

# CORPORATE SOCIAL RESPONSIBILITY STRATEGIES AND ORGANISATIONAL PERFORMANCE OF MICROFINANCE BANKS IN NAIROBI COUNTY

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**Abstract:** This study investigated how corporate social responsibility strategies influence the performance of Microfinance Banks in Nairobi County. It focused on four key CSR dimensions: philanthropic, environmental, health, and educational initiatives. The research was guided by afro-centric, embedded, development-oriented, and sustainable livelihood theories. Using a descriptive survey design, data was collected from 100 MFB employees through structured questionnaires and analysed using SPSS version 27, applying both descriptive and inferential statistics. Findings revealed that all four objective significantly impacted organizational performance: philanthropic SR ( $r = .183, p < .009$ ), health SR ( $r = .201, p < .001$ ), environmental SR ( $r = .405, p < .001$ ), and educational SR ( $r = .124, p = .001$ ). The combined explanatory power of these variables accounted for 63.7% of performance variance ( $R^2 = 0.637$ ). The study recommends enhancing philanthropic efforts to boost company reputation and employee morale, adopting eco-friendly procurement practices to demonstrate environmental commitment, and implementing health-focused programs that address broader societal issues. Additionally, it advocates for educational support to underprivileged students to foster future talent and social equity. These findings provide valuable insights for MFB managers seeking to align CSR initiatives with performance outcomes

**Keywords:** Philanthropic SR, Health SR, Environmental SR, and Educational SR.

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## 1. INTRODUCTION

In the 21st century, the concept of Corporate Social Responsibility (CSR) has gained widespread acceptance among companies. CSR refers to corporate objectives aimed at enhancing the overall well-being of a nation and, more specifically, the welfare of employees (Twishime, 2018). Early definitions of CSR were relatively broad. For instance, in 1960, it was described as “the active consideration of the impact of business activities on society.” Other early interpretations included, “Social responsibility is the duty of decision-makers to take actions that protect and improve the well-being of society while safeguarding their own interests.” Generally, CSR encompasses the practices and principles entrepreneurs adopt to ensure the interests of stakeholders, including the public, are considered and protected in their operations (Carroll, 2016). The International Organization for Standardization (ISO) introduced global guidelines for social responsibility through ISO 26000.

In Africa, Corporate Social Responsibility (CSR) is becoming increasingly significant as businesses acknowledge their role in tackling social, economic, and environmental challenges while promoting sustainable development. CSR efforts across the continent frequently centre on critical social concerns, including poverty alleviation, improving access to education, healthcare, and essential infrastructure. Many companies are actively engaged in community development initiatives

designed to enhance living conditions and empower local populations (Kolk & Lenfant, 2021). CSR efforts in Africa often emphasize promoting economic inclusion and empowerment, particularly among marginalized groups such as women, youth, and people with disabilities. Companies are investing in initiatives that support entrepreneurship, skills development, and job creation to foster economic resilience and reduce inequality (Osei-Kyei, & Chan2020). Companies operating in Africa are increasingly recognizing the importance of environmental sustainability and are integrating green practices into their CSR strategies. Initiatives may include renewable energy projects, waste management programs, and conservation efforts to mitigate environmental degradation and promote climate resilience (Idemudia, & Ite, 2020).

Effective stakeholder engagement and corporate governance are critical aspects of CSR in Africa. Companies are expected to collaborate with governments, civil society organizations, and local communities to ensure that CSR initiatives are aligned with local needs and priorities. Moreover, transparent and accountable governance practices enhance trust and credibility (Van de Walle & Dorotinsky 2021).

In Kenya, Corporate Social Responsibility (CSR) has become increasingly important as businesses recognize the need to contribute positively to society while also enhancing their own sustainability. Many companies in Kenya engage in CSR activities aimed at community development and empowerment. These initiatives often include projects related to education, healthcare, infrastructure development, and access to clean water and sanitation.

Recent studies have highlighted the importance of community engagement and the positive impacts of CSR on local communities in Kenya. For example, research has shown that CSR initiatives focused on education can lead to improved literacy rates and economic opportunities for communities (Nkonge & Ali (2020). With Kenya's rich biodiversity and natural resources facing threats such as deforestation, pollution, and climate change, CSR initiatives focusing on environmental conservation are crucial. Companies often support initiatives related to reforestation, wildlife conservation, and sustainable agriculture. Recent research has emphasized the importance of integrating environmental considerations into CSR strategies in Kenya. Studies have highlighted the positive outcomes of CSR initiatives aimed at environmental conservation, including improved ecosystems and livelihoods for local communities (Nyaga, Nyanamba & Muthoka 2020).

Ethical business practices and good corporate governance are essential components of CSR in Kenya. Companies are increasingly expected to operate with integrity, transparency, and accountability, adhering to ethical standards and legal regulations. In conclusion, CSR in Kenya encompasses various dimensions, including community development, environmental conservation, ethical business practices, and stakeholder engagement. Recent studies underscore the importance of CSR in contributing to sustainable development and addressing social and environmental challenges in the country.

### **Statement of the Problem**

Corporate Social Responsibility has emerged as a critical component of business operations globally, particularly in the financial sector. In Kenya, the microfinance industry plays a pivotal role in promoting financial inclusion and alleviating poverty. However, the extent to which CSR strategies influence the organizational performance of microfinance banks in Nairobi County remains underexplored. While CSR strategies have gained prominence among organizations worldwide, including financial institutions, limited research has been conducted on their impact within the microfinance sector in Nairobi County. Most existing studies in Kenya have focused on commercial banks. For example, Nyaga (2018) examined CSR practices in commercial banks without addressing microfinance institutions. Similarly, Mwaura (2019) assessed the financial performance of microfinance institutions but did not consider the role of CSR. Okello and Aosa (2019) investigated the relationship between CSR initiatives and organizational performance in commercial banks, finding a positive correlation, while Otieno and Mokaya (2020) analysed CSR's influence on brand reputation in commercial banks in Nairobi. However, these studies largely overlook the distinct operational models, clientele, and socio-economic contexts of microfinance banks. This study differs from previous research in several key ways. First, it focuses specifically on microfinance banks in Nairobi County, recognizing their unique characteristics and contributions to financial inclusion. Secondly, it considers the unique socio-economic landscape of Nairobi County and how it shapes CSR practices and microfinance operations, enhancing the relevance and applicability of the findings.

In conclusion, this study seeks to fill the existing research gap by exploring the impact of CSR strategies on the organizational performance of microfinance banks in Nairobi County. By tailoring the research to the specific context and dynamics of the microfinance sector, the study aims to generate insights that can inform policy, practice, and future research in this critical area of financial development.

## 2. THEORETICAL FRAMEWORK

According to Mburu 2020 Afrocentric CSR Theory is a culturally embedded approach to corporate social responsibility (CSR), grounded in African cultural values, traditions, and social structures. The theory emphasizes a communal orientation towards business responsibility, where organizations are not solely responsible for profit generation but also for the well-being of the community and the environment in which they operate. In the context of microfinance banks in Nairobi County, this approach aligns well with the primary mission of microfinance institutions (MFIs), which often focus on improving financial inclusion, poverty alleviation, and local development.

Afrocentric CSR theory differs from Western CSR paradigms by incorporating African social values such as Ubuntu, which emphasizes interconnectedness, solidarity, mutual respect, and communal development. These values guide the strategic decisions of companies in African settings, promoting social cohesion, environmental stewardship, and economic empowerment. Embedded CSR Theory argues that corporate social responsibility should not be a peripheral or standalone activity but should be integrated into the core business strategy, operations, and culture of an organization (Aguinis & Glavas, 2012). Rather than treating CSR as a philanthropic obligation or compliance requirement, embedded CSR aligns social and environmental goals directly with an organization's mission, ensuring long-term sustainability and mutual value creation. This theory contrasts with peripheral CSR, where companies engage in CSR as a separate or public relations function without deeply embedding it into their operations or decision-making processes (Porter & Kramer, 2011).

The Development-Oriented CSR (DO-CSR) theory emphasizes aligning a company's CSR activities with national development goals, creating a direct link between corporate operations and broader socio-economic progress. This approach is particularly relevant in emerging economies, like Kenya, where CSR is often seen not only as a moral or ethical responsibility but as a means to actively contribute to socio-economic development, poverty alleviation, and community empowerment. The Sustainable Livelihood Approach (SLA) is a framework often used to analyze and improve the living conditions of individuals and communities. When applied to Corporate Social Responsibility (CSR) strategies, particularly in the context of microfinance banks in Nairobi County, SLA provides a pathway for linking financial services with long-term social, economic, and environmental sustainability. The approach focuses on improving the livelihoods of communities, addressing poverty, and enhancing opportunities for development in ways that are financially and socially sustainable.

Figure 1: Conceptual Framework

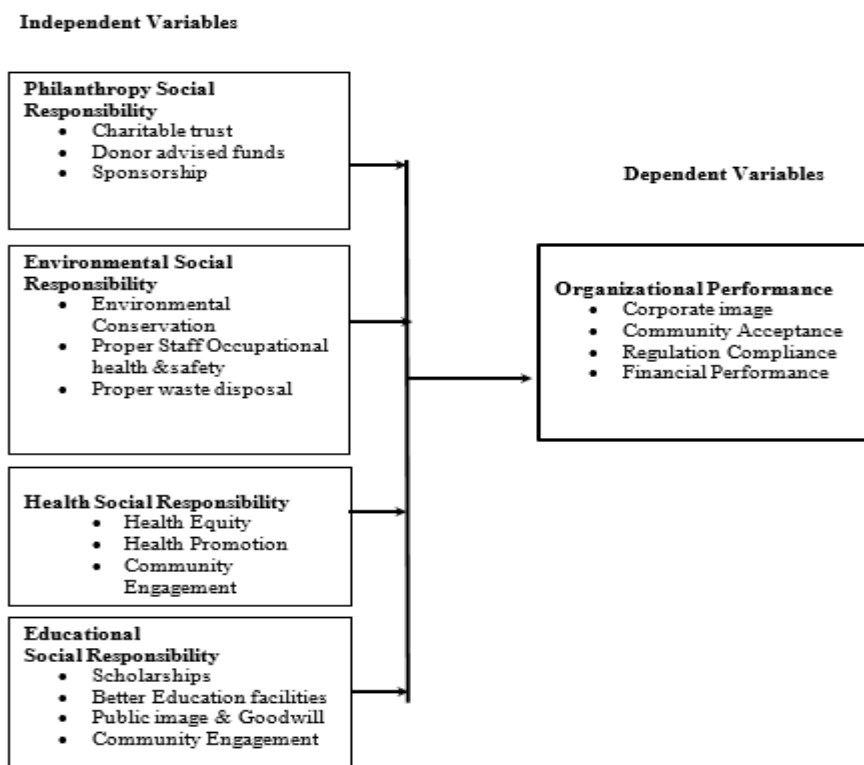


Figure 2.1 Conceptual Framework

### **3. EMPIRICAL REVIEW**

I want tonda and Adiputra (2017) examine the inherent performance of a company's philanthropic social responsibility. Data was collected between January and April 2017 by Mayangkara Group Ltd., a company based in Blitar Regency, East Java, Indonesia. In addition, many organizations have addressed CSR based on cultural and religious values, observed via means of philanthropic projects and carried out to address community socio-financial issues. These paintings offer greater readability than philanthropy's interventions, a necessary part of CSR. Empirical results show that donations have a significant impact on ROA and ROE, while this impact remains negligible for Tobin's. Singh (2010) reviewed Corporate Social Responsibility Philanthropy: An Asian view. Combined analysis of CSR key documents and publications with analysis of CSR related articles. The study found that Indian CSR activities remain largely confined to philanthropic programs. The businessman invests part of his income in democratic reforms and reinvests it in the creation of new industries. Health social responsibility refers to the obligations and actions that healthcare organizations and providers have towards the community and society as a whole. Empirical literature on health social responsibility explores the impact of social responsibility on various aspects of healthcare, including organizational performance, patient satisfaction, and community engagement. One study by Tang and colleagues (2020) surveyed healthcare organizations in China and found that those that engaged in health social responsibility activities had better organizational performance and reputation. This suggests that investing in social responsibility can have tangible benefits for healthcare organizations. Another study by Lee and colleagues (2020) conducted a survey of patients in South Korea and found that patients valued healthcare providers who were socially responsible and engaged in community outreach activities. This highlights the importance of social responsibility in building trust and positive relationships with patients. In a scoping review of health social responsibility in Iran, Tabatabaei and colleagues (2021) identified key themes related to social accountability, social responsiveness, and community engagement. This study highlights the importance of healthcare providers and organizations being accountable to the community they serve and being responsive to their needs. Overall, empirical literature on health social responsibility suggests that investing in social responsibility can have positive impacts on various aspects of healthcare, including organizational performance, patient satisfaction, and community engagement. A report by Vázquez, Licandro, and Lanero (2013) analyzed socially responsible education in middle school: a comparative view between Uruguay and Spain. For each use, look at the study conducted at a public university. Cumulative statistics were obtained using descriptive analysis and multivariate analysis of variance. The results confirm the general view that students, regardless of where they live, perceive weaknesses in CSR training, particularly with regard to the internal responsibility phase closest to employees and external involvement in economic, environmental and social issues. Muchiri, Okumu and Kiflemariam (2019) examine the tested effects of strong social engagement on company performance: using the example of the Corporation for Industrial and Commercial Development (ICD). This review is primarily based on an inquiry plan. The number one statistic from the respondents' evaluation used questionnaires which have been self-issued. Research has shown a wonderful and gigantic impact of social pedagogical commitment on organizational effectiveness. Tarigan, Abdurachman, Simatupang, and Mursitama (2016) tested the state of social obligations of Indonesian-owned firms in terms of organizational effectiveness. The results of the study, which used structural equation models on 250 pre-packaged questionnaires sent to pharmaceutical businesses in Pakistan, advocate that this duty is constructed into primary managed programs. In addition, social duty in education has a significant and outstanding impact on the effectiveness of the organization

### **4. CRITIQUE OF REVIEWED LITERATURE**

This segment offers a critique of extant literature applicable to the have a look at. It examines applicable research, their context and methodology. It offers the gist of the important thing findings with regards to the targets of the existing have a look at. It additionally examines the constraints of applicable research and identifies the salient gaps that want to be addressed in destiny research. It develops perception into applicable preceding studies and identifies rising trends (Saunders, Lewis & Thornhill, 2012). Chen (2015) took a look at sustainability and enterprise overall performance within the production enterprise in Sweden, observing that CSR practices have an effective effect on enterprise triple backside line overall performance. Quantitative statistics changed into accrued via a survey performed among decided on production firms. Explanatory survey studies layout changed into used to check the lifestyles of expected relationships. Kruskal-Wallis one-manner ANOVA take a look at and Spearman's rho correlation take a look at have been carried out for the non-parametric statistics, even as cluster analysis, thing analysis, t-take a look at, and Pearson correlation take a look at have been used for parametric statistics. First, sectional records are acquired at an unmarried factor in time. A time collection/longitudinal examination might offer extra specific facts concerning the connection amongst CSR and corporation overall performance, as it permits overall performance to be measured over the years as the extent of CSR

changes. Secondly, CSR became measured with the aid of using corporation belief through responses to survey questions about the volume of involvement in CSR sports. Direct measures of every assembly might be extra correct for evaluation. Thirdly, the studies cantered on 4 stakeholders; personnel, clients, surroundings and community. However, there are different key stakeholders consisting of authorities, providers and shareholders. Fourthly, the studies depended on an unmarried respondent from every organization result in multiplied fee constraints

## **5. METHODOLOGY**

The study used descriptive studies layout. Descriptive layout is used while amassing data about people's attitude, opinion, dependency or some other kind of training or social troubles and the layout document the manner matters are in the present (Mugenda and Mugenda, 2009). This layout is suitable for the study in which the goal is to offer comparative description of the populace and instances in which researchers needed to find out affiliation amongst distinct variables (Coopers and Schindler, 2003). The desire of the descriptive studies layout is knowledgeable via way of means of the want to explain the CSR strategies and corporate performance in the context of microfinance banks. The descriptive layout is suitable for this take a look at because it permits the researcher to offer descriptions of the problems beneath, take a look at as they're and on the premise of the observations from the evaluation of facts obtained. Population of the study refers to the complete set of individuals, objects, or events that possess common characteristics and are of interest to a researcher for a specific study. It represents the total group from which a researcher aims to draw conclusions or make inferences, (Creswell 2014). The study population is the whole group of people. According to Mugenda and Mugenda (2019), population is the entire group of individuals, actions, or stuff with similar characters. The unit of analysis was 16 Microfinance Banks in Nairobi Kenya. The unit observation was 100 heads of departments in finance, operations and credit department.

## **6. RESULTS AND DISCUSSION**

The purpose of the study was to investigate how corporate social responsibility strategies influence the performance of Microfinance Banks in Nairobi County. Specifically, the chapter presents the pilot test results, response rate, and demographic characteristics of the sample and descriptive and inferential analysis of the data

### **Pilot Test Results**

A pilot study was carried out to determine if the questionnaires are reliable and valid. This was carried out before doing the actual study. It is done to detect and correct the mistakes found in the questionnaire. A total of 10% of the sample is appropriate for pilot testing (Mugenda & Mugenda, 2019). The pilot study was conducted in four microfinance banks operating in Nakuru County. These are Faulu, Kenya Women Microfinance Bank, Caritas and Rafiki microfinance bank. This means the questionnaire was pilot tested to 8 respondents who were not included in the main study. The instruments were fine-tuned and rigorously refined to achieve reliable and valid results.

Nakuru County was chosen due to its proximity to Nairobi, which allowed for cost-effective and efficient testing of research instruments. Additionally, Nakuru shares similar economic characteristics and a presence of microfinance banks, making it an appropriate environment to identify any issues with the data collection tools before applying them in Nairobi. This strategic choice ensured that the instruments would yield reliable and valid results when used in the main study area.

### **Response Rate**

The study thus administered 100 questionnaires for data collection. However, 80 questionnaires were properly filled and returned. This represented 80% overall successful response rates. Respondents were also assured of the confidentiality of the information provided. Trex (2022) suggested that a response rate of 50% is adequate, 60% is good and 70% and above is very good for analysis. This implies that 80 % response rate was very appropriate for data analysis.

### **General Characteristics of the Respondents**

The study was concerned with determining the influence of Corporate Social Responsibility on the performance of an organization, with the case study being the microfinance banks. To clearly offer an analysis to answer the subsequent objectives accruing from the main purpose of the study, the respondents were asked about their demographic information. The results are henceforth presented. A response as to the gender of the respondents was required and Table 4.1 shows the results.



**Table 1: General Distribution of Respondents**

Group	Frequency	Percentage
Male	48	60%
Female	32	40%
Total	80	100%

The results clearly show that 60% of management personnel were men, compared to 40% women. It can be concluded that there was almost equal gender representation in the majority of Faulu executives, which was also confirmed by Gathungu and Ratemo (2013) by stating that both genders are more likely to join due to the current progressive times engage in business. Management in any form, unlike in the past when many leadership positions in companies were dominated by men. This also means that the reliability and credibility of the results would be positive as both genders would make a significant contribution to their answers to the current issue.

### Descriptive Statistics

#### Philanthropic Social Responsibility

**Table 2: Descriptive Statistics for Philanthropic CSR Activities variables**

	N	TA	A	U	D	TD	Mean	Std Deviation
As MFBs we have increased our donor advised funds	80	40	28	12	0	0	4.35	.731
As MFBs, we have increased participation in charitable trust	80	50	30	0	0	0	4.63	.487
We have devoted departments to CSR	80	22	44	14	0	0	4.10	.668
CSR at the MFBs is more formal, strategic and integrated into all	80	15	22	35	8	0	3.55	.913
The MFBs has been rewarded with better profits for being socially responsible	80	21	5	33	21	0	3.33	1.134

The analysed data were on a 5-point Likert scale where integers 5 to 1 represented totally agree (TA), agree (A), undecided (U), disagree (D), and totally disagree (TD) respectively.

The findings reveal that most respondents agreed that the philanthropic efforts of MFB members, particularly through charitable trusts, have increased, with a mean of approximately 4.35 and a standard deviation of less than 0.731. Additionally, the results indicated that respondents generally felt that devotion to philanthropic causes has decreased, with a mean of 4.63 and a standard deviation of less than 0.487. Furthermore, respondents largely agreed that philanthropic activities have reduced the formality of engagement, as only a few MFBs integrate CSR, with a mean of around 4.10 and a standard deviation of less than 0.668. Finally, the majority of respondents agreed that only MFBs with verifiable details are eligible to benefit from profits related to social responsibility, with a mean of 3.55 and a standard deviation of less than 0.913. These findings align with the National Philanthropic Trust (2020), which defines philanthropy and social responsibility as the act of giving money, time, or resources to assist those in need, often through charitable donations to organizations or causes aimed at improving societal welfare. Charitable trusts, legal structures established to manage and distribute funds for charitable purposes, are typically formed by donors transferring assets like cash, securities, or property to a trust. The trustee then oversees these assets, using the income generated to support charitable causes.

#### Health Social Responsibility

**Table 3: Descriptive Statistics for Health Social Responsibility**

	N	TA	A	U	D	TD	Mean	Stud
Do your MFBs have any procedure in place to ensure the health and safety of your clients?	80	6	2	27	19	8	2.96	1.09
Does your MFB collaborate with any external organization to address health related issues?	80	21	3	29	14	13	3.06	1.390
Does your MFB provide any health- related services or products to your clients?	80	50	25	1	3	1	4.50	.811

The analysed data were on a 5-point Likert scale where integers 5 to 1 represented totally agree (TA), agree (A), undecided (U), disagree (D), and totally disagree (TD) respectively.

The study finding concluded that, the majority of the respondents agreed that the health SR clients has increased (mean  $\approx$  2.96; std dev  $<$  1.096). The findings further indicated that the majority of the respondents agreed that the stakeholders within health related issues have increased (mean  $\approx$  3.06; std dev  $<$  1.390). Finally the majority of the respondents agreed that the health related services and products held in MFBs increased with (mean  $\approx$  4.50; std dev  $<$  0.811). This result is in agreement with Chen & Zhang (2019) health social responsibility is a multifaceted concept that encompasses individual and collective actions aimed at promoting and improving public health. The concept has gained prominence in recent years due to the increasing recognition of the impact of social determinants on health outcomes and the need for collaborative efforts to address health disparities and promote health equity.

### Environmental Social Responsibility

**Table 4: Descriptive Statistics for Environmental Social Responsibility**

	N	TA	A	U	D	TD	Mean	Std
Does your MFB have a policy on ESR?	80	15	18	36	8	3	3.43	1.028
Does your MFB promote environmental awareness to clients?	80	27	37	16	0	0	4.14	.725
Does your MFB assess the environmental impact of projects and its funds?	80	36	24	8	7	5	3.99	1.219
Does your MFB contribute funds to climate change programs?		19	41	11	0	80	3.76	1.161

The analysed data were on a 5-point Likert scale where integers 5 to 1 represented totally agree (TA), agree (A), undecided (U), disagree (D), and totally disagree (TD) respectively.

The findings reveal that most respondents agreed that the number of environmental activities conducted by the MFBs is considerably high (mean  $\approx$  3.43; standard deviation  $<$  1.028). Additionally, the majority agreed that these environmental activities have led to an increase in the number of clients for MFBs (mean  $\approx$  4.14; standard deviation  $<$  0.725). Respondents also expressed agreement that the scale of projects related to environmental activities at MFBs is substantial (mean  $\approx$  3.99; standard deviation  $<$  1.219). Lastly, most respondents agreed that MFBs' contributions to climate change funding have increased (mean  $\approx$  3.76; standard deviation  $<$  1.165). These results align closely with the literature reviewed, particularly the study by Rashid, Rahman, and Khalid (2014), which explored Environmental Corporate Social Responsibility (ECSR) as a proactive communication strategy.

### Educational Social Responsibility

**Table 5: Educational Social Responsibility**

	N	TA	A	U	D	TD	Mean	Std
Are you aware of any ESR scholarship programs offered by your MFB?	80	15	17	41	7	0	3.50	.900
Do you believe that your MFB should partner with external organizations such as NGOs to enhance their ESR programs?	80	32	5	16	27	0	3.53	1.321
Have you noticed any changes in your community engagement as a result of ESR programs?	80	5	39	7	22	7	3.16	1.163
Does MFB improve the current public image and goodwill of the community around?	80	35	5	6	12	12	3.49	1.534

The analysed data were on a 5-point Likert scale where integers 5 to 1 represented totally agree (TA), agree (A), undecided (U), disagree (D), and totally disagree (TD) respectively.

The findings indicate that most respondents agreed that the number of scholarships available in branches has decreased (mean  $\approx$  3.50; std dev  $<$  0.900). Additionally, most respondents agreed that the number of external organizations involved in ESR programs has increased (mean  $\approx$  3.53; std dev  $<$  1.321). Most respondents also agreed that community engagement has contributed to a higher rate of resolving ESR programs (mean  $\approx$  3.16; std dev  $<$  1.163). Lastly, the majority of

respondents agreed that the number of interactions related to public image and goodwill has increased (mean  $\approx 3.49$ ; std dev  $< 1.534$ ). These findings align with Muchiri, Okumu, and Kiflemariam (2019) study, which examined the impact of strong social engagement on company performance, using the example of the Corporation for Industrial and Commercial Development (ICD)

#### Organizational Performance of MFBs in Nairobi County

**Table 6: Organisational Performance of MFBs in Nairobi County**

	N	TA	A	U	D	TD	Mean	Std
Does the total value of outstanding loan reflect the scale of operations	80	25	20	14	12	9	3.50	1.36
Does the MFBs comply with CBK regulation	80	48	13	9	0	0	3.41	1.37
Do you have availability of funding sources including donors or investor	80	16	16	43	5	0	3.53	.885
Does the extent and effectiveness of digital banking solutions reflect the scale of operations	80	34	8	10	28	0	3.60	1.34

The analysed data were on a 5-point Likert scale where integers 5 to 1 represented totally agree (TA), agree (A), undecided (U), disagree (D), and totally disagree (TD) respectively. The findings of the study concluded that, the majority of the respondents agreed that performance is delivered slow using the scale of operation with (mean  $\approx 3.50$ ; std dev  $< 1.36$ ). The majority of the respondents also agreed that MFBs that have complied with CBK are utilized at a higher rate (mean  $\approx 3.41$ ; std dev  $< 1.37$ ). They further agreed that the number of funding by donors and capital in real-time has reduced with a (mean  $\approx 3.53$ ; std dev  $< 0.885$ ). Finally the majority of the respondents agreed that the digital banking of customers has increased with a (mean  $\approx 3.60$ ; std dev  $< 1.34$ ).

#### Inferential Analysis

##### Influence of Philanthropy social responsibility on organizational performance.

**Table 7: Influence of Philanthropy social responsibility on organizational performance**

		Organizational Performance
Philanthropy SR	Pearson Correlation	.183**
	Sig. (2-tailed)	.009
	N	80

\*\*. Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 7, the study found a positive and statistically significant correlation between philanthropic SR and organizational performance at MFBs in Nairobi, Kenya ( $r = 0.183$ ;  $p < 0.009$ ). Since the p-value was below 0.05, the null hypothesis stating that philanthropic SR has no significant influence on organizational performance at MFBs in Nairobi was rejected. The study's findings align with those of Nyaberi and Kwasira (2018), who also found a positive correlation between philanthropic SR and organizational performance. Based on the regression analysis results, the first null hypothesis was rejected, confirming that philanthropic SR significantly and positively influences organizational performance.

##### Influence of Environmental Social Responsibility on Organization Performance

**Table 8: Influence of Environmental Social Responsibility on Organization Performance**

		Organizational Performance
Environmental SR	Pearson Correlation	.405**
	Sig. (2-tailed)	$< .001$
	N	80

\*\*. Correlation is significant at the 0.05 level (2-tailed)



As shown in Table 8, the study revealed a positive and statistically significant correlation between environmental responsibility and organizational performance ( $r = .405$ ;  $p < .001$ ). This suggests that enhancing environmental social responsibility positively impacts organizational performance in MFBs in Nairobi, Kenya. Since the p-value was below 0.05, the null hypothesis stating that environmental social responsibility has no significant influence on organizational performance in these institutions was rejected.

#### Influence of Health Social Responsibility on Organizational performance

The study sought to establish the correlation between environmental social responsibilities on organization performance at MFBs in Nairobi Kenya.

**Table 9: Influence of Health Social Responsibility on Organizational performance**

		Organizational Performance
<b>HSR</b>	Pearson Correlation	.201**
	Sig. (2-tailed)	< .001
	N	80

\*\*. Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 9, the study found a positive and statistically significant correlation between HSR and organizational performance ( $r = .201$ ;  $p < .001$ ). This suggests that improvements in HSR positively affect organizational performance at MFBs in Nairobi, Kenya. Since the p-value was less than 0.05, the hypothesis stating that HSR has no significant impact on organizational performance at MFBs in Nairobi, Kenya, was rejected based on these results.

#### Influence of Educational Social Responsibility on Organizational performance

**Table 10: Influence of Educational Social Responsibility on Organizational performance**

		Organizational Performance
<b>ESR</b>	Pearson Correlation	.124**
	Sig. (2-tailed)	.001
	N	80

\*\*. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 10, the study indicates that there was a positive and statistically significant correlation between ESR on organizational performance. ( $r = .124$ ; sig = .001). This implies an improvement in ESR on organizational performance at MFBs Nairobi Kenya. The p-value was less than 0.05 therefore according to the results, the hypothesis that: ESR has no significant influence of ESR on organizational performance at MFBs Nairobi Kenya was rejected.

#### Regression Analysis

The study carried out a regression analysis to evaluate the combined influence of philanthropy social responsibility, environmental social responsibility, health social responsibility, and educational social responsibility strategy on organizational performance at MFBs Nairobi Kenya as established.

**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.539	.93602

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.637, which shows that the four independent variables (philanthropy SR, health SR, environmental SR and educational SR) can explain 63.7% of organizational performance at MFBs Nakuru Kenya while other factors explain 36.3%.

## ANOVA

Model		Sum Squares	Df	Mean Square	F	Sig
1	Regression	96.804	17	5.694	6.499	<.001 <sup>b</sup>
	Residual	55.196	63	.876		
	Total	152.000	80			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), philanthropy, health, environmental and educational

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.001 which is less than 0.05 and hence the model is good at predicting how the four independent variables (philanthropy, health, environmental and educational) influence organizational performance at MFBs Nairobi Kenya. Further, the F-value was (6.499) which shows that the model was fit in predicting the influence of the independent variables

## 7. SUMMARY OF THE FINDINGS

The study sought to determine the summary of the key major findings of the study. The summary was categorized in terms of specific objectives.

### Philanthropy Social Responsibility on Organizational Performance

The first objective was to assess the effect of philanthropy social responsibility on the organizational performance of microfinance banks in Nairobi County. The null hypothesis tested was that the extent of philanthropy social responsibility does not influence organizational performance of MFBs in Nairobi Kenya. The researcher concluded that the philanthropy practices are oversupplied thus do not have a significant effect on performance of MFBs in Nairobi Kenya.

The study found out that charitable trust, donor advised funds and sponsorship were adequate according to most of the respondents. This means that the branches had philanthropy responsible practices, which include skill based volunteerism, donation and charity events and financial inclusion advocacy and payroll giving which bring direct benefits to the MFBs by increased morale, CSR compliance, brand reputation of the MFBs and business opportunities from untapped communities.

The study established that there was a great level of employee productivity by the customers in a majority of the branches. This is a great resource which means MFBs utilize the capability of its staff members. Employees had significant levels of efficient execution of innovative social projects which can be linked to the staff training and development within the branch network. The study acknowledges that employees have a great level of experience and skill on MFBs products and CSR activities and also a great level of employee commitment and loyalty shown across the branch network within the MFBs in Nairobi County.

### Environmental Social Responsibility and Organization Performance

The second objective was to evaluate the effect of environmental social responsibility on organization performance of MFBs in Nairobi County. The null hypothesis tested was that the extent of environmental social responsibility does not influence organizational performance of MFBs in Nairobi County.

The study found that there is operational efficiency and cost saving through implementing eco-friendly practices like energy conservation, waste reduction, and paperless operations has reduced operational costs. These cost savings have also improved the bank's bottom line, enhancing overall performance of MFBs. This means that the branches are incorporating green practices and this aids in retaining environmentally conscious customers and this has led to customer loyalty. The study also found out that there is a great level of flow of environmental practices on CSR activities as portrayed by the majority of the branches in the MFBs. This suggests that most of the branches have well-crafted sustainable practices such as reducing waste, conserving energy and supporting environmental projects that helped gain a positive reputation. The study established that the top management team supports new technology that addresses the environmental concerns that creates long term viability in matters concerning the environment. The study demonstrated that MFBs in Kenya are proactive, efficient and sustainable. This may mean there is sufficient resource allocation in terms of the budget promptly to achieve the bank's objective of sustainable environmental operations.

The study approves that ESR for CSR plays a vital role and affects the attitude towards a company and for these matter MFBs in Nairobi. It is therefore suggested that the environment of CSR is done in line with customer expectation as they are part of the everyday market. The study agrees that most of the channels used for CSR and products for the environment are sustainable practices, conservation and staff occupational health safety.

#### **Health Social Responsibility on Organization Performance**

The third objective was to investigate the effect of health social responsibility on MFBs in Nairobi County. The null hypothesis tested was that the extent of health social responsibility does not influence organizational performance of MFBs in Nairobi Kenya. The study concluded that HSR significantly influences MFBs in Nairobi County. The study found out that HSR practices ultimately contribute to both financial and social returns, creating sustainable growth for the bank while positively impacting the community. The study established that there is a great level of employee productivity and enhanced reputation by the MFBs on HSR practices. Employee productivity through research and enhanced reputation employed by the MFBs have a substantial impact on the process which is timely in order to increase staff morale and customer loyalty that directly benefits the MFBs performance. Branches use most of the media channels to advertise their MFBs products as supported by the majority of the respondents. This means that advertisement is of great importance to the MFBs and MFBs consumers since it is easier to purchase a similar product without attributes which consumers become aware of through advertisement. The study approved that branches have a great level of product information awareness created through advertisement to its consumers for as search brings out goods of great quality and style which can be determined before purchase. The study found out that there is a high level of advertisement on HSR activities as supported by most of the branches to suggest that advertising provides information about CSR attributes which can be used to build a sustained reputation for quality, reliability or honesty attributes that are important but difficult to determine by search alone. Most of the employees have a great level of understanding of their core business in line with HSR activities, and lastly, there is a great level of compatibility between the MFBs HSR activities and the banks' mission and vision. The results of the study found out that most of the MFBs have an alignment of business strategy, social responsibility activities, and core business activities. This should occur in order to achieve efficient corporate social responsibility strategies. Lastly the study found out that majority of the branches believed that cost was the most challenge faced by the MFBs when advertising its HSR practices

#### **Educational Social Responsibility on Organizational Performance**

The fourth objective of the study was to evaluate the effect of Educational Social Responsibility (ESR) on the organizational performance of Microfinance Banks (MFBs) in Nairobi County. The null hypothesis tested suggested that the level of ESR does not impact the organizational performance of these MFBs. The study found that ESR has a significant influence on organizational performance. Findings revealed that MFBs encouraged customer participation and involvement in ESR initiatives. Additionally, most MFB branches allowed employees to select ESR activities, a practice endorsed by the majority of respondents. The study highlighted that employees are a strategic asset, with increased productivity and reduced turnover when engaged in ESR activities, ultimately lowering recruitment costs.

Furthermore, the majority of MFBs welcomed feedback from their partners and, at times, involved the government in their ESR efforts. Stakeholder involvement was identified as crucial, as it enhances the organization's image and reputation, thereby promoting stability and positively impacting customers' lives. The study found that ESR practices in MFBs create a mutually beneficial environment that promotes both employees' professional and personal development, while enhancing organizational productivity, reputation, and community involvement.

#### **Organization Performance of Microfinance Banks**

The study aimed to assess the impact of Corporate Social Responsibility (CSR) on the performance of microfinance banks (MFBs) in Nairobi County. It concludes that CSR practices significantly contribute to the success of MFBs by enhancing organizational performance. Consequently, incorporating CSR into daily operations and allocating annual budgets for these initiatives is essential for MFBs. For a firm to grow and achieve its goals, it must engage in ethical practices and actively contribute to improving societal living standards.

The findings indicate that highly profitable institutions have consistently invested in CSR activities over the years, while those experiencing losses have often dismissed CSR as an unnecessary expense. Financial institutions are encouraged to extend their operations beyond standard business activities to support community development. Enhancing community welfare attracts volunteers, investors, and sponsors, enabling institutions to achieve their objectives more efficiently. In return, financial institutions can benefit from reduced CSR expenses while enjoying increased returns as responsible corporate citizens.

Adopting CSR practices fosters customer loyalty, community trust, a positive corporate image, tax benefits, and favourable relationships with the government, all of which contribute to improved organizational performance. This study highlights why successful Kenyan MFBs prioritize CSR investments over traditional marketing efforts.

## **8. CONCLUSIONS**

Companies have rationalized investments in philanthropy to enhance brand reputation. Philanthropy SR creates a sense of satisfaction among employees. CSR philanthropy promotes accountability by the stakeholders. Philanthropy CSR can create a value in the minds of both external and internal stakeholders. Environmental SR conservation activities through proper waste disposal, proper staff occupational health and safety and environmental conservation received little engagement in most branches across MFBs. The MFBs branches should take serious activities of this CSR and come up with more viable environment activities that will be significant and bring more impact across the branches. Health SR Strategy addresses certain social needs and improves the welfare of socially-excluded population's leads to empowerment and reduced inequality to meet their basic human needs. Health SR strategy focuses on alleviating social problems and allows employees to be part of a solution to a greater problem above the normal issues of profit maximization. Education SR strategies result in lifetime benefit in the education for needy students. Engaging in community-empowering initiatives such as education, the company establishes or pursues a long-term growth strategy for the community. Educated and empowered students today become the firm's future customers

## **9. RECOMMENDATION**

### **Philanthropy Social Responsibility**

The study recommends that the investments in philanthropy strategy should enhance the brand reputation of the company. Philanthropy SR Strategy should create a sense of satisfaction among employees. Philanthropy should promote accountability to the stakeholders and create value in the minds of both external and internal stakeholders. Philanthropy SR should create accountability among the company leaders, individuals, organizations, stakeholders, customers and community members. CSR should be used as an effective marketing tool by which corporations create legitimacy for their existence and communicate the business products and services to potential clients.

### **Environmental Social Responsibility**

The study recommends that the ESR strategy should prioritize environmentally friendly products and services when making procurement decisions. For example, purchasing office supplies made from recycled materials or sourcing energy-efficient computers and servers can reduce environmental harm while signalling a commitment to sustainable operations. ESR should publish sustainability or environmental impact reports regularly highlighting the bank's commitment to CSR and environmental stewardship. This transparency can improve stakeholder trust, attract environmentally conscious investors, and enhance corporate image. By adopting these environmental CSR activities, microfinance banks in Nairobi and beyond can enhance their organizational performance in several ways: improving their corporate image, fostering community acceptance, strengthening regulatory relationships, and even boosting financial performance through cost savings and new customer acquisition. These activities demonstrate that environmental stewardship can be both a moral and a strategic business decision

### **Health Social Responsibility**

The study recommends that the Health SR Strategy should address certain social needs that are essential for everyone. A health strategy should be able to alleviate social problems and allow employees to be part of a solution to a greater problem above the normal issues of profit maximization. Health SR Strategy should inspire the employees to improve their productivity, morale, reduced absenteeism, increased retention and improved productivity. This can build a sense of community and teamwork that brings everyone together and leads to happier, more productive employees

### **Educational Social Responsibility**

The study recommends that equity should educate needy students to create a sense of purpose. This is because providing education to bright needy students or children from humble backgrounds increases the future potential of the children. The programs enable the company to pursue a long-term growth strategy for the community. It also establishes a positive reputation as one of the indicators of a firm's performance. The company education initiative should establish a public presence while being good corporate citizens.

### **Suggestions for Further Research**

Further research should be done to establish how managers and leaders in the banking sector can apply Research and Development to come up with more innovative corporate social responsibility strategies so as to remain competitive enough. The study also suggests a further examination to be carried out on how Core business integrated to CSR can place the MFBs way ahead of competition.

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