



Leadership Commitment to Corporate Social Responsibility Sustainability and Project Performance in the Mining Industry in Kenya: A Case of Tata Chemicals, Magadi

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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 objective of the study was to examine the effect of Leadership commitment to Corporate Social Responsibility (CSR) sustainability performance in the mining industry in Kenya. 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. The findings 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. The study therefore, concluded that leadership commitment is important to organization in terms of its influence on the implementation of CSR but its consistency with project performance has yet to be supported by the study. The study recommends that companies should focus on commitment to 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.

Key Words: *Leadership Commitment, Corporate Social Responsibility, Project Performance Mining Industry*

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1.0 Introduction

Project performance has been defined as a project that meets its 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 ineffective and outdated techniques for extracting Gold have affected locals and the surrounding in a negative way. It emphasizes that lack of regulation at small scale and informal mines lead to harmful effects that can hurt those involved.



CSR has its historical roots in Sweden and the rest of Europe as well as other parts of the world. (Grafstrom et al., 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.

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.

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 financiers.

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.

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.

1.1 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. Cheriout & 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?

1.2 Purpose of the study

The purpose of this study is to examine the effect of leadership Commitment to CSR Sustainability Performance on project performance in the mining industry.

1.3 Theoretical Framework

1.3.1 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.

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.

1.3.2 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.

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).

2.0 Literature Review

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.

3.0 Methods

The study opted for a descriptive survey design. The reason it is used most is because it has no biasness and variables are not easily manipulated. 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. 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.

The most probable sampling design that the researcher settled on was stratified random sampling. The target population was divided into sub-groups/strata. 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 $n = \frac{Z^2 pqN}{e^2}$



$e^2 (N-1) + Z^2 pq$ 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:

$$\begin{aligned} n &= \frac{(1.96)^2 \times 0.5 \times 0.5 \times 300}{(0.1)^2 (300 - 1) + (1.96)^2 \times 0.5 \times 0.5} \\ &= \frac{288.21}{2.99 + 0.9604} \\ &= \frac{288.21}{3.9504} \\ &= 72 \end{aligned}$$

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). 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.

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.

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

Where;

Y = Project performance (Dependent Variable)

X1 – X3 – Independent Variables

X1 = Key resources leveraged

X2 = Local engagement in management decision

X3 = Leadership motivation β_0 = Intercept β_1 –

$\beta_3 = \epsilon$ = 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.

4.0 Results

Table 1: Leadership Commitment 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%).

4.1. Hypothesis Testing

Ho: There is no significant relationship between leadership commitment 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 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.632 ^a	0.399	.0394	0.5924

As shown in table 2, 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 3: ANOVA

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: Coefficient of Determination of Leadership Commitment

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
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.

$(Y = \alpha + \beta X_1 + \epsilon)$ Becomes:

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

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

4.2 Project Performance

Table 5: 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
	3(4.4)	8(11.8)	2(2.9)	23(33.8)	32(47.1)	4.59	0.8782
The mining company has motivated and involved its staff leading to competitive advantage.							
	10(14.7)	5(7.3)	3(4.4)	25(36.8)	25(36.8)	4.65	0.8907
The mining company selects its project members carefully therefore reducing risk level.							
	3(4.4)	8(11.8)	5(7.3)	21(30.9)	31(45.6)	4.64	0.8955
The mining company has identified new opportunities to improve project process and outcome.							
	11(16.2)	7(10.3)	2(2.9)	28(41.2)	20(29.4)	4.58	0.8704
The mining company has enhanced level of safety and thus the ability to avert crisis.							
						4.624	0.88510
Composite							

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.

5.0 Summary, Conclusion and Recommendations

5.1 Summary of the Findings

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%).



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 (2017) 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.

5.3 Conclusions

The study concluded that leadership commitment 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 leadership commitment to management decisions.

5.4 Recommendations

The study recommends that the mining company should focus on leadership commitment to 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.

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