noticed that corporate social responsibility initiatives have the capability to promote the success of projects in the mining industry, it is of importance to carry out studies that test the link between the three variables. This part of the study dwells on reviewing relevant studies on CSR initiatives by different mining organizations and how the CSR initiatives can possibly influence project performance in the mining industry in Kenya.

2.2.1 Key Resources Leveraged to implement CSR and Project Performance

Asmeri, et al., (2017) conducted a study on corporate social responsibility disclosure in the mining industry for firms listed on the stock market. The study sampled 18 companies that were listed on the Indonesian stock exchange where purposive sampling technique was used. Data analysis results were obtained by use of both regression modelling and coefficient of determination test. The study established that there was no relationship between profitability and corporate social responsibility disclosure. This is because organizations which make high profits do not make as many disclosures of their social activities in their annual reports because they are profit inclined. It also emerged that environmental performance has a positive effect on corporate social responsibility disclosure. The study used purposive sampling technique while the current study utilizes stratified random sampling. In a similar study by Fauziah,Sukoharsono and Saraswati (2020) examined how corporate social disclosure is linked to firm value by involving innovation as a mediator in Indonesian manufacturing industry. Secondary data of manufacturing companies listed on the stock exchange was used. The study adopted purposive sampling method where 104 companies were used as a sample. Simple and multilinear regression analysis was used to analyze data while Sobel test was used for mediation test. The study revealed that corporate social responsibility disclosure has minimum chance of increasing organization value via innovation. Likewise, the study established that innovation can be up scaled by corporate social responsibility disclosure which implies that investing in CSR can lead to better products being developed. The study used secondary data while the current study is based on primary data.

García and Chiang (2018) sought after corporate social responsibility as a social impact tool for local development Mexican oil industry. The study adopted both quantitative and qualitative data. The study found it was important to enhance the ideal methods for approximation and assessment

by putting in place corporate social responsibility actions in each territory so that local development can be spurred. The two main conditions for achieving local development results include making the proposal territorial and secondly is the creation of different CSR initiatives. The study focused on corporate social responsibility and the amount of resource invested for local development while the current study examined corporate social responsibility and project performance.

Musa et al (2013) explored the connection between corporate social responsibility and the perspective of the industry in Nigeria oil industry. The study employed research instruments including: surveys, interviews case studies and questionnaires. A sample of 1000 respondents was used which was selected from industry operators. Data analysis was executed by use of SPSS statical package version 19.0 and the findings established that the oil industry uses CSR as a means of license to allow for acceptability by the host communities. The study used multiple research instruments while the current study only employed a structured questionnaire

In Kenya Wanjiku (2019) performed research on corporate social responsibility and its effect on organizational performance. The study focused on Group 4 Security and the CSR initiatives the company got involved in, CSR strategies employed and government policies on CSR and its impact on performance. Data was collected by use of a structural questionnaire and a sample involving 140 G4s staff was used. The findings of the study revealed that allocating resources to CSR activities improved the image of the company and sustained improved growth. The study also revealed that government policies and regulations if well utilized resulted in management accountability hence high organization performance. The above study was conducted in the service industry while the current study is being conducted in the mining industry. The above study is also about organizational performance while the current study is about project performance.

2.2.2 Local Community Engagement in Management Decisions and Project Performance

Studies by Que et al (2018) in America investigated status of the local community in mining sustainable development beyond triple bottom line. Quantitative survey design was used for data analysis. Study revealed that it is the whole world that benefits from mining activities but the resulting negative effects on the environment and society affect the local community most. Engaging the community vigorously is vital to sustainable development in mining. More findings about the study also reveal that the cycle of negotiating begins with the owner of the mine and goes from side to side between the mine owner and the local community up to the time an agreement is obtained. Equilibrium is achieved when both sides enjoy maximum profits. The study focused on local community engagement and mining sustainability development while the current study focuses on local community engagement in management decision and project performance.

Studies in Australia by Mayes, McDonald and Pini (2014) delved into corporate social responsibility, neo liberalization and mining industry community engagement in Rural Australia. Data was collected by use of interviews and analysis of documents. The study found out that there is a positive relationship between corporate social responsibility, neo liberalization, community engagement and capital. The study used interviews and document analysis to collect data while the current study uses quantitative design. The previous was also conducted in rural Australia while the current study is conducted in Kenya at Tata Chemicals Magadi Limited.

Kissi (2017) study focused on living with conflicts in Ghana Prestea mining area and how community engagement can assist. The study sampled 80 participants who were randomly selected out of a population of 400 in community consultation program to collect data. The study model was tested using chi-square and interpretation of data was done by use of strata version 13. The results of the study revealed that the most pronounced source of conflict in was land and environmental

pollution is the least source of conflict. The research used chi-square as a tool for data analysis while the current study used multivariate regression analysis.

Mwakesi, Wahome & Ichangi (2020) conducted a study in Taita Taveta county on how mining impacts on community life hoods. Data was collected using a structured questionnaire where use of mobile phone technology was also incorporated. A study sample of 173 respondents out of a population of 990 was randomly selected. Focused discussions were also incorporated in data collection. Statistical Package for Social Sciences (SPSS) version 21.0 was used for data analysis. The results indicated that mining industry in Kenya is poorly regulated and mining did not assist households in acquiring fixed assets although it assisted locals to meet their day-to-day needs. The study employed focused groups in data collection where as the current study only concentrated on use of structured questionnaire.

Taita Taveta county being a hot bed of mining projects, Mwangi & Mutiso (2018) investigated influence of stakeholder involvement on performance of mining projects. A descriptive study was used in carrying out the study. Mining projects totaling to 89 were targeted within Taita Taveta County. Primary data was used while descriptive statistics was used as a means of collecting data. Inferential statistics was used in data analysis. Results of the study found that when financial partners and market players are involved then the influence is positive on the performance of mining projects. It was also established that community involvement positively influences but not in a significant way the performance of projects. The study was carried out in Taita Taveta county while the current study is being done at Tata Chemicals Magadi Limited (TCML) within Kajiado county

2.2.3 Leadership Motivation and Project Performance.

Currently, leaders are facing a lot of challenges related to economic, social and environment sustainability. In a global environment where uncertainty in business is the order of the day, leaders must accept changes and be the agents for tilting their corporations towards sustainability (Gorski 2017). Wickert & Bakker (2019) most organizations have interest in corporate social responsibility. But to make it more practical needs something more than just company policies. CSR managers are important agents of change in regard to this but the part they play need to be recognized and given more strength if corporations have to become effective in sustainability.

Pureza and Lee (2020) investigated what propels fulfillment of CSR in Brazil project industry. Data was collected by conducting interviews from 16 most promising Brazilian corporations with a good record of CSR reputations. It fused multilevel analysis into a single study to be able to pinpoint trends of behavior and leadership rationale. Two leadership rationales were identified that best drive CSR that is the reactionary and reputational self-oriented rationale. The study determined that self-oriented rationale is associated with leadership which are dominated with a lot of ego and thinking that is short term. The system-oriented rationale is related to leadership which thinks for the long term. The study focused on the Brazilian project industry while the current study examined project performance in the mining industry in Kenya and specifically at Tata Chemicals Magadi.

Dai et al (2021) endeavored to study the influence of CSR and leadership style on sustainable performance in the internet industry in China. The study used questionnaires to collect data. Structural Equation Modeling (SEM) was used to analyze data. This study disclosed that CSR and transformational leadership have a useful effect on sustainable performance. A conclusion was drawn that organizational leadership has a strong influence on adoption of social responsibility. The

study focused on leadership and corporate social responsibility in the technology industry while the current study focuses on leadership motivation and project performance in the mining industry.

Leggan, Bezuidenhout & Botha (2013) conducted a review of the relationship between leadership style and organizational commitment in the mining industry around a local mining site in Mpumalaza in South Africa. The study used a quantitative cross-sectional survey design to accumulate the required data. Significant links were established between two variables that is organizational commitment and leadership styles. The study concluded that managers should put into practice transformational leadership to enhance commitment and satisfaction among their juniors. The examination of the study focuses on leadership style and organizational commitment while this current study looks at leadership motivation and project performance in the mining industry in Kenya.

Marais (2017) carried out a study on exploring leaders' strategies for employee engagement in South Africa mining industry. The study employed employee engagement framework in a single case version. The study targeted mining leaders deliberately chosen because of their successful background when engaging employees. Data was collected via one-on-one interviews with four managers, a focus group of nine employees. Archived organizational documents were also reviewed. Data analysis was done using inductive coding of phrases from interviews. The research reveals that the way a leader behaves improves employee engagement. Improved employee engagement thereafter improves their personal well-being and this leads to better living conditions. The study employed face to face interviews in collection of data while the current study employes a structured questionnaire.

Mohamed, Ndinya and Ogada (2019) studied the influence of cost leadership strategy on performance of medium scale miners in Taita Taveta County in Kenya. The study engaged

descriptive survey research. Target population for the research was 502 miners emanating from 22 registered groups and 13 companies which were being managed as medium scale mines. Simple random sampling was used to select a sample of 222. Questionnaires were used to collect data and data analysis was done using descriptive statistics. Study findings showed that when cost leadership strategy is used by medium scale miners (MSM) then the cost of operation is reduced hence increase in profitability. The study focused on Taita Taveta County while the current study focuses on Tata Chemicals Magadi Limited in Kajiado County.

2.3 Summary of the Reviewed Literature and Research Gap

A number of studies were reviewed concentrating on Corporate Social Responsibility (CSR) initiatives covering disparate regions but mostly in the mining industry. The accessible empirical literature focused on the effect of different CSR initiatives on project performance in the mining industry. Nevertheless, the studies also disclosed that there was unproved evidence on the effect of CSR initiatives on project performance in the mining industry.

The study by Asmeri et al, (2017) determined a strong relationship exists between environmental performance and corporate social responsibility disclosure. However, the study applied purposive sampling while the current employed stratified random sampling. Fauziah,Sukoharsono and Saraswati (2020) carried out their study investigating the influence of corporate social disclosure on firms value, this particular study applied secondary data while the current study made use of primary data. Wanjiku (2019) in her study found the more resources are allocated towards CSR initiatives the more the image of the company and growth improved. The study focused on the service industry while the current study is based in the mining industry. Study by Que et al (2018) focused on how community engagement is associated with mining sustainability development while the current did not.

In Ghana, Kissi (2017) specified how local community engagement and its effect on conflict resolution, it did not look at how it affects project performance which this current study does. Mwakesi, Wahome & Ichangi (2020) investigated how mining projects impact on community life hoods while the current study focused on local community engagement and project performance. More ever the former study was executed in Taita Taveta County while the current study in Kajiado County. Marais (2017) explored strategies that leaders used in employee engagement. Data collection was by use of personal interviews while in the current a structured questionnaire was used. Dai et al (2021), the study established CSR and transformational leadership have a positive effect on sustainable performance. The study used structural equation modeling for data analysis which the current study did not. Mohamed, Ndinya and Ogada (2019) investigated influence of cost leadership strategy on performance of medium scale mining. Simple random sampling was used for data collection while the current used structural random sampling.

Table 2.1 Summary of Empirical Literature Gaps

Author	Title	Findings	Research Gap	Type of Gap
Asmeri, et al., (2017)	Impact of corporate social disclosure in the mining industry	The study established that there was no relationship between profitability and corporate social disclosure	The study utilizes purposive sampling as a method of data collection.	Methodological gap

Musa et al (2013)	The perspective of the oil and gas industry on corporate social responsibility	The study results indicate the oil industry use CSR as a means of a license to allow acceptability	The study used multiple research instruments unlike the current study	Methodological gap
Garcia and Chang (2018)	The impact of corporate social responsibility in the Mexican oil industry	The study indicated that it was important to enhance the ideal methods for approximation and assessment by putting in place corporate social responsibility actions in each territory	The study used interviews and document analysis for data collection while the current uses quantitative design	Methodological gap

Leggan, Bezzuidenhout and Botha (2017)	The relationship between leadership style and organizational commitment in the mining industry	The study established significant links between two variables that is organizational commitment and leadership styles	The study focuses on leadership style and organizational commitment while the current study is about leadership motivation and project performance	Contextual gap

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, methods to be used to carry out research include: research design, population size, the target size of the population, research instruments used to collect data, sampling technologies used and the methods used for data analysis will be discussed.

3.2 Research Design

Research design according to Kothari and Garg (2014) is how conditions for collection and analysis of data are arranged in a way that targets to bring together both relevance to the research purpose and economy to the procedure. The study opted for a descriptive survey design. According to Asio (2021) descriptive study design is put in use to depict individuals, events or conditions by studying the nature of the subject. McCombes (2022) posited that descriptive survey design is a research method that targets to precisely and methodically depict a population or situation. The reason it is used most is because it has no biasness and variables are not easily manipulated.

3.3 Research Site

The research site was at Tata Chemicals Magadi around Lake Magadi in Kenya. The main mining projects include the extraction of trona (sodium sesquicarbonate) from the surface of the lake by use of dredging equipment. Common salt (sodium chloride) is also extracted by construction of salt pans. Solar evaporation is the main process of extracting sodium chloride which is facilitated by the Magadi climate of low rainfall and high evaporation rates.

3.4 Target population

The target population was drawn from two departments of the company and beneficiaries from the local community that get involved in CSR initiatives on day-to-day basis. Internally this included

departments of marketing and supply chain (study). Externally this involved woman aged between twenty-one and fifty-five years and young people (college students). The target population was homogeneous hence easy to gather data.

Table 3.1: Target population

Department (internal)	Frequency	Percentage
Marketing	15	5%
Supply chain	110	37%
Groups		
Women (21 years to 55 years)	30	10%
Young people (college students)	145	48%
Total	300	100%

Source: Tata Chemicals Magadi (2021)

3.5 Study Sample

3.5.1 Sampling Procedure

The most probable sampling design that the researcher settled on was stratified random sampling. Cooper & Schindler (2012), clarify that stratified random sampling is the most suitable when the sample is to be obtained from a heterogeneous population. According to Orodho (2009), stratified random sampling is given more consideration as it gives all respondents the same opportunity of being chosen hence it has no bias and makes generalization of findings easier. The target population was divided into sub-groups/strata.

3.5.2 Study Sample Size

This study endorsed the stratified random sampling technique. Out of the possible 300 target population a sample population of 72 was selected by use of stratified random sampling. This was 24% of the total population. Mugenda and Mugenda (2003) state that in stratified random sampling when the population within each strata segment is in the open, a sample of 10-30% is enough representation for data collection.

A sample size was used to give outcome that reflected the target population as exactly as required using the Kothari, (2004) formula

$$n=\frac{Z^2pqN}{e^2(N-1)+Z^2pq}$$

Where:

n: is the sample size for a finite population

N: size of population

p: population reliability (or frequency estimated for a sample of size n), where p is 0.5 which is taken for all population and p + q= 1

e: margin of error considered is 10% for this study.

$Z_{\alpha/2}$: normal reduced variable at 0.05 level of significance z is 1.96

According to the above formula, the sample size for this study is:

$$n=\frac{(1.96)^2\times0.5\times0.5\times300}{(0.1)^2(300-1)+(1.96)^2\times0.5\times0.5}$$

=288.21

2.99 +0.9604

=288.21

3.9504

=72

Table 3.2: Sample size

Department (Internal)	Frequency	Sample Proportion	Sample Size
Marketing	15	24%	4
Supply chain	145	24%	35
External			
Women (21 years to 55 years)	30	24%	7
Young people (college students)	110	24%	26
Total	300		72

Source: Author (2023)

3.6 Data Collection

3.6.1 Data Collection Instruments

The method used for data collection by the researcher was a structured questionnaire to get information and views from the local residents where mining projects are taking place. The questionnaire was structured to correspond with the stated objectives including: General information (section A), key resources that have been leveraged (section B), local engagement in management decision (section C), Leadership motivation (section D) and project performance factors (section E).

3.6.2 Pilot Testing of Research Instruments

Pretesting was done to aid in determining exactness, clarity and fitness of the research instrument. According to Sheatsley and Sudman (1983), a sample of 12 respondents was used as the number was cost effective, energy and time efficient. The 12 respondents were subjected to filing the questionnaire to test its accuracy. The mistakes identified were corrected.

3.6.3 Instruments Reliability

A measuring instrument is said to be reliable if it provides consistent outcome. It is confirmed a reliable measuring instrument contributes to validity but it is not a must that a reliable measuring instrument has to be a valid instrument. Also, it is easy to assess reliability when compared to validity. Where the caliber of reliability is given a clean bill of health by an instrument, then it means while using it we can confidently be sure that the transient and situational factors are not interfering (Kothari and Garg, 2014).

Cronbach alpha was used to establish the reliability of the research instrument. The recommended value of 0.7 and above was sought indicating a greater internal consistency reliability of variables in the scale of the research instrument. This measure is used when the research has multiple item measures of concept (Darakol and Dennick, 2008). The interpretation of the Cronbach alpha output was based on rule of George and Mallery (2003): > 0.9 (excellent), > 0.8 (Good), > 0.7 (Acceptable), > 0.6 (Questionable), > 0.5 (Poor), and < 0.5 (unacceptable).

3.6.4 Instrument Validity

Validity is the most analytical yardstick and expresses the extent to which an instrument measures what it is intended to measure. It is the level to which differences found with a measuring instrument shows the exact difference among those being tested (Saunders 2012). Validity was made certain by having questions that are objective included in the questionnaire. The questionnaire was pre-tested by asking workmates if the questions were worded correctly and easily understood. Asking expert opinion in the field was used to establish validity of the research instrument and in this case, it was peer experts who were used to review the questionnaire.

3.6.5 Data Collection Procedure

A research authorization letter was obtained from the Africa Nazarene University by the researcher, after which a research permit was obtained from the National Commission for Science Technology and Innovation (NACOSTI). The questionnaire was self-administered and researcher used the technique of drop and pick in data collection. Prior appointments were made with the appropriate local groups and departmental employees.

3.7 Data Processing and Analysis

Descriptive statistics was used to analyze quantitative data. The data was evaluated by calculating the percentage, mean, standard deviation of the variables. The data was also subjected to multivariate regression analysis to establish the link between independent variables and dependent variables by use of the following regression equation.

$Y= \beta 0 + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + \epsilon$

Where;

Y = Project performance (Dependent Variable)

X1 – X3 – Independent Variables

X1 = Key resources leveraged

X2 = Local engagement in management decision

X3 = Leadership motivation

β0 = Intercept

β1 – β3 =

ϵ = Stochastic Error Term.

Findings were presented in form of frequency tables, correlation matrices and figures for descriptive analysis. To find statistical significance, the nature and strength of the existing link between variables correlation analysis was used while to find statistical significance and the influence the independent variables had on the dependent variable regression analysis was used.

3.8 Legal and Ethical Consideration

This infers to the competence the researcher considered when collecting data. To ensure complete adherence to professional conduct during research, a research authorization letter was obtained from Africa Nazarene University after which a research permit was obtained from National Commission for Science, Technology and Innovation (NACOSTI). The researcher sought informed consent from the respondents before conducting research and assured them that the findings were not be used against the respondents or their organization. The researcher strictly adhered to the anti-plagiarism policy of Africa Nazarene University, keep the information provided by the respondents private and confidential, maintaining anonymity on the side of the respondents, open dissemination of research findings and freedom to discuss and publish findings.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The study's general objective was to establish corporate social responsibility initiatives on project performance in the mining industry in Kenya. This chapter focused on the presentation of findings, data analysis and outcome. In this regard, descriptive data analysis was used including measure of central tendency such as mean and standard deviation. Data analysis was also facilitated by the use of Statistical Package of Social Sciences (SPSS). Data collection was facilitated through the use of structured questionnaires which were self-administered.

4.2 Response Rate.

The study's population was 300 respondents of which a sample population of 72 respondents was selected. Among the 72 respondents only 68 returned their questionnaire which is a response rate of 94%. Table 4.3 below illustrates the response rate.

Table 4.3: Response rate**.**

Category	**Frequency**	**Percentage**
Returned questionnaire	68	94%
Un returned questionnaire	4	6%
Total	72	100

4.3 Demographic Characteristics

The demographic structure of the respondents was catalogued into a number of groups including gender, age and education level. The information is displayed in more detail below.

4.3.1 Gender

Table 4.4 indicates that 55% of respondents were male while 45 % were female.

Table 4.4: Gender distribution of the respondents.

Gender	Frequency	Percentage
Male	**37**	**55**
Female	**31**	**45**
Total	**68**	**100**

4.3.2: Age of respondents.

According to table 4.5, the breakdown of the age bracket for employees was such that the age bracket of 18 – 30 years accounted for 21 percent of the respondents, 31 – 40 years accounted for 30 percent, 41 – 50 years accounted for 39 percent of the respondents while 51 years above accounted for 10 percent of the respondents. The most active age group is 41 – 50 years.

Table 4.5: Age group of respondents

Age brackets	Frequency	Percentage
18-30 Years	**14.**	**21**
31-40 Years	**20**	**30**
41-50Years	**27**	**39**
51 Years and Above	**7**	**10**
Total	**68**	**100**

A majority of the respondents were aged between 41-50 years at 39% followed by 30% who were aged 31 to 40 years. The age of the respondents was essential in the research since it highlights their experience and ability to respond to the objective questions.

4.3.3: Education level of respondents.

According to table 4.6, the breakdown of the education level of the respondents was such that secondary level education accounted for only 14.7%, college level accounted for 48.5% while university level education accounted for 36.8% of the total respondents.

Table 4.6: Education level of respondents

Education level	Frequency	Percentage
Secondary level	10	14.7
College level	33	48.5
University level	25	36.8
Total	**68**	**100**

The education level of the respondents was crucial in determining their ability to respond to the research questions. In this case, a majority of the respondents had completed college and university level making them capable of expounding on the research questions.

4.4 The effect of key resources leveraged to implement CSR initiatives on project performance.

The study examined five vital aspects of key resources leveraged to implement CSR initiatives. The respondents relied on a Likert scale to state whether they strongly disagreed, disagreed, were undecided, agreed or strongly agreed with the factors presented.

4.4.1 Descriptive statistics of key resources leveraged to implement CSR initiatives on project performance.

Table 4.7 below represents the findings that relate to the various aspects of key resources leveraged as practiced by Tata Chemicals Magadi.

Table 4.7: Descriptive statistics of key resources leveraged to implement CSR initiatives on project performance

Key Resources Leveraged	SD	D	N	A	SA	M	SD
The mining company has ensured there is a relationship between quality social reporting and profitability	3(4.4)	4(5.9)	2(2.9)	38(55.9)	21(30.9)	4.03	0.6643
The mining company has put in practice Triple bottom line accounting which enhances its longevity	5(7.4)	3(4.4)	4(5.9)	30(44.1).	26(38.2)	4.01	0.6635
The mining company applies environmental conservation which eliminates industrial unrest	3. (4.4)	4(5.9)	1(1.5)	21(30.9)	39(57.3)	4.30	0.8121
The mining company adheres to health and safety of employees which enhances motivation.	4(5.9)	2(2.9)	0(0)	6(8.8)	56(82.4)	4.58	0.8732
The mining company has provided gender equality leading to high productivity	1(1.5)	3(4.4)	2(2.9)	33(48.5)	29(42.6)	4.26	0.7211
Composite mean and standard deviation						4.23	0.7674

Five statements were developed to measure the extent to which key resources leveraged to implement CSR initiatives and project performance at TCML.

As it can be observed from table 4.8 “The mining company adheres to health and safety” had the highest mean which depicted the fact that the majority of respondents had a feeling that this was the most effectively implemented aspect of key resources leveraged at Tata Chemicals. However, given the fact that the average mean across all the different aspects was 4.022, it is evident the huge majority of respondents had a positive impression about all the aspects of key resources leveraged that were implemented at Tata Chemicals Magadi.

The mining company has ensured there is a relationship between quality social reporting and profitability, out of 68 respondents who participated in the study, 21 (30.9%) strongly agree, 38(55.9%) agree, 2(2.9%) were neutral, 4(5.9%) disagree while 3(4.4%) strongly disagree. This finding shows that 59 (86.8%) agreed with the statement, 7 (10.3%) disagreed with the statement while 2(2.9) were neutral to the statement. This item had a mean of 4.03 with a standard deviation of 0.6643 which is lower than composite mean of 4.23 with a standard deviation of 0.7674, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company has put in practice Triple bottom accounting which enhances its longevity, out of 68 respondents who participated in the study, 26 (38.2%) strongly agree, 30(44.1%) agree, 4(5.9) were neutral, 3(4.4%) Disagree while 5 (7.4%) strongly disagree. This item had a mean of 4.01 with a standard deviation of 0.6632 which is lower than composite mean of 4.23 with a standard deviation of 0.7674, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company applies environmental conservation which eliminates industrial unrest in, out of 68 respondents who participated in the study, 39 (57.3%) strongly agree, 21(30.9%) Agree, 1(1.5)

were neutral, 4(5.9) Disagree while 3(4.4%) strongly disagree. This item had a mean of 4.30 with a standard deviation of 0.8121 which is higher than composite mean of 4.23 with a standard deviation of 0.767475, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company adheres to health and safety of employees which enhances motivation, out of 68 respondents who participated in the study, 56 (82.4%) strongly agree, 6(8.8%) Agree, 2(2.9%) Disagree while 4 (5.9%) strongly disagree. This item had a mean of 4.58 with a standard deviation of 0.8732 which is higher than composite mean of 4.23 with a standard deviation of 0.767475, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company has promoted gender equality which has led to high productivity, out of 68 respondents who participated in the study, 29 (42.6%) strongly agree, 33(48.5%) agree, 2(2.9) were neutral, 3(4.4%) Disagree while 1 (1.5%) strongly disagree. This item had a mean of 4.26 with a standard deviation of 0.7211 which is higher than composite mean of 4.23 with a standard deviation of 0.767475, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

A majority of the respondents agreed that the mining company has ensured there is a relationship between quality social reporting and profitability and the company has put into practice triple bottom line accounting which enhances longevity of the mining company. They also agreed that the mining company has promoted gender equality which has led to high productivity. A majority of the respondents strongly agreed that the mining company applies environmental conservation which

eliminates industrial unrest and the company adheres to health and safety standards which enhances employee's motivation.

4.4.2: Hypothesis Testing

4.4.2.1: H0: There is no significant relationship between key resources leveraged to implement CSR initiatives and project performance in the mining industry

The F critical at 5% level of significance was 3.123. Since F calculated is less than the F critical (value = 1.247). This leads to the acceptance of the null hypothesis (Ho: There is no significant relationship between key resources leveraged to implement CSR initiatives and project performance in the mining industry) and hence the research findings concluded that there is no significant relationship between key resources leveraged to implement CSR initiatives and project performance in the mining industry.

Table 4.8: Model Summary on key resources leveraged to implement CSR initiatives project performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.662[a]	0.438	.433	.57245

Source: Researcher (2023)

As shown in table 4.9, the model had a coefficient of resolve (R^2) = 0.438, indicating that 43.8% of key resources was explained by the model leaving 56.2% of the variations to be clarified by the other variables.

Table 4.9: ANOVA Results of Key resources leveraged to implement CSR initiatives on project performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.817	1	.817	1.247	.218[b]
	Residual	43.23	66	.655		
	Total	**44.047**	**67**			

a. Predictors: (Constant), Key resources.

b. Dependent Variable: project performance in the mining industry

The significance value is 0.218 which is greater than 0.05 thus the model is statistically not significant in predicting how key resources leveraged to implement CSR initiatives impact the project performance in the mining industry. The F critical at 5% level of significance was 3.123. Since F calculated is less than the F critical (value = 1.247). This leads to the acceptance of the null hypothesis (Ho: There is no significant relationship between key resources leveraged to implement CSR initiatives and project performance in the mining industry) and hence the research findings concluded that there is no significant relationship between key resources leveraged to implement CSR initiatives and project performance in the mining industry.

Table 4.10. Coefficient of Determination of Key resources leveraged to implement CSR initiatives on project performance

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.289	0.116		2.491	0.005
Key Resources	0.319	0.262	0.514	1.218	0.201

a. **Dependent Variable:** project performance in the mining industry

Simple regression analysis was conducted as to determine how key resources leveraged to implement CSR initiatives impact on project performance in the mining industry. As per the SPSS generated table below, regression equation

$(\mathbf{Y = \alpha + \beta_1 X_1 + ę})$

Becomes:

$(Y= 0.289+ 0.319\ X_1 + \varepsilon)$

From the regression taking the independent variable at constant (key resources leveraged to implement CSR initiatives) constant at zero, project performance in the mining industry was 0.289. The data findings analyzed also showed that a unit increase in key resources leveraged to implement CSR initiatives will lead to a 0.319 increase in project performance in the mining industry

4.5 The effect of local community engagement in management decision on project performance.

The study explored 5 aspects of local community engagement in management decision which are explained in more detail as below.

4.5.1. Descriptive statistics of local community engagement in management decisions on project performance

The study investigated five critical aspects of local community engagement in management decisions and project performance. Table 4.6 below explains the findings relating to those aspects of local community engagement in management decisions as practiced at Tata Chemicals Magadi. It is clear from table 4.8 below that when 'the mining company empowers local groups which improves its performances' has the highest mean at 4.66 of all the various aspects of local engagement in management decision. This implies that the bulk of respondents felt that it was the most important aspect of local community engagement in management decisions at Tata Chemicals Magadi. It was followed by 'the mining company employees are involved in volunteer services to the community' with a mean of 4.63. Nevertheless, given that the average mean across all factors is 4.342, it is in the open that the majority of respondents had a positive impression of all aspects of local community engagement in management decisions implemented by Tata Chemicals Magadi.

Table 4.11: Local Community Engagement in Management Decision.

Local Engagement	SD	D	N	A	SA	M	SD
The mining company employees are engaged in community volunteer services	2(2.9)	3(4.4)	0(0)	8(11.8)	55(80.9)	**4.63**	**0.8913**
The mining company is always on the forefront in involving local community in policy formulation.	4(5.9)	6(8.8)	1(1.5)	10(14.7)	47(69.1)	**4.17**	**0.7022**
The mining company empowers local community groups which improves its performance.	0(0)	4(5.9)	3(4.4)	5(7.4)	56(82.3)	**4.66**	**0.9011**
The mining company supports community ideas both financially and technically which improves cohesion.	8(11.8)	7(10.3)	2(2.9)	6(8.8)	45(66.2)	**4.07**	**0.6714**
The mining company participates in community capacity building which encourages collaboration	7(10.3)	2(2.9)	5(7.4)	12(17.6)	42(61.8)	**4.18**	**0.7133**
Composite						**4.342**	**0.77586**

Five statements were developed to measure the extent to which local community engagement in management decision and project performance at TCML The mining company employees are engaged in community volunteer services, out of 68 respondents who participated in the study, 55(80.9%) strongly agree, 8(11.8%) agree, 3(4.4%) disagree while 2(2.9%) strongly disagree. This item had a mean of 4.63 with a standard deviation of 0.8913 which is higher than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company is always on the forefront in involving local community in policy formulation, out of 68 respondents who participated in the study, 47(69.1%) strongly agree, 10(14.7%) agree, 6(8.8%) disagree, and 4(5.9%) strongly disagree while 1(1.5%) were neutral. This item had a mean of 4.17 with a standard deviation of 0.7022 which is lower than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company empowers local community groups which improves its performance, out of 68 respondents who participated in the study, 56(82.3%) strongly agree, 5(7.4%) Agree, 4(5.9%) Disagree, while 3(4.4%) were neutral. This item had a mean of 4.66 with a standard deviation of 0.9011 which is higher than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company supports community ideas both financially and technically which improves cohesion, out of 68 respondents who participated in the study, 45(66.2%) strongly agree, 8(11.8%) strongly disagree, 7(10.3%) Disagree, 6(8.8%) Agree, while 2(2.9%) were neutral. This item had a mean of 4.07 with a standard deviation of 0.6714 which is lower than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

Mining company participates in community capacity building which encourages collaboration, out of 68 respondents who participated in the study, 42(61.8%) strongly agree, 12(17.6%) Agree, 7(10.3%) strongly disagree, 2(2.9%) Disagree, while 5(7.4%) were neutral. This item had a mean of 4.18 with a standard deviation of 0.7133 which is lower than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The respondents strongly agreed that the mining company employees are engaged in community volunteer services and that the company is always on the forefront in involving locals in policy formulation. They also strongly agreed that when the mining company empowers local community groups then performance is improved and that the mining company supports community ideas both financially and technically which improves cohesion. The respondents also strongly agreed that that the mining company participates in community capacity building which encourages collaboration.

4.5.2: Hypothesis Testing

4.5.2.1 Ho: There is no significant relationship between local engagement on management decisions and project performance in the mining industry

The F critical at 5% level of significance was 3.123. Since F calculated is greater than the F critical (value = 107.896). This leads to the rejection of the null hypothesis (Ho: There is no significant relationship between local community engagement on management decisions and project performance in the mining industry) and acceptance of the alternative hypothesis, and hence the research findings concluded that there is a significant relationship between local community engagement in management decisions and project performance in the mining industry.

Table 4.12: Model Summary on Local Community Engagement in Management Decision

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.636[a]	0.404	.0.398	.0.59005

Source: Researcher (2023)

As shown in table 4.13, the model had a coefficient of resolve (R^2) = 0.404, indicating that 40.4% of local engagement on management issues was clarified by the model leaving 59.6% of the variations to be clarified by other variables.

Table 4.13: ANOVA Results of Local Community Engagement in Management Decisions

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	722.9	1	722.9	107.896	.000
	Residual	442.2	66	6.7		
	Total	**1,165.1**	**67**			

a. Predictors: (Constant), Local Community Engagement in Management Decisions

b. Dependent Variable: project performance in the mining industry

The significance value is 0.000 which is less than 0.05 thus the model is statistically significance in predicting how Local Community Engagement in Management Decisions impact on project performance in the mining industry. The F critical at 5% level of significance was 3.123. Since F calculated is greater than the F critical (value = 107.896). This leads to the rejection of the null hypothesis (Ho: There is no significant relationship between local community engagement in management decisions and project performance in the mining industry) and acceptance of the alternative hypothesis, and hence the research findings concluded that there is a significant relationship between local community engagement in management decisions and project performance in the mining industry.

Table 4.14. Coefficient of Determination of Local Community Engagement on Management Decisions

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.614	5.507		4.258	0.000
Local Engagement on Management Issues	0.778	0.075	0.671	10.406	0.000

a. **Dependent Variable:** project performance in the mining industry

Simple regression analysis was conducted as to determine how local community engagement on management decisions impact on project performance in the mining industry. As per the SPSS generated table below, regression equation

$(\mathbf{Y = \alpha + \beta_1 X_1 + \varepsilon})$

Becomes:

$(Y= 0.614+ 0.778X_1 + \varepsilon)$

From the regression taking the independent variable at constant (local community engagement on management decisions) constant at zero, project performance in the mining industry was 0.614. The

data findings analyzed also showed that a unit increase in local community engagement in management decisions will lead to a 0.778 increase in project performance in the mining industry

4.6 The effect of leadership motivation on project performance.

The study covered 5 aspects of leadership motivation which are explained in more detail below.

4.6.1 Descriptive statistics of leadership motivation on project performance.

The study looked at five crucial aspects of leadership motivation on project performance. Table 4.9 below illustrates the findings relating to these aspects of leadership motivation on project performance as practiced by Tata Chemicals Magadi Limited.

Table 4.15: leadership motivation on project performance

Leadership motivation	SD	D	N	A	SA	M	SD
The mining company leadership adheres to ethical business practices which enable successful project performance.	2(2.9)	5(7.4)	6(8.8)	10(14.7)	45(66.2)	4.63	0.8932
The mining company leadership comprehensively commits itself to CSR which helps it to be held accountable.	0(0)	3(4.4)	4(5.9)	15(22.1)	46(67.6)	4.17	0.7022
The mining company engages in management incentive scheme which enables it to retain high caliber staff.	3(4.4)	6(8.8)	4(5.9)	20(29.4)	35(51.5)	4.66	0.9011
The mining company key staffs are trained on CSR issues which betters the brand name of the mining company.	5(7.3)	8(11.8)	0(0)	25(36.8)	30(44.1)	4.07	0.6714
The mining company leadership engages different stakeholders which enhances investor confidence.	1(1.5)	8(11.8)	2(2.9)	17(25)	40(58.8)	4.28	0.7322
Composite						4.362	0.78002

The mining company leadership adheres to high ethical business practices which enables successful project performance, out of 68 respondents who participated in the study, 45 (66.2%) strongly agree, 10(14.7%) Agree, 6(8.8) were neutral, 5(7.4%) Disagree while 2 (2.9%) strongly disagree. This item had a mean of 4.63 with a standard deviation of 0.8932 which is higher than composite mean of 4.362 with a standard deviation of 0.78002, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company leadership comprehensively commits itself to CSR which helps it to be held accountable, out of 68 respondents who participated in the study, 46 (67.6%) strongly agree, 15(22.1%) Agree, 4(5.9) were neutral, while 3(4.4%) Disagree. This finding shows that 61 (89.7%) agreed with the statement, 3 (4.4%) disagreed with the statement. This item had a mean of 4.17 with a standard deviation of 0.7022 which is lower than composite mean of 4.362 with a standard deviation of 0.78002, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company engages in management incentive scheme which enables it to retain high caliber staff, out of 68 respondents who participated in the study, 35 (51.5%) strongly agree, 20(29.4%) Agree, 6(8.8%) Disagree, 4(5.9) were neutral, while 3(4.4%) strongly disagree. This finding shows that 55 (80.9%) agreed with the statement, 5 (5.9%) disagreed with the statement. This item had a mean of 4.66 with a standard deviation of 0.9011 which is higher than composite mean of 4.362 with a standard deviation of 0.78002, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

Key mining company staffs are trained on CSR issues which betters the brand name of the mining company, out of 68 respondents who participated in the study, 30 (44.1%) strongly agree, 25(36.8%) Agree, 8(11.8%) Disagree while 5 (7.3%) strongly disagree. This finding shows that 55 (80.9%) agreed with the statement, 13 (19.1%) disagreed with the statement. This item had a mean of 4.07 with a standard deviation of 0.6714 which is lower than composite mean of 4.362 with a standard deviation of 0.78002, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company leadership engages different stakeholders which enhances investor confidence, out of 68 respondents who participated in the study, 40 (58.8%) strongly agree, 17(25%) Agree, 8(11.8%) Disagree, 2(2.9) were neutral, while 1 (1.5%) strongly disagree. This item had a mean of 4.28 with a standard deviation of 0.7322 which is lower than composite mean of 4.342 with a standard deviation of 0.77586, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The research respondents strongly agreed that the mining company leadership adheres to high ethical standards which enables successful project performance (66.2%), the mining company leadership comprehensively commits itself to CSR which helps it to be held accountable (67.6%), the mining company engages in management incentive scheme which enables it to retain high caliber staff (51.5%), The mining company key staffs are trained on CSR issues which betters its brand name (44.1%), and the mining company leadership engages different stakeholders which enhances investor confidence in the mining company (58.8%).

4.6.2 Hypothesis Testing

4.6.2.1 Ho: There is no significant relationship between leadership motivation and project performance in the mining industry

The F critical at 5% level of significance was 3.123. Since F calculated is greater than the F critical (value = 21.580). This leads to the rejection of the null hypothesis (Ho: There is no significant relationship between leadership motivation and project performance in the mining industry) and acceptance of the alternative hypothesis, and hence the research findings concluded that there is a significant relationship between leadership motivation and project performance in the mining industry

Table 4.16: **Model Summary on Leadership Motivation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.632[a]	0.399	.0.394	0.5924

Source: Researcher (2023)

As shown in table 4.12, the model had a coefficient of resolve (R^2) = 0.399, indicating that 39.9% of leadership motivation was explained by the model leaving 60.1% of the variations to be clarified by other variables.

Table 4.17: ANOVA Results of Leadership Motivation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.712	1	24.712	21.580	.000
	Residual	75.577	66	1.145		
	Total	**100.289**	**67**			

a. Predictors: (Constant), Leadership Motivation

b. Dependent Variable: project performance in the mining industry

The significance value is 0.000 which is less than 0.05 thus the model is statistically significance in predicting how leadership motivation impact on project performance in the mining industry. The F critical at 5% level of significance was 3.123. Since F calculated is greater than the F critical (value = 21.580). This leads to the rejection of the null hypothesis (Ho: There is no significant relationship between leadership motivation and project performance in the mining industry) and acceptance of the alternative hypothesis, and hence the research findings concluded that there is a significant relationship between leadership motivation and project performance in the mining industry.

Table 4.18: Coefficient of Determination of Leadership Motivation

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.936	0.765		5.145	0.000
Leadership motivation	0.741	0.236	0.646	3.140	0.003

a. **Dependent Variable:** project performance in the mining industry

Simple regression analysis was conducted as to determine how leadership motivation impact on project performance in the mining industry. As per the SPSS generated table below, regression equation

$(\mathbf{Y = \alpha + \beta_1 X_1 + \varepsilon})$

Becomes:

$(Y= 0.614+ 0.778X_1 + \varepsilon)$

From the regression taking the independent variable at constant (leadership motivation) constant at zero, project performance in the mining industry was 0.936. The data findings analyzed also showed that a unit increase in local community engagement in management decisions will lead to a 0.741 increase in project performance in the mining industry

4.7 Project Performance

Table 4.19: Distribution of responses to project performance.

Project performance	SD	D	N	A	SA	M	SD
The mining company has increased its revenue due to reduced costs.	7(10.3)	6(8.8)	4(5.9)	31(45.6)	20(29.4)	4.67	0.8907
The mining company has motivated and involved its staff leading to competitive advantage.	3(4.4)	8(11.8)	2(2.9)	23(33.8)	32(47.1)	4.59	0.8782
The mining company selects its project members carefully therefore reducing risk level.	10(14.7)	5(7.3)	3(4.4)	25(36.8)	25(36.8)	4.65	0.8907
The mining company has identified new opportunities to improve project process and outcome.	3(4.4)	8(11.8)	5(7.3)	21(30.9)	31(45.6)	4.64	0.8955
The mining company has enhanced level of safety and thus the ability to avert crisis.	11(16.2)	7(10.3)	2(2.9)	28(41.2)	20(29.4)	4.58	0.8704
Composite						4.624	0.88510

The mining company has increased its revenue due to reduced costs, out of 68 respondents who participated in the study, 20 (29.4%) strongly agree, 31(45.6%) Agree, 4(5.9%) were neutral, 6(8.8%) Disagree while 7 (10.3%) strongly disagree. This finding shows that 51 (75.0%) agreed with the statement, 13 (19.1%) disagreed with the statement. This item had a mean of 4.67 with a standard deviation of 0.8907 which is higher than composite mean of 4.624 with a standard deviation of 0.88510, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company has motivated and involved its staff leading to competitive advantage, out of 68 respondents who participated in the study, 32 (47.1%) strongly agree, 23(33.8%) Agree, 2(2.9%) were neutral, 8(11.8%) Disagree while 3(4.4%) strongly disagree. This item had a mean of 4.59 with a standard deviation of 0.8782 which is lower than composite mean of 4.624 with a standard deviation of 0.88510, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company selects its project members carefully therefore reducing risk level, out of 68 respondents who participated in the study, 25(36.8%) strongly agree, 25(36.8%) Agree, 3(4.4%) were neutral, 5(7.3%) Disagree while 10(14.7%) strongly disagree. This item had a mean of 4.65 with a standard deviation of 0.8907 which is higher than composite mean of 4.624 with a standard deviation of 0.88510, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company has identified new opportunities to improve project process and outcome, out of 68 respondents who participated in the study, 31(45.6%) strongly agree, 21(30.9%) Agree, 5(7.3%) were neutral, 8(11.8%) Disagree while 3(4.4%) strongly disagree. This item had a mean of

4.64 with a standard deviation of 0.8955 which is higher than composite mean of 4.624 with a standard deviation of 0.88510, implying that the statement does positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.

The mining company has enhanced level of safety and thus the ability to avert crisis, out of 68 respondents who participated in the study, 45 (66.2%) strongly agree, 10(14.7%) Agree, 6(8.8%) were neutral, 5(7.4%) Disagree while 2 (2.9%) strongly disagree. This finding shows that 63 (92.7%) agreed with the statement, 5 (7.3%) disagreed with the statement. This item had a mean of 4.58 with a standard deviation of 0.8704 which is lower than composite mean of 4.624 with a standard deviation of 0.88510, implying that the statement does not positively influence corporate social responsibility initiatives on project performance in the mining industry in Kenya.\

4.8 Correlation Analysis

In order to determine the correlation between corporate social responsibility initiatives and project performance in the mining industry in Kenya. Pearson correlation coefficient was run on the score each scale. The total scores of the scales were computed as summation of the individual scores on each item by the respondents at 95% level of confidence.

	Project performance	**Key resources leveraged**	**Local Engagement on Management decisions**	**Leadership motivation**
Project performance	1	-0.773	0.463	0.618
(p) Sig. (2 tailed)	0	0.036	0.018	0.025
Key resources leveraged (r)	-0.773	1	0.316	0.163
(p) (2 tailed)	0.036		0.047	0.019
Local Engagement on Management Decisions (r)	0.463	0.316	1	0.216
(p) Sig. (2 tailed)	0.018	0.047		0.047
Leadership motivation (r)	0.618	0.163	0.216	1
(p) Sig. (2 tailed)	0.025	0.019	0.047	

The study found a negative correlation (r = -0.793) which was statistically significant as $p \leq 0.05$ (p=0.000) between Key resources leveraged and project performance. This implies that there is insignificant relationship between Key resources leveraged and project performance. In addition, the study found a moderate positive correlation (r = 0.463) which was statistically significant as $p \leq 0.05$ (p=0.000) between Local Community Engagement in Management Decisions and project performance. This implies that there is a significant relationship between Local Community Engagement on Management Decisions and project performance. Further, the study found a strong positive correlation (r = 0.618) which was statistically significant as $p \leq 0.05$ (p=0.000) between

leadership motivation and project performance. This implies that there is a significant relationship between Leadership motivation and project performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents the discussion of findings, conclusions and recommendations derived from the findings of the study. The chapter also presents the limitations that were encountered in the process of gathering findings.

5.2 Summary of the Findings

The results established that a majority of respondents had a positive impression about all the aspects of key resources leveraged that were implemented at Tata Chemicals Magadi. The research established a relationship between quality social reporting and profitability in the mining industry. Additionally, environmental conservation eliminates industrial unrest in the mining company and adherence to health and safety standards enhances employee's motivation in the mining company.

The mining company employees are engaged in community volunteer work and it is on the fore front in involving locals in policy formulation. Additionally, the mining company supports community ideas both financially and technically which improves cohesion and participates in community capacity building which encourages collaboration.

The mining company leadership adheres to ethical business practices which enables successful project performance, it also comprehensively commits itself to CSR which helps it to be held accountable. The findings also established that the mining company leadership engages different stakeholders which enhances investor confidence. The findings also established that the company engages in management incentive scheme which enables it to retain high caliber staff.

A majority of the respondents agreed and strongly agreed that the mining company has increased its revenue due to reduced costs (48% and 42%), the mining company has motivated and involved its staff leading to competitive advantage (43% and 40%), the mining company selects its project members carefully therefore reducing risk levels (38% and 43%), the mining company has identified new opportunities to improve project process outcome (46% and 36%), and the mining company has enhanced the level of safety and thus the ability to avert crisis (39% and 29%).

5.3 Discussions

5.3.1 To assess the impact of key resources leveraged on project performance in the mining industry

In this section, research findings are discussed as per each research objective, research question, or the hypothesis (or hypotheses). In each case, the researcher compares the results from the study with the results of other scholars.

In line with the study objective to assess the impact of key resources leveraged on project performance was found out that there was no significant relationship between key resources and project performance which agrees with Asmeri, et al., (2017) conducted a study on corporate social responsibility disclosure in the mining industry for firms listed on the stock market. The authors concluded that there was no relationship between profitability and the number of corporate social responsibility activities a mining company was involved in. Studies by Fauzia, Sukoharsono and Saraswati (2020) also support the same theory. The statement supports the study's gap in knowledge on project performance in the mining industry.

5.3.2 To establish how local engagement in management decisions influence project performance in the mining industry.

Davis and Frank (2014) show that most companies in Latin America are moving from a reactive to a proactive approach when it comes to meaningful engagement with local communities and company community partnerships start from the early stages of project development. The study argues that the reason for this approach as the fast-growing awareness of the cost to mining companies of getting community engagement wrong and greater clarity at the international level about how companies respect human rights of local communities. Studies by Que et al (2018) in America investigated status of the local community in mining sustainable development beyond triple bottom line. Engaging the local community vigorously is vital to sustainable development. The findings of this study agree with Davis (2014) on significant relationship between local engagement and project performance in the mining industry, supporting the study's gap in knowledge.

5.3.3 To examine the effect of leadership motivation on project performance in the mining industry.

Pureza and Lee (2020) investigated what propels fulfillment of CSR in Brazil project industry. The study dwelled on leadership that could make CSR more useful in sustainable development. Two leadership rationale were identified that drive CSR, that is the reactionary and reputational self oriented rationale and the responsive and collaborative system-oriented rationale. It was concluded that practitioners should assess the rightfulness of social responsibility initiatives that are suitable for company leadership.

Dai et al (2021) endeared to study the influence of CSR and leadership style on sustainable performance in the internet industry in China. The study realized that CSR and transformational leadership have a useful effect on sustainable performance. Organizational leadership has a strong influence on adoption of social responsibility

Studies by Melaggan, Bezuidenhont and Botha (2013) also support the same theory. The findings of this study agree with Marais (20170 and equally with Mohamed, Ndinya and Ogada (2019) on significant relationship between leadership motivation and project performance in the mining industry supporting the study's gap in knowledge.

5.4 Conclusion

The study sought to investigate effect of corporate social responsibility on project performance in the mining industry in Kenya. The study concluded that leveraging key resources and local community engagement in management decisions had a statistically significant positive effect on project performance in the mining industry in Kenya. This indicates that the extent of project performance of mining companies in Kenya is greatly influenced by leveraging key resources and local community engagement on management decisions. Also, it was established that leadership motivation has a lesser effect on project performance.

5.5 Recommendation

The study recommends that the mining company should focus on motivating employees. This is based on the findings that established that motivation of mining company workforce is vital in achieving and retaining competitive advantage. Additionally, it is important for the mining company to select its project members carefully. This is based on the findings that well selected project members will reduce the risk levels leading to enhanced project performance.

5.6 Areas of further research

The study endorses that a similar study to be conducted on the influence of CSR on project performance in other industries.

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APPENDICIES

Appendix I: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 712253

Date of Issue: 02/February/2021

RESEARCH LICENSE

This is to Certify that Mr. Edward Mutanda Opondo of Africa Nazarene University has been licensed to conduct research in Kajiado on the topic: EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON PROJECT PERFORMANCE IN THE MINING INDUSTRY IN KENYA: A CASE OF TATA CHEMICALS MAGADI for the period ending : 02/February/2022.

License No: NACOSTI/P/21/8700

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Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Appendix II: Questionnaire

Instructions: Kindly take a few minutes to respond to this questionnaire. Information supplied is purely for academic research purposes and will be treated with utmost confidentiality.

General Instructions

Please read the question below and tick the correct answer in the space provided

PART A: General Information

Instruction -Tick where appropriate

1. Gender:
    - ☐ Male
    - ☐ Female
2. Age:
    - ☐ 18- 30 years
    - ☐ 31-40 years
    - ☐ 41 –50 years
    - ☐ 51 years and over
3. Highest Education Level
    - ☐ Secondary level
    - ☐ College level
    - ☐ University level

PART B: KEY RESOURCES LEVERAGED

4. What is your level of agreement with the following statements that relate to Key Resources Leveraged?

Key Resources Leveraged	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
a) The mining company has ensured there is a relationship between quality social reporting and profitability.					
b) The mining company has put in place triple bottom line accounting which enhances its longevity.					
c) The mining company applies environmental conservation which eliminates industrial unrest.					
d) The mining company adheres to health and safety of employees which enhances motivation.					
e) The mining company has enhanced gender equality which has led to high productivity.					

PART C: LOCAL COMMUNITY ENGAGEMENT IN MANAGEMENT DECISIONS

5. What is your level of agreement with the following statements that relate to Local Community Engagement in Management Decisions?

Local Community Engagement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

a) The mining company employees are engaged in community volunteer services.					
b) The mining company is always on the fore front in involving local community in policy formulation.					
c) The mining company empowers local community groups which improves its performance.					
d) The mining company participates in community capacity building which encourages collaboration.					
e) The mining company participates in community capacity building which encourages collaboration.					

PART D: LEADERSHIP MOTIVATION

6. What is your level of agreement with the following statements that relate to Leadership motivation?

Leadership motivation	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
a) The mining company leadership adheres to ethical business practices which enable successful project performance.					
b) The mining company leadership comprehensively commits itself to CSR which helps it to be held accountable.					
c) The mining company engages in management incentive scheme which enables it to retain high caliber staff.					
d) Key mining company key staffs are trained on CSR issues which betters the brand name.					
e) The mining company leadership engages different stakeholders which enhances investor confidence.					

PART E: PROJECT PERFORMANCE

7. What is your level of agreement with the following statements that relate to project performance?

Project performance	**Strongly Disagree**	**Disagree**	**Undecided**	**Agree**	**Strongly Agree**
a) The mining company has increased its revenue due to reduced costs.					
b) The mining company has motivated and involved its staff leading to competitive advantage.					
c) The mining company selects its project members carefully therefore reducing risk levels.					
d) The mining company has identified new opportunities to improve project process and outcome.					
e) The mining company has enhanced level of safety and thus the ability to avert crisis.					

Thank you

Letter of Introduction

Dear Respondent,

I am a postgraduate student from Africa Nazarene University carrying out an academic research project in the Business School. The purpose of this questionnaire is to help collect data towards the

completion a Master's Degree in Business Administration. The topic of my study is: corporate social responsibility initiatives and project performance in the mining industry in Kenya; a case of Tata Chemicals Magadi.

Your identity and all responses will be treated confidentially. Kindly be as honest as you can. All answers are correct. Where appropriate, kindly tick in the spaces provided [ ] the correct answer or supply the required information. For others, please specify

Thank you for your cooperation.

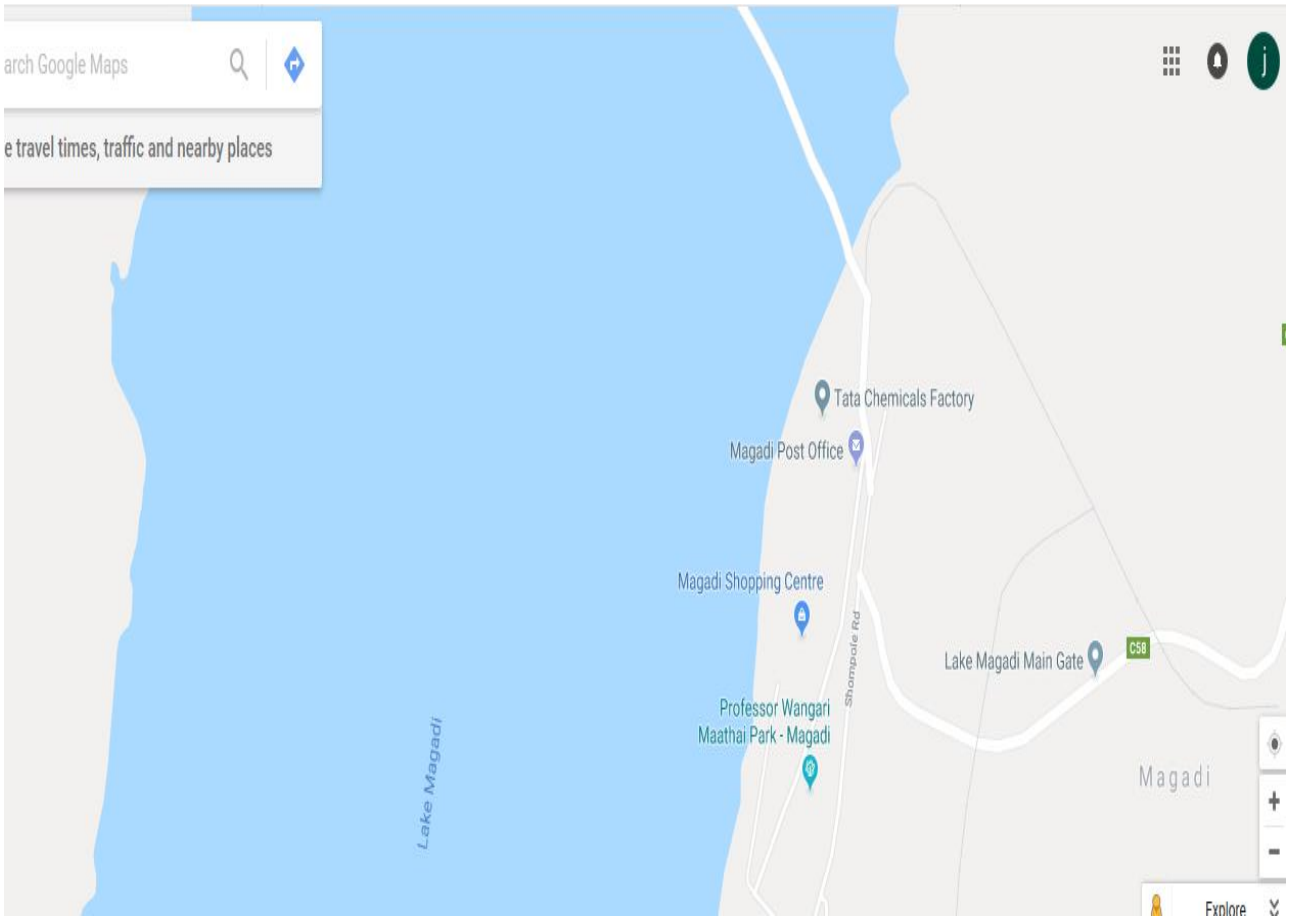
Signature (researcher) _____ Date_____

Consent

I have read the above guidelines and voluntarily agree to participate in this study.

Signature (respondent) _____ Date _____

Appendix III: Study Location



14th,January,2021

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 16S03DMBA001

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100 Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: EDWARD MUTANDA OPONDO

Mr. Edwardis apostgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.
In order to complete his program, Mr. Edwardis conducting a research entitled:"**Effect ofCorporate Social Responsibility onProject Performance inthe Mining Industry inKenya: A Case ofTata Chemicals Magadi"**
Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. KimaniGichuhi,

MBA, Coordinator,

School ofBusiness,

Africa Nazarene University.