

Corporate Social Responsibility Marketing Practices, Technological Environmental factors and Performance of NGOs in Nairobi Kenya .

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ABSTRACT: The aim of this study was to determine the effect of Corporate social responsibility (CSR) marketing on performance of Non-Governmental Organizations (NGOs) moderated by technological factors. The study collected data from 122 NGOs operating in Nairobi City County in Kenya. Data was analyzed using regression analysis. The study revealed that there is a statistically significant positive linear relationship between corporate social responsibility marketing practices and performance of NGOs, r adjusted =0.398 and p value of 0.0005. However, technological factors did not have significant moderating effect on this relationship. The joint effect of corporate social responsibility marketing and technological factors was more significant than their individual effects r adjusted =0.426 with a p value 0.0005. The study concludes that NGOs managers would improve their performance significantly if they adopted corporate social responsibility marketing practices in their strategy without ignoring the effect of technological factors.

Keywords: Corporate social responsibility, Marketing, Technological factors, Performance, Non-Governmental Organizations

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I. INTRODUCTION

Debate on significance of corporate social responsibility marketing has gained momentum in the recent past due to increased global crisis affect humanity. The role of governments, private sector and third sector is being scrutinized in academics to provide theoretical background upon which decisions can be made in addressing these challenges. Corporate social responsibility (CSR) is viewed as one of the interventions by corporates to tackle the crisis. The third sector comprising of civil society and others not for profit organization is critical in dealing with global crisis. The third sector also embraces CSR marketing as one of its strategies in addressing community challenges. The aim of this paper was to examine the effect of CSR marketing practices on performance of NGOs. The paper is divided into five subsections. The first section comprises various definitions of the key study variables and the research problem. The second section contains literature review while the third part discusses research methodology. The fourth sections dwells on research findings and the final section contains discussion and conclusions.

The term corporate social responsibility has acquired various definitions over the years. The term is used synonymously with others such as sustainable development, corporate citizenship, corporate social investment, and Sustainability and corporate philanthropy. [1] Defines corporate social responsibility (CSR) as a concept whereby “companies integrate social and environmental concerns in the business operations and in their interactions with their stakeholders on a voluntary basis. [2] Holds the view that CSR is a balanced approach for organizations to address economic, social and environmental issues in a way that aims at benefit people, communities and society. [3] Views CSR as “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life”. [4] Corporate social responsibility (CSR) marketing is a way of thinking that demands marketers to consider ethical, environmental, legal and social context of their role and activities as they extend beyond the company and customer to the society. From the various definitions, it is evident that CSR is a marketing initiative of organizations aimed at improving their relationship with different stakeholders. It is also clear that

CSR marketing is aimed at future sustainability of organization making it necessary for them to have community and society in mind in their operation. Based on these definitions the study defines CSR marketing as a business approach that considers the interests of all stakeholders with particular emphasis on the issues affecting the broader society for sustainability.

CSR marketing as a business approach has various dimensions. [5] Identifies five dimensions of corporate social responsibility that include environmental, social, economic, stakeholders and volunteerism. On their part [6] identified four main dimensions of CSR relations with customers; relations with employees; relations with the environment in which the company operates; and relations with other stakeholders. In this study CSR marketing was assessed on dimensions such as NGOs publicity, compatibility to social norms, conformity to government regulations, maintaining of ethical, avoiding discrimination, availability of programs and policies to assist under-privileged in society among others.

[7] Viewed technology as the process of transforming scientific discoveries into realities. They argue that technological discoveries can improve business performance or destroy some others. They further clarify that technological environmental factors may constitute research and development activity, automation, technology incentives, the rate of technological change, advancement in technology, nature of technological changes and diversity of technology. On their part [8] they considered technological importance, performance, feasibility and indefiniteness as key dimensions of technological that would affect performance. [9] Considered Internet, digital television, mobile phones, household appliances and "smart" electronics as significant technologies that influence development. From the analysis the current study considered availability of internet services, penetration of mobile phones, transport infrastructure, availability of technological workforce skills, ability to adapt to new technologies and energy supply as significant technological factors that would influence NGOs performance.

Organizational performance is defined differently by various authors. For instance [10] defined organizational performance as the degree with which a system realizes the objectives it aims at. [11] Viewed organizational performance measurement system as a set of measures that are utilized to quantify the effectiveness and efficiency of organizational activities. On their part, [12] held the view that organizational performance encompasses financial performance (profits, return on assets, return on investment, etc.), market performance (sales, market share, etc.); and shareholders return (total shareholder return, economic value added, etc.). [13] Argued that organizational performance can be measured on both subjective and objective criteria. Objective performance measures are those that involve an impartial measurement that is without bias or prejudice while subjective measures are influenced by personal opinion and judgment. [14] Observed that it is common practice in public sector performance management to consider economy, efficiency, and effectiveness as key tools of measuring performance. [15] Noted that regular indicators used in measuring business performance include profit, return on investment (ROI), employee turnover, number of customers, and product improvement. He further suggested that subjective evaluations are appropriate alternatives to objective measurement as it is difficult for researchers to accurately estimate performance. [16] identified six general measures of performance that include: effectiveness, efficiency, quality, timeliness, productivity and safety which they considered to be both subjective and objective. In an attempt to bridge the gap between subjective and objective measures of performance, [17] developed a six order dimension model for measuring organizational performance. The model took into account profitability, growth, customer satisfaction, employee satisfaction, social performance, and environmental performance as the main issues of consideration in organizational performance. From the foregoing discussion, it is clear that measuring organizational performance is a complex and multi-dimensional activity. The various models developed by writers constitute different numbers of items incorporated in measuring organizational performance. For instance [14] model had three, [18] four, [16] six while [17] had six. Based on these arguments this study considered five measures of performance that included financial viability, efficiency, effectiveness, growth and relevance.

II. RESEARCH PROBLEM

According to [38] addressing poverty is still the greatest social challenge facing humanity. It requires that governments, business and civil society each contribute a reasonable share of their resources, skills and know-how to jointly achieve sustainable solutions. Businesses and civil society contributes to this global challenge in different ways. Key among these is corporate social responsibility marketing. Studies have shown that incorporation of CSR marketing activities in organization may bring either positive, negative, or neutral effect on financial performance and profitability of a business firm [22]. [39] Revealed that a majority (59%) of citizens in 47 industrial and emerging countries perceives that global corporations do not work in the best interest of society. [40] Argued that CSR was at crossroad. The increasing demands on business to remain profitable and growing needs in society pointed to difficult decisions by management. [23] Were of the opinion that CSR marketing remains a controversial subject as firms are not established to address needs of society but rather to generate profit for their shareholders. On his part [41] expressed the importance of CSR marketing as a

tool of building firms reputation and insurance. The study however, pointed to the increasing pressure on managers to justify their spending on CSR marketing. [42] while reviewing literature concluded that CSR activities may affect the productive impacts of efficiency, technical change and scale economies, as well as increase input costs to the firm. There is need to look for balancing CSR activities and firm profitability.

The role of CSR marketing has not received enough attention especially in not for profit organizations. Majority of studies have concentrated on its effect on commercial organizations. It is imperative to determine its effect on not for profit organizations. The effect of CSR marketing on commercial organizations has produced mixed results. Researchers such as [25], [28] and [29] concluded that CSR marketing was the way to go to achieve organizational sustainability. On the other hand [23] and [40] were of the view that businesses were finding it difficult to incorporate CSR marketing in their strategy as this was not their primary role. These contradicting research findings necessitate more rigorous study on this subject. Literature has also indicated that majority of research on CSR marketing has depended on secondary data. This has pointed to need for a study based on primary data. Based on the issues raised the purpose of the study was to determine the effect of CSR marketing on performance of NGOs. The research was guided by four objectives.

- (1.) To determine the effect of corporate social responsibility marketing on performance of NGOs
- (2.) To examine the effect of technological factors on performance of NGOs.
- (3.) To find out whether relationship between corporate social responsibility marketing and NGOs performance is moderated by technological factors.
- (4.) To assess the joint effect of corporate social responsibility marketing and technological factors on performance of NGOs.

III. LITERATURE REVIEW

Organizations have been practicing social responsibilities for centuries. [19] Observed that corporate social responsibility (CSR), has been practiced since as early as the late 1800s in the USA. They argued that companies must consider this as integral part of their obligations and communicate the same to their key stakeholders. [20] Observed that literature on corporate social responsibility has been in existence since 1950s but mainly borrowed from management articles. They examined the historic perspective of CSR where they identified CSR as social obligation, stakeholder obligation, ethics driven and CSR as managerial processes. Their work was based on review of articles.

The effect of corporate social responsibility marketing on organizational performance varies. Findings by [21] show that the relationship between business and NGOs is fundamentally concerned with self-efficacy over community welfare. The study concluded that individual organizational goals are driver of the relationship and not community welfare. [22] noted that motivations for CSR varies but mainly dwells on legal compliance, image creation, and earning future profit. On their part, [23] argued that Corporate social responsibility schemes reflect the human side of corporations, and their leaders' personal commitments to contribute to the community and society of which they are a part. They further argued that there are three motivations for CSR that include philanthropy, value chain CSR and changing business environment all of which must be combined into a strategy for maximum effect. [24] Hold the view that social responsibility behavior must go beyond corporate programs to include buyer social responsible behavior. The further argue that governments and NGOs need to mobilize socially motivated consumers as an instrument to achieve social objectives. [25] Argued that marketers in all sectors must recognize the growing importance of social responsibility and design marketing strategies that will allow the company to meet its responsibility without sacrificing profitability. This pointed to the way forward for companies that seek sustainable competitive advantage as to incorporate CSR in their strategic marketing plans. Green marketing is a component of social responsibility marketing. [26] Defines green marketing as "the holistic management process responsible for identifying, anticipating and satisfying the requirements of customers and society, in a profitable and sustainable way". [27] was one of the strongest proponents for the green marketing and addressed the failure of contemporary green marketing to move beyond the limitations of the prevailing paradigm. He argued that green marketing by then was a selling strategy that increased sales as viewed from manager's point of view. On their part, [28] were optimistic that done right, CSR can cause important stakeholders of all categories to form strong and long lasting bonds with the company. [29] Found out that firm's CSR helps to build a satisfied customer base and that customer satisfaction partially mediates the financial returns to CSR. A study by [30] concluded that insurance firms in Nigeria were involved in four types of CSR activities namely: business ethics, urban affairs, consumer affairs and environmental affairs and that there was a positive correlation between these activities and organizational efficiency.

Extant Literature from Kenya on CSR marketing has concentrated on its effect on commercial organizations. For instance in Kenya, [31] reviewed CSR disclosures and found out that, in an attempt to improve their corporate image and to be seen as responsible corporate citizens, some companies engage in CSR activities. This study showed that firms listed in Nairobi Stock Exchange used CSR as a marketing strategy but mainly disclosed so in their websites. The study further showed that limited budgets were a key hindrance to

effective implementation of CSR activities. On their part, [32] revealed that the uptake of CSR in Kenya was largely driven by the need to conform to social norms or mimic 'best practice' for legitimacy reasons. They further argued that regulatory pressures from the government was lacking and failed to create an environment conducive to increase its uptake. They pointed to the need for the government to increase its role in encouraging firms to develop clear policies on their CSR activities. The study further pointed to the need to create awareness of the potential of CSR, and for the implementation of CSR processes that benefit both business and society.

Studies have found moderating effect of environmental factors on organizational performance. For instance, [33] conducted a study on holistic service marketing strategies and corporate objectives of 400 firms in Nigeria with technology as the moderating factor. The study concluded that technology acted as moderator of the relationship. Similarly studies by [34] and [35] support the proposition that external environmental factors that include technology indeed do have moderating effect on organizational performance. However studies by [36] and [37] did not find any significant moderating effect of external environmental factors on firm performance. There is therefore need to establish whether the relationship between corporate social responsibility marketing and NGOs performance is moderated by technological factors.

IV. RESEARCH METHODOLOGY

The research was guided by positivistic philosophy which holds that knowledge should be based on facts and not abstractions [43]. This approach allows the researcher to formulate hypotheses in which assumptions of social reality are made and hypothesis tested often using quantitative techniques. This study involved hypothesizing fundamental principles and then deducing the observations to determine the truth or falsify the said hypotheses. The research design for this study was descriptive cross-sectional survey. The descriptive research design was considered appropriate for this study as it allows collection of data from samples and drawing objective conclusions [44]. Data was collected from 122 NGOs operating in Nairobi City County in Kenya. The high level of homogeneity in NGOs sector coupled with the fact that the study was on organizations as opposed to individuals allowed the use of Cochran's (1977) formula for determining appropriate sample size [45].

A questionnaire was developed and administered to respondent online and through drop and pick method. The questionnaire was tested for reliability through Cronbach's Alpha test and confirmatory factor analysis test. It was further tested through a Pilot survey at two levels. First, the study considered items that had been tested for reliability by other researchers and secondly, the questionnaire was pre-tested using fourteen NGOs randomly selected from the list but similar to the sample used in the study. The results of these test showed that the instrument was reliable. The instrument was further subjected to validity tests. Validity refers to the extent to which difference in observed scale scores reflect the difference among objects on the characteristic being measured [46]. Face validity test and convergent validity test showed that instrument gathered the information intended. Correlations analysis test indicated that there a strong positive relationship between independent variable (integrated marketing) and the dependent variable (efficiency and effectiveness). Regression analysis test was used to assess strength of the relationship between the independent variable and the dependent variable.

V. FINDINGS

Reliability is the measure of the extent to which a scale produces consistent results on repeated measurement of a characteristic and indicates the accuracy or precision of the measuring instrument [47]. In the study reliability was tested at two levels. First the researcher carried out a pilot survey where the questionnaire was pre-tested using fourteen NGOs randomly selected from the list but similar to the sample used in the study. After data collection, it was subjected to cronbach alpha reliability tests. Cronbach's Alpha test is the most common measure of internal consistency that indicates the extent to which a set of items can be treated as measuring a single latent variable. The recommended value of 0.7 was used as cut off point and the results are presented in Table 1. The results indicate that the data collection instrument was highly reliable with performance having the highest score of 0.963 followed by corporate social responsibility marketing at 0.834 while technological factors had the least at 0.751. All the variables met the recommended threshold of 0.7. These results are allowed further analysis on the data.

Table 1: Cronbach Alpha Reliability Test Statistics

Variable	Cronbach's Alpha	No. of Items
CSR Marketing	0.834	10
Technological factors	0.751	6
Performance	0.963	38

The study sought to determine critical factors underlying the study variables through principal component analysis. This is a data reduction procedure with Varimax that attempts to maximize the dispersion of loadings within the components and to load a smaller number of variables highly onto each factor. Only items with Eigen values greater than 1.0 and loadings greater than 0.5 were extracted for purpose of this study as recommended by [48]. The findings presented in Table 2 shows that CSR marketing had three critical factors namely profile raising, legitimacy and ethical practices accounting for 66.2% variance while technological factors revealed two critical factors: network connectivity and technology adaptability that accounted for 66.3% variance. Performance had eight critical factors namely relevance, growth, efficiency, effectiveness, growth, operating capital, access to funds, financial sustainability and performance standards accounting for 72.3% variance.

Table 2: Factor Analysis

Variable	Extracted factors	Cumulative variance accounted for
CSR Marketing	Profile-raising	66.196%
	Ethics	
	Legitimacy	
Technology	Networking connectivity	66.295%
	Technology adaptability	
Performance	Relevance	72.335%
	Effectiveness	
	Efficiency	
	Performance standards	
	Growth	
	Operating capital	
	Funds Access	
	Financial sustainability	

To assess whether a relationship exist between study variables correlations analysis was carried out. Pearson Correlations (r) was used to assess the strength of relationship between independent and dependent variables of the study. R values range between +1 indicating perfect positive correlations to -1 that shows perfect negative correlation while 0 value indicate lack of correlation. Strong positive correlation of 0.643 was observed between the dependent variable (performance) and independent variable (corporate social responsibility marketing) as presented in Table 3. There was a moderate significant correlation between performance and technology at 0.330.

Table 3 Correlations Between Study Variables.

		CSR Mark eting	Social Cultural	Technology	Performance
CSR Marketing	Pearson Correlation	1			
	Sig. (2-tailed)				
Social Cultural factors	Pearson Correlation	.233**	1		
	Sig. (2-tailed)	.010			
Technology	Pearson Correlation	.272**	.607**	1	
	Sig. (2-tailed)	.002	.000		
Performance	Pearson Correlation	.634**	.118	.330**	1
	Sig. (2-tailed)	.000	.195	.000	
** . Correlation is significant at the 0.01 level (2-tailed).					
N= 122					

The study further examined normality of data distribution. This is one of conditions to be met before regression analyses are carried out. One-sample Kolmogorov-Smirnov test was conducted and the results are presented in table 4. One-sample Kolmogorov-Smirnov test is a goodness-of-fit measure for continuous scaled data that compares the cumulative distribution function for variables within a specified distribution (Malhotra and dash, 2011). In K-S test the null hypothesis is always taken that distribution is normal and therefore p-value greater than 0.05 is preferred. In this study the p values were 0.315, 0.496 and 0.097 for CSR marketing, technology and performance respectively leading to failure to reject null hypothesis and conclude that data was normally distributed.

Table 4 One-Sample Kolmogorov-Smirnov Test

		CSR Marketing	Technology	Performance
N		122	122	122
Normal Parameters ^{a,b}	Mean	3.7901	3.3372	3.8220
	Std. Deviation	.72501	.81426	.62161
Most Extreme Differences	Absolute	.087	.075	.111
	Positive	.048	.055	.057
	Negative	-.087	-.075	-.111
Kolmogorov-Smirnov Z		.960	.830	1.229
Asymp. Sig. (2-tailed)		.315	.496	.097
a. Test distribution is Normal.				
b. Calculated from data.				

The data was further tested for linearity with ANOVA technique which is also a pre-condition to be met before regression analysis is carried out. The results in presented in Table 5 indicate that there was a significant positive linear relationship between CSR marketing and performance of NGOs F= 90.457 p value 0.000. Similarly there was a positive linear relationship between technology and performance of NGOs with F=16.263 p value 0.000.

Table 5 Linearity Test between CSR Marketing and Technological Factors on NGOs Performance

ANOVA- CSR Marketing							
Performance							
		Sum of Squares	df	Mean Square	F	Sig.	
Between Groups	(Combined)	30.318	42	.722	3.469	.000	
	Linear Term	Weighted	18.820	1	18.820	90.457	.000
		Deviation	11.498	41	.280	1.348	.128
Within Groups		16.437	79	.208			
Total		46.754	121				
ANOVA- Technological Factors							
Performance							
		Sum of Squares	df	Mean Square	F	Sig.	
Between Groups	(Combined)	16.464	24	.686	2.197	.004	
	Linear Term	Weighted	5.079	1	5.079	16.263	.000
		Deviation	11.385	23	.495	1.585	.063
Within Groups		30.291	97	.312			
Total		46.754	121				

Test of Hypotheses one

The first research objective of the study was to determine the effect of corporate social responsibility marketing on performance of NGOs where hypothesis H₁ was developed.

H₁: There is a statistically significant relationship between CSR marketing and performance of NGOs.

To test this hypothesis simple regression analysis was carried out and the results are presented in Table 6. The regression model was statistically significant F (1, 120) = 80.849 and accounted for 39.8% variance. The beta coefficient of 0.634 p value 0.000 was also statistically significant. This implies that for a unit change in CSR marketing there will be 0.34 change in NGOs performance. From these results the study fails to reject H₁ and conclude that there is a statistically significant relationship between corporate social responsibility marketing practices and performance of NGOs. The regression model is presented in equation (i)

$$Y = 1.760 + 0.634X \dots\dots\dots (i)$$

Where,

Y= performance

X= Corporate social responsibility marketing

These findings support the work of [24] who concluded that CSR was significant in developing socially responsible consumers and that NGOs must view themselves as having a role to accomplish this goal.

Table: 6 Regression Analysis for CSR Marketing on Performance NGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.634 ^a	.403	.398	.48248	.403	80.849	1	120	.000	1.769
a. Predictors: (Constant), Corporate Social Responsibility Marketing										
b. Dependent Variable: Performance										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
		B	Std. Error	Beta						
1	(Constant)	1.760	.233		7.541	.000				
	Corporate Social Responsibility Marketing	.544	.060	.634	8.992	.000				
a. Dependent Variable: Performance										

Test of Hypothesis two.

The second objective of the study was to examine the effect of technological factors on performance of NGOs where hypothesis H₂ was developed.

H₂: There is a statistically significant relationship between technological factors and performance of NGOs.

This hypothesis was tested using simple regression analysis and the results presented in Tables 7 show that the regression model was statistically significant F (1,120) = 14.623 and accounted for 10% variance. The standardized beta value of 0.330 was also statistically significant. This shows that for a unit change in technological factors, there will be 0.330 change on NGOs performance. From these finding the study failed to reject H₂ and conclude that there is a statistically significant relationship between technological environmental factors and performance of NGOs. The regression equation for this relationship is presented as:

$$Y = 2.982 + 0.330x \dots\dots\dots (ii).$$

Where,

Y= performance

X= technological factors

The finding are in agreement with [8] who concluded that aspects of technology such as importance of technology, its performance and indefiniteness as key dimension affect performance.

Table 7: Regression Analysis for Technological Factors on Performance of NGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.330 ^a	.109	.101	.58932	.109	14.623	1	120	.000	1.785
a. Predictors: (Constant), Technology										
b. Dependent Variable: Performance										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
		B	Std. Error	Beta						
1	(Constant)	2.982	.226		13.199	.000				
	Technology	.252	.066	.330	3.824	.000				
a. Dependent Variable: Performance										

Test of hypothesis three.

The third objective for the study was to find out whether the relationship between CSR marketing practices and NGOs performance was moderated by technological factors and hypothesis H₃ was developed.

H₃: The relationship between CSR marketing and performance of NGOs is moderated by technological factors.

To test this hypothesis an interaction term which was a product of CSR marketing and technological factors was created. The interaction term together with CSR marketing and technological factors were regressed against performance and the results are presented in Tables 8. The results show that the regression model was statistically significant F (3, 118) = 30.959 and accounted for 42.6% variance. The standardized beta coefficient for CSR marketing 0.559 p value = 0.000 and technology 0.153 p value = 0.037 were statistically significant. However, beta coefficient for interaction term was statistically insignificant with p value 0.125. This leads to rejection of H₃ and to a conclusion that the relationship between CSR marketing and performance of NGOs is not moderated significantly by technological factors. The findings support the work of [36] and [37] but contradicts the work of [34] and [35].

Table 8: Regression analysis for moderating effect of technological factors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.664 ^a	.440	.426	.4708651	.440	30.959	3	118	.000	1.882
a. Predictors: (Constant), Interaction term, Technology, CSR marketing										
b. Dependent Variable: Performance										
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.				
	B	Std. Error	Beta							
1	(Constant)	1.635	.276		5.917	.000				
	CSR marketing	.479	.063	.559	7.547	.000				
	Technology	.117	.055	.153	2.114	.037				
	Interaction term	-.117	.076	-.113	-1.543	.125				
a. Dependent Variable: Performance										

Test of hypothesis four.

The fourth objective was to determine the joint effect of CSR marketing practices and technological factors on performance of NGOs where hypothesis H₄ was developed.

H₄: The joint effect of technological factors and CSR marketing on performance of NGOs is stronger than their individual effect.

To test this hypothesis, stepwise regression was carried out and the results are presented in Tables 9. The regression model was developed in two steps. The first model was statistically significant F (1,120) = 80.849 and incorporated CSR marketing accounting for 39.8% variance. The second model was statistically significant with additional gain in variance of 2.7% such that the final model had 42% total variance. The beta coefficients for the final model of 0.588 and 0.169 for CSR marketing and technological factors were equally significant. The beta coefficient shows that for a unit change in CSR marketing, there would be 0.588 change on NGOs performance. Similarly a unit change in technological factors would result in 0.167 change in NGOs performance. From these results, the study fails to reject H₄ and concludes that the joint effect of CSR marketing and technology is stronger than their individual effect on performance. This relationship is presented in equation (iii)

$$Y = 1.760 + 0.588X_1 + 0.169X_2 \dots \dots \dots (iii)$$

Where,

Y= Performance

X₁= CSR marketing

X₂= Technological environmental factors

Table 9: Regression analysis for joint effect of CSR marketing and technological factors on NGOs performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.634 ^a	.403	.398	.48248	.403	80.849	1	120	.000	
2	.655 ^b	.429	.420	.47359	.027	5.545	1	119	.020	1.815
a. Predictors: (Constant), Corporate Social Responsibility Marketing										
b. Predictors: (Constant), Corporate Social Responsibility Marketing, Technology										
c. Dependent Variable: Performance										
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.				
	B	Std. Error	Beta							
1	(Constant)	1.760	.233		7.541	.000				
	CSR Marketing	.544	.060	.634	8.992	.000				
2	(Constant)	1.478	.259		5.719	.000				
	CSR Marketing	.504	.062	.588	8.174	.000				
	Technology	.129	.055	.169	2.355	.020				
a. Dependent Variable: Performance										

VI. DISCUSSION AND CONCLUSION

The overall aim of this study was to determine the effect of CSR marketing on performance of NGOs. Previous studies such as [21], [28] and [30] had indicated that CSR marketing had significant effect on performance of commercial organizations. This study has found out that, done correctly CSR marketing would have profound effect on performance of not for profit organizations such as NGOs as well. Managers of NGOs wishing to improve on performance of their organizations need consider dimensions of CSR marketing such as

NGOs publicity, compatibility to social norms, conformity to government regulations, maintaining of ethical standards, avoidance of discrimination, availability of programs and policies to assist under-privileged in society among others. Incorporation of CSR marketing requires managers to be proactive and have a broader picture of the role of their organization in society. They need to make known their activities through publicity as this may create NGOs acceptance in the society in which they operate. NGOs must make effort to understand social norms accepted in communities where they function as well as conform to government regulations to allow them function effectively. The management must maintain high ethical standard and avoid any form of discrimination as this would jeopardize their effort in the communities they serve.

Technology is key driver to performance of organization in twenty first century. NGOs must as well adopt modern technologies for their survival and improved performance. Connectivity to internet services as well as use of mobile phones will enhance activities of NGOs. They must employ people who are skilled in technology for smooth running of their organizations. Adoption of new technologies is no longer a preserve for commercial organization but has become a requirement for all forms of organizations. Technology must be applied in all areas of NGOs operations as it is known to improve productivity. These findings support the work of [8] and [9]. The joint effect of CSR marketing and technological factors on performance is greater than their individual effect on the same. This implies that for improved performance, managers must consider the combined effect of these variables on enhancing productivity of their organizations. Considering effect of one will not yield much and therefore their joint effect is worth taking into account. NGOs managers must always open up to environmental factors influencing their organizations and in particular the role of technology in enhancing their organizations effectiveness.

The role of marketing is becoming more significant in NGOs than ever before. This study concludes that NGOS must not only accept CSR marketing as part of their strategy but must determine specific CSR issues that affect their productivity. Adopting marketing practices will not jeopardize their mission but rather enhance their effectiveness. Marketing practices incorporation in NGOS strategy must be viewed as an essential requirement not only for survival but also as a way of enhancing their effectiveness, efficiency, relevance, growth as well as improving their financial sustainability.

The study suggest that other studies should concentrate on finding out environmental factors that moderate relationship between CSR marketing practices and NGOs performance. Similarly, studies on effect of CSR marketing in others not for profit organizations would help develop a theory which is more inclusive.

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