THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND BRAND EQUITY IN SAFARICOM LIMITED

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2019
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University- Africa for academic credit.

Signed: ______________________  Date: ______________________

Kevin Sugutora (ID: 651315)

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________  Date: ______________________

Dr. Maureen A. Kangu

Signed: ______________________  Date: ______________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to determine the relationship between Corporate Social Responsibility and brand equity. The study was guided by three main objectives that is the relationship between ethical dimension and brand equity, the relationship between economic dimension and brand equity and the relationship between philanthropic dimension and brand equity.

The study used descriptive survey design in incorporating various elements of the study. The total population of the study was made up of 195 managers working in Safaricom Limited Headquarters in Nairobi. Purposive sampling technique was deployed to select 43 middle and top-level managers working in the marketing department, which represented the sample size of the study. The study used a questionnaire to extract primary data from the respondents and analyzed through the use of SPSS software and data presented in forms of tables and figures.

This study sought to determine the relationship between ethical dimension and brand equity. The findings of this study revealed that there is a significant relationship between ethical dimension and brand equity, r (0.770); p-value < 0.01. This study also sought to determine the relationship between economic dimension and brand equity. The study revealed that there exists a significant relationship between economic dimension and brand equity, r (0.424); p-value < 0.01. This study sought to determine the relationship between philanthropic dimension and brand equity. The findings revealed that there exists a significant relationship between philanthropic dimension and brand equity, r (0.756); p-value < 0.01.

This study concludes that there exists a significant relationship between ethical dimension and brand equity. This study concludes that ethical dimension enhances consumer’s behaviors as well as creating a good image, company reputation and the value of business in the minds of customers. This study concludes that there is a statistically significant relationship between economic dimension and brand equity. Economic dimension practices of corporate social responsibility enhance the market share of the company, which is crucial for gaining competitive advantage in the marketplace. This study concludes that philanthropic dimension plays a crucial role in brand awareness.
Philanthropic dimension of corporate social responsibility enhances brand freeness through social welfare activities that bring together the public.

Since, this study established a significant relationship between ethical dimension and brand equity. Therefore, this study recommends that Safaricom Limited should uphold ethical practices throughout the entire organization to gain trust of their customers. This study recommends that their economic dimension of corporate social responsibility should focus more on enhancing their brand value for the organization to compete effectively in the market. This will help the organization attain a sustainable competitive advantage in the long-run and outperform new rivals coming into their market. This study recommends that Safaricom Limited should be willing to sponsor various societal events that enhance the social welfare for their customers. This will enhance brand loyalty in the long-run, as customers are able to associate with the products and services offered by the company.
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I would like to acknowledge my supervisor Dr. Maureen A. Kangu for her guidance in making this project a success. I would also like to acknowledge Professor Francis Wambalaba for his support on developing my proposal. Last but not least, I would also like to acknowledge Dr. Zachary Mosoti for taking his precious time to review my project.
DEDICATION

I dedicate this project report to my beloved parents, family, and friends.
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CSR: Corporate Social Responsibility

SDG: Sustainable Development Goals

SPSS: Statistical Package for Social Sciences

ANOVA: Analysis of Variance
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Corporate social responsibility (CSR) can be termed as the act in which corporation play a balance between making profits whereas maintaining responsible actions over their activities (Guzman & Davis, 2017). Corporations are profit-making entities, and in the process of their transaction and interactions, they may collide with the interests and the welfare of the communities and to the more considerable extent the nations that are sovereign and independent and that are least associated with them or their activities. Shareholders own corporations, and the management of the organizations are expected to meet the hopes and expectations of the individual shareholders. In the process of pursuit of their endeavors, realizing as many profits as possible, conflicts may arise with others in their areas of investments due to their activities thereby leading to hitches in their operations and consequently leading to non-realized profits on investments (Feng & Yoon, 2016).

Corporate social responsibility is a “giving back” action in which the corporate takes out from their revenue or profits some agreed amount (always a decision of the management after consulting with the shareholders) in order to invest in activity that is not really their core business for the purpose of elevating the living standards of the community (Wang, 2010). Always a hard action by corporations in the initial times, legislation had to be formulated around corporate social responsibility to compel corporations to give back to the city or a more significant extent repair the trails of damages left by the corporations in the city (HanMinWang, Chen, & Yu, 2015). This was after series of complaints by respective communities in which their corporations operate from through formal channels such as agencies, put out complaints to both ruling authorities or governments and the companies on the various trails of damages done to them or the environments in which they exist in or the levels of exploitations (regarding work hours and compensation levels) to the workers (Fatma, 2015).

In respect to CSR’s dimensions and the consideration of the definition of social responsibility it is based on the idea that organizations must attract the benefit, adhere to the law and exceed the law (Guzman & Davis, 2017). The dimensions of CSR include
economic, ethical and social dimension. The economic dimension of CSR relates to the commercialization of products and services, ethical dimension focuses on ethics within and outside the organization while social focuses on the responsible behaviors towards the environment (Rodriguez, 2014).

From a marketing perspective, brand equity represents the reputation and power that a firm has in the marketplace and ultimately can be associated with its influence on customer perception and behaviors, this is crucial for the firm’s financial competitiveness (Kang & Namkung, 2017). Credibility arguments have suggested that when key stakeholders of the company perceive that the company is engaging in corporate social responsibility for reasons other than just self-interest, the stakeholders are more likely to trust the company enhancing positive brand association with the company’s products and services that they interact with at the marketplace (He & Lai, 2014).

With the rise in the environmentalism in Vietnam, corporate social responsibility has to take a new dimension in which corporations are directly related to the issues regarding the environment. Governments, regardless of the continents they are based in have formulated a more modern rule and improve on the old ones to bring in more accountability to these corporations (Uzma & Pratihari, 2018). Research from credible sources has it that the world is depleting of its resources, necessary raw materials for its industries, at a rate that the future sectors cannot guarantee their existence shortly with some records revealing 200 years (Billon, 2006). This is a point of worry for corporations and owing to the enormous hopes, responsibilities, and obligation bestowed to it by the shareholders, they have resulted to slightly unethical practices, not regarding the effects they pose to the environment and the community as a whole. These actions can be termed as being unsustainable.

In the context of America, it is to be of understanding that the corporation depends on community’s owned resources to achieve their profits (Jeon & Baeck, 2016). The actions of the corporation to directly involve them in their day to day activities by first empowering them through training and skill development and then putting them as the priority in their employment opportunities can also be seen and regarded as the ethical conduct by the corporations and in line with their CSR responsibility (Fatma, 2015). Case points that brought the world governments towards improving and regulation corporations included the overexploitation of workers in the Latin American fruit fields
that lead to adverse effects to the communities such as destruction to the environment and loss of lives. These actions prompted demonstrations and total halt in the activities of the American based fruit processor. The international community had to chip in and take the company into responsibility thus ending the endemic problem of exploitation.

In Malaysia, recent cases have seen corporations assisting governments and local authorities in their responsibilities. The corporations have engaged in activities such as the building of bridges for the communities in which they operate from, building and maintaining roads especially for the rural communities in which they derive their primary resources (raw materials) from (Tuan, 2012). Some actions have seen the corporations upgrade or even develop from scratch cultural facilities such as schools and hospitals for the local communities. Other measures have seen the corporations establish water projects for communities around them (Wang, 2010). The corporations have undertaken some actions by the corporation that could be described as activities that bring cohesion. These actions include organizing sports and talent activities in the community with the aim of promoting mutual understanding. These can be characterized as core activities in which authorities and governments are lacking.

Another notable point is the gifts and presents industry that has seen to the biggest consumers of flower and diamonds from the fertile fields of Africa and specific of the case point is the events that happened in Sierra Leone (Tuan, 2012). The trail of blood that followed the racket involved in the smuggling of diamonds into Liberia and then to the World market aroused interests from the top leadership of governments, especially the western governments led by the United States and Switzerland, a leading demand for the diamonds (Jeon & Baeck, 2016). Diamonds went from being a blessing to a curse for the wealthy nation of West Africa and resulted to merciless deaths, government ousters, anarchies that lead to terrible tyrannies and the apparent and needless loss of lives (Billon, 2006).

The cut flower industry of Sierra Leone has witnessed massive exploitations of labor forces at the expense of profits. The once peaceful nation of Ethiopia had to tackle the issue of social unrest in the wake of the realization of the level of exploitation, both regarding compensations and remunerations in the flower fields (Fatma, Khan, & Rahman, 2016). The extent of exploitation reached to the heights in which the communities surrounding the flower farms and living in the down streams had to put off
with heavily toxin waters that were as a result of chemical contaminations from the flower farms. Through labor unions, environmental watchdogs, governments and other relevant authorities’ communities lobbied to their aid and the redemption of the exploited labor force and their actions have resulted to the positive response of remunerating and compensating of workers to required and acceptable standards. These corporations have been brought to more responsible activities for the benefit of the environment and the community (Jeon & Baeck, 2016).

In Ghana, corporate social responsibility has been regarded as a good strategic marketing tool and it has significant influence on consumer’s behaviors. There are two for this kind of growing interest in corporate social responsibility. Customers are demanding from firms something more than just a high quality products and services and tend to prefer products that are socially reputed when it comes to analyzing the similar products (He & Lai, 2014). Companies may also find a competitive advantage by focusing on the non-economic factors. Corporate Social Responsibility could be benefit for building a better brand image as well creating the consumers’ positive perception so that it is crucial source of competitive advantage (Lai & Yang, 2010). Since the late 1990s, research that focuses on the effects of corporate social responsibility on the reactions of customers has been increasing. Generally, many studies suggest that corporate social responsibility activities have a significant effect on several consumer-related outcomes such as the brand choice, referrals and the purchase intention. Despite aggregate positive relationship that exists between the company’s CSR record and the reaction of consumers represent a crucial beginning in the understanding of CSR, other studies have demonstrated that the relationship between a firm’s actions and consumer’s actions is not always direct and evident.

The force of CSR has seen to be further being propelled by the advent of more conscious shareholders in the Rwanda. There is a general shift of shareholder interest from not only being cantered towards profits and insanely high returns but also towards the consciousness of the activity of the corporate company (Avery, 2017). This is highly attributable to the fact that the shareholder is increasingly being informed on the on goings in the events of the corporate owing to the ease of access to immediate information from around the world. The effect of the environmental change is seen as catching up with every person on board, and the corporations are brought to
accountability and expected to be proponents of more just action to the environment. The media cannot also be left behind in the efforts of bringing accountability to the corporate entities (Eteokleous & Katsikeas, 2016). The press is quick to report and inform on any actions by the corporations that may otherwise be termed as irresponsible action and behaviors by the corporations. Suffice to say, the citizens of the stock exchanges and the various government departments are well informed of the activities of the corporations.

Enjoying a broad national reach and a loyal customer base of 30.6 million according to the recent communication authority statistics, Safaricom extends as the financial service provider from the traditional or core telecoms GSM operator (Billon, 2006). With its innovative products dubbed M-Pesa, Safaricom offers an integrated banking solution that allows users to send money to other users (registered and unregistered) and recently to other networks. Starting operations in the East African region at the beginning of the 21st century October of 2000, the company has grown to be the most profitable company in the East and Central African region owing massively to support it gets from the government, its innovative product solutions, and its loyal bunch of customers (Avery, 2017). It has the highest market capitalization in the Nairobi securities exchange and enjoys a daily high share trade volume. The company has announced, during the last investor and company progress briefing, that it plans to expand to other regional markets to tap the growth potentials of the region. At the core of its mandate is to be the leader and an example in the development of socio-economic progress in the country Kenya and as well as in the region (Mwancha, 2016). Testament on its website, it aims to adopt the world standards in the achievement of its mandates and upholds responsible actions in their areas of operations.

Safaricom Limited through its Safaricom Foundation has been highly engaged in CSR activities across the country with various initiatives of transforming lives of the societies in which the company operates. The company is involved in various sponsorships of major events in Kenya, mostly in sports such as Safaricom Rugby, Safaricom Jazz Festival and Safaricom by Blaze. In addition to that, Safaricom Limited in support of the United Nation’s five Sustainable Development Goals (SDG) (Githae, 2018)
1.2 Statement of the Problem

When reflecting on corporate social responsibility, one thing that comes to the mind is that some companies use CSR as a marketing tool in its broadest sense, and are mostly concerned with their financial performance specifically profitability and not with the underlying social value based on ethical considerations (Iqbal, 2013). Other companies do however conduct their business in a way that reflects ethical concern but the real concept of Corporate Social Responsibility is where a firm manages its business activities with an attempt to offer long-term sustainable social benefits to the society and is involved in the well-being of the society. Despite the seemingly unassailable lead, Safaricom Limited is still faced with the daunting task of being ahead in an increasingly volatile and dynamic industry (Davies, 2015).

According to Githae (2018), with over 20 million subscribers, competition continues to dig in with its rivals Airtel and Telkom redefining themselves putting behind huge marketing investments pursuing the youth with low calling rates as well as internet bundles, hence, makes it a challenge for Safaricom to maintain a strong brand equity among its subscribers. In the past years, many scholars, educators and the policy makers have advocated on CSR in regards to what companies and businesses can exercise with an attempt to reduce the harm they pose to the business environment as well as the society as a whole (Han-Min Wang, Chen, & Yu, 2015). The previous CSR research indicates that one important advantage resulting from CSR activities is building of a strong brand reputation and a favorable brand image, hence, increasing the brand value of the company (Feng & Yoon, 2016).

Guzman and Davis (2017) carried out a study on the impact of corporate social responsibility on brand equity based on consumer responses two types of fit, the findings revealed that both brand value and brand function both cause fit. Yang and Basile (2018) researched on the impact of corporate social responsibility on brand equity and found out that diversity and government related CSR have a positive correlation with brand equity. Rodriguez (2014) conducted the effect of corporate social responsibility on customer-based brand equity in Spanish hypermarkets and revealed that dedicating resources and efforts to strengthen the link between hypermarkets and customers enhances brand equity. However, a little attention has been given by past researchers and scholars in examining
the relationship that exists between corporate social responsibility (CSR) and brand equity.

While corporate social responsibility is an extensively researched phenomenon across management, marketing and business ethics literature, there is still exists a gap and lack of clarity in terms of the outcomes that are associated with companies investing in CSR. This study seeks to offer greater insights on the relationship between CSR and brand equity. On this basis, the researcher decided to investigate the relationship between corporate social responsibility and brand equity in Safaricom Limited.

1.3 General Objective

The general objective of the study was to determine the relationship between CSR and brand equity in Safaricom Limited.

1.4 Research Objectives

This study was guided by the following objectives.

1.4.1 To determine the relationship between ethical dimension and brand equity in Safaricom Limited.

1.4.2 To determine the relationship between economic dimension and brand equity in Safaricom Limited.

1.4.3 To determine the relationship between philanthropic dimension and brand equity in Safaricom Limited.

1.5 Significance of the Study

The study is significant to the following stakeholders.

1.5.1 Safaricom Limited

Safaricom Limited benefited from the findings of this study by gaining insights on the relationship between corporate social responsibility and their brand equity. The company was able to formulate appropriate corporate responsibility strategies that generated the most desirable brand equity advantages.
1.5.2 Telecommunication Industry

The study will also be of benefit to other telecommunication companies operating in the same environment of Safaricom by knowing the relationship that exists between corporate social responsibility and brand equity, and they can also be able to come up with the right strategies that will positively affect their brand equity in the Kenyan telecommunication industry.

1.5.3 The Government

The policy makers might also benefit from the findings of this study by formulating laws and policies that support the ideal relationship between corporate social responsibility and brand equity as well the society as a whole. The policy makers can assess the effects of corporate social responsibility and create a regulatory framework to govern the telecommunication companies in the Kenyan economy.

1.5.4 Academicians and Researchers

Researchers and scholars might gain from the literature review of this study, additional knowledge and researchers and academicians in the field of corporate social responsibility in respect to the brand equity might gain insights.

1.6 Scope of the Study

The scope of this study was on the relationship between corporate social responsibility and brand equity with a focus on Safaricom Limited. The target population consisted of the top-level managers and middle-level managers of Safaricom Limited. A population of 43 middle and top-level managers working in the marketing department at Safaricom Limited in Nairobi head office, represented the target respondents. The study was limited to Safaricom, and it took a period of three months that is from May 2019 to July 2019.

1.7 Definition of Terms

1.7.1 Brand Equity

According to Aaker (2017) Brand equity is a set of brand assets and liabilities linked to a brand name and symbol, which add to or subtract from the value provided by a product or service that is offered by the organization.
1.7.2 Economic Dimension
Economic dimension of CSR refers to the effect that corporate social responsibility has on the finances of the company that is the recognition of the financial impact that these actions have and the balance of being a good corporate citizen with making a profit (Kang & Namkung, 2017).

1.7.3 Ethical Dimension
Ethical dimension refers to the actions of the firm that includes ethical concerns in their business strategy as a concept being integrated into daily decision making the organization to achieve its vision (Looser & Wehrmeyer, 2016).

1.7.4 Corporate Social Responsibility
Corporate social responsibility is a “giving back” action in which the corporate takes out from their revenue or profits some agreed amount (always a decision of the management after consulting with the shareholders) in order to invest in activity that is not really their core business for the purpose of elevating the living standards of the community (Wang, 2010)

1.7.5 Philanthropic Dimension
Philanthropic dimension refers to the corporate social responsibility actions that fall into the voluntariness aspect that the organization is not required to do. These actions are based in what the company believes is right to do and could be based on specific ethical values that the company holds (Kouatli, 2017).

1.7.6 Safaricom Limited
Safaricom Limited is the leading telecommunication mobile in the largest East African economy Kenya controlling over 70% of market share of the telecommunication industry through offering various telecommunication service and products in the Kenyan region (Mwancha, 2016).

1.8 Chapter Summary
This chapter presented the background of the problem, presented the statement of the problem to fulfil the gap by documenting the relationship between corporate social
responsibility and brand equity. Specific research objectives guiding the study including; the relationship between ethical dimension and brand equity, followed by the relationship between economic dimension and brand equity and the relationship between philanthropic dimension and brand equity have also been presented, significance of the study has been highlighted, and the scope of the study covering a population of 43 employees of Safaricom and indicating the period of 3 months that was taken to conduct the study in Nairobi has been presented. Definitions of various key terms that have been used in the study have also been presented. Chapter two presents literature review. Chapter three comprises of research methodology. Chapter four presents the results and findings of the study while chapter five has the discussion, conclusion and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section presents the literature review of various authors and researchers on the relationship between Corporate Social Responsibility and Brand Equity. The first section presents the relationship between ethical dimension and brand equity, followed by the relationship between economic dimension and brand equity and lastly the relationship between philanthropic dimension and brand equity.

2.2 Ethical Dimension and Brand Equity

It is important to understand the levels into ethics influence businesses and entities. The relationship between business and the ethical dimension is important, the close examination in the two aspects will lead to a clear, and vivid picture of how one aspect of ethics deeply influence the aspect of business. The close examination of the two aspects is such that the two entities are not mutually exclusive and that one entity surely influences the other aspect (Aaker, 2017). Corporate entities in their organizational form develop a culture. There is uniqueness in style in the way each conduct their business. The ways and style of engagement is such that there is a clear distinction from the way each conduct their activities. The organizational cultures are such that it develops the basis of how the entity is perceived in their areas of operations. The organizations’ culture has a direct relationship with the outcomes of the entity as they are a direct dictate on the performance and output (McLaughlin & Thompson, 2008).

In recent years, increasing concerns about business ethics issues makes businesses face them more seriously (Lai & Yang, 2010). On the other hand, „the downturn led to a tripling of the country’s unemployment rate and it has imposed enormous costs on society. In addition, since the competitive environment of business is becoming more severe day-by-day, businesses cannot solely focus on concepts like Product and Brand; on the contrary, commercial businesses should focus on their customers and provide their values and wishes to succeed in this market (Iqbal, 2013). In spite of the fact that many researchers have emphasized the importance of the customer, few businesses have paid
attention to it. In recent years, a new approach is emerging called from products to customers to the human spirit. They stated that customers were like a full human with a mind, heart and soul; and the human spirit referred to the moral values (Kouatli, 2017). Hence, commercial businesses require much effort to identify, adjust and provide beneficiaries’ values in the business process. Therefore, it can be clearly stated that providing values will have a direct connection with the business. Moreover, a business can create value for its customer if it provides maximum customer demands; meanwhile, ethics are currently one of the most important customer demands. When a company observes ethics, it impacts customers ‘perceptions and they will see the company as a responsible business toward the society, and this will reinforce the company’s brand personality. Thus, considering the competitive conditions, technological development and globalization, businesses are not able to achieve success only by relying on the product and the brand; rather they should also pay attention to the expectations and demands of the customers. Therefore, those brands can create advantages for the businesses, which comply with customers’ demands and expectations. When there is consistency between the business and the consumer’s expectations, it is considered that the business has a good personality (Lai & Yang, 2010).

Guiding principles of the organization or corporate entity, ethics dictate how interactions happen within the organization. It is the foundation of every aspect in the commercial entity in regards to the interaction within the scope of reach by the entity to the scope outside of reach by the entity such as a market of operation scope (Tuan, 2012). Ethics in the organization to a large extent guide on how the process and outcomes happen in the whole chain of production in the organization. Organization culture is a direct dictation of the ethical standards within the organization. In a great deal, they affect the process and outcome of the organization. Ethical standards have a direct implication on the brand in aspect such as the expression of the brand, the perception of the brand, and the overall brand personality (McLaughlin & Thompson, 2008).

### 2.2.1 Ethics and Brand Expression

Brand expression can be regarded as a way in which the brand exposes itself to the consumer or the market segment. Ethics directly impacts the way a particular brand exposes itself and it is a direct influence on the general expression of the brand (Avery, 2017). Brand distinction takes the definition of the way the brand uniquely stands out in
the market segment. It is how the particular brand uniquely stands out in the market of operation. Ethical level of the organization has a direct relationship on the levels of the expression and distinction of the brand (Fellaini, 2016). The ethical levels in the particular entity has affect the outcome of the product and services as the ethical levels play a great role in the levels of processes in the organization towards putting out an output. Low ethical levels in the organization directly affect the expression and distinction in the organization as the perception of the brand in the particular market segment is always low (Bauman, 2014).

Ethics as a whole act to develop and influence the general perspective of the organization and also influence the culture of the organization. Thereby the ethics of the organization is important in the promotion of brand and development of brand equity as a whole (Fan, 2015). Developing great ethics level in the organization will therefore go ahead in making the whole aspect of brand equity spur into new levels. As alluded earlier, it is difficult to mention the acts of philanthropy without relating or thinking about the aspect of corporate social responsibility. A relatively new concept in the aspect of management, the actions of CSR are receiving quite a considerable amount of attention from all the quarters in the field of management (Davies, 2015). The relationship between the aspects of corporate social responsibility and how they interlink with brand equity has been clearly been studied. There have been many studies conducted in the respect to these two elements and the clear indication is that the two phenomenal are actually interdependent. One aspect clearly influences or affects the other aspect (Bauman, 2014).

An examination in employee relationship and brand equity is import and as the employee is almost an equation to the brand ambassador. Several factors influence the employee relationship and the relationship he or she develops with the brand (Davies, 2015). How the brand owners and thus the owners of the entity or the company interact with the employee has a direct influence on the level of brand equity. In his journal on the study conducted by Davies (2014), it was found out that in an event the brand owners and the entity owners were not in a relationship that would otherwise be termed as a good relationship, the brand equity level would suffer a major blow. The otherwise expected ambassadors of the brand, the employees, would not be in a good will to spread the goodness of their brand and thus boosting the brand equity levels. The study also suggests
that it is important for the brand owners to actually make a good use of the employee to boost the level of brand equity to the consumers of the brand.

Brand expression can be regarded as a way in which the brand exposes itself to the consumer or the market segment. Ethics directly impacts the way a particular brand exposes itself and it is a direct influence on the general expression of the brand. Brand distinction takes the definition of the way the brand uniquely stands out in the market segment. It is how the particular brand uniquely stands out in the market of operation. Ethical level of the organization has a direct relationship on the levels of the expression and distinction of the brand. The ethical levels in the particular entity has affect the outcome of the product and services as the ethical levels play a great role in the levels of processes in the organization towards putting out an output. Low ethical levels in the organization directly affect the expression and distinction in the organization as the perception of the brand in the particular market segment is always low.

2.2.2 Ethics and Brand Personality
Numerous studies have been conducted to examine the close relationship between the ethics of the entity and the general brand personality. Brand personality takes the definition of the intrinsic characteristics the brand possesses that are relatable to the consumers or a market segment. It is the set of human characteristics exhibited by the brand and that can be relatable to a particular segment of the market mainly the consumers of the brand. The consumer of the products of the organization or an entity develops a certain relationship with the brand and this type of relationship has a direct effect on the level of loyalty the consumers develop with the brand.

In the recent years, the attention has been focused on the customer experience, to enhance brand personality which is considered as a new concept in creating value for both the company and the customer (Davies, 2015). In marketing applications where customer experiences are at the forefront, each customer has different experiences while the business defines the customer as a guest. Thus, each customer’s feelings are different from each other. Different experiences are created for each customer. Harmonization of products and services on the basis of individual customers is another essential feature of experience marketing that impacts brand personality (Jeon & Baek, 2016). The experience during shopping is a result of the rational and hedonic experiences arising from the qualities of the objects and the shopping environment. Rational experiences are
associated with the functional benefits of products or services; while hedonic experiences are associated with various senses and emotional qualities that are not necessary in terms of actual functions but enhance the consumer's experience in using the product or service. A service received by the customer always brings an experience with it, and all service offerings provide an opportunity for emotional participation, even though the product or service may be ordinary. However, the experience is fully perceived from a retail customer point of view and is subjective due to the fact that it only exists in the mind of the customer. For this reason, it can be said that any two people receiving the same service will not have the same experience. The environment and aesthetic elements in the hotels, cafes and restaurants provide the first impression that directly reflects brand personality among the targeted consumers (Skaalsvik & Olsen, 2015). A desired brand personality is used for reinforcing the consumer preferences, increasing the feelings of the consumer, increasing trust and loyalty, encouraging the consumer's emotion and providing a basis for distinguishing between products (Freling et al., 2005); it is concluded that the brand personality strengthens the consumer-brand relationship, which means it creates brand equity. Thus, compatibility of personalities of the brand and the customer results in relatively stable behavior in consumer purchasing.

2.3 Economic Dimension and Brand Equity

The economic element of corporate social responsibility consists of understanding the economic effects of the firm’s operations. Economic issues have for the longest been overlooked in the discussion around corporate social responsibility. For a long time, the aspects have been widely assumed to be well maintained, however, it is actually the least understood by many that are involved in shaping corporate and public policy agendas and has underrepresented the corporate responsibility agenda (Sepasi & Hassanzadeh, 2016). The economic aspects of corporate social responsibility are often mistakenly and considered to be synonymous with financial issues and that is why it has been assumed to be easier in terms of implementation than the two dimensions, however, the responsibility of the economic dimension cannot be simply be a matter of firms just being financially accountable and recording employment numbers and debts in their latest corporate social responsibility reports. The economic dimension of CSR should rather consider the direct and indirect economic effect that the company’s operations have on the environment.
surrounding the business and on the firm’s stakeholders being the ultimate goal of the corporate economic responsibility (Rosario González-Rodríguez & Simonetti, 2015).

In the new millennium, brand management has become a central construct that is not only debated in marketing field but also in the economy and other social disciplines (Looser & Wehrmeyer, 2016). Although branding has been a valuable tool for merchants and traders for many years, it has become one of the major research areas in marketing discipline since the early 1980s. In general, many scholars concentrated on the role and importance of brands from the firm and consumer perspective and the critical importance of successful brand management to survive in today's fierce and competitive world (Rodriguez, 2014). However, in recent years the one-dimensional description of branding which concentrates on marketing programs has been changed to a multidimensional and multidisciplinary view. Many theories from different disciplines like macro-economy, sociology, anthropology, and even neurology are integrated into branding studies. In other words, the dominant logic in brand management area moved to a macro perspective parallel to changing trends in the global economy. This new perspective has led further research in understanding how brands as intangible resources contribute to increasing business value and performance (Yin, 2017).

There are a growing interest and recognition in the brand management area together with various requirements of international marketing strategies and conditions for changing dynamics of interrelated economies in the world. Since this new form of economy is associated with globalization, the proliferation of services, fragmentation, the breakdown of boundaries, liberalization, and democratization based on the foremost result of digitalization, brands are becoming more important for all stakeholders and even for national economies of those brands. In this respect, with the higher level of competitiveness and inter-relations, businesses are in competition with the creation of more powerful brands to support their national economies in worldwide markets. Nevertheless, the growing national economies which have more valuable brands accepted by global consumers are powerful than others.

There is a growing interest in the value and management of intangible assets, specifically in brands, since the business environment becomes more complex than ever (Yin, 2017).
As the battle for customers intensifies every other day, companies are overly willing to have strong brands. Brands are important and valuable assets not only for companies but also for national economies. From economic point of view, technological developments are incorporated in economic growth models whereas branding has been neglected are. Although scholars discuss that brand value is an important requirement for economic development, there is still lack of consensus on an economic growth model taking brand value into consideration (Looser & Wehrmeyer, 2016).

Brand equity as a rather new concept in the marketing circles has a direct relationship with the economic aspect of the entity that owns the brand (Fan, 2015). Not much attention was made towards the concept of as the whole aspect was taken lightly and in some other entities ignored completely. The concept was made popular only towards the end of the 20th century. The reason as to why the concept was not taken with the seriousness it deserved is that the fact that entities were basically concerned with the main activity of production with little attention or hardly any attention being shifted towards how the consumer related to a specific product of the entity (Davies, 2015).

The economic impact that multinational companies have on the host countries has received a growing interest from academics and equally from policy makers. There is a long-standing and a predominant macro-economic debate on the role of Foreign Direct Investment in the host countries as far as the economic dimension of their corporate social responsibility is concerned (Avery, 2017). Despite important insights about different mechanisms through which foreign direct investment can affect the economic growth have also emerged and the empirical evidence on its exact consequences for the host nations’ economies is also still far from conclusive. The rise of foreign direct investment has been on the rise since the 1980s and has been hailed by many as a significant means of complementing domestic savings, transfer skills, knowledge and technology, improving competition and increasing the quantity and the quality of employment, hence, furthering economic growth and social development of the host country. However, multinationals have also been accusing of crowding out local companies by using technology that is not always appropriate for local circumstances (Moon, Lee, & Oh, 2015).
2.3.1 Market share

After serious attention towards brand equity was drawn at the turn of the century, numerous studies have been carried out in relation to the concept and the real effect it has on the general turnover of the company which translates to its market share (Fellaini, 2016). The idea on how the aspect of brand equity affects the market performance of the brand had to be brought to close and serious examination. For instance, the concept of brand equity is an important ingredient to the management of different entities of different organization in chanting a way forward for the entities. The concept and idea of brand equity is critical at the decision making level of the organization especially in the regards to how the brand is expected to perform in the market level (McLaughlin & Thompson, 2008). As indicated in the extensive studies of the economic relationship and brand equity by Keller (2002), the concept of brand equity is an important opportunity to direct managers and all stakeholders to make key and strategic decisions. For companies with a really strong market presence and therefore a strong brand, the managements of the entities have to take the general concept of brand equity with seriousness.

The concept on economic dimension on the company’s market performance and brands equity has to be taken with the seriousness it deserves as the market performance of the brand and thus the generation of profit by the brand is in tandem and that the two aspects are not mutually exclusive (Wang, 2010). In the study on brand equity Vis a Vis the economic performance of the entity, it is difficult to leave out the issue or aspect of customers’ perception of the brand which has a direct relationship with the general market performance of the brand and thus the economic performance of the brand and entity as a whole (Kim, 2010). Also in the words of Jakub (2003), there has to be a direct regard of the employee perception and their intricate relationship by the employee on the brand. This is in fact an important aspect in that the employee has a direct relationship and interaction with the brand and he or she (the employee is key in building the capacity on brand equity. Economic dimension of corporate social responsibility enables the company to focus on their primary objective of making profitability while at the same time accumulating a significant market share of the industry in which they operate by taking part to support and taking care of the business environment in which, they operate.
2.3.2 Brand Value

In the research by Marinova (2008) regarding the relationship of brand equity, brand performance, and customer perception there is a direct relation on the levels of brand equity on the perception by the customer. In the study, there is a tendency by the customer to actually associate with the product thereby brand and the level of association with the brand is just beyond the advertisements and the brand on the market shelves. The customer perceives the brand in so many aspects and in the level that even the owners of the brand cannot seem to imagine (Kim, 2010). It is at this level that the customer develops the form of brand loyalty. In the aspect of developing brand loyalty by the customer, there is a rapid development of the capacity of brand equity. This influence is such that it is contagious and that the consumer shall actually influences others to develop attention on the brand and also to consume the brand. The overall effect is the boost of the capacity of the brand equity (Davies, 2015).

The formation and development of brand equity is vital for the success of companies or entities (Konecnik, 2016). Brand equity consists of the assessment of the dimensions of brand awareness, brand connotation, perceived quality and brand loyalty altogether. Many studies have evaluated the structural analysis of brand equity and these related dimensions. It is becoming more and more important for marketing executives to differentiate their products and it forces them to give importance to brand equity. This issue is especially important for brand equity creation, standardization and similar products. The current trend is to create linkages in differentiating products and services to give experience to the customers (William, 2013). The experiences play an important role for the business management in its current and future activities. In marketing applications where customer experiences are at the forefront, each customer has different experiences while the business defines the customer as a guest (Meyer, 2007). Each customer's feelings are different and their temperaments diverse. Different experiences are created for each customer. Harmonization of products and services on the basis of individual customers is another essential feature of experience in marketing and thus brand equity development.
2.4 Philanthropic Dimension and Brand Equity

Philanthropy takes the definition of the act by companies and other entities to engage in the activity of charity (Rabinowitz, 2010). The entities take out a chunk of their revenue to aid in specific course in the community in the act. The community stands to benefit directly and this act is such that it is not expected for a particular company to benefit in the short time especially in the aspect of monetary benefits. Other definitions of the charitable act of philanthropy is good will to fellow members of the human race; especially active effort to promote human welfare (Holcombe, 2011). Good will in its definition aspect, majority of the instances the act is considered as a monetary donation by an entity towards a certain act and course, as the majority of the time, most of us tend to think of philanthropy as the large donation of money to humanitarian or environmental causes. However, this acts and courses need not to be of monetary aspect but any other form of donation that captures the intricate nature of the community or to put it simple the intricacies of the human self (Avery, 2017).

The acts of philanthropy seemingly have a deeper relationship with the acts of the corporate social responsibility. There seem to be a deep connection in the act of giving to the obvious act of social responsibility by corporate entities and as a matter of fact, in most text and journals, it’s rather difficult to tell apart the acts of philanthropy from the acts or corporate social responsibility (Holcombe, 2011). How the companies interact with the general population in the issue of corporate social responsibility is a key factor towards boosting brand equity of their products and services. Corporate social responsibility is a key factor towards moving towards achieving loyalty of the products and services of the company (Saveth, 2009). In the activity of corporate social responsibility, companies stand to achieve more as in their activities, the company engages and interact with the public in deeper levels. The consumers of the products and services also see the company as minding their environment and that the company is not solely in the business of recouping their investments and not minding the consumers of their goods and services. The act of responsibility is such important that it actually shows the general public that the company is committed towards making improvement on the quality of life of the areas of operation (Cochran, 2012). In the acts of responsibility, the company adds to the advantage that it can portray its product and services to the general consumer.
However, earlier times researchers did not seem to pay attention to brand equity and philanthropy (Davies, 2015). The reason for this is that the level or nature of consumerism was not really interconnected as studies indicate that entities were quick to release the products in the market without really putting much thought to the idea that how the consumers related to their products and in that effect to the brands. However, the issue of consumerism has extensively been studied and it indicated that the general perspective of the consumer is fast rising and that there is a shift towards the general knowledge or information (Bauman, 2014). There is also a newer class of the savvy consumer regarded as the menials who are more and more taking into the awareness of the acts of entities and thus their brands. As research has it, the way the entity or for the matter the brand entity acts around the actions of philanthropy is taken in keen note and that their actions will influence the aspect of brand equity. In an event the entity is not regarded as being responsible enough in their sense of their action, the action will influence to the adverse levels of their brand equity. It is especially negative to an entity and their brand in that if it had invested so much effort and energy into building of the level of their brand equity in regards to the competitors and then a simple action about how they act around in the sense of responsibility would spell doom to the entity (Tustin, 2008).

It is important to bring into understanding the aspect of brand equity and the intricate concept behind it. A careful examination of the idea of brand equity is critical as it is a key indicator on the general performance of the entity (Bauman, 2014). How individuals behave and their inner feelings towards the philanthropic nature of an entity directly influence the performance of a company or the product performance in a market. According to Ricks (2015), there is an interconnected relationship between the growth aspect of the company and the general entity performance in the aspect of profitability. Brand equity in relation to philanthropy is rather a new concept in the marketing circles. Not much attention was made towards the concept of as the whole aspect was taken lightly and in some other entities ignored completely. The concept was made popular only towards the end of the 20th century. The reason as to why the concept was not taken with the seriousness it deserved is that the fact that entities were basically concerned with the main activity of production with little attention or hardly any attention being shifted towards how the consumer related to a specific product of the entity (Davies, 2015).
After serious attention towards brand equity was drawn at the turn of the century, numerous studies have been carried out in relation to the concept and the real effect the idea has and how it impacts a particular brand (Feng & Yoon, 2016). For instance, the concept of brand equity is an important ingredient to the management of different entities of different in chanting a way forward for the entities. It is critical at the decision making level of the organization. The concept of brand equity is an important opportunity to direct managers and all stakeholders to make key and strategic decisions. For companies with a really strong market presence and therefore a strong brand, the managements of the entities have to take the general concept of brand equity and its intricacies with seriousness (Tuan, 2012).

In the marketing world, the concepts of brand equity and brand philanthropy have become increasingly important together with the intensification of competition global competitive environment, the retail and service sectors have become environments where the most intense competitive battles and the most intensive marketing practices began to be implemented. The idea of investing in brand equity in order to ensure the brand loyalty has showed up through this idea and so forth. The determination of consumer behavior towards a particular product affects the planning of new strategies for that product (Cochran, 2012).

2.4.1 Customer Loyalty

Philanthropy in brand equity is the difference in how a particular product will stand out against another in a shelf position. In shelf-position, the meaning is intended to make a vivid picture of how in a normal department store a consumer will choose to pick a product and leave another product of the same kind (Agarwal, 2014). It is how the brand stands out in the market area in relation to the competitors. Of commercial value in its sense, brand equity is how the company products stand out in the face of the consumer and how the consumer relates to the brand. As the brand’s positive position increases in the mind of the consumer, the brand equity also increases in the eyes of the consumer. Benefits of brand equity include such facts as it helps increase the chances of choice of brand to another brand, to increase the brand loyalty, and to protect the brand against the threats arising from the competitors (Rabinowitz, 2010).
In recent years, the brand equity perceptions particularly in different sectors have been examined, and the dimensions of brand equity and different sectors for brand equity have been examined in general. In recent years, the experiences of the consumers have begun to be taken into consideration in the studies about the brand (Moon, Lee, & Oh, 2015). Although some research has shown the potential of customer experience in the development of brand equity, they have not been able to explain the obvious effect of experience on the brand equity. Few studies indicate that the experience is related to the development of brand equity when evaluating the different outputs of brand strategies.

2.4.2 Enhanced Customer Experience

The previous brand studies indicated that customer experiences arise from the interaction of the customer with the brand and this affects the brand connotations, brand choice, subsequent acquisitions and also all the brand equity indirectly by means of the brand interpretation (Fellaini, 2016). In addition, previous findings have shown that customer experience has an impact on all the attitudes, beliefs, judgments and behavior of the customers. Although some research has shown the potential of customer experience in the development of brand equity, they have not been able to explain the obvious effect of experience on brand equity. The impact of the company's promises in the mind of the customer and the learning of the customers results in experience (Davies, 2015). The experience gained contributes to the formation of customer based brand equity. For this reason, we need to investigate the effect of customer experience on brand equity the formation and development of brand equity is vital for the success of the companies. Brand equity consists of the assessment of the dimensions of brand awareness, brand connotation, perceived quality and brand loyalty all together (Agarwal, 2014).

It is becoming more and more important for marketing executives to differentiate their products and it forces them to give importance to brand equity. This issue is especially important for brand equity creation, standardization and similar products. The current trend is to create linkages in differentiating products and services and to give experience to the customers. The experiences play an important role for the business management in its current and future activities Consumer’s brand experiences, recognition of the brand name, use or acquisition of the brand occur as a result of the customer encountering the brand and brand advertisement (Abebe & Cha, 2018). When determining the specific
characteristics of products and services, it is necessary to know that the interaction of the employees with the customers has a major role in creating the experience and creating the brand equity. From the perspective of the customer experience, the experience is considered as the basis of the value proposition between the business and the customer (Eteokleous & Katsikeas, 2016). On this basis, the customers lead their behavior according to the signification of the rising value of the products in terms of experience in the evaluation phase of multi-product offerings new approach, the customer experience concept, first emerged in the mid-80’s, and in the 90's there was a growing interest in the concept of customer experience. In the marketing literature, the concept of experience has been examined in different contexts such as consumer experience, product experience, aesthetic experience, service experience, shopping experience and customer experience (Guzmán & Davis, 2011).

2.4.3 Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Dimension</td>
<td>Brand Equity</td>
</tr>
<tr>
<td>Economic Dimension</td>
<td></td>
</tr>
<tr>
<td>Philanthropic Dimension</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2.1: Conceptual Framework**
2.5 Chapter Summary

The chapter has presented literature review of the research objectives introduced in chapter one. The first section of the chapter has highlighted the work of various authors and researchers on the relationship between ethical dimension and brand equity, followed by the relationship between economic dimension and brand equity, and lastly the relationship between philanthropic dimension and brand equity. The next chapter presents the research methodology adopted by the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that the researcher adopted in carrying out the study. The chapter introduces the research design, population and sampling design, data collection methods, research procedures and data analysis methods.

3.2 Research Design

Research design is the approach that the researcher uses in collecting and analyzing data obtained from the respondents with the aim of answering the research objectives that guide the study (Cooper & Schindler, 2014). This study used descriptive survey design to determine the relationship between CSR and brand equity. Descriptive survey is the type of research design undertaken to depict the participants in an accurate manner (Akussah & Asamoah, 2015). This is the most appropriate research design for this study as it enables the research to gather data through description of related variables in the study. Descriptive survey design also enables one to find out who, what, where and how of the phenomenon under investigation (Yin, 2017).

3.3 Population and Sampling Design

3.3.1 Population

Population refers to the collection of items or elements on which the researcher can draw inferences on that is population is the subject on which data or measurements are gathered from to draw conclusions (Cooper & Schindler, 2014). The total population of this study consisted of 26 top-level managers, 69 middle-level managers and 100 lower-level managers making 195 managers working at Safaricom Limited. The study targeted management level since the unit is responsible for strategic decision making of the organization.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Cooper and Schindler (2014) defines sampling frame as the list of elements from which a sample is determined and is closely related to the population. The validity of the sample chosen relies on two main considerations that is accuracy and precisions which is measured by the standards error of estimate thus an appropriate sample design produces a small standard error. The sampling frame of this study was obtained from the Human Resources Office at Safaricom headquarters on Waiyaki way to ensure that all the respondents are well represented in the sample used to administer this study.

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Population</th>
<th>(%) Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>26</td>
<td>13%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>69</td>
<td>36%</td>
</tr>
<tr>
<td>Lower Management</td>
<td>100</td>
<td>51%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>195</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.3.2.2 Sampling Technique

Sampling technique is a tactic used in elements or objects selection from the target population of interest to enable the researcher to study the sample (Nunkoo, 2018). This study used non-probability sampling specifically purposive sampling technique. Purposive sampling technique refers to the type non-probability sampling technique and occurs when elements selected for the sample are chosen by the judgment of the researcher (Apostolopoulos & Liargovas, 2016). The study used purposive sampling technique since the researcher sought the information needed only from specific managers that work in the marketing department with managers working on CSR projects, hence, justification to use this technique.
3.3.2.3 Sample Size

Sample size refers to the smallest unit of the study population that represents the entire population used by the researcher to conduct the study by gathering information on certain phenomenon (Salaria, 2012). Due to logistical challenges and time constraints, the study purposively targeted all 43 employees in the marketing department since they had the sufficient knowledge on the information being sought in this study. The entire population of 43 employees was studied using a census. The employees in the marketing department provided the data on the relationship between Corporate Social Responsibility and brand equity.

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Sample Size</th>
<th>(%) Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaigns</td>
<td>17</td>
<td>39%</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>9</td>
<td>20%</td>
</tr>
<tr>
<td>Sponsorship and event management</td>
<td>18</td>
<td>41%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Data collection refers to the process of gathering data from the respondents with the aim of answering the research questions effectively (Cooper & Schindler, 2014). This study used a questionnaire to gather data from the target respondents. The study chose questionnaire since it is easier to collect a lot of information within a short period. The questionnaire was based on Likert Scale where the respondents get an opportunity of giving their responses on five measurement levels that is Agree, Strongly Agree, Neutral, Disagree and Strongly Disagree. The questionnaire had four main sections, the first section had demographic information of the respondents, and second section had questions on the first objective, third section questions of the second objective while the last section had questions on the third research objective. Both helped the researcher determine the relationship between corporate social responsibility and brand equity.
3.5 Research Procedures

Approval of the proposal was sought from the supervisor. The researcher drafted a letter to the Human Resources Manager at Safaricom Limited seeking permission to conduct the study. Upon its approval, the questionnaire was improved due to some inconsistencies detected in the pilot study. A pilot study was carried out using 10% of the respondents that is 4 employees to test the reliability and validity of the study instrument. Any inconsistencies that were found in the study instrument they were corrected before the final study. Fieldwork began by administering the questionnaire to the respondents. Reliability was analyzed using Cronbach Alpha in SPSS with the score threshold being above 0.7 (Cooper & Schindler, 2014). Research assistants helped the researcher in data collection after which all the questionnaires were collected from the respondents then taken to the researcher for data analysis.

3.6 Data Analysis Methods

The data collected were edited for completeness, accuracy and consistency after which it was analyzed. The data were then entered by the use of data capturing software and exported to Statistical Package for Social Sciences (SPSS) where it was further checked for consistency and analyzed. Descriptive statistics was used in analyzing the means, standard deviation, frequencies and percentages while inferential statistics was used to analyze regression and correlational analysis. The information obtained from SPSS was then interpreted, reported and presented in frequency tables, bar graphs and pie charts.

3.7 Chapter Summary

This chapter presented the research methodology of the study. This chapter introduced the research design; a population of 43 respondents formed a sample size of the study, purposive sampling technique was deployed and census to determine the sample size. A questionnaire was used for data collection. Research procedures have also been presented along with the data analysis methods. The next chapter presents the results and findings while chapter five covers discussion, conclusion and recommendations.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study. The first section covers demographic information of the respondents. The second section presents the findings on the relationship between ethical dimension and brand equity. The third section presents the findings on the relationship between economic dimension and brand equity and third section presents the findings on the relationship of philanthropic dimension and brand equity.

4.2 Demographic Information

4.2.1 Response Rate of the Respondents

This study had a response rate that was obtained from the respondents. The study had a response rate of 91% accounting for 39 filled questionnaires out of 43 while 9% did not respond accounting for 4 questionnaires that were not duly filled. According to Cooper and Schindler (2014), a response above 50% is sufficient for data analysis.

Figure 4. 1: Response Rate
4.2.2 Respondents’ Gender

The gender of the respondents involved in this study included 59% of the respondents were male and 41% were female as shown in Figure 4.2. This implies that the organization has a diverse distribution of gender.

![Figure 4.2: Respondents’ Gender](image)

4.2.3 Respondents’ Age

When the respondents were asked to indicate their age bracket, Figure 4.3 shows that 5% of the respondents aged between 18-25 years, 18% aged between 26-33 years, 36% aged between 34-40 years and 33% aged between 41-47 years while 8% aged between were above 48 years old. It implies that there is a good distribution of age among Safaricom employees.
4.2.4 Years in Service

When the respondents were asked to indicate the period they had stayed in the organization, Figure 4.4 indicates that 25.6% had stayed in the organization for 8-10 years, 46.2% had stayed for 5-7 years and 28.2% had stayed for 2-4 years in the organization. This implies that the respondents had sufficient knowledge on the information sought by this study.

Figure 4. 3: Respondents’ Age

Figure 4. 4: Years in Service
4.2.5 Highest Level of Education

The highest level of education of the respondents involved in this study includes; 7.7% of the respondents had a diploma certificate, 64.1% of the respondents had a bachelor’s degree and 28.2% had a Master’s degree. This implies that the majority of the respondents had the ability to read and interpret the information sought in this study.

![Figure 4.5: Highest Level of Education](image)

4.3 The Effect of Ethical Dimension on Brand Equity

This study sought to investigate the relationship between ethical dimension and brand equity. The findings are presented as follows;

4.3.1 Ethics in CSR Activities

On the question whether the CSR activities carried out by the organization are ethical, 36% agree and 64% strongly agree, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.6. It implies that CSR activities undertaken by Safaricom are ethical.
4.3.2 Significance of Ethics

When the respondents were asked to indicate whether ethics was a significant aspect in their CSR activities, the majority 61.5% agreed and 38.5% strongly agreed. None of the respondents disagreed, were neutral nor strongly disagreed as shown in Table 4.1. This implies that ethics is a significant aspect in the company’s CSR activities.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>24</td>
<td>61.5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>38.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.3 Ethics and Brand Perception

When the respondents were asked to indicate whether ethics enhances a positive brand perception in public, the majority 56.4% strongly agreed, 7.7% were neutral, 35.9% agreed and 56.4%, 0% disagreed, and 0% strongly disagreed as shown in Table 4.2. This implies that ethics enhances a positive brand perception of the company.
Table 4.2: Ethics and Brand Perception

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>35.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>56.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.4 Ethical Standards in CSR

On the question whether the company upholds ethical standards that are in line with the country in which the organization operates, the majority 66.7% agreed, 5.1% of the respondents were neutral, 28.2% strongly agreed, 0% disagreed and 0% strongly disagreed as shown in Table 4.3. It implies that the company upholds ethical standards that are in line with the country in which the company operates.

Table 4.3: Ethical Standards in CSR

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>66.7</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>28.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.5 Ethics and Brand Name

When the respondents were asked to indicate whether ethics enhances their brand name in the business environment, the majority 51% agreed, 5% of the respondents were neutral, 44% strongly agreed, 0% disagreed and 0% strongly disagreed as shown in Figure 4.7.
4.3.6 Ethical Dimension and Brand Awareness

When the respondents were asked whether the ethical dimension of their CSR enhanced brand awareness, the majority 62% strongly agreed, 38% of the respondents agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.8. This means that ethical dimension of Safaricom’s CSR activities enhances brand awareness.
4.3.7 Ethical Dimension and Customer Loyalty

When the respondents were asked to indicate whether ethical dimension of their company’s CSR activities is crucial for customer loyalty, the majority 69.2% strongly agreed, and 30.8% of the respondents agreed as shown in Table 4.4. It implies that ethical dimension plays a greater role in enhancing customer loyalty.

Table 4.4: Ethical Dimension and Customer Loyalty

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>12</td>
<td>30.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>69.2</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.8 Ethical Dimension and Customer Right

When the respondents were asked to indicate whether the ethical dimension of their CSR activities upholds the rights of the customers, majority 54% of the respondents agreed, 46% strongly agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.9. It implies that the ethical dimension at Safaricom upholds the legal rights of their customers.

Figure 4.9: Ethical Dimension and Customer Right
4.3.9 Ethical Dimension and Legal Brand Practices

When the respondents were asked to indicate whether ethical dimension enhances legal brand practices, the majority 64.1% agreed, 35.9% strongly agreed, 0% were neutral, 0% disagreed as shown in Table 4.5. It implies that ethical dimension enhances legal brand practices in the business environment.

Table 4.5: Ethical Dimension and Legal Brand Practices

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>25</td>
<td>64.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>35.9</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.10 Correlation between Ethical Dimension and Brand Equity

This study conducted a correlational analysis to establish the relationship that exists between ethical dimension being the independent variable and brand equity being the dependent variable. The findings in Table 4.6 revealed that there exists a significant relationship between ethical dimension and brand equity, $r (0.770); p$-value $< 0.01$. Since the $p$-value $< 0.05$ it implies that the relationship that exists between ethical dimension (independent variable) and brand equity (dependent variable) is statistically significant.

Table 4.6: Correlational Analysis

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Ethical Dimension</th>
<th>Brand Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Dimension</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>39</td>
</tr>
<tr>
<td>Brand</td>
<td>Pearson Correlation</td>
<td>.770**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>39</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
4.3.11 Regression Test for Ethical Dimension and Brand Equity

A regression test was conducted to determine the underlying relationship between the independent variable and dependent variable.

Table 4.7 presents the model summary derived from the regression test between ethical dimension and brand equity. The findings revealed an adjusted R square value of 0.582 which implies that (58.2%) of the variation in brand equity is attributed to the variation in ethical dimension while the remaining (41.8%) of the variation is attributed to the factors that were not covered in the regression model.

Table 4.7: Model Summary for Ethical Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.770&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.593</td>
<td>.582</td>
<td>.12924</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Ethical Dimension

The Analysis of Variance presented in Table 4.8 indicates an F statistics value of 53.848 and a p-value of 0.000. That is $F_{(1,37)} = 53.848$; p-value = 0.000 (p-value < 0.01). This implies that there is a significance variance between ethical dimension (independent variable) and brand equity (dependent variable). The variance is statistically significant at 0.01 significant level.

Table 4.8: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>.899</td>
<td>1</td>
<td>.899</td>
<td>53.848</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>.618</td>
<td>37</td>
<td>.017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1.517</td>
<td>38</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Brand Equity
b. Predictors: (Constant), Ethical Dimension

Table 4.8 shows a Beta coefficient of ethical dimension which is $\beta$ (0.770); p-value = 0.000. This means that a unit increase in ethical dimension would lead to 0.770 unit increase in brand equity. The regression model for ethical dimension was established as follows;
$Y = 0.683 \text{ (constant)} + 0.846 \text{ (ethical dimension)}$

### Table 4.9: Coefficients for Ethical Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.683</td>
<td>.158</td>
<td>1.317</td>
<td>.016</td>
</tr>
<tr>
<td>Ethical Dimension</td>
<td>.846</td>
<td>.157</td>
<td>7.338</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Brand Equity

#### 4.4 The Relationship between Economic Dimension and Brand Equity

This study sought to investigate the relationship between economic dimension and brand equity. The findings are presented as follows;

#### 4.4.1 CSR Activities and Revenues

When the respondents were asked to indicate whether CSR activities contributes to the growth of revenues to a certain extent, the majority 53.8% agreed, 5.1% of the respondents disagreed, 7.7% were neutral, 33.3% strongly agreed, and 0% disagreed as shown in Table 4.10. It implies that CSR activities contribute to the growth of revenues in the company.

#### Table 4.10: CSR Activities and Revenues

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>53.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
<td>33.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

#### 4.4.2 Economical Dimension and Market Share

When the respondents were asked whether economical dimension is essential for the company’s market share, the majority 54% strongly agreed, 41% agreed, 5% were
neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.10. This implies that economic dimension is essential for the company’s market share.

Figure 4. 10: Economical Dimension and Market Share

4.4.3 CSR Activities and Sales Generation

When the respondents were asked to indicate whether corporate social responsibility activities enhance sales generation in the company, the majority 51% of the respondents agreed, 49% strongly agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.11. It implies that corporate social responsibilities enhance sales generation.

Figure 4. 11: Activities and Sales Generation
4.4.4 Economic Dimension and Financial Performance

When the respondents were asked to indicate whether economic dimension of CSR activities enhances financial performance, the majority 53.8% agreed, 5.1% were neutral, 41% strongly agreed, 0% disagreed, 0% strongly disagreed as shown in Table 4.11. It implies economic dimension of CSR activities enhances financial performance.

Table 4.11: Economic Dimension and Financial Performance

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>53.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>41.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.4.5 Economic Dimension and Profitability

When the respondents were asked whether economic dimension influences profitability, the majority 54% of the respondents agreed, 41% strongly agreed and 5% were neutral as shown in Figure 4.12. It implies that economic dimension influences profitability of the company.

Figure 4.12: Economic Dimension and Profitability
4.4.6 Shareholder’s Wealth Maximization

When the respondents were asked to indicate whether the economic dimension enhances shareholder’s wealth maximization, the majority 54% strongly agreed, 46% agreed, 0% disagreed, 0% were neutral and 0% strongly disagreed as shown in Figure 4.13. This implies that economic dimension enhances shareholder’s wealth maximization.

![Figure 4.13: Shareholder’s Wealth Maximization](image)

4.4.7 Profitability

When the respondents were asked to indicate whether their profitability achievement is a result of the CSR economic dimension, the majority 48.7% agreed, 2.6% of the respondents disagreed, 5.1% were neutral, 43.6% strongly agreed, 0% strongly disagreed as shown in Table 4.12. This implies that profitability achievement in the company is as a result of the economic dimension of CSR.

**Table 4.12: Profitability**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>48.7</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>43.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.4.8 Economic Dimension and Shareholder’s Value

When the respondents were asked to indicate whether the economic dimension supports the economic value of the shareholders, the majority 48.7% agreed, 2.6% of the respondents disagreed, 5.1% were neutral, 43.6% strongly agreed and 0% strongly disagreed as shown in Table 4.13. It implies that the economic dimension supports economic value of the shareholders in the company.

Table 4. 13: Economic Dimension and Shareholder’s Value

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>48.7</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>43.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.4.9 Brand Value Proposition

On the question whether the economic dimension enhances brand value proposition of the organization, the majority 56% strongly agreed, 44% agreed, 0% disagreed, 0% were neutral and 0% strongly disagreed as shown in Figure 4.14. This implies that the economic dimension enhances brand value proposition.

Figure 4. 14: Brand Value Proposition
4.4.10 Correlation between Economic Dimension and Brand Equity

Correlation analysis was conducted to establish the relationship between the independent (economic dimension) and dependent variable (brand equity).

The findings in Table 4.14 revealed that there exists a significant relationship between economic dimension and brand equity, \( r (0.424); p\text{-value} < 0.01 \). Since the \( p\text{-value} < 0.05 \) it implies that there is a statistically significant relationship between the independent and dependent variable.

Table 4. 14: Correlation between Economic Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Variable</th>
<th>Economical</th>
<th>Brand Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economical</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Dimension</td>
<td>Sig. (2-tailed)</td>
<td>N 39</td>
</tr>
<tr>
<td>Brand Equity</td>
<td>Pearson Correlation</td>
<td>.424**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>39 39</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.4.11 Regression Test for Economic Dimension and Brand Equity

A regression test was conducted to determine the underlying relationship between the independent variable and dependent variable.

Table 4.14 shows the model summary derive from the regression test between the economic dimension and brand equity. The findings have revealed an adjusted Square value of 0.158 which implies that (15.8\% of the variation in brand equity is attributed to the variation in economic dimension while the remaining (84.2\%) of the variation is attributed to the factors outside the regression model.

Table 4. 15: Model Summary for Economic Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.424*</td>
<td>.180</td>
<td>.158</td>
<td>.18339</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Economic Dimension
The Analysis of Variance presented in Table 4.15 indicates an F statistics value of 8.119 and a p-value of 0.007. That is $F_{(1,37)} = 8.119$; p-value = 0.007 (p-value < 0.01). This implies that there is a significance variance between economic dimension (independent variable) and brand equity (dependent variable). The variance is statistically significant at 0.01 significant level.

Table 4.16: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>.273</td>
<td>1</td>
<td>.273</td>
<td>8.119</td>
<td>.007</td>
</tr>
<tr>
<td>Residual</td>
<td>1.244</td>
<td>37</td>
<td>.034</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.517</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Brand Equity  
b. Predictors: (Constant), Economic Dimension

Table 4.17 shows a Beta coefficient of economic dimension which is $\beta$ (0.424); p-value = 0.007. This means that a unit increase in ethical dimension would lead to 0.424 unit increase in brand equity. The regression model for ethical dimension was established as follows;

\[
Y = 2.558 \text{ (constant)} + 0.433 \text{ (economic dimension)}
\]

Table 4.17: Coefficients for Economic Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>2.558</td>
<td>.676</td>
<td>3.783</td>
<td>.001</td>
</tr>
<tr>
<td>Economic Dimension</td>
<td>.433</td>
<td>.152</td>
<td>.424</td>
<td>.007</td>
</tr>
</tbody>
</table>

4.5 The Relationship between Philanthropic Dimension and Brand Equity

This study sought to investigate the relationship between philanthropic dimension and brand equity. The findings are presented as follows:
4.5.1 Event Sponsorship

When the respondents were asked to indicate whether event sponsorship enhances their brand awareness, the majority 56.4% of the respondents agreed and 43.6% strongly agreed as shown in Table 4.18. It implies that event sponsorship enhances brand awareness.

Table 4.18: Event Sponsorship

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>22</td>
<td>56.4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>43.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.2 Event Management and Brand Performance

When the respondents were asked to indicate whether event management enhances brand performance in the market, the majority 59% of the respondents agreed, 41% strongly agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.15. It implies that event management enhances brand performance.

![Figure 4.15: Event Management and Brand Performance](image_url)
4.5.3 CSR and Social Welfare

When the respondents were asked to indicate whether their CSR activities enhances social welfare of the public, the majority 56.4% of the respondents agreed, 43.6% strongly agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Table 4.19.

Table 4.19: CSR and Social Welfare

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>22</td>
<td>56.4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>43.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.4 CSR Initiatives and Philanthropy

On the question whether the company’s CSR initiatives are philanthropic in nature to support brand awareness, the majority 59% strongly agreed, 5.1% were neutral, 35.9% agreed, 0% disagreed and 0% strongly disagreed as shown in Table 4.20. This implies that the company’s CSR initiatives that are philanthropic in nature support brand awareness.

Table 4.20: CSR Initiatives and Philanthropy

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>35.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>59.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.5.5 Philanthropy and Brand Culture

The respondents were asked to indicate whether philanthropy was part of their brand culture, the majority 54% of the respondents strongly agreed, 46% agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.16. This implies that philanthropy is part of Safaricom’s brand culture.

![Figure 4.16: Philanthropy and Brand Culture](image)

4.5.6 Customer Loyalty

The respondents were asked to indicate whether philanthropic dimension influences customer loyalty, Table 4.21 shows that 2.6% of the respondents disagreed, the majority 53.8% agreed and 43.6% strongly agreed. It implies that philanthropic dimension influences customer loyalty.

**Table 4.21: Customer Loyalty**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>53.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>43.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.5.7 Customer Attraction

On the question whether philanthropic dimension of the company’s CSR activities enhances customer attraction, the majority 46% strongly agreed, 5% disagreed, 49% agreed, 0% were neutral and 0% strongly disagreed as shown in Figure 4.17. This means that the philanthropic dimension of Safaricom’s CSR activities enhances customer attraction.

![Customer Attraction Diagram]

Figure 4.17: Customer Attraction

4.5.8 Brand Reputation

When the respondents were asked to indicate whether philanthropic dimension enhances brand reputation, the majority of the respondents strongly agreed accounting for 82%, 18% agreed, 0% were neutral, 0% disagreed and 0% strongly disagreed as shown in Figure 4.18. This implies that philanthropic dimension enhances brand reputation.
4.5.9 Brand Equity Awards

When the respondents were asked to indicate whether philanthropic dimension enables them achieve brand equity awards, the majority 69.2% strongly agreed, 5.1% were neutral, 25.6% agreed, 0% disagreed and 0% strongly disagreed as shown in Table 4.22. It implies that philanthropic dimension enables the company achieve brand equity awards.

Table 4.22: Brand Equity Awards

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>25.6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>69.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.10 Correlation between Philanthropic Dimension and Brand Equity

This study conducted a correlational analysis to establish the relationship that exists between philanthropic dimension being the independent variable and brand equity being the dependent variable.
The findings in Table 4.23 revealed that there exists a significant relationship between philanthropic dimension and brand equity, $r (0.756); p$-value $< 0.01$. Since the $p$-value $< 0.05$ it implies that the relationship that exists between philanthropic dimension (independent variable) and brand equity (dependent variable) is statistically significant.

**Table 4.23: Correlation between Philanthropic Dimension and Brand Equity**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Philanthropic Dimension</th>
<th>Brand Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philanthropic Dimension</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>39</td>
</tr>
<tr>
<td>Brand</td>
<td>Pearson Correlation</td>
<td>.756**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>39</td>
<td>39</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

### 4.4.11 Regression Test for Philanthropic Dimension and Brand Equity

A regression test was conducted to determine the underlying relationship between the independent variable and dependent variable.

Table 4.24 shows the model summary derive from the regression test between philanthropic dimension and brand equity. The findings have revealed an adjusted Square value of 0.560 which implies that (56%) of the variation in brand equity is attributed to the variation in philanthropic dimension while the remaining (44%) of the variation is attributed to the factors outside the regression model.

**Table 4.24: Model Summary for Philanthropic Dimension and Brand Equity**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.756*</td>
<td>.571</td>
<td>.560</td>
<td>.13263</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), Philanthropic Dimension*

The Analysis of Variance presented in Table 4.25 indicates an F statistics value of 49.267 and a $p$-value of 0.000. That is $F_{(1,37)} = 49.267; p$-value $= 0.007$ ($p$-value $< 0.01$). This implies that there is a significance variance between philanthropic dimension (independent variable) and brand equity (dependent variable). The variance is statistically significant at 0.01 significant level.
Table 4.25: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>0.867</td>
<td>1</td>
<td>0.867</td>
<td>49.267</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>0.651</td>
<td>37</td>
<td>0.018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.517</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Brand Equity
b. Predictors: (Constant), Philanthropic Dimension

Table 4.26 shows a Beta coefficient of philanthropic dimension which is β (0.756); p-value = 0.000. This means that a unit increase in philanthropic dimension would lead to 0.756 unit increase in brand equity. The regression model for philanthropic dimension was established as follows;

\[ Y = 1.934 \text{ (constant)} + 0.565 \text{ (philanthropic dimension)} \]

Table 4.26: Coefficients for Philanthropic Dimension and Brand Equity

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.934</td>
<td>.364</td>
<td>5.317</td>
<td>.000</td>
</tr>
<tr>
<td>Philanthropic</td>
<td>.565</td>
<td>.081</td>
<td>.756</td>
<td>.000</td>
</tr>
<tr>
<td>Dimension</td>
<td></td>
<td></td>
<td>7.019</td>
<td></td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

This chapter has provided the findings obtained from the respondents. The findings revealed that there is a strong and significant relationship between ethical dimension of CSR and brand equity. The findings also revealed a significant relationship between the economic dimension of CSR and brand equity. Finally, the findings revealed a strong and significant relationship between philanthropic dimension and brand equity. The next chapter offers the discussion, conclusion and recommendations based on the study findings.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The general objective of this study was to determine the relationship between corporate social responsibility and brand equity. The study was guided by the following study objectives: the relationship between ethical dimension and brand equity, the relationship between economic dimension and brand equity and the relationship between philanthropic dimension and brand equity. Chapter five of this study offers the discussion, conclusion and recommendations for the study. The first section presents the summary of the study, followed by the discussion. Third section presents the conclusion and fourth section presents recommendations of the study.

5.2 Summary

The purpose of this study was to determine the relationship between Corporate Social Responsibility and brand equity. The study is guided by three main objectives that is the relationship between ethical dimension and brand equity, the relationship between economic dimension and brand equity and the relationship between philanthropic dimension and brand equity.

The study used descriptive survey design in incorporating various elements of the study. The population of the study was made up of 43 employees in the marketing department. The study was based on a census study of all the 43 employees in the Marketing Department. The study used a questionnaire to extract primary data from the respondents and analyzed through the use of SPSS software and data presented in forms of tables and figures.

This study sought to determine the relationship between ethical dimension and brand equity. The findings of this study revealed that there is a significant relationship between ethical dimension and brand equity, $r (0.770); p$-value $< 0.01$.

This study also sought to determine the relationship between economic dimension and brand equity. The study revealed that there exists a significant relationship between economic dimension and brand equity, $r (0.424); p$-value $< 0.01$. 
This study sought to determine the relationship between philanthropic dimension and brand equity. The findings revealed that there exists a significant relationship between philanthropic dimension and brand equity, $r (0.756)$; p-value $< 0.01$.

5.3 Discussion

5.3.1 The Relationship between Ethical Dimension and Brand Equity

This study sought to determine the relationship between ethical dimension and brand equity. The findings revealed the existence of a significant relationship between ethical dimension and brand equity. The findings confirm with the findings of Aaker (2017) who argues that it is important to understand the levels into ethics influence businesses and entities. The relationship between business and the ethical dimension is important, the close examination in the two aspects will lead to a clear, and vivid picture of how one aspect of ethics deeply influence the aspect of business. The close examination of the two aspects is such that the two entities are not mutually exclusive and that one entity surely influences the other aspect. McLaughlin and Thompson (2008), argues that the organizations ethical practices have a direct relationship with the outcomes of the business entity as they direct dictate on the performance as well as the output. The authors further indicate that the ways and style of engagement is such that there is a clear distinction from the way each conduct their activities. The organizational cultures are such that it develops the basis of how the entity is perceived in their areas of operations. The organizations’ culture has a direct relationship with the outcomes of the entity, as they are a direct dictate on the performance and output.

In addition, the guiding principles of the organization or corporate entity, ethics dictate how interactions happen within the organization. It is the foundation of every aspect in the commercial entity in regards to the interaction within the scope of reach by the entity to the scope outside of reach by the entity such as a market of operation scope (Tuan, 2012). Ethics in the organization largely guide on how the process and outcomes happen in the whole chain of production in the organization. Organization culture is a direct dictation of the ethical standards within the organization. In a great deal, they affect the process and outcome of the organization. Ethical standards have a direct implication on the brand in aspect such as the expression of the brand, the perception of the brand, and the overall brand personality (McLaughlin & Thompson, 2008).
The findings of this study show that ethical dimension influences brand awareness. According to Avery (2017), brand awareness can be regarded as a way in which the brand exposes itself to the consumer or the market segment. Ethics directly influences the way a particular brand exposes itself and it is a direct influence on the general expression of the brand. Brand distinction takes the definition of the way the brand uniquely stands out in the market segment. It is how the particular brand uniquely stands out in the market of operation. Fellaini (2016), argues that ethical level of the organization has a direct relationship on the levels of the expression and distinction of the brand. The ethical levels in the particular entity has affect the outcome of the product and services as the ethical levels play a great role in the levels of processes in the organization towards putting out an output. However, Bauman (2014), indicate that low ethical levels in the organization directly affect the expression and distinction in the organization as the perception of the brand in the particular market segment is always low.

Furthermore, the findings of this study show that ethical dimension influences brand perception in the market. These findings are in line with Fan (2015), who argue that ethics as a whole act to develop and influence the general perspective of the organization and influence the culture of the organization. Thereby the ethics of the organization is important in the promotion of brand and development of brand equity as a whole. Developing great ethics level in the organization will therefore go ahead in making the whole aspect of brand equity spur into new levels. As alluded earlier, it is difficult to mention the acts of philanthropy without relating or thinking about the aspect of corporate social responsibility. Davies (2015), indicate that the relationship between the aspects of ethical dimension of corporate social responsibility and how they interlink with brand equity has been clearly been studied. There have been many studies conducted in the respect to these two elements and the clear indication is that the two phenomenal are actually interdependent.

This study found out that ethical dimension influence customer loyalty through brand personality. According to Davies (2015), many studies have been conducted to examine the close relationship between the ethics of the entity and the general brand personality. It is the set of human characteristics exhibited by the brand and that can be relatable to a particular segment of the market mainly the consumers of the brand. The consumer of the products of the organization or an entity develops a certain relationship with the brand and this type of relationship has a direct effect on the level of loyalty the consumers
develop with the brand. Jeon and Baeck (2016), argues that in the recent years, the attention has been focused on the customer experience, to enhance brand personality, which is considered as a new concept in creating value for both the company and the customer. In marketing applications where customer experiences are at the forefront, each customer has different experiences while the business defines the customer as a guest. Thus, each customer’s feelings are different from each other. Different experiences are created for each customer. Harmonization of products and services based on individual customers is another essential feature of experience marketing that influences brand personality.

5.3.2 The Relationship between Economic Dimension and Brand Equity

This second objective of this study was to determine the relationship that exists between economic dimension and brand equity. The findings of the study revealed that there exists a significant relationship between economic dimension and brand equity. These findings are in the same line of thinking as Fan (2015), who argues that brand equity as a rather a new concept in the marketing circles has a direct relationship with the economic aspect of the entity that owns the brand. According to Sepasi and Hassanzadeh (2016), not much attention was made towards the concept of as the whole aspect was taken lightly and in some other entities ignored completely. The concept was made popular only towards the end of the 20th century. The reason as to why the concept was not taken with the seriousness it deserved is that the fact that entities were basically concerned with the main activity of production with little attention or hardly any attention being shifted towards how the consumer related to a specific product of the entity (Davies, 2015).

In addition, Guzman and Davis (2017) argue that the economic aspects of corporate social responsibility are often mistakenly and considered to be synonymous with financial issues and that is why it has been assumed to be easier it terms of implementation than the two dimensions, however, the responsibility of the economic dimension cannot be simply be a matter of firms just being financially accountable and recording employment numbers and debts in their latest corporate social responsibility reports. The economic dimension of CSR should rather consider the direct and indirect economic effect that the company’s operations have on the environment surrounding the business and on the firm’s stakeholders being the ultimate goal of the corporate economic responsibility (Lai & Yang, 2010).
This study found out that economic dimension enhances market share of the organization. According to Rodriguez (2014), after serious attention towards brand equity was drawn at the turn of the century, numerous studies have been carried out in relation to the concept and the real effect it has on the general turnover of the company, which translates to its market share. The idea on how the aspect of brand equity affects the market performance of the brand had to be brought to close and serious examination. For instance, the concept of brand equity is an important ingredient to the management of different entities of different organization in chanting a way forward for the entities. The concept and idea of brand equity is critical at the decision making level of the organization especially in the regards to how the brand is expected to perform in the market level (McLaughlin & Thompson, 2008). As indicated in the extensive studies of the economic relationship and brand equity by Keller (2002), the concept of brand equity is an important opportunity to direct managers and all stakeholders to make key and strategic decisions. For companies with a really strong market presence and therefore a strong brand, the managements of the entities have to take the general concept of brand equity with seriousness.

After serious attention towards brand equity was drawn at the turn of the century, numerous studies have been carried out in relation to the concept and the real effect in has on the general turnover of the company, which translates to its market share (Fellaini, 2016). The idea on how the aspect of brand equity affects the market performance of the brand had to be brought to close and serious examination. For instance, the concept of brand equity is an important ingredient to the management of different entities of different organization in chanting a way forward for the entities. The concept and idea of brand equity is critical at the decision making level of the organization especially in the regards to how the brand is expected to perform in the market level (Kouatli, 2017).

The findings of this study show that economic dimension is essential for enhancing the value of the brand in the market in which the company operates. In a study carried out by Marinova (2008), regarding the relationship of brand equity, brand performance, and customer perception there is a direct relation on the levels of brand equity on the perception by the customer. In the study, there is a tendency by the customer to actually associate with the product thereby brand and the level of association with the brand is just beyond the advertisements and the brand on the market shelves. According to Kim (2010), the customer perceives the brand in so many aspects and in the level that even the owners of the brand cannot seem to imagine. It is at this level that the customer develops
the form of brand loyalty. In the aspect of developing brand loyalty by the customer, there is a rapid development of the capacity of brand equity. This influence is such that it is contagious and that the consumer shall, actually influences others to develop attention on the brand and to consume the brand. The overall effect is the boost of the capacity of the brand equity (Davies, 2015).

According to Konecnik (2016), the formation and development of brand equity is vital for the success of companies or entities. Brand equity consists of the assessment of the dimensions of brand awareness, brand connotation, perceived quality and brand loyalty altogether. Many studies have evaluated the structural analysis of brand equity and these related dimensions. It is becoming more and more important for marketing executives to differentiate their products and it forces them to give importance to brand equity. This issue is especially important for brand equity creation, standardization and similar products. The current trend is to create linkages in differentiating products and services to give experience to the customers (William, 2013). The experiences play an important role for the business management in its current and future activities. In marketing applications where customer experiences are at the forefront, each customer has different experiences while the business defines the customer as a guest (Meyer, 2007).

5.3.3 The Relationship between Philanthropic Dimension and Brand Equity

The third objective of this study sought to determine the relationship between philanthropic dimension and brand equity. The findings of the study revealed that there is a positive and significant relationship between philanthropic dimension and brand equity. According to Rabinowitz (2010), the entities take out a chunk of their revenue to aid in specific course in the community in the act. The community stands to benefit directly and this act is such that it is not expected for a particular company to benefit in the short time especially in the aspect of monetary benefits. Other definitions of the charitable act of philanthropy is good will to fellow members of the human race; especially active effort to promote human welfare (Holcombe, 2011). Good will in its definition aspect, majority of the instances the act is considered as a monetary donation by an entity towards a certain act and course, as the majority of the time, most of us tend to think of philanthropy as the large donation of money to humanitarian or environmental causes. However, these acts and courses need not to be of monetary aspect but any other form of donation that captures the intricate nature of the community or to put it simple the intricacies of the human self (Avery, 2017).
The findings of this study show that philanthropic dimension influences customer loyalty as they engage with the company’s product offerings. According to Agarwal (2014), philanthropy in brand equity is the difference in how a particular product will stand out against another in a shelf position. In shelf-position, the meaning is intended to make a vivid picture of how in a normal department store a consumer will choose to pick a product and leave another product of the same kind. Yang and Basile (2018), suggest that it is how the brand stands out in the market area in relation to the competitors. Of commercial value in its sense, brand equity is how the company products stand out in the face of the consumer and how the consumer relates to the brand. As the brand’s positive position increases in the mind of the consumer, the brand equity also increases in the eyes of the consumer. Benefits of brand equity include such facts as it helps increase the chances of choice of brand to another brand, to increase the brand loyalty, and to protect the brand against the threats arising from the competitors.

Moon, Lee and Oh (2015), argue that in recent years the brand equity perceptions particularly in different sectors have been examined, and the dimensions of brand equity and different sectors for brand equity have been examined in general. In recent years, the experiences of the consumers have begun to be taken into consideration in the studies about the brand. According to Saveth (2009), corporate social responsibility is a key factor towards moving towards achieving loyalty of the products and services of the company.

The findings of this study also revealed that philanthropic dimension enhances social welfare of the society in which the company operates. According to Cochran (2012), in the activity of corporate social responsibility, companies stand to achieve more as in their activities, the company engages and interact with the public in deeper levels. The consumers of the products and services also see the company as minding their environment and that the company is not solely in the business of recouping their investments and not minding the consumers of their goods and services. The act of responsibility is such important that it actually shows the public that the company is committed towards making improvement on the quality of life of the areas of operation (Lai & Yang, 2010). In the acts of responsibility, the company adds to the advantage that it can portray its product and services to the general consumer.
The findings of the study show that philanthropic dimension enhances customer experience. According to Fellaini (2016), the previous brand studies indicated that customer experiences arise from the interaction of the customer with the brand and this affects the brand connotations, brand choice, subsequent acquisitions and also all the brand equity indirectly by means of the brand interpretation. In addition, previous findings have shown that customer experience has an impact on all the attitudes, beliefs, judgments and behavior of the customers. Although some research has shown the potential of customer experience in the development of brand equity, they have not been able to explain the obvious effect of experience on brand equity. The impact of the company's promises in the mind of the customer and the learning of the customers results in experience (Davies, 2015). The experience gained contributes to the formation of customer based brand equity. For this reason, we need to investigate the effect of customer experience on brand equity the formation and development of brand equity is vital for the success of the companies. Brand equity consists of the assessment of the dimensions of brand awareness, brand connotation, perceived quality and brand loyalty all together (Agarwal, 2014).

5.4 Conclusion

5.4.1 The Relationship between Ethical Dimension and Brand Equity

This study concludes that there exists a significant relationship between ethical dimension and brand equity. This study concludes that ethical dimension enhances consumer’s behaviors as well as creating a good image, company reputation and the value of business in the minds of customers. This study concludes that ethical practices are essential in improving brand awareness as well as perception of the company’s brands in the minds of consumers as they engage with the company products and services.

5.4.2 The Relationship between Economic Dimension and Brand Equity

This study concludes that there is a statistically significant relationship between economic dimension and brand equity. Economic dimension practices of corporate social responsibility enhance the market share of the company, which is crucial for gaining competitive advantage in the marketplace. This study concludes that economic dimension is crucial for shareholders’ wealth maximization while at the same time improving the value of the company brand.
5.4.3 The Relationship between Philanthropic Dimension and Brand Equity

This study concludes that philanthropic dimension plays a crucial role in brand awareness. Philanthropic dimension of corporate social responsibility enhances brand freeness through social welfare activities that bring together the public. This study concludes that philanthropic dimension is essential for enhancing customer loyalty as consumers interact with the company’s product offerings in philanthropic initiatives such as event sponsorship and management.

5.5 Recommendations

5.5.1 Recommendations for Practice

5.5.1.1 The Relationship between Ethical Dimension and Brand Equity

Since, this study established a significant relationship between ethical dimension and brand equity. Therefore, this study recommends that Safaricom Limited should uphold ethical practices throughout the entire organization to gain trust of their customers. This study also recommends that the company should create legal awareness among its customers concerning their service and product offering to enhance accountability as well as trust among the two.

5.5.1.2 The Relationship between Economic Dimension and Brand Equity

This study recommends that their economic dimension of corporate social responsibility should focus more on enhancing their brand value for the organization to compete effectively in the market. This will help the organization attain a sustainable competitive advantage in the long-run and outperform new rivals coming into their market.

5.5.1.3 The Relationship between Philanthropic Dimension and Brand Equity

Since this study established a significant relationship between philanthropic dimension and brand equity. This study recommends that Safaricom Limited should be willing to sponsor various societal events that enhance the social welfare for their customers. This will enhance brand loyalty in the long run as customers are able to associate with the products and services offered by the company.
5.5.2 Recommendation for Future Research

Since this study investigated the relationship between corporate social responsibility and brand equity at Safaricom limited. Future studies should widen the scope by investigating the relationship between corporate social responsibility and brand equity in other sectors like manufacturing, media, banking sector, mining, and hospitality industry.
REFERENCES


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APPENDICES

APPENDIX I: COVER LETTER

SUGUTORA KEVIN
NAIROBI

Dear Sir/ Madam,

RE: REQUESTING YOUR PARTICIPATION IN MY STUDY

This is SUGUTORA KEVIN, a graduate student at the United States International University (USIU-Africa) pursuing a Master’s degree in Business Administration (MBA). In a partial fulfilment of my degree, I am currently conducting a study titled “The Relationship between Corporate Social Responsibility and Brand Equity in SAFARICOM Limited”.

This study will be beneficial to the entire telecommunication industry since it will provide information on the relationship that exists between corporate social responsibility and brand equity. The views and opinions obtained are confidential and will only be used for the purpose of this research proposal.

Kindly take a few minutes in responding to the study questionnaire provided. Your participation is highly valued.

Yours Sincerely,

SUGUTORA KEVIN
APPENDIX II: NACOSTI PERMIT

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

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Ref. No. NACOSTI/P/19/65572/31925

Date: 22nd July, 2019.

Kevin Suguta
United States International University
P.O. Box 14634-00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “The relationship between Corporate Social Responsibility and brand equity in Safaricom Limited,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 22nd July, 2020.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

[Signature]
BONFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:
The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.
THIS IS TO CERTIFY THAT:  

NAME: KEVIN SHUGUTHA

UNIVERSITY: UNIVERSITY OF NAIROBI

DEPARTMENT: BUSINESS ADMINISTRATION

PROJECT TITLE: THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND BRAND EQUITY IN SAFARICOM LIMITED

PERMIT NO.: NACOST/I/P/12/631/2235

DATE OF ISSUE: 22ND JUNE, 2012

DATE OF SUBMISSION: 22ND JULY, 2013

FEE REDEEMED: Ksh. 1,000

For the period ending: 22ND JULY, 2013

Director General
National Commission for Science, Technology & Innovation

[Signature]

[Signature]
APPENDIX III: QUESTIONNAIRE

SECTION I: GENERAL INFORMATION

This section contains general questions. Kindly answer to the best of your knowledge

1. Kindly indicate your gender
   - Male □    Female □

2. Kindly indicate your age range
   - 18-25 Years □
   - 26-33 Years □
   - 34-40 Years □
   - 41-47 Years □
   - 48 and Above □

3. Kindly indicate the number of years you have worked at Safaricom.
   - 0-1 Years □
   - 2-4 Years □
   - 5-7 Years □
   - 8-10 Years □
   - Above 10 years □

4. Kindly indicate your highest level of education
   - Diploma □
   - Bachelor’s Degree □
   - Master’s Degree □
   - Doctorate □
SECTION II: ETHICAL DIMENSION AND BRAND EQUITY

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5

<table>
<thead>
<tr>
<th>No</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>5</td>
<td>Your CSR activities are ethical.</td>
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<td>6</td>
<td>Ethics is an important aspect of your CSR activities.</td>
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<td>7</td>
<td>Being ethical has enhanced a positive perception of your brand from the public.</td>
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<td>8</td>
<td>Your CSR as a company upholds ethical standards of the country</td>
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<td>9</td>
<td>Your CSR intends to market your brand rather than the CSR obligation of the organization.</td>
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<td>10</td>
<td>The ethical dimension of your CSR has enhanced brand awareness.</td>
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<td>11</td>
<td>Employee empowerment includes enhancing work autonomy</td>
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<td>12</td>
<td>Ethical dimension of your CSR activities has created customer loyalty.</td>
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<td>13</td>
<td>Ethical dimension of your CSR activities assures the right of customers all the time.</td>
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<td>14</td>
<td>Ethical dimension of your CSR has enhanced your legal brand practices.</td>
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</table>
SECTION III: ECONOMIC DIMENSION AND BRAND EQUITY

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5

<table>
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<tbody>
<tr>
<td>15</td>
<td>Your CSR activities contributes to the revenues of your organization.</td>
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<td>16</td>
<td>The economical dimension of your CSR is critical for your market share.</td>
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<td>17</td>
<td>Your CSR activities intend to generate sales from the public or target customers.</td>
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<td>18</td>
<td>Your CSR does not consider economic dimensions of its impact</td>
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<td>19</td>
<td>Economic dimension of your CSR influences your profitability.</td>
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<td>20</td>
<td>Your CSR intends to benefit your shareholders economically.</td>
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<tr>
<td>21</td>
<td>Your profitability achievements is part of your economic dimension of CSR.</td>
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<td>22</td>
<td>Economic dimension of your CSR supports the economic value for your shareholders.</td>
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<td>23</td>
<td>Economic dimension has enhanced revenues in your organization.</td>
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<td>24</td>
<td>Economic dimension has enhanced your brand value proposition in the market.</td>
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</tbody>
</table>
SECTION IV: PHILANTHROPIC DIMENSION AND BRAND EQUITY

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5

<table>
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<tr>
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<tbody>
<tr>
<td>25</td>
<td>Sponsorship of national events enhances your brand awareness.</td>
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<td>26</td>
<td>Event management has enhanced your brand performance in the market.</td>
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<td>27</td>
<td>Your CSR activities seeks to promote social welfare of the public</td>
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<td>28</td>
<td>Your CSR initiatives are philanthropic in nature hence do not support brand awareness.</td>
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<td>29</td>
<td>Philanthropy is part of your brand culture</td>
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<tr>
<td>30</td>
<td>Philanthropic dimension of your CSR has enhanced customer loyalty.</td>
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<tr>
<td>31</td>
<td>Philanthropic dimension makes your brand likable by customers.</td>
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<tr>
<td>32</td>
<td>Philanthropic dimension enhances popularity of your company.</td>
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<td>33</td>
<td>Philanthropic dimension enables your company to achieve brand equity awards.</td>
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Thank you for your time.