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**ANALYZING THE EFFECTS OF INCORPORATING CORPORATE SOCIAL
RESPONSIBILITY INTO PROJECT MANAGEMENT STRATEGIES: A CASE
STUDY OF TRADE KINGS LIMITED**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,
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MASTER OF SCIENCE IN MASTER OF SCIENCE IN PROJECT MANAGEMENT**

BY

SIACHIWENA VICTORIA

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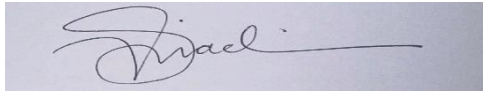
Declaration

I, Victoria Siachiwena, hereby declare and affirm that the thesis titled:

“Analyzing The Impact of Incorporating Corporate Social Responsibility Into Project Management Strategies: A Case Study Of Trade Kings Limited” Is my original work and I have duly acknowledged where other people’s ideas have been used. The contents of the thesis reflect my understanding and interpretation of the subject matter and I have appropriately acknowledged and referenced all the external sources utilized in accordance with the prescribed academic norms and referencing style outlined in the provided guidelines by the University of Lusaka.

Any direct quotations, paraphrases, or ideas taken from other sources have been acknowledged appropriately using in-text citations and a comprehensive bibliography. The data, findings, and conclusions articulated in this thesis are precise and dependable to the utmost extent of my understanding and capabilities. The research performed for this thesis has been conducted in strict adherence to the ethical principles and regulations established by the University of Lusaka.

Author’s Signature:



Victoria Siachiwena

Date: 10/01/2025

I hereby declare that the presentation and preparation of this dissertation were supervised in accordance with the guidelines on supervision set forth by the University of Lusaka.

Supervisor’s Signature:



Dr Kangacepe Zulu

Date: 10/01/2025

Dedication

This thesis is dedicated to my parents both the Siachiwenas and the Simbaos and most of all my loving husband Chafomela Musilekwa.

To my loving Husband, Chafomela, I want to thank you for your continued support and kindness and love throughout my school journey and in life.

To the Siachiwenas, I pray God continues to keep you safe till we meet again. Though gone you have always been with me through it all.

To the Simbaos, pray the lord continues to bless you abundantly. I thank the lord for you and the blessing you have been not only to me but many others.

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I would also like to convey my deepest gratitude to my family and friends for the unconditional love and support they continue to give. My Father, for his invaluable contribution to my education, upbringing and my life in general. To my husband, Chafomela Musilekwa, thank you for your encouragement and faith in me throughout the course of degree, from the beginning until the research process.

Above all, I would like to give thanks to the God. His grace and mercy continue to pour without which I would not have come this far both in academics and in life generally. To him be the glory.

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Acronyms and Abbreviations

ANOVA - Analysis of Variance

CSR - Corporate Social Responsibility

FMCG - Fast-Moving Consumer Goods

GLM - General Linear Model

MENA - Middle East and North Africa

MNCs - Multinational Companies

PMBOK® - Project Management Body of Knowledge

PMI - Project Management Institute

PMM - Project Management Maturity

SEM - Structural Equation Modeling

SSC - South-South Cooperation

TBL - Triple Bottom Line

TKL - Trade Kings Limited

USD - United States Dollar

ZAM - Zambia Association of Manufacturers

Abstract

The Impact of Incorporating Corporate Social Responsibility (CSR) in Project Management strategies was analyzed in this study. The study investigated how Trade Kings Limited utilizes CSR principles in its project management processes, evaluates the impact of CSR driven project management on stakeholder engagement and satisfaction, and examines the manner in which CSR initiatives contribute to the firm's competitive advantage. Theories from which the research was based include Stakeholder Theory, Porter and Kramer's Shared Value Theory and the Triple Bottom Line framework. An explanatory sequential design mixed methods approach was used with 148 questionnaire responses and 5 semi structured interviews. Descriptive statistics and ANOVA were utilized to analyze quantitative data, and thematic analysis for qualitative data. The findings show high levels of CSR integration into Trade Kings' project management processes but inconsistencies are observed across departments. Positive influence of CSR driven project management on stakeholder engagement and satisfaction was registered in terms of trust and loyalty as key outcomes. Other than this, the CSR initiatives provided Trade Kings with competitive advantage in terms of increased brand reputation, market share growth and customer loyalty while noting variability in customer retention metrics. The findings in this study support the premise that strategic integration of CSR can address the needs of the society while creating economic value. As much as the CSR is integrated to a high degree across various departments, variation across the different departments demands that CSR practices be standardized by means of structured training programs, clear documentation, and monitoring. Engagement mechanisms in stakeholders should have a regular feedback mechanism, community involvement, and transparent communication to meet the expectations for a better relationship of stakeholders from the CSR initiatives. Therein, core business strategies need to embed CSR as part of Trade Kings' core business strategies to maximize value from a societal viewpoint and business wise, thereby multiplying the benefits accruing to both and strengthening its competitive advantage.

Keywords: Corporate Social Responsibility (CSR), Project Management, Stakeholder Engagement, Competitive Advantage, Trade Kings Limited, Triple Bottom Line, Shared Value Theory, Stakeholder Theory, Brand Reputation, Sustainability.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

In the modern business world, it has been a place of organizations willing to increase their brand reputation and achieve sustainable success to factor in Corporate Social Responsibility (CSR) into their project management plans. Urip (2010). While the principle of project management has been applied more in the context of systematic project management, lately it has been extended to other contexts of a business process such as brand promotion and corporate social responsibility. Therefore, the study attempted to establish how the integration of CSR into Project Management is effective through a case study of Trade Kings Limited, a manufacturing company based in Zambia. Although Trade Kings Limited is not a project per se, the company utilizes the project model and project management approaches in manufacturing and marketing of their various products such as Boom Washing Powder.

This means most of its supply chain functions are designed and implemented in a fashion that resembles project management. Trade Kings, through the implementation of project management processes, is strategic in dealing with product lifecycle, marketing strategies, CSR initiatives, and all in a bid for organizational objectives. Trade Kings, 2024). Due to this, Trade Kings offers a good example to analyze how CSR can be incorporated into the project management systems to foster business results.

It is important to concentrate on Trade Kings due to its importance in Zambia Manufacturing Industry and its policy on CSR, which has been rewarded by various organizations such as by Zambia Association of Manufacturers (ZAM) award on contribution to sustainable development (Zambia Association of Manufacturers, 2022). The award was attained after Trade Kings Group invested in excess of 500,000 USD through various sectors in CSR for the year 2018-2019 (Trade Kings, 2024). This research work will not only be useful in the demonstration of how CSR can be practically integrated into project management but also in the general knowledge of the benefit of integration of CSR into organizational management for competitive advantage and brand value.

1.1 Background

CSR is an important concept that has developed over the last few decades, from being an organizational frill to being a strategic organisational imperative. Traditionally, the major objective of organizations was to achieve the highest possible level of profits without regard for the consequences on the society (Carroll, 1999). Though, the escalating attention to global issues including environmental pollution, social injustice, and corporate ethics have placed CSR as one of the major concerns of companies. This has made organizations to incorporate CSR into their operations more profoundly not only in project management.

Trade Kings Limited was established in 1995 in Lusaka, Zambia, and has expanded to be among the biggest fast-moving consumer goods (FMCGs) producers in the sub-region. The company's products include soaps, detergents, snacks, and beverages are available in Zambia and other markets in the African region (Trade Kings Zambia, 2024). In the years of its operation, Trade Kings has set itself apart not only by product portfolio but also by CSR principles that it has implemented in its business. This has included emission reduction, community support, and sourcing of raw materials from other rightful sources (Trade Kings, 2022).

Trade Kings has embarked on extensive investment in CSR especially in the areas of health, sanitation and community. For instance, the company has spent over half a million dollars on CSR projects in the two years between 2018 and 2019, on areas of health, education, women and youths' support. These are implemented as projects with well-defined goals, time frame and resources in line with project management (Trade Kings, 2024). This project-based approach to CSR not only added value to Trade Kings brand image but also to its competitive strategic edge as it builds a good image with the communities it operates.

Furthermore, Trade Kings' sustainability development policy has been awarded and acknowledged by the Zambia Association of Manufacturers' first sustainability award. This recognition makes it significant to understand the company's contribution towards social welfare, social integration and Zambian economic growth (Zambia Association of Manufacturers, 2022). Through the application of project management methodologies in

the marketing of the company's brands and the CSR activities, Trade Kings guarantees that these projects do not only run efficiently but are also in tune with the company's strategic plan. However, this company still experiences challenges that are common in the industry of its operation, which is the FMCG industry, these challenges are as follows; Competition pressures, Innovation, and Sustainability pressures. These challenges have forced the company to adopt project management-based principles in its operation and more so in the management of its brand promotions and CSR activities (Habwalu, 2021). This way, Trade Kings is able to manage these initiatives as projects with goals, time frames and resources, thus connecting them with the company's business strategy, which in turn helps it to be a better competitor in the market.

The combination of CSR and project management in Trade Kings Limited creates the basis for the analysis of CSR in practice. This study aims at analyzing the relationship between CSR and business performance through the case of a company that has successfully embraced project management in brand promotion and product development while at the same time placing a lot of emphasis on sustainability and social responsibility. This research will employ existing literature on project management and CSR to examine the ways through which CSR is incorporated in project management at Trade Kings Limited and its impact on project performance, competitive edge, and brand equity (Kerzner, 2017; PMI, 2021). The study analyzed the historical background and the current usage of CSR within Trade Kings' project management to comprehend how these factors affect the company's brand equity and competitive advantage. The case study demonstrated how the research brings out all the broad implications of integrating CSR into project management, hence giving meaningful insights to other firms within FMCG and beyond.

1.2 Statement of the Problem

Corporate Social Responsibility (CSR) has evolved from being merely a voluntary practice to becoming a strategic imperative for organizations, influencing not only brand reputation but also operational success and long-term sustainability (Carroll, 1999; Urip, 2010). For companies like Trade Kings Limited, a leading manufacturer in Zambia's fast-moving consumer goods (FMCG) sector, integrating CSR into business processes is

crucial to maintaining a competitive edge, enhancing brand value, and fostering positive stakeholder relationships. Trade Kings' CSR initiatives, which have focused on health, education, and community development, are implemented using project management methodologies to align with the company's strategic goals (Trade Kings, 2024).

Despite these advancements, there remains a significant gap in understanding how CSR integration into project management strategies directly impacts business performance, especially in the context of the FMCG industry. While literature supports the positive link between CSR and competitive advantage (Porter & Kramer, 2006; Yu, et al., 2017), limited empirical research has been conducted on how incorporating CSR into project management specifically affects project outcomes, stakeholder engagement, and overall corporate performance within individual organizational settings. The absence of such research leaves a gap in both academic literature and practical application, making it challenging for other firms to replicate successful CSR integration in their project management processes.

Additionally, as competition intensifies within the FMCG sector, companies like Trade Kings face growing pressures to innovate and sustain their market position (Habwalu, 2021). This necessitates an understanding of how CSR-driven project management can be leveraged not only to meet sustainability goals but also to enhance operational efficiency and strategic alignment. Therefore, this study seeks to address these gaps by analyzing the effects of integrating CSR into project management strategies at Trade Kings Limited. The study provided insights into the impact of CSR on project performance, competitive positioning, and brand equity, thereby contributing valuable knowledge to both academic research and industry practices.

1.3 Research objectives

1.3.1 Main Objective

To investigate the impact of incorporating corporate social responsibility into project management strategies by using Trade Kings Limited as a case study.

1.3.2 Specific Objectives

- i. To examine how Trade Kings Limited incorporates CSR principles into its project management processes.
- ii. To assess the effect of CSR-driven project management on stakeholder engagement at Trade Kings Limited.
- iii. To analyze the impact of CSR-driven project management on customer satisfaction at Trade Kings Limited.
- iv. To evaluate how stakeholder engagement and customer satisfaction influence overall project success at Trade Kings Limited.
- v. To assess the extent to which CSR-driven projects contribute to Trade Kings' competitive advantage.

1.4 Research Questions

- i. How does Trade Kings Limited incorporate Corporate Social Responsibility (CSR) principles into its project management processes?
- ii. What is the effect of CSR-driven project management on stakeholder engagement at Trade Kings Limited?
- iii. How does CSR-driven project management impact customer satisfaction at Trade Kings Limited?
- iv. In what ways do stakeholder engagement and customer satisfaction influence overall project success at Trade Kings Limited?
- v. To what extent does the implementation of CSR-driven project management practices contribute to Trade Kings Limited's competitive advantage?

1.5 Significance of the Study

This research study was carried out to provide valuable lessons on the way Corporate Social Responsibility can be integrated into project management strategies considering Trade Kings Limited, the leading Zambian manufacturing company. The findings proved useful to many stakeholders, which included:

1.5.1 Business Practitioners: The study showed how CSR can be integrated into the project management practices and offered useful suggestions for managers and project leaders in the FMCG sector and other industries. The lessons that could be learnt from

the case of Trade Kings for organizations that aimed to integrate CSR within their corporate functions were: In that respect, Kerzner's (2018) most promising one is to incorporate the best practices of project management into enhancing the value of the business and the project success. The present study has thus provided effective returns for organizations that would be willing to enjoy similar benefits of the CSR functions.

1.5.2 Academia and Researchers: This study made a contribution to the knowledge by studying the relationship between CSR and project management that had not been well covered in existing literature. Although the studies have revealed that project management is important in achieving desired outputs or (Joslin & Müller 2015; Lappe & Spang, 2014), but very few studies were available to determine how CSR can be incorporated into project management to improve business performance. This lacuna was filled by the quantitative data and case study information that this current research has provided to enrich scholarly debate on CSR and project management.

1.5.3 Policymakers and Regulatory Authorities: The study findings were useful in informing policymakers and regulatory bodies interested in encouraging CSR activities in the private sector. The findings increased the design of policies that promote the adoption of business practices that lead to social development goals in Zambia and beyond.

1.5.4 Consumers and the General Public: The contribution of this research in showing responsible corporate behavior by examining the impacts of CSR on the stakeholders and organizational performance, proved a business could increase the wellbeing of society while achieving its strategic objectives and hence improving the consumers' trust and loyalty.

1.6 Scope of the Study

This was mainly a study concerning Trade Kings Limited, located in Lusaka, Zambia, based on the application of the principles of CSR within project management. The study ascertained how CSR influences elements of project management regarding return on investment, communication, risk, contract, procurement, quality, stakeholder, and quality management. Based on these elements, the study assessed the performance of integrating CSR into stakeholder and reputation in Zambian consumers. The study was

justified because it sought to establish how CSR programs could be integrated into project management for the realization of strategic organizational goals and objectives. In view of the fact that Trade Kings is a leading company in Zambia's FMCG industry and had received numerous accolades for its impressive CSR practices, the company thus provided an appropriate context in which the application of CSR-based project management would be analyzed in a real-life scenario. The research methodology involved questionnaires, brand perception analysis, and data analysis to assure that the findings were reflective of CSR integration within project frameworks.

1.7 Definition of key terms and concepts

- **Corporate Social Responsibility:** This is organizational commitment to incorporating into business operations and the decision-making process social, environmental, and ethical concerns to allow positive contributions to society and reduce negative impacts.
- **Project Management:** Knowledge, skills, tools, and techniques applied to project activities to meet the requirements of the project and achieve the desired outcomes under specified constraints like scope, time, cost, and quality.
- **Project Management Strategies:** Overall approaches, methods, and governance that an organization adopts through which the organizations realize well-planned and executed projects to meet organizational goals and objectives.
- **Impact Analysis:** Estimation and quantification of impacts, outcomes, or effects a particular action, decision, or intervention will cause on one or more variables of interest, usually economic, social, environmental, or organizational.
- **Stakeholder Engagement:** The process by which one identifies, involves, and communicates with individuals, groups, or organizations in order for their perceptions and concerns to be taken into view and have the needs taken on board.
- **Corporate Reputation:** An aggregated level of perceptions by esteem or regard by stakeholders and people at large that a business organization garners from its overall performance and behaviour vis-à-vis its operations about ethical and social responsibility.

- **Sustainability:** In the perspective of business and project management, sustainability involves environmental, social, and economic factors integrated into decision-making and operation; this aims at meeting present needs without compromising the ability of future generations to meet their own needs.

1.8 Organization of the Report

This research report is structured into six chapters as outlined below;

Chapter 1: Introduction: This chapter sets out the background to the research and the justification for the study, focusing on how the integration of CSR into the project management frameworks has affected it. This paper also establishes the context of CSR and project management, besides defining the research problem and justifying the necessity for the research with reference to Trade Kings Limited. Additionally, the introductory section of the research work presents the objectives and questions for the research, which shall guide the study in the right direction. Chapter 2: Literature Review: This chapter provides a critical synthesis of the literature published on the subject of CSR in project management in regards to the global, regional and Zambian context. In this review are identification of those theories and frameworks which could be helpful in the study.

Chapter 3: Methodology: Chapter three described the research design, data collection techniques and the analysis methods that were employed in the study. It also gives an elaborate argument for the selected research approach that is mixed methods. This section covers the procedures to be followed in the study's conduct, such as techniques of sampling that will be followed, instruments for data collection such as questionnaires and interview tools, and finally, data analysis. The aim of the study is to establish the effects of integrating CSR on the performance and success of Trade Kings Limited projects hence the method correlates with the goals of the study. Chapter four: Data analysis and presentation of findings: This chapter presents the results of the study conducted at Trade Kings Limited. The results are presented by descriptive statistics, tables, charts, and graphs that give a view of how CSR is integrated into the company's project management. The evaluation herein is focused on the evaluation of CSR activities

concerning the outcomes of the projects, the relations with the stakeholders, and the performance of the firm.

Chapter 5: Discussion of Findings: This chapter discusses the results obtained in the study with regard to the objectives of the research and theoretical background. The discussion section is supposed to compare the findings of the study with literature to identify similarities or differences. Emphasis is paid to the managerial and practical relevance of the conclusions for the FMCG companies with a focus on the Zambian context and identifying the key strategies for improving project success by incorporating CSR. The paper ends with: Chapter 6: Conclusions and Recommendations: The last chapter synthesises the conclusions for the study and makes conclusions from the analysis of the findings. It makes recommendations to Trade Kings Limited and other organisations interested in implementing CSR into their project management systems. The limitations and gaps found in this study, as well as the possible areas for future research, are also presented in this chapter.

1.9 Chapter Summary

Chapter One introduces the study by examining the integration of CSR into project management, with Trade Kings Limited as a case study. The chapter highlights how CSR has evolved from being a voluntary initiative to a strategic imperative for organizations, particularly in the fast-moving consumer goods (FMCG) sector. The background discusses Trade Kings' commitment to CSR, its project-based approach to CSR activities, and its recognition for sustainability efforts. The statement of the problem identifies a gap in understanding the direct impact of CSR-driven project management on business performance, competitive advantage, and stakeholder engagement. The chapter then outlines the research objectives, which focus on assessing how Trade Kings incorporates CSR into its project management, its effects on stakeholder engagement and customer satisfaction, and its contribution to competitive advantage. The significance of the study is emphasized for business practitioners, academia, policymakers, and consumers. The chapter also defines key terms and concepts and provides an overview of the research structure, detailing the subsequent chapters covering literature review, methodology, data analysis, discussion, and conclusions.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of literature related to the topic under study. First, it conducts a review of studies similar to this one and the section consists of empirical studies conducted globally, within the African region, and studies local to Zambia. A review of the relevant theories underpinning the study is also given, followed by a depiction of the conceptual framework in figure form. The conceptual framework is explained, together with the relationships among the variables employed in this study.

2.1 Empirical Review

This section highlights a review of related studies on corporate social responsibility. The review has been done in a manner that first, studies conducted outside Africa are reviewed to give a global perspective, followed by the studies that have been conducted within the various parts of Africa. Further, the section presents related studies that have been conducted in Zambia. Finally, it presents gaps that can be observed to be in the reviewed studies.

2.1.1 Global Perspective

In a 2020 study, Yazici (2020) explored how Corporate Sustainability Capability and Project Management Maturity are related in trying to assess such a relationship's implications for organizational performance. This was realized in a questionnaire that included 66 managers of small service enterprises through the use of a structured questionnaire containing 41 indicators. The research methodologies were SEM, GLM, ANOVA to investigate the causal relationships between the indicators, and Multi-Group Analysis to test whether the project type can have a moderating effect on these relations or not. Yazici (2020).

These findings underlined that project management is a factor of organizational sustainability, especially in the areas of economic and social sustainability. The study also indicates that PMM moderates the positive effect of sustainability initiatives, whereas the type of project-from derivative to breakthrough-is a moderating factor. The research

underlined the importance of organizational project management in the context of sustainability management.

This useful understanding as to how project management and sustainability impact on one another was achieved in the research; yet, given that only 66 managers of relatively small service businesses were considered, there might be some limitations to the generality of the findings with regard to larger or more varied organizations. The integration of CSR frameworks into project management practices has been highly emphasized by Yazici (2020) to foster long-term sustainability in organizations dependent on resource-intensive industries.

Garcia Villena et al. (2021) developed a project framework that combined sustainability with the PMBOK® and CSR. The developed research focused on elaborating a Sustainability Management Plan in a class of students that should be designing, managing, and evaluating projects. Recognizing that the project management standard, such as PMBOK®, only addresses the issues of CSR and sustainability implicitly, the authors argue that the release of a detailed SMP is necessary for sustaining the project life cycle in terms of its sustainability (García Villena, et al., 2021).

To evaluate a proposal in project scope management the methodology used a multi criteria selection process (fuzzy AHP). They found heterogeneous CSR models, as well as a gap in key sustainability indicators from traditional project management guidelines. The study proposed the need for the consideration of sustainability and CSR provisions in strategic and the operational guidelines of project management plans in higher education institutions (García Villena, et al., 2021). This will be helpful for this present study that also explores how CSR could be operationalized within project management. However, it is important to note that the study's application to a training environment might limit its broader applicability to industries with more complex project cycles. Additionally, the study's context in higher education provides an academic perspective that contrasts with the industrial context of CSR in manufacturing firms.

Loosemore and Lim (2017) catalogued CSR strategies in construction and engineering, finding the informal and compliance driven practice of CSR in their sectors. Through a survey of 104 firms across Australia and New Zealand, the authors found that while CSR

is growing within construction firms, application of CSR within them is unsophisticated and essentially reactionary, largely following compliance rather than strategy. More importantly, this has been missed opportunities to engage CSR for social capital and more proactively establish strategic community relations (Loosemore & Lim, 2017).

On the necessity of building firms to adjust their companies' CSR models to the fleeting and project nature of business, which present existing models as insufficient to handle the changes of the industry's constantly moving political, social and ecological landscapes. By examining the challenges of operationalising CSR in industry projects where projects are temporary, this study presents a critical global perspective of the strategic use of CSR (Loosemore & Lim, 2017).

From the standpoint of the current study, Loosemore and Lim's findings provide an important critique: CSR needs to become a more strategic part of project management practices in industries such as construction. This paper then extends the current research at the level of how an organization like Trade kings can proactively incorporate CSR into their strategic approach and long term project planning.

In engineering management Isaksson and Kiessling (2023) studied the link between corporate social responsibility (CSR) and corporate financial performance (CFP). It analyzed the relationship among customer orientation (CO), environmental issues in CSR and its effect to financial performance. Data is taken from 82 multinational companies (MNCs) listed on the NASDAQ-OMX Top 100 CSR Index (Isaksson & Kiessling, 2023), and triangulated with CSP scores available from the investment company service provider GES (Isaksson & Kiessling, 2023). The findings revealed that firms with strategically integrated CSR programs enjoy significantly higher corporate financial performance (CFP) ($r = .454$, $p < .01$). The study highlighted the importance of strategically positioning CSR to appeal to stakeholders and ensure internal alignment with corporate goals. This research reinforces the positive impact of strategic CSR on both financial outcomes and external stakeholder relationships (Isaksson & Kiessling, 2023).

The findings of Isaksson and Kiessling (2023) go to the extent of providing clear evidence that embedding CSR into project management strategies serves not only to attain sustainability goals but also to enhance financial performance. Such a perspective

augments the present study in its objective to identify the role of CSR in project outcomes and strategic success, especially within the context of Zambian industries, where financial performance and social responsibility remain important.

The global literature on CSR and project management highlights some key themes that ring a bell with the focus of the current study on CSR in Zambian construction and engineering firms. First, Yazici (2020) has underlined the synergistic benefits of integrating sustainability management into project management practices, something so critical for Zambian firms facing increased pressure to comply with environmental and social sustainability standards. This work of García Villena et al. (2021) further strengthens the embedding of sustainability into the project management framework, which could be a critical step for Zambian firms in their effort to meet global CSR standards. Loosemore and Lim (2017) give a word of caution in terms of CSR being compliance-driven and note that Zambian firms must move beyond this mere regulatory adherence toward leveraging CSR for social and economic benefits. Finally, the 2023 findings by Isaksson and Kiessling on the link between CSR and financial performance serve as a good reminder that CSR, when integrated into a strategy, furthers not just stakeholder relationships but also profitability, which is an important factor for Zambian firms in trying to hold their own in the global marketplace.

The current study provides added value to existing literature, as it examines how these insights apply to the Zambian context, particularly the identification of obstacles to strategic adoption of CSR by the manufacturing sector and the proposal of effective frameworks for its integration into the project management strategies.

2.1.2 Regional Perspective

Othman and Abdellatif (2011) studied that the integration of Corporate Social Responsibility (CSR) in a partnership with project stakeholders in order to encourage housing affordability in the South Africa. Affordable housing was identified as a major challenge for development nations as government authorities and private construction firms had to be coordinated together. The researchers, conducted a literature review and field studies to investigate CSR in the housing projects, and identified stakeholders' roles

and suggested a five domain CSR-partnership model for effective CSR implementation in housing through identifying key issues of CSR when housing projects are affordable.

Research focused on how CSR could supplement in the delivery of housing projects in low income areas. The model was conceptual and additional empirical validation was required to determine its effectiveness in other situations. Finally, the limitation demonstrated the balancing between public interests and private interests that is so often caught in the background of CSR frameworks (Othman & Abdellatif, 2011).

The argument of Othman and Abdellatif (2011) for integration of CSR in the general social development programs was strong. Rather than concentrating on the economic and environmental aspects of CSR models, this research focused on how CSR models can increase access to house. A space thus remained, however, as to how stakeholder interests (profit against social good) could be balanced in these partnerships, and it was to undergo further, practical application.

Al-Marri et al. (2019) explore the ways in which CSR in an organization from the Gulf Cooperation Council (GCC) may be enhanced by project management there, in the United Arab Emirates. The research based on 29 CSR representative interviews looked into different CSR practices between countries which are more economically developed countries (MEDC) and the Middle East and North Africa (MENA) region. Their research suggested that the use of project management tools greatly helped in arranging, executing, and overseeing CSR activities, consequently boosting their sustainability and strategic impact (Al-Marri, et al., 2019). It also found that whereas traditional philanthropy based CSR in the MENA region has been found aligned to the organizational goals, a structured and capacity driven approach to CSR could make it sustainable sustainable development outcome result. It offered evidences that project management methodologies can enhance CSR engagement in areas where the CSR engagement has not been as well developed (Al-Marri, et al., 2019).

Al-Marri et al 's research (2019) effectively linked CSR with project management methodologies, and may be a valuable framework for emerging CSR areas such as Zambia. This study suggests that the structured approach to CSR capacity building that

it identifies could be particularly well suited for companies wishing to integrate CSR initiatives with a country's development goals.

In Mihić et al. (2019), CSR was understood from a South-South Cooperation (SSC) angle with a focus on Chinese lead projects in Angola. Based on Carroll's (1979, 1991) CSR model consisting of economic, ethical, and legal responsibilities, researchers measure to which extent Chinese companies fulfil CSR obligations in international development projects. According to (Mihić, et al., 2019) both social and ethical responsibilities got displaced by economic ends, making us question the what we call CSR authenticity in such projects.

The results indicated that CSR in SSC projects were not always strategically oriented, and that host country governments must give stronger control to CSR obligations. These international projects can produce greater benefits for the companies and the local communities if these international projects became legally binding (Mihić, et al., 2019). Mihić et al. (2019) study featured a major rift in CSR practice in SSC where social responsibilities were often overshadowed by economic goals. Specifically for Zambia's dealings with international corporations, this was very pertinent to arguing the call for stronger CSR policies that allow development projects to have long term positive impacts on local communities.

The studies discussed above regarding the changing role of CSR in three regional contexts add valuable knowledge to the literature. According to Othman and Abdellatif (2011), CSR can be used to solve public problems such as social problems in the housing sector. Mihić et al. (2019) criticized the limitations of CSR in SSC, and Al-Marri et al. (2019) demonstrated how project management tools could aid in the strategic value of CSR in the MENA region.

These findings directly apply to this study of Trade Kings Limited incorporating CSR in project management strategy. The need for collaboration between corporate entities and public institutions in Zambia can be traced back to Othman and Abdellatif (2011) findings on partnership and integration of CSR. Specifically, al-Marri et al.'s (2019) focus on project management as a tool for implementing CSR is of importance because it gives an opportunity to organize the implementation of CSR in Trade Kings' projects. Their (Mihić

et al., 2019) critique of CSR in SSC projects emphasize that CSR initiatives have to be strategic and not merely superficial.

In contrast to regional studies, trade kings limited case furnishes an opportunity to explore how one leading Zambian manufacturing company embeds CSR in its operations. The present study may help fill in the gaps in the regional studies in the way that Trade Kings is dealing with such gaps as stakeholder integration and weak legal structures. By studying Trade Kings' CSR initiatives, this research could add to the conversation about whether Trade Kings' efforts extend beyond compliance and philanthropy to result in real social and environmental novelty.

This therefore implies the thesis that reviewed studies strongly support before the need for a strategic and integrated approach to CSR and are highly relevant to Trade Kings Limited in Zambia. By building on the findings from these studies, the current research can contribute to understanding how CSR, when incorporated into project management, can be leveraged to meet both corporate and societal objectives.

2.1.3 Local Perspective

McLachlan & Binns (2014) studied CSR in the tourism sector of Livingstone, Zambia a city that is very new to the tourism world because of the growth in tourism. The study showed the importance tourism has contributed to the economic progress, at the same time raise concerns about broader implication of CSR within the tourism industry. A qualitative approach was adopted in order to investigate the contribution of CSR to sustainable tourism development by addressing relationships between CSR and poverty reduction and community empowerment. Some CSR initiatives within Livingstone have been positively influencing the local community according to their findings. But they also noted that the possibilities of CSR to create different, more meaningful community development, still remained untapped. As a conclusion, the authors suggest that if CSR is to be attained, it will become widespread in the tourism industry (McLachlan & Binns, 2014).

For instance, McLachlan & Binns (2014) provide a few positive outcomes from CSR in tourism, but its potential for further exploring CSR in tourism from a long term perspective of sustainability and local ownership is best explored further. For future research, we

identify lack of a structured framework for CSR change implementation and implementation and community voices, emphasizing that CSR practices should fit local development needs.

In 2016, Chibuye investigated the role that Mopani and Konkola Copper Mines play in advancing CSR via educational initiatives. A mix of descriptive survey design and qualitative methods was used (in depth interviews and focus group discussions) with a sample of 96 participants. The findings showed that the two companies had positively influenced education in Zambia by giving scholarship to returnees from school and running trust schools. Both MCM, having a more practical approach, invested in a state of art trade school whereas KCM had stucked to scholarships abroad. Nevertheless, MCM played a more visible role in making sure that school leavers had access to tertiary education programs (Chibuye, 2016).

Although Chibuye's 2016 study has been useful in highlighting the various ways that mining companies practice CSR through education, this study did not shed light on how such activities could be continuously sustained. For instance, a future study might research how many students who benefited from these CSR initiatives graduate or retain their jobs. Another way this study could have been enriched was by comparing these education-related CSR initiatives against the general corporate strategies of those mining companies.

Chisha (2017) has investigated the perception of indigenous workers in Zambia's mining industry in regard to MNCs and CSR performance. The author used a single qualitative case study, with semi-structured interviews internally among indigenous employees and externally among non-employees. These indigenous stakeholders regard CSR by MNCs as one sure tool intended to alleviate socio-economic factors, particularly chronic poverty. One key finding was that CSR practices were often seen as inadequate and not sufficiently integrated into the daily business operations of MNCs, creating a gap between corporate responsibility and local community needs (Chisha, 2017).

Chisha's (2017) work gives a critical look at CSR, with a focus on the mismatch in policies between corporations and the local view. This gap in perceptions might be further understood by investigating how firms communicate their CSR activities to indigenous

communities and the extent to which these activities respond to the very causes of socio-economic problems such as unemployment and inadequate infrastructure. Furthermore, it would be desirable to probe the ways in which indigenous standpoints could be incorporated into the conception and realization of CSR strategies.

Phiri, Mantzari, and Gleadle (2019) investigated stakeholder interactions in CSR practices within the copper mining industry in Zambia. The qualitative nature of their study relied on 43 interviews with different stakeholders, such as the state, civil society, and mining companies. They discovered striking power asymmetries among these groups, with mining companies being in a better position to control CSR practices. The authors concluded that these power imbalances hampered effective collaboration, transparency, and accountability, ultimately limiting the potential of CSR to drive meaningful social change. Despite these challenges, civil society was identified as a critical player in co-opting previously dormant stakeholders to increase their influence (Phiri, et al., 2019). The paper, therefore, provides critical insights into the structural issues inherent in CSR practices in the mining sector of Zambia, especially with regard to asymmetrical distribution of power. The findings raise questions as to how CSR can be effectively managed when key stakeholders, such as the state and civil society, do not have the influence to hold corporations accountable.

These local studies put together indicate how CSR has been applied to various sectors in Zambia, the implementation in tourism, education, and the mining industry, and importantly how CSR has assisted in community development although there exists a gap in implementation, stakeholder engagement in decision-making, and power relationships.

These findings provide the backdrop to understand, within the context of the current study, how CSR can be incorporated within corporate strategies for the realization of positive outcomes. Trade Kings, given its large manufacturing nature, might be confronted with similar challenges compared to what was observed within the mining sector: the power imbalance between the corporate actors and the local community. Although many studies have been carried out in relation to the subject, the contribution of the present study to the literature could be oriented to how CSR, integrated into project

management strategies, promotes its operational efficiency and assists in sustainable community development for competitive advantage.

To date, the literature has discussed CSR issues in the more traditional sectors, such as mining and tourism, but it lacks specific research regarding how CSR is integrated into project management. This research may fill this gap by providing some indication of how CSR principles could be embedded in project planning, execution, and evaluation so that CSR becomes integral to the organization's strategy rather than a peripheral activity. The paper could also discuss the metrics on how CSR influences both project outcome and corporate reputation to develop a more holistic view of CSR's role in a broader business context.

2.1.4 Gaps in Reviewed Literature

A number of important gaps arise from the studies that have been reviewed on Corporate Social Responsibility and project management strategies, relevant to the present research on Trade Kings Limited's incorporation of CSR into its project management processes.

2.1.4.1 Limited Focus on CSR Integration with Project Management Processes

While Yazici (2020) emphasized how sustainability should be combined with project management, his research has targeted mostly small service businesses, not going deeply into the operational process of highly resource-consuming industries such as manufacturing. The research also did not delve deeply enough into how the principles of CSR are integrated specifically within project management frameworks for industries other than service ones. This is a significant research gap because the present study will investigate how CSR principles are incorporated into project management at Trade Kings Limited, a large-scale manufacturing firm. This will be of great value in terms of insight into the practical challenges and opportunities that come with CSR integration in a different industrial context.

2.1.4.2 Lack of Strategic CSR Adoption Models

The literature review, particularly Loosemore and Lim (2017), indicated that CSR in industries like construction is compliance-driven, mostly reactive rather than strategic.

This points to a broader gap in the literature with regard to the development and implementation of strategic models of CSR that go beyond compliance in creating competitive advantages for firms. Therefore, this study filled the gap in reviewing how Trade Kings Limited adopts CSR strategically to enhance project outcomes, stakeholders' engagement, and competitiveness in the marketplace, hence more proactive and integrated approach to CSR.

2.1.4.3 Lack of Empirical Evidence on the Impact of CSR on Project Success

García Villena et al. (2021) and Isaksson & Kiessling (2023) showed the possible dividends of CSR to increase project success and corporate financial performance. However, both studies were conducted in non-manufacturing contexts (education and multinational corporations), and they primarily focused on CSR's theoretical or conceptual impacts rather than providing empirical data on how CSR-driven project management affects tangible project outcomes. The present study, therefore, addresses this deficit through the empirical examination of how CSR-driven project management at Trade Kings influences stakeholder involvement, satisfaction, and overall project success in furthering a pragmatic understanding of the actual benefit CSR may have in influencing project outcomes.

2.1.4.4 Regional and Local Contextual Gaps

Although Othman and Abdellatif (2011) and Al-Marri et al. (2019) emphasized the role of CSR in a regional context, such as social development projects that involve affordable housing and sustainable development initiatives within the MENA region, these studies have not appropriately covered the role of CSR in the manufacturing sector or in Sub-Saharan African countries like Zambia, that has quite different industrial and economic challenges. The present study fills this regional lacuna by investigating CSR in the Zambian manufacturing sector, focusing on how local firms like Trade Kings adapt global CSR strategies to suit local realities, such as regulatory frameworks and market conditions.

2.1.4.5 Lack of Adequate Investigation into the Role of CSR in Competitive Advantage Improvement

The reviewed literature especially the works of Isaksson and Kiessling (2023), which provided evidence that the CSR has a positive effect on corporate financial performance. However, little has been written on the extent to which CSR driven project management can increase the competitive advantage of an organization in terms of market share, customer loyalty, and brand reputation in African markets. The contribution of this current study is to close this gap through the assessment of the contribution of CSR initiatives within Trade Kings to the increase of its market share growth and customer loyalty, an area of literature that has not been addressed in the manufacturing sector.

Thus, the present study on Trade Kings Limited offers an opportunity to close these gaps and make a contribution to the growing literature on CSR. The study extends the discussion on how CSR can be integrated within project management, in the Zambian manufacturing industry, and offers empiric and strategic insights on how CSR can impact project success and competitive advantage. This study bridges the knowledge gap by attempting to link the theorized and practiced gaps in CSR theory and practice, specifically in developing economies of large scale industrial operations.

2.2 Theoretical Review

This research into the incorporation of Corporate Social Responsibility into the project management strategies at Trade Kings Limited is based on three underlying theories: Stakeholder's Theory, Shared Value Theory by Porter and Kramer, Triple Bottom Line Theory. Theories discussed above directly relate to the objectives of this research and explain the liaison between CSR integration and project performance, stakeholder involvement and competitive advantage.

2.2.1 Stakeholder Theory

Stakeholder Theory is a concept originally developed by R. Edward Freeman in his 1984 work Strategic Management: A Stakeholder Approach. Freeman's theory is opposed to the traditional view of business, the only purpose of the enterprise is not to maximize wealth of shareholders, but to consider the needs of other stakeholders that may either affect or be affected by the operation of the company (Freeman, 1984). Customers,

employees, suppliers, communities, investors, and regulatory bodies such as these are referred to as these parties or stakeholders (McAbee, 2022).

In fact, Stakeholder Theory assumes that businesses are in a network of relationships and that the success of the organization is associated with the capacity of the organization to manage these relationships (Freeman et al., 2018). Engaging and addressing the interests of different stakeholders through conflict does not only reduce conflict but also improves a company's long-term sustainability and profitability. The premise of this theory is that better business outcome results from balancing stakeholder interests.

The theory is relevant in this study because it gives a clear understanding of how Trade Kings Limited controls multi-stakeholders through CSR-driven project management. For instance, projects for community health initiatives, environmental concerns, and support for education would affect these key stakeholders directly. The reflection of CSR principles onto project management processes by Trade Kings indicates the attitudes toward the concern and expectations of its stakeholders, which include customers, employees, and the local community.

For example, the study investigated how CSR projects influence stakeholder engagement and satisfaction. According to Freeman's Stakeholder Theory, improving these relationships through CSR activities can lead to higher levels of trust, loyalty, and long-term success for the company (Freeman, et al., 2018). To this effect, the theory tends to provide the necessary perspective through which effectiveness in regard to CSR within Project Management were assessed with particular emphasis on stakeholder satisfaction and project success at TKL.

2.2.2: Porter and Kramer's Shared Value Theory

Michael Porter and Mark Kramer introduced the concept of Shared Value in a 2011 article titled *Creating Shared Value*: Anticipated release date: June 2020, *How to Build the New*

Capitalism and Release the Floodgates of Innovation and Growth. This theory postulates that business can create value for shareholders as well as for the society by meeting social demands and issues. It is different from the traditional CSR which is normally defined as philanthropy or the minimization of harms. Instead, it places more focus on the use of social and environmental aspects in the operational strategy for mutual benefits between the company and the society (Porter & Kramer, 2011).

According to the Shared Value Theory, the basic assumption is that solving social problems ought not to be looked at as the cost of business, but rather a factor that makes improvement on reasons for competitiveness and economic development (Von Liel, 2016). Whenever these organizations look differently at products, markets, and value systems, they will, therefore, be in a position to address societal concerns as they improve on their profitability.

Shared Value Theory is thus relevant for this study since the study focuses on establishing how Trade Kings has integrated CSR into its management of projects, Porter and Kramer's framework would come in quite handy in examining how Trade Kings CSR activities were not philanthropies but also intended to yield certain social and positive economic values as well. For example, investments carried out by Trade Kings into health and education sectors benefit the communities while increasing the market share of the company, customer loyalty, and brand image.

This research will assess the contribution of integrating CSR into the project management in attaining the success of the project regarding creating shared value. For instance, Trade Kings-supported health development activities may have a positive effect on the company's community relations and at the same time help reduce the cost of health care for its employees hence increasing the levels of productivity. Similarly, the attainment of the CSR goals may enhance the sustainability of the environmental projects, which may improve the efficiency of the company's supply chain, thus reducing the cost of operation. Therefore, the theory provides the critical foundation upon which the paper assesses how CSR-driven project management contributes both to social impacts and business performance in the context of Trade Kings Limited.

2.2.3 The Triple Bottom Line (TBL) Theory

The triple bottom line, or TBL, developed by John Elkington in 1994, expands from the traditional bottom-line notion of the profitability of businesses towards taking into consideration issues of social and environmental impacts. TBL argues that businesses should measure their success using three bottom lines: people, planet and profit-namely triple bottom line that was first created by Elkington (1994). The theory states that it is possible to achieve excellent financial performance but at the same time have a negative impact on the society and the environment. The first postulate of TBL Theory is that the companies that are located on this three- dimensional space are more likely to be sustainable in the long run (Hourneaux Jr, et al., 2018). Thus, the adoption of social and environmental issues as the company's priorities can minimize possible threats, enhance the interaction with interested parties, and, therefore, increase the competitiveness of the company. TBL Theory is very important in appreciating the general effects of CSR driven project management in Trade Kings Limited. The CSR activities that the company has embarked on are in line with the TBL framework where planet represents environmental sustainability projects, people refer to health and education projects and profit covers increased market share and customer loyalty (Sridhar & Jones, 2013).

This research will explore how projects implemented by Trade Kings in its CSR initiatives are managed and aligned across these three dimensions and the role that the incorporation of such principles into project management plays in the company's performance. For example, environmental programs aimed at reducing the company's carbon footprint on the planet may help the company gain a positive image and avoid legal complications, while health and education projects in regard to people will contribute to developing closer relationships with people and enhancing well-being of the staff. In whole, all these activities will contribute to making a positive impact on the profitability of Trade Kings through increased customer loyalty and hence its sustainability. The TBL framework will enable an analysis of the performance of Trade Kings in balancing the three factors within its CSR-driven project management practices and therefore give a holistic view of the firm. Taken together, these three theoretical perspectives (Stakeholder Theory, Shared Value Theory, and TBL Theory) set a strong theoretical basis for this research. Each of the theories provides valuable insights into the integration of CSR into project management strategies and its implications for stakeholder engagement, project

success, and overall corporate performance at Trade Kings Limited. With the application of such theories, this study will evaluate the social and economic perspectives of the corporate business in relation to CSR initiatives, with pragmatic recommendations for companies willing to improve their approach to CSR.

2.3 Conceptual Framework

The conceptual framework (figure 1) for this study is the depiction of the interactions between the independent variables that include incorporation of CSR into project management, stakeholder engagement and satisfaction and competitive advantage and the dependent variable that is overall project success at Trade Kings Limited. The framework is presented in form of a figure to show how this study will examine the relationship between CSR and the two internal processes (project management) and the two external impacts (competitive advantage and project success).

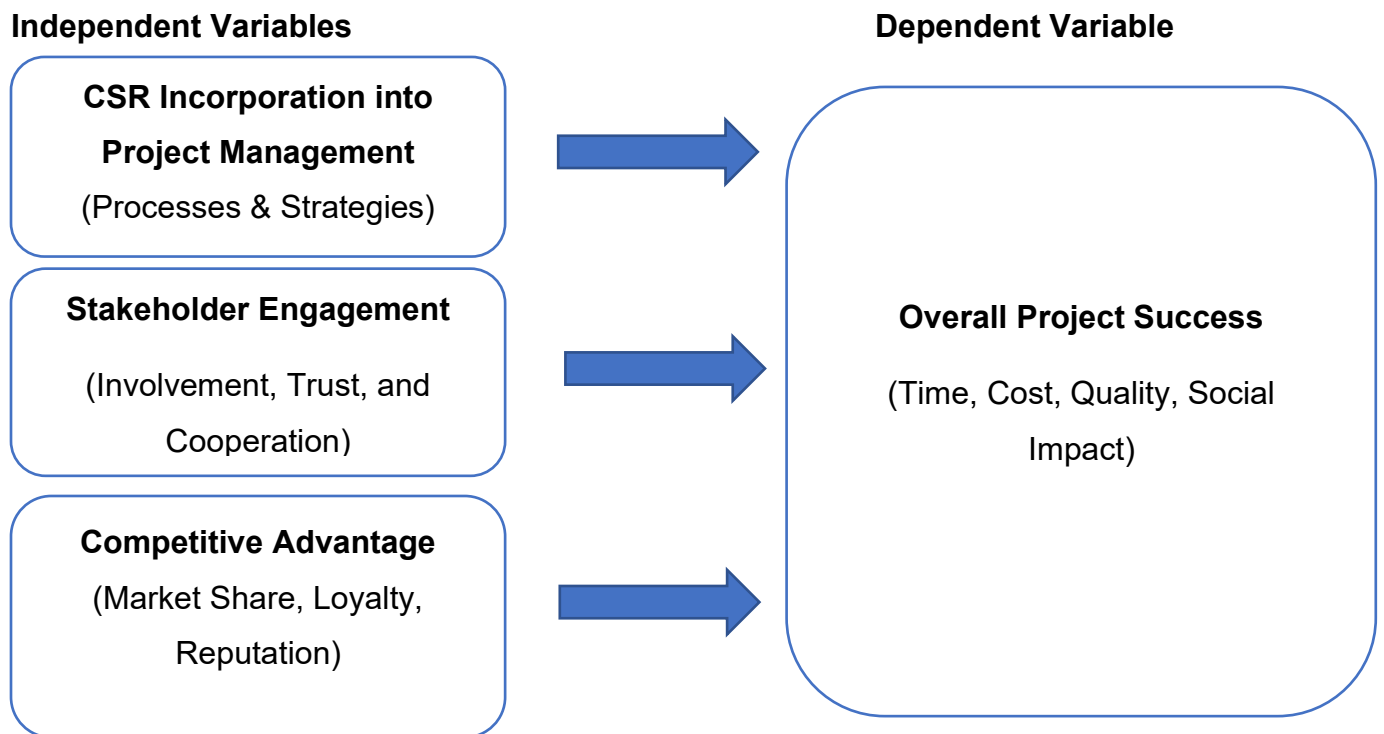


Figure 2.1: Conceptual Framework

2.3.1 Operationalisation of the Conceptual Framework

2.3.1.1 Dependent Variable: Project Success

The success of projects is measured by the achievement of predefined objectives in terms of time, cost, quality, and stakeholder satisfaction. Specifically, the following parameters are used to operationalise project success:

1. **Time:** Adherence to project timelines and deadlines.
2. **Cost:** Compliance with the project budget and cost efficiency.
3. **Quality:** Delivery of outputs that meet or exceed quality standards.
4. **Stakeholder Satisfaction:** Measured through feedback surveys, stakeholder interviews, and participation rates in CSR initiatives.
5. **CSR Goal Achievement:** Alignment of project outcomes with social, environmental, and ethical objectives.

These parameters ensure that project success is evaluated holistically, considering both traditional project management metrics and CSR-specific outcomes.

2.3.2 Independent Variables

2.3.2.1 Integration of CSR into Project Management Framework

This variable is operationalised by assessing how CSR principles are embedded into the project management lifecycle. The following parameters are used:

1. **Planning:** Inclusion of CSR goals (e.g., social responsibility, environmental sustainability) in project objectives and scope.
2. **Implementation:** Use of CSR-aligned strategies during project execution, such as sustainable sourcing and community engagement.
3. **Monitoring and Evaluation:** Regular assessment of CSR outcomes through key performance indicators (KPIs) like carbon footprint reduction, community impact metrics, and ethical compliance.
4. **Resource Allocation:** Dedication of financial, human, and material resources to CSR initiatives within projects.

These parameters ensure that CSR is not an add-on but a core component of project management processes.

2.3.2.2 Stakeholder Engagement and Satisfaction

This variable measures the level of involvement and satisfaction of stakeholders affected by CSR-driven projects. It is operationalised through the following parameters:

1. **Engagement Mechanisms:** Frequency and quality of stakeholder consultations, feedback sessions, and participatory decision-making processes.
2. **Satisfaction Levels:** Measured through surveys, interviews, and focus group discussions to gauge stakeholder perceptions of CSR initiatives.
3. **Trust and Loyalty:** Indicators such as repeat participation in CSR activities, positive word-of-mouth, and long-term partnerships with stakeholders.
4. **Conflict Resolution:** Effectiveness of strategies to address stakeholder concerns and resolve disputes related to CSR projects.

These parameters ensure that stakeholder engagement is not only measured quantitatively but also qualitatively, capturing the depth of relationships built through CSR initiatives.

2.3.2.3 Competitive Advantage

This variable evaluates how CSR-driven project management contributes to Trade Kings' market position and brand value. It is operationalised using the following parameters:

1. **Market Share Growth:** Percentage increase in market share attributed to CSR initiatives, measured through sales data and market analysis.
2. **Customer Loyalty:** Retention rates, repeat purchase behavior, and customer satisfaction scores linked to CSR activities.
3. **Brand Reputation:** Measured through brand perception surveys, media analysis, and awards or recognitions received for CSR efforts.

4. **Financial Performance:** Revenue growth, cost savings from sustainable practices, and return on investment (ROI) for CSR projects.

These parameters provide a comprehensive view of how CSR contributes to Trade Kings' competitive edge in the marketplace.

The operationalisation of variables in the conceptual framework ensures that each construct is measurable and aligned with the study's objectives. Project success is evaluated through time, cost, quality, and stakeholder satisfaction metrics. CSR integration is assessed by its inclusion in planning, implementation, and evaluation processes. Stakeholder engagement and satisfaction are measured through participation, feedback, and trust indicators. Finally, competitive advantage is quantified using market share, customer loyalty, brand reputation, and financial performance metrics. This structured approach enables a robust analysis of how CSR-driven project management impacts Trade Kings Limited's project outcomes and overall business performance.

2.4 Chapter Summary

This chapter provides a comprehensive review of literature related to the integration of Corporate Social Responsibility (CSR) into project management strategies, focusing on Trade Kings Limited. It begins with an empirical review of global, regional, and local studies, highlighting key findings and gaps in the literature. Globally, studies such as Yazici (2020) and García Villena et al. (2021) emphasize the synergy between sustainability and project management, while Loosemore and Lim (2017) critique the reactive nature of CSR in industries like construction. Regionally, research by Othman and Abdellatif (2011) and Al-Marri et al. (2019) explores CSR's role in social development and project management in Africa and the Middle East, respectively. Locally, studies in Zambia, such as those by McLachlan and Binns (2014) and Chisha (2017), reveal the potential and challenges of CSR in sectors like tourism and mining. Key gaps identified include limited focus on CSR integration in manufacturing, lack of strategic CSR adoption models, and insufficient empirical evidence on CSR's impact on project success and competitive advantage. The chapter also reviews foundational theories—Stakeholder Theory, Shared Value Theory, and the Triple Bottom Line (TBL) framework—which

provide a theoretical basis for understanding how CSR-driven project management can enhance stakeholder engagement, project outcomes, and competitive advantage. Finally, the conceptual framework illustrates the relationships between CSR integration, stakeholder satisfaction, competitive advantage, and project success, setting the stage for the study's empirical investigation. This chapter underscores the need for strategic CSR integration in project management, particularly in the Zambian manufacturing context, and highlights the study's contribution to bridging existing gaps in the literature.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the systematic approach used in this study. This chapter, therefore, details the research design, methods, and procedures of data collection and analysis to

ensure the reliability and validity of the findings. It comprehensively explains the mixed-methods approach, integrating both quantitative and qualitative data collection to capture a holistic view. It also provides a description of the study population, sampling techniques, data collection instruments, and the ethical considerations that have led the research process. These components are designed to make the methodology stringent enough to effectively meet the objectives and research questions of the study.

3.1 Research Approach

The strategy of work used in this study is both quantitative and qualitative. This is an approach where data collection and analysis are done concurrently and in one study to produce a broader view of the research issue under question (Creswell & Plano Clark, 2018). This approach enabled the study to explore not only the empirical status of CSR driven project management outcomes and key performance indicators such as stakeholder management and project success but also the rich detailed impressions, observations, perceptions, sentiments of the actual stakeholders. Hypothesis testing provided quantitative relationships that can be generalized and qualitative provided the 'how' and 'why' of these found relations.

This approach is justified by its ability to address the existing gap regarding the integration of CSR; both in its objective and subjective dimensions. Given that CSR effects can be reflected in material outputs on project management efficiency, as well as additional non-material effects on corporate reputation, brand, and loyalty, a mixed research approach is well-suited to accommodate the dual nature of CSR investigating these variables (Johnson, Leenders, & Gool, 2007). Both types of data are collected in this study to ensure that CSR practices are not only comprehensively captured, but that CSR driven project management dispensation has on Trade Kings Limited is fully understood. It also made it possible to employ data triangulation and hence cross check numeric findings with analytic work (Tashakkori & Teddlie, 2010).

3.2 Research Design

The research design will adopt an explanatory sequential design, a two-phase structure that conforms to the mixed methods approach as outlined by Creswell & Plano Clark (2018). The first phase will involve the collection of quantitative data on how Trade Kings

Limited integrates CSR in its project management processes and the specific outcomes such as stakeholder engagement, satisfaction and competitive advantage. The results of this phase will be numerical data that will highlight patterns, correlations and possible cause and effect relationships between CSR practices and project success. The second phase will be qualitative data collection, which will follow the quantitative phase after running interviews and focus groups to explore the findings from the quantitative analysis. This qualitative phase will explain why the trends observed in the quantitative data are, and in the process provide a more contextually rich interpretation of how CSR affects project management outcomes.

In particular this design is appropriate for this study because it provides a structured means of understanding complex relationships. Creswell (2014) explains that explanatory sequential design is useful to add to studies where preliminary quantitative findings need to be extended and explained through qualitative insights. For example, if the quantitative data indicates a strong positive relationship between CSR driven project management and stakeholder satisfaction, the qualitative phase will explain how CSR activities contribute to this satisfaction and why stakeholders believe those activities have value. This layered understanding will give a better explanation of how CSR helps in project success at Trade Kings Limited. In addition, the design of this research does not end at uncovering relationships but it goes further in the mechanisms that underlie these relationships to provide tradeable insights to Trade Kings Limited.

3.3 Study Population

The study population of this research is the approximately 16,000 employees of Trade Kings Limited (Trade Kings, 2020). As a major employer in Zambia, Trade Kings, a leading manufacturer in Zambia, has become a major employer, especially as it expands to newer industrial zones, such as the Lusaka South Multi Facility Economic Zone (MFEZ). The company's workforce is a wide range of roles including project managers, CSR professionals, production staff and administrative personnel. Because of this diversity, it makes for an ideal population in which to study how CSR driven project management practices are implemented and experienced by the different departments within the organization. Additionally, the large workforce provides generalizability of the

findings, as the study captures a broad view of the CSR impact on project management outcomes. Central to the population selection are Trade Kings' scale and commitment to corporate social responsibility initiatives. In the process of the company's growth, the company has intensified its efforts in developing the communities surrounding its operational zones, promoting industrialization, infrastructure development and better living conditions (Trade Kings, 2020). To explore how CSR principles are incorporated at different levels of the project management, stakeholder engagement and overall project success, the diversity in the workforce combined with Trade Kings' proactive CSR stance makes the research possible.

3.4 Sample Size

To determine the appropriate sample size for this study, the Yamane (1967) formula will be used, which is a common and reliable method for calculating sample size when the population size is known. The formula is expressed as:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

- **n** is the sample size,
- **N** is the population size (16,000 employees),
- **e** is the margin of error (commonly set at 10% or 0.1).

$$n = \frac{16000}{(1 + 16000 \times 0.1^2)} = 100$$

Thus, the population for this study is 100 respondents. The sample size is deemed large enough to represent the perspectives of the whole workforce, being accurate but practical. This sample size guarantees a high level of confidence (90%) that the findings

will be representative of the whole population, but the margin of error will be 10%. This sample will include employees from various departments and levels within the company, ensuring that insights into CSR's integration into project management reflect a wide range of experiences and viewpoints across the organization.

3.5 Sampling Techniques

In the quantitative aspect of the study, a simple random sampling technique was used. This probabilistic sampling technique guarantees that the probability of selecting an employee from the study population of Trade Kings Limited is equal to that of any other employee. The main advantage of simple random sampling is that it can reduce the selection bias, resulting in a more representative and unbiased representation of the whole workforce. Since the objective of the study is to generalize the effect of CSR driven project management across the organization, simple random sampling is suitable to draw sample from all departments, roles and hierarchical levels in proportion. This allows the results to provide a complete understanding of how CSR is embedded into project management processes and how this affects stakeholder engagement, project success, and competitive advantage.

A purposive sampling technique was used for the qualitative part of research. Non probabilistic purposive sampling method is used, which involves the researcher to purposively choose participants with specific knowledge or experience in CSR initiatives and project management at Trade Kings Limited. This sampling method is appropriate for the semi structured interviews because it involves in depth gathering of information from those who are most important for the implementation of CSR, for example, project managers, CSR officers and senior executives. The study selected participants involved in CSR driven projects through which the qualitative data collected is rich, relevant and in line with the study's objectives (Etikan et al., 2016).

3.6 Data Collection

For the quantitative part of this study, questionnaires were the main data collection instrument. To obtain data on how CSR principles are implemented in project management processes, stakeholder engagement and overall project success, these structured questionnaires were distributed to a sample of Trade Kings employees. Closed

ended questions will be used to collect quantifiable data about employees' perceptions of CSR initiatives and their effects on any project outcomes. Questionnaires are advantageous when a large number of respondents must be collected in a short time and standardized responses can be easily analysed with statistical tools, such as SPSS (Saunders et al., 2019). Likert scales will also be used to measure employees' agreement with statements on CSR and project success metrics (e.g., stakeholder satisfaction and brand reputation).

To conduct the qualitative component of the study, semi structured interview was used to conduct in depth interviews with key stakeholders such as project managers, CSR officers and senior management. Semi structured interviews give flexibility to explore particular topic in depth but still follow that set of questions that are predetermined for the study. This approach allows to participants to provide detailed responses of their own experiences with CSR integration into project management. Secondly, it enables the researcher to delve deeper into some issues, for instance concerns on the effectiveness of CSR practises Implemented, or perceptions on how CSR affects Trade Kings competitive advantage (Creswell and Poth, 2017). Structured questionnaires in combination with semi structured interviews ensured that collected data is both quantitative and qualitative and this would enhance the credibility of the study.

3.7 Data Analysis

According to the methodological approach used here and earlier-the mixed-method approach-then there would be a quantitative analysis, and more following by a qualitative one. That would allow, under the mixed-methods design, first, a closer look at the extent of the measurable effects before examining more closely their context. Speculative data of how CSR-driven PM enablers impact key project outcomes such as stakeholder satisfaction, market share and brand were elicited from a structured questionnaire and used to give empirical evidence of the research hypothesis. Further, the qualitative data, a narrative elaboration of CSR implementation described an in-depth understanding of how employees and managers of Trade Kings Limited perceived CSR practices. The quantitative method was applied to verify a priori statistical associations between CSR integration and project success. While in the quantitative section of the study, the direction

and strength of the relationship between the variables under study are computed, the qualitative aspect of the research aims at understanding the essence of such associations and how they come about by identifying themes from the participants' perception and experiences. Both of these tiers would be useful in capturing quantifiable patterns as well as individual perceptions in so doing enriching the study on the impact of CSR on Trade Kings project management.

3.7.1 Quantitative data analysis

Quantitative data from the questionnaires was described using measures of central tendencies mean and median plus standard deviation. These statistics have been used to give an account on how project management is perceived by employees at Trade Kings Limited through CSR- driven project management. Descriptive statistics along with correlation and regression analysis were used through cross-tabulation to test the hypothesis relationship between CSR practices and project result indicators such as stakeholder satisfaction, market share growth and brand reputation. This goes a long way in achieving the research objective of evaluating how the CSR practices have boosted the competitiveness of Trade Kings using regression analysis we used to establish the amount of contribution made in these areas. All quantitative data analysis exercises were performed with the assistance of the Statistical Package for the Social Sciences (SPSS). SPSS offers is very efficient in displaying and analyzing such data. It was then employed to determine the degree of significance and the extent of the relationship between the variables; CSR integration, project success, and stakeholder engagement. Consequently, these analyses offered concrete real-life evidence that either supported or rejected expected impacts of CSR on project success and competitive advantage, which makes for high reliability and validity of the results.

3.7.2 Qualitative Data Analysis

For the qualitative part of the study that involved conducting of semi structured interviews, the approach used was the thematic analysis approach. Thematic analysis is one of the research methods most used to analyse, describe and find out latent patterns or themes in qualitative data (Braun and Clarke, 2006). This method suits this study since it has allowed the researcher to explain in detail how CSR is enshrined in the project

management in Trade Kings Limited and its impact on competitive advantage, stakeholder management, and project success. To take example, the steps that were followed included: Getting to know the interviews through reading the transcripts, coding of interviews; subsequent search, inspection and identification of themes corresponding with the objects of the research. Potential topics include CSR as the determinant of project effectiveness, management of stakeholders and the part played by CSR in the development of organizational image as well as market share.

3.8 Ethical Considerations

Any kind of research study is still ethically considered and this study has ensured that all its participants are safe in regard to their rights and welfare as it is done with the highest ethic. Free and informed consent was obtained from participants before data collection. The nature and intention of this study, with any possible risk involved, should clearly be explained. They should realize that participation is voluntary and they are free to withdraw at any time without penalty. The anonymity of the data on a participant shall be maintained, and it may be disclosed using personal information. The raw data was accessible only to the researcher. This research is done in line with standards set by the University of Lusaka Ethics Committee and reflects the principles of beneficence, justice, and respect for persons. In this regard, the researcher has made sure that the study does not hurt or cause any distress to the participants, and acts on possible problems that might occur during the course of collecting data.

3.9 Chapter Summary

This chapter outlines the systematic approach adopted for the study, detailing the research design, methods, and procedures for data collection and analysis to ensure reliability and validity. A mixed-methods approach, combining quantitative and qualitative data, was employed to provide a comprehensive understanding of how Corporate Social Responsibility (CSR) is integrated into project management at Trade Kings Limited. The study utilized an explanatory sequential design, beginning with quantitative data collection through structured questionnaires distributed to 100 randomly sampled employees, followed by qualitative data collection via semi-structured interviews with key stakeholders such as project managers and CSR officers. Quantitative data were

analyzed using descriptive statistics, correlation, and regression analysis in SPSS, while qualitative data were examined through thematic analysis to identify patterns and themes. Ethical considerations, including informed consent, confidentiality, and participant anonymity, were strictly adhered to, ensuring compliance with the University of Lusaka Ethics Committee's standards. This rigorous methodology enabled the study to explore both the measurable impacts of CSR-driven project management and the contextual insights from stakeholders, providing a holistic view of CSR's role in enhancing project success, stakeholder engagement, and competitive advantage at Trade Kings Limited.

CHAPTER FOUR: ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

The findings of the study and the types of analyses adopted in the study are presented in this chapter. A presentation of the success rate of the questionnaires sent out for data collection begins the study. And it was summarized in pie charts and bar charts for the demographic characteristics of respondents. In addition, data collected via questionnaires are analyzed and presented for each of the three specific objectives, which are the major themes. ANOVA, crosstabulations, chi square and correlation analysis were used to analyze the data. The chapter concludes with the presentation of qualitative findings.

4.1 Response Rate

A response rate of 148% with 148 of 100 targeted responses at 10% level of significance calculated using Yamane formula of 1967 is what was attained as shown in Table 1. Because it gave a feasible and manageable sample size, the study went for a 90% confidence interval instead of 95%. There is enough response rate to indicate active participation by respondents. The reason may be because of the relevance of the research topic for participants or an effective and engaging follow up and engagement strategy during data collection.

Table 4.1: Response Rate

Sample Size	Responses Collected	Response Rate
100	148	148%

4.2 Demographic Characteristics

4.2.1 Gender

The respondents had a gender distribution of 58.1 % male and 41.9 % female as reported in Figure 2. However, gender distribution in this distribution is quite balanced, and male respondents were a little bit more represented.

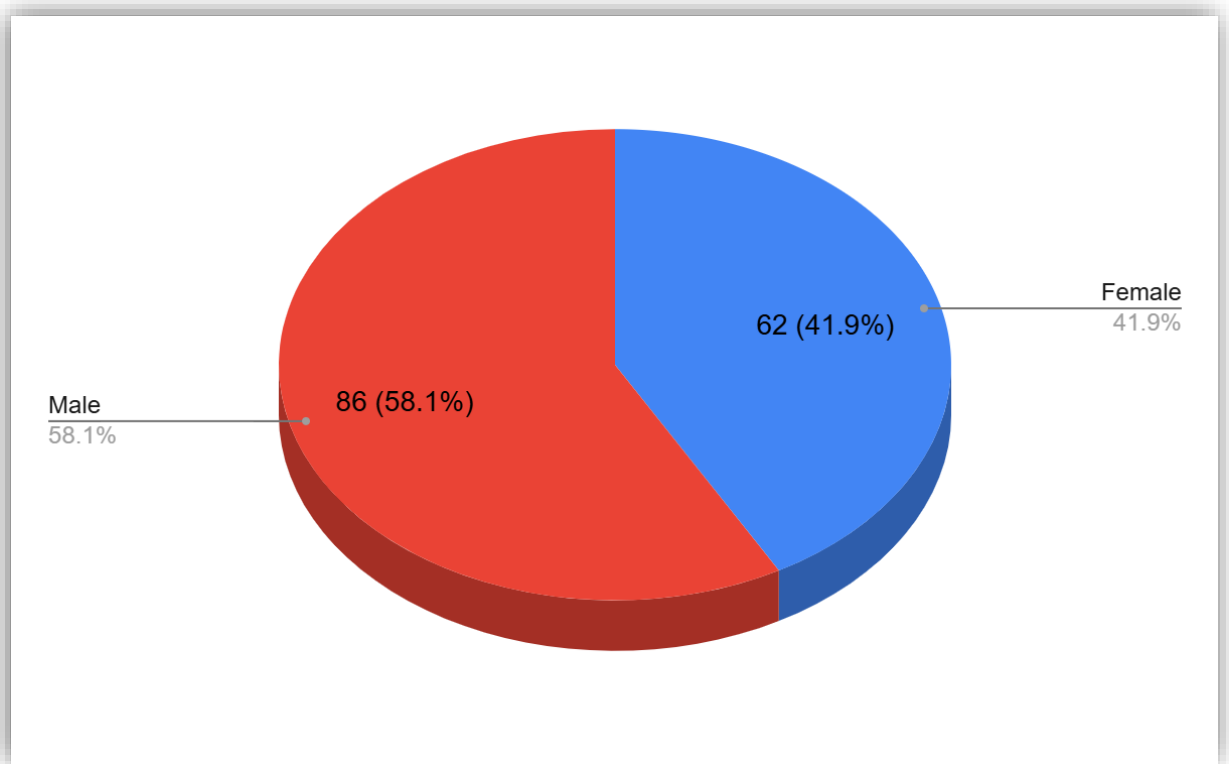


Figure 4.2: Gender

4.2.2 Role of the Respondent

The respondents at Trade Kings Limited have different roles: Middle management (11.5%), senior management (2.7%) and staff or employees (85.8%). This composition ensures that most of the collected perspectives are at the operational level, and some from the management to give some strategic views.

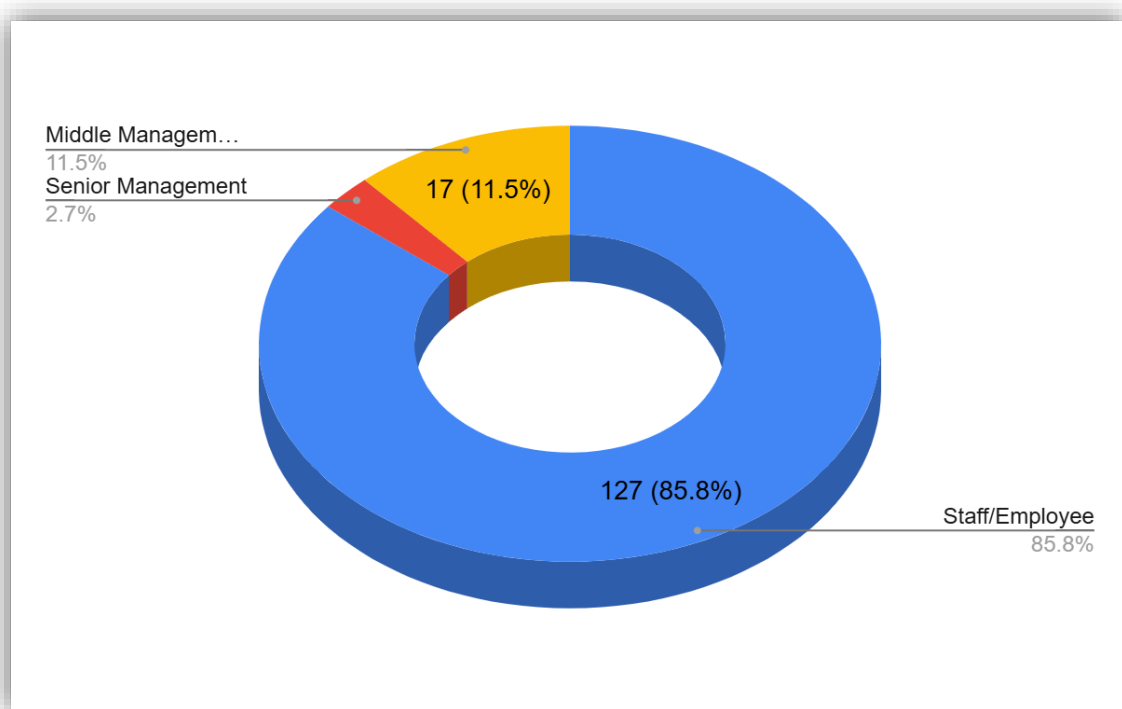


Figure 4.3: Role of the Respondent

4.2.3 Years of Experience at Trade Kings

Also, it should be noted that the number of years of experience ranging from 0 to 1 year (8.8 %), 1 – 3 years (28.4 %), 4 – 6 years (34.5 %), over 7 years (28.4 %) is shown in Figure 4. This is a well-rounded distribution with insight from newer employees and experienced employees.



Figure 4.4: Years of Experience at Trade Kings

4.3 How Trade Kings Limited incorporates CSR principles into its project management processes

This section examines how CSR principles are incorporated in TKL’s project management processes by performing descriptive statistics and one way analysis of variance. Variables assessed include CSRCoreProcess (CSR principles being integrated to core project management), CSRPlanDecision (CSR considerations during planning),

CSRGuidelinesPM (CSR guidelines for project management), and CSREvalCriteria (evaluation of CSR as part of project success criteria).

4.3.1 Descriptive Statistics CSR principles incorporation

The descriptive statistics show consistently high levels of integration of CSR principles into project management at Trade Kings Limited. All the mean scores for all variables fall within the range between 3.91 and 3.96, indicating that respondents tend to agree or strongly agree with the statements capturing CSR incorporation. For example, the mean score for CSRSuccCriteria, the assessment of CSR as part of project success criteria, is 3.96; followed by CSRGuidelinesPM (3.95), CSRPlanDecision (3.94), and CSRCoreProcess (3.91). The results indicate a strong alignment of CSR practices with project management processes. The standard deviations for all variables are relatively small (from 0.328 to 0.471) suggesting only minimal variability in responses. The consistency of the above implies a shared understanding and agreement of respondents on the incorporation of CSR principles in the organization.

Table 4.2: Descriptive Statistics CSR principles incorporation

Descriptive Statistics			
	Mean	Std. Deviation	N
CSRSuccCriteria	3.96	.419	148
CSRCoreProcess	3.91	.328	148
CSRPlanDecision	3.94	.354	148
CSRGuidelinesPM	3.95	.400	148
CSREvalCriteria	3.95	.471	148

4.3.2 One Way Analysis of Variance CSR principles incorporation

Table 4.3 presents the ANOVA results that help investigate the variations in CSR incorporation across groups. The p values of all the four analyzed variables are less than 0.05 and hence the difference in the mean scores is significant for all the four variables.

Table 4.3: One Way Analysis of Variance CSR principles incorporation

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
CSRCoreProcess	Between Groups	.966	3	.322	3.113	.028
	Within Groups	14.892	144	.103		
	Total	15.858	147			
CSRPlanDecision	Between Groups	1.504	3	.501	4.259	.006
	Within Groups	16.949	144	.118		
	Total	18.453	147			
CSRGuidelinesPM	Between Groups	3.480	3	1.160	8.315	.000
	Within Groups	20.088	144	.139		
	Total	23.568	147			
CSREvalCriteria	Between Groups	5.624	3	1.875	9.982	.000
	Within Groups	27.045	144	.188		
	Total	32.669	147			

CSRCoreProcess: This variable is significant between groups (ANOVA $p=0.028$). This shows the result: the level of integration of CSR principles into core project management processes varies among groups.

CSRPlanDecision: A large difference between groups is shown in results ($p=0.006$). Thus, CSR is not always considered in the stages of project planning.

CSRGuidelinesPM: The strongest variation between groups is shown by this variable with $p=0.000$, a significant p value. This result indicates differences in use of clear CSR guidelines in project management process, implying variation in compliance or execution of the guidelines.

CSREvalCriteria: Results for this variable also show a highly significant difference ($p=0.000$). The actual use of CSR evaluation as a criterion of project success varies appreciably between the groups, and this finding indicates substantial variability in how CSR evaluation is employed as a criterion of project success.

The results are significant in that CSR is not uniformly integrated into project management throughout the organization. For example, the largest differences are in CSRGuidelinesPM and CSREvalCriteria which suggest that the guidelines are being used differently to CSR as project success criteria. Overall results indicate that Trade

Kings Limited demonstrates effective use of CSR principles in its project management processes, all the variables scored above the mean. However, ANOVA results show that these practices differ among groups. These findings provide directions for possible improvement: CSR practices standardizing to increase consistency and maximize the impact of CSR on project success.

4.4 The effect of CSR-driven project management on stakeholder engagement and satisfaction

The research analyses the relationship between CSR driven project management and stakeholder engagement and satisfaction. This is presented through three analytical tables: crosstabulations are used as well as, a Chi-Square test, and symmetric measures. Table interpretations are provided in details below the presentations, with preceding explanations of each table.

4.4.1 The effect of CSR-driven project management on stakeholder engagement and satisfaction Crosstabulation

Table 4.4 presents the crosstabulation (how the level of CSR integration in project management processes (CSRCoreProcess) relates to stakeholder satisfaction (CSRStakeSuccess). The results also show that there is agreement that CSR driven project management has a positive influence on stakeholder satisfaction of 122 out of 148 respondents. A substantial proportion (7 out of 9 cases) of those who strongly endorsed CSR integration strongly endorsed that stakeholder satisfaction increased. The neutral responses to CSR integration reflected a mixed distribution of stakeholder satisfaction levels with 3 neutral, 11 agreeing and 1 strongly agreeing. These findings produce results which show that the effective combination of CSR principles in the project management processes increase stakeholder satisfaction. In addition, the results suggest that respondents with neutral attitudes towards CSR integration do not have as much clarity or firsthand experience of the benefits of CSR driven strategies and may perceive that CSR integration has less impact on satisfaction.

Table 4.4: The effect of CSR-driven project management on stakeholder engagement and satisfaction Crosstabulation

	CSRStakeSuccess		Total
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		Disagree	Neutral	Agree	Strongly Agree	
CSRCoreProcess	Neutral	0	3	11	1	15
	Agree	1	1	122	7	131
	Strongly Agree	0	0	1	1	2
Total		1	4	134	9	148

4.4.2 The effect of CSR-driven project management on stakeholder engagement and satisfaction Chi-Square

Chi-Square test (table 5) also reveals that CSR integration has positive relationship with stakeholder satisfaction. Such a relationship between these variables is statistically significant, since Pearson Chi Square is 26.032 ($p = 0.000$). In other words, the association we observe is unlikely to be due to chance. Moreover, the Linear-by-Linear Association value of 5.828 ($p = 0.016$) suggests that a significant linear trend does exist, that is, higher levels of CSR integration are always associated with more favorable levels of stakeholder satisfaction. However, it should be pointed out that 75% of the cells in the crosstabulation have expected counts below 5, which may affect the strength of test results. This limitation suggests that caution be exercised in generalizing these findings, and that future analyses either increase the sample size or use alternative measures so as to improve the reliability of future analyses.

Table 4.5: The effect of CSR-driven project management on stakeholder engagement and satisfaction Chi-Square

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.032 ^a	6	.000
Likelihood Ratio	13.367	6	.038
Linear-by-Linear Association	5.828	1	.016
N of Valid Cases	148		
a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .01.			

4.4.3 The effect of CSR-driven project management on stakeholder engagement and satisfaction Symmetric Measures

The symmetric measures in Table 4.6 present further insights about the strength and direction of the relationship that may exist between CSR integration and stakeholder satisfaction. This is supported by the Pearson's R value at 0.199 with a p-value of 0.015, thus showing a positive but weak statistically significant relationship between the two variables. Basically, the implication here is that as CSR integration goes up, the stakeholder satisfaction goes up slightly but just a little. This weak positive association is also confirmed by the Spearman correlation value of 0.219 ($p = 0.008$). While the relationship is statistically significant, the weak strength of the correlation suggests other factors other than CSR integration may also have an impact on stakeholder satisfaction. Results that show how CSR-driven strategies play their role in project management, while the stakeholder's engagement and satisfaction are some complex outcomes from those several variables.

Table 4.6: The effect of CSR-driven project management on stakeholder engagement and satisfaction Symmetric Measures

Symmetric Measures					
		Value	Asymptotic Standard Error ^a	Approximate T ^b	Approximate Significance
Interval by Interval	Pearson's R	.199	.122	2.455	.015 ^c
Ordinal by Ordinal	Spearman Correlation	.219	.127	2.708	.008 ^c
N of Valid Cases		148			
<p>a. Not assuming the null hypothesis.</p> <p>b. Using the asymptotic standard error assuming the null hypothesis.</p> <p>c. Based on normal approximation.</p>					

4.5 The extent to which CSR-driven projects contribute to Trade Kings' competitive advantage

The analysis in Table 4.7 investigates how the CSR-driven project success plays its role in enhancing the competitive advantage by at least a 10% increase in market share in less than or within 12 months for Trade Kings. In testing this, a multiple regression model was developed that features CSRCompetitive (CSR boosts competitive market edge),

CSRBrandLoyal (CSR increases brand reputation and customer loyalty), CSRRetentionRt (CSR promotes customer retention rates) and CSRShareGrowth (CSR led to measurable market share increase) as the independent variables. Below are summarized the results of the analysis, with interpretation preceding each table.

From the model summary, R is 0.417, indicating that there is a fair positive relationship between independent variables and CSRCompetitive. The sum of squares around the regression line represents 17.4% of the variability in competitive advantage, which can be explained by predictors. This is a modest proportion, but it shows that these CSR related factors are meaningful in making Trade Kings competitive. The model is stable, as the adjusted R² value of 0.156 is confirmed by adjusting the number of predictors. The Durbin-Watson statistic of 1.969 suggests no significant autocorrelation in the residuals, confirming the validity of the regression model.

Table 4.7: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.417 ^a	.174	.156	.330	.174	10.084	3	144	.000	1.969
a. Predictors: (Constant), CSRShareGrowth, CSRBrandLoyal, CSRRetentionRt										
b. Dependent Variable: CSRCompetitive										

The ANOVA table 4.8 further validates the model by showing that the relationship between the predictors and the dependent variable is statistically significant ($p=0.00<0.05$). This indicates that at least one of the independent variables significantly contributes to the prediction of CSRCompetitive. This supports the conclusion that the predictors collectively explain a meaningful portion of the variance in competitive advantage, as the regression sum of squares (3.303) is very much less than the total sum of squares (19.027).

Table 4.8: ANOVA

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.303	3	1.101	10.084	.000 ^b
	Residual	15.724	144	.109		
	Total	19.027	147			

a. Dependent Variable: CSRCompetitive
b. Predictors: (Constant), CSRShareGrowth, CSRBrandLoyal, CSRRetentionRt

The coefficients table gives some insights on the contribution from each predictor. CSRCompetitive is significantly positively affected by CSRBrandLoyal ($p = 0.001$) and CSRShareGrowth ($p = 0.001$). In particular, a one unit increase in CSRBrandLoyal increases competitive advantage by 0.231 units and a one unit increase in CSRShareGrowth increases competitive advantage by 0.235 units. These results show that brand loyalty and market share growth are important in enhancing competitive edge. For instance, CSRRetentionRt (customer retention rates) doesn't make a significant difference in competitive advantage ($p=0.996$)—meaning its contribution is virtually nil in this case. All predictors have VIF values near 1, so there are no multicollinearity issues.

Table 4.9: Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients Beta			Tolerance	VIF
1	(Constant)	2.159	.435		4.964	.000		
	CSRBrandLoyal	.231	.068	.264	3.400	.001	.955	1.047
	CSRRetentionRt	.000	.084	.000	.005	.996	.929	1.076
	CSRShareGrowth	.235	.070	.272	3.382	.001	.890	1.123

a. Dependent Variable: CSRCompetitive

The results show that trade kings' competitive advantage is significantly augmented by CSR driven project success through the impact of the same on brand loyalty and measurable market share growth. The overall effect of the regression model on the variance in competitive advantage is statistically significant and explains 17.4% of the variance. The most influential factors are brand reputation and loyalty (CSRBrandLoyal) and market share growth (CSRShareGrowth), both of which have positive significant

relationships with competitive edge. But in this particular analysis, customer retention rates (CSRRetentionRt) seem to have little impact.

The results highlight the importance of CSR driven initiatives in building a competitive market position by encouraging brand loyalty and obtaining tangible market share gain. Indirect or combined influence of CSR on retention or how they might do so is explored further as the role of customer retention rates is negligible. In general, CSR practices can be an important means to increase Trade Kings' competitiveness in the market place.

4.6 Qualitative Analysis of CSR Integration at Trade Kings Limited

Qualitative data were sought from five respondents to give more insight into how integrating CSR into the project management process influences the practice of stakeholder engagement in project management and improves Trade Kings' competitive advantage. Themes identified from the interviews relate to the specific objectives of the study, summarized below.

Table 4.10: Themes for Each Objective

Objective	Theme	Respondent Quotes
Objective i: <i>To examine how Trade Kings Limited incorporates CSR principles into its project management processes.</i>	Theme 1: Clear CSR Guidelines	"We have clear guidelines on how CSR should be integrated into each project. It's part of the project initiation phase."
	Theme 2: Consistent Monitoring and Evaluation	"Our projects include regular assessments to ensure CSR principles are being met, particularly when it comes to sustainability."
	Theme 3: Leadership Support	"Top management emphasizes the importance of CSR in every project. This leadership support is crucial for its integration."
Objective ii: <i>To assess the effect of CSR-driven project management on stakeholder engagement and satisfaction, and how they influence overall project success.</i>	Theme 4: Improved Stakeholder Relationships	"Stakeholders appreciate our focus on CSR; they often express greater trust and satisfaction when they see us caring about the environment and community."

<p><i>Objective iii: To assess the extent to which CSR-driven projects contribute to Trade Kings' competitive advantage.</i></p>	<p>Theme 5: Alignment with Stakeholder Values</p>	<p>"The CSR initiatives align well with what stakeholders expect. It's clear that they value projects that benefit the community as much as they benefit the business."</p>
	<p>Theme 6: Enhanced Brand Reputation</p>	<p>"Our CSR projects have significantly boosted the company's reputation, especially in the eyes of our customers and partners."</p>
	<p>Theme 7: Market Share Growth</p>	<p>"We've seen that our CSR-focused projects help us expand into new markets, which has contributed to an increase in market share."</p>
	<p>Theme 8: Customer Loyalty</p>	<p>"Customers are more loyal to our brand because they know we prioritize ethical practices and sustainability in our projects."</p>

4.6.1 How Trade Kings Limited Incorporates CSR Principles into Its Project Management Processes

Qualitative data analysis led to the identification of three overarching themes on how the case company has integrated CSR principles into its project management:

Clear CSR Guidelines: Respondents indicated that the CSR guidelines in the project initiation phase should be defined clearly. This makes sure that CSR is not an add on and happens as part of the project planning and execution process.

Consistent Monitoring and Evaluation: Monitoring and evaluation of CSR practice is particularly emphasised during project execution. CSR objectives are assessed regularly to ensure that projects remain aligned with the corporate social responsibility standards and that CSR objectives are being met.

Leadership Support: However, commitment to CSR by leadership is a key driver to the integration of these principles into the project management. Top management strong endorsement to CSR in project planning and execution sends out a strong message to all levels of the organization that CSR is important.

The highlighted themes show that Trade Kings CSR integration is structured process guided by clear guidelines, monitoring and strong leadership.

4.6.2 The Effect of CSR-driven Project Management on Stakeholder Engagement and Satisfaction

The interviews also show how CSR driven project management positively influences stakeholder engagement and satisfaction. Two key themes emerged:

Improved Stakeholder Relationships: The CSR initiatives are very important to the relationship with stakeholders. The community and industry stakeholders are appreciative of Trade Kings' approach to CSR and respondents indicate that this makes people trust and be satisfied with the organization.

Alignment with Stakeholder Values: The CSR projects at Trade Kings corresponds with the stakeholder expectations specially in the area of environmental sustainability and community development. This alignment creates better relationships and reinforces the company's values that stakeholders care about.

This leads to the deduction from these insights that CSR integration leads to the improvement in stakeholder engagement and creates a relationship of mutual benefit by way of increasing satisfaction and firm loyalty.

4.6.3 The Extent to Which CSR-driven Projects Contribute to Trade Kings' Competitive Advantage

Three themes emerged from the qualitative responses that show the contribution of CSR to competitive advantage of Trade Kings:

Enhanced Brand Reputation: Trade Kings' brand reputation has notably been improved resulting from CSR driven project success. Respondents pointed out that the company's CSR commitment has contributed to its higher level of attractiveness to customers, partners and investors who are interested in ethical practices.

Market Share Growth: CSR activities have resulted in the expansion of markets. Respondents pointed out that most of the CSR projects, especially those to do with sustainability, have allowed Trade Kings access to new markets and customers, hence increasing their market share.

Customer Loyalty: With the CSR-driven approach, customers are likelier to be loyal to the Trade Kings brand. The company has managed to build emotional connections with its customers through sustainability and social responsibility commitments, ensuring long-term retention of customers.

These findings confirm that success driven by CSR significantly enhances the competitive position of Trade Kings, especially in influencing brand reputation, increasing market share, and eliciting customer loyalty.

The responses from the five respondents proved to be quite useful in highlighting how CSR is integrated into Trade Kings' project management process, how CSR has influenced stakeholder engagement and satisfaction, and how important it has been to the company's competitive advantage. Emerging themes point toward clear guidelines, support from top management, and alignment of stakeholder values as key to successful CSR performance. Furthermore, the improvement of the CSR-driven projects also depicts enhancement in brand reputation, customer loyalty, and market share, thereby solidifying Trade Kings' position in the market as socially responsible and competitive.

4.7 Chapter Summary

This chapter presents the analysis and findings of the study, structured around the three specific objectives. The response rate for the study was 148%, indicating strong participation. Demographic data revealed a balanced gender distribution, with most respondents being operational staff and having 4–6 years of experience at Trade Kings Limited (TKL). Descriptive statistics and ANOVA results showed high levels of CSR integration into project management processes, with mean scores ranging from 3.91 to 3.96, but significant variability across departments, particularly in CSR guidelines and evaluation criteria. Crosstabulations and Chi-Square tests revealed a positive but weak correlation between CSR-driven project management and stakeholder satisfaction, suggesting that CSR enhances stakeholder relationships but other factors also play a role. Regression analysis demonstrated that CSR-driven projects significantly contribute to TKL's competitive advantage through improved brand reputation and market share growth, though customer retention showed minimal impact. Qualitative findings from interviews highlighted key themes, including clear CSR guidelines, leadership support,

improved stakeholder relationships, and enhanced brand reputation. These insights collectively underscore the strategic value of CSR integration in project management, while identifying areas for improvement, such as standardizing CSR practices and addressing variability across departments. The findings provide a comprehensive understanding of how CSR influences project success, stakeholder engagement, and competitive advantage at TKL.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.0 Introduction

This chapter provides a discussion of the findings analyzed and presented in chapter four. The section focuses on the three specific objectives of the study. The findings of the study are discussed in light of existing empirical literature as well as the three main theories that underpin this study.

5.1 How Trade Kings Limited incorporates CSR principles into its project management processes.

The findings of this section are related to how Trade Kings Limited (TKL) has built Corporate Social Responsibility (CSR) principles into its project management processes. Descriptive statistics and one way analysis of variance (ANOVA) results indicate generally high levels of CSR integration; however, significant differences exist among the various groups in the organization. The findings are discussed in light of existing research as well as theoretical frameworks: Stakeholder Theory, Porter and Kramer's Shared Value Theory, and the Triple Bottom Line (TBL) Theory.

The descriptive statistics reveal that the CSR principles are ever present in Trade Kings Limited project management processes as all the variables; CSRCoreProcess, CSRPlanDecision, CSRGuidelinesPM, and CSREvalCriteria are averaged between 3.91 and 3.96 on a 5 point scale. These findings reveal that employees at Trade Kings are generally off the same page, that is, that CSR is incorporated into core project management activities from planning through to evaluation. In terms of the standard deviations, they were relatively small, indicating the company has a similar understanding of CSR practices, with a high level of consistency with CSR integration.

The qualitative thematic analysis reinforces these findings, identifying three key themes in the incorporation of CSR: the existence of CSR guidelines and the existence of an organizational culture that give strong support to CSR and that leads to CSR practices that are consistent with stated CSR guidelines, consistent monitoring and evaluation of such practices, and the existence of leadership support. The CSR principles mirrored by

these elements are aligned strategic, continuous assessment, and top-down commitment.

The integration of CSR is high, yet ANOVA results revealed significant differences in the organization across groups. In particular, CSRGuidelinesPM and CSREvalCriteria were found to have the largest variations, thus indicating the difference in how CSR is applied and evaluated among departments or teams. This creates a need to standardize more, and to align more, especially in terms of guideline adherence and inclusion of CSR into project success criteria, where there is variability.

The large p-values (less than 0.05) across all variables indicate that CSR integration is not uniformly distributed within the firm. Loosemore and Lim (2017) find that CSR application into some industries (for example construction) is typically unsophisticated and mostly reactive, and these findings are consistent with this. In a similar vein, Othman and Abdellatif (2011) note that in South African affordable housing projects, CSR integration was inconsistent, especially when the public and private sector interests clash.

This also parallels Garcia Villena et al. (2021) who stressed that CSR models can be heterogeneous and potentially need stronger alignment in project management frameworks to fulfill their potential. If TKL is anything like most organisations, the inconsistencies observed in TKL's implementation of CSR principles suggest that it has some work to do to formalise and strengthen its CSR policies, especially in project management guidelines and evaluation metrics.

Organisations the stakeholder theory need to look at the interests of all the stakeholders that are involved in the operations and this includes customers, their own employees, suppliers and the community (Freeman, et al., 2018). This theory is supported by the results from Trade Kings where, CSR integration in project management processes is emphasized on the importance of aligning projects with the stakeholders' expectations. This interpretation of significant differences between groups suggests that there are differences in stakeholder influences across teams, and thus differences in how consistency of CSR implementation is achieved.

Qualitative data revealed importance of clear CSR guidelines and leadership support and is consistent with Stakeholder Theory, as Stakeholder driven approach is capable to harmonizing internal and external CSR expectations (McAbee, 2022). The finding therefore suggests that Trade Kings' CSR strategy might gain from more intensive stakeholder engagement processes and a better appreciation of their roles in the integration of CSR within the organization.

Porter and Kramer's Shared Value Theory suggests that businesses can generate economic value by addressing societal needs and challenges (Porter & Kramer, 2011).. The findings from Trade Kings' project management processes strongly resonate with this concept, as CSR principles are integrated into the core management processes, influencing both project planning and evaluation. This strategic incorporation of CSR can be viewed as Trade Kings' effort to create shared value not only by contributing to societal goals but also by enhancing its internal project management processes.

Furthermore, the variability in CSR application across departments may reflect different levels of understanding or commitment to creating shared value. This could suggest that Trade Kings improved its CSR efforts alignment across the organization to create maximum value for company as well as society. According to the study by Isaksson and Kiessling (2023), that firms with strategically integrated CSR programs perform better to financial performance and stakeholder relationships.

Then finally the Triple Bottom Line (TBL) Theory (social, environmental and economic aspects of CSR) is reflected in Trade Kings' focus on CSR guidelines and evaluation criteria (Hourneaux Jr, et al., 2018). Whether this is the case for Trade Kings in practice or only in their desire to align their operations with the TBL framework is indicated by the strong emphasis on CSR in project success evaluation (CSREvalCriteria).

Nevertheless, as the ANOVA results demonstrate significant differences between groups, there is space to further integrate the TBL dimensions within project management processes to facilitate more balanced consideration of sustainability. This would involve not only evaluating CSR outcomes more consistently, however, but also integrating environmental and social sustainability aspects in project management in the manner

proposed by the Garcia Villena et al. (2021) who suggested more integration of sustainability indicators into project management guidelines.

This study's findings show that Trade Kings Limited has the aim to put CSR principles into its project management processes. Overall high levels of CSR integration are commendable, but there is significant variability in CSR application across companies and CSR application is not aligned with the companies. The findings also seem to support theories like the Stakeholder Theory, the Shared Value Theory and the TBL which emphasize the strategic importance of CSR in project management. Trade Kings can benefit from formalizing and standardizing its CSR guidelines and evaluation criteria that would be appropriately applied at all levels of the organization to achieve greatest impact on the success of the project.

5.2 The effect of CSR-driven project management on stakeholder engagement and satisfaction, and how they influence overall project success at Trade Kings Limited.

The findings of this study indicate that integrating Corporate Social Responsibility (CSR) principles into project management at Trade Kings Limited positively influences stakeholder engagement and satisfaction. Interviews were analyzed by thematic analysis to show that CSR driven project management fosters stronger stakeholder relationships via alignment of company initiatives with stakeholder values particularly in community development and environmental sustainability. CSR is a strategic tool to improve overall project success argued this alignment as building trust and reinforcing stakeholder loyalty.

The findings are consistent with stakeholder theory which is grounded in the view that balancing diverse stakeholder interests contributes to organizational goals (Freeman, 1984). In Trade Kings there is integration of CSR in project management and it forms a basis of shared value between company and its stakeholders. This is in line with Porter and Kramer's (2011) Shared Value Theory, which suggests that firms should adapt their business strategies for addressing societal needs and delivering both economic and social value. Secondly, Trade Kings align with stakeholders' expectations of environmental sustainability, including satisfaction and engagement.

Consistent with prior studies, there is a positive relationship between CSR driven project management and stakeholder satisfaction. Yazici (2020) concludes that sustainability initiatives incorporated into project management lead to organizational success and in particular, economic and social sustainability. As, for example, Garcia Villena et al. (2021) suggested, project "management guidelines should integrate sustainability and CSR considerations to bring alignment with all stakeholders". These studies support the idea that stakeholders are better served where CSR is strategically embedded within the project management processes and the outcome benefits project success.

Moreover, the findings of this study support the principles of the TBL Theory, which argues for the pursuit of economic, social and environmental objectives simultaneously (Elkington, 1994). According to TBL, CSR initiatives need to be geared to community development and environmental sustainability. This is also in line with stakeholder concerns and will be supportive of the company's long term viability. The results presented here are in line with Isaksson and Kiessling (2023) who found that strategically aligned CSR initiatives enhance financial outcomes and stakeholder relations.

The study also indicates that CSR integration alone might not fully explain stakeholder satisfaction, despite positive relationship. They find a weak, though statistically significant, correlation between quantitative measures and satisfaction levels, suggesting that other factors have an effect on satisfaction levels. Loosemore and Lim (2017) found this, pointing out how CSR operationalisation is complex in industries that have a transition or project-based structure (construction industry being one example). Phiri et al. (2019) also pointed out that the Zambian mining sector's CSR initiatives may be ineffective if the stakeholders are not in a power balance.

The second part is an investigation of the qualitative insights, which continue to emphasize the crucial link between CSR initiatives and stakeholder values. For Trade Kings, CSR driven strategies, according to respondents, create trust and generate loyalty amongst community and industry stakeholders. This is consistent with Chisha (2017), who argued that CSR initiatives need to tackle specific local socio-economic problems if they are to resonate with stakeholders. Furthermore, McLachlan and Binns (2014) revealed that CSR in tourism has an untapped potential for sustainable community

development and the need for structured frameworks to line up corporate initiatives with stakeholder expectations.

In essence, the study confirms the idea that CSR-based project management can increase stakeholders' engagement and satisfaction, leading to the overall project success. At Trade Kings, CSR is strategically integrated through initiative alignment to stakeholder values and alignment to social and environmental priorities. At the same time, the findings indicate that organizations need to look beyond CSR in order to meet stakeholder needs and adapt to shifts in those stakeholder needs. Future research could look at these dynamics in industries with complex stakeholder relationships combined with socio-economic challenges.

5.3 The extent to which CSR-driven project contributes to Trade Kings' competitive advantage

This study finds that CSR driven projects confer significant advantage on Trade Kings' competitive advantage. The main reasons for this improvement can be traced to improvements in brand reputation, market share growth, and customer loyalty. The results from the quantitative analysis indicated that brand loyalty and market share growth were the strongest determinants in building competitive advantage and customer retention rates seemed less significant. We argue that these results highlight the inherent strategic importance of CSR initiatives to competitive market position.

Consistent results are observed with existing literature and theoretical foundations. An example is provided by Yazici (2020) that shows the synergy between project management and sustainability: being successful in an organization is reinforced by the integral project management for sustainability. This is further confirmed by the findings at Trade Kings, as the projects driven by CSR increased its market share and brand loyalty; these are key drivers of competitive advantage. Also, similar to García Villena et al. (2021), they echo that sustainability concerns need to be integrated into project management frameworks so as to contribute to supporting the strategic success of Trade Kings.

The findings are in agreement with the Shared Value Theory of Porter and Kramer, in which it is argued that businesses can gain competitive advantage by serving social needs and problems. This is evident in the CSR activities of Trade Kings, which benefit not only the community but also the market position of the company. These results are also informed by the Triple Bottom Line (TBL) Theory since the company's emphasis on economic, social and environmental sustainability has brought about tangible business advantage. Stakeholder Theory adds weight to this by arguing that it is essential for sustained competitive advantage that this stakeholder expectation (for example, customer, community etc.) expectations (are or are not) are met.

These findings are further strengthened through empirical studies. As explained by Loosemore and Lim (2017), CSR practices in project-based industries such as construction were typically reactionary and compliance driven, with a limited strategic potential. In contrast, Trade Kings has strategically integrated CSR into its projects, resulting in positive outcomes such as brand enhancement and market share expansion. This proactive approach aligns with Isaksson and Kiessling's (2023) conclusion that strategically aligned CSR initiatives yield both financial and reputational benefits.

Al-Marri et al. (2019) point to the value that structured CSR practices can bring to organizational outcomes, regionally, in the MENA region. This is especially important for Trade Kings structured CSR approach, which has helped the company to connect its activities to both business objectives and community needs. Similarly, Trade Kings does a lot of community engagement through impactful projects, and Chibuye (2016) reminds us that, locally, CSR can aid in education and skill development as one of its many potentials, which parallels CSR's path in engaging with communities. According to Chisha (2017), however, there is a gap between corporate policies and local expectations. This study shows how Trade Kings fills this gap, through CSR projects that align with stakeholder priorities.

The quantitative analysis is complemented by the qualitative research on Trade Kings CSR efforts that their efforts have improved their brand reputation by a great deal. Particular aspects of the company's ethics and sustainability were stressed by respondents as motivating customers, partners and investors. Besides that, CSR

initiatives also serve to expand the market through providing access to new customer bases, thereby generating a market share. These outcomes match McLachlan and Binns (2014) contention that CSR can bring meaningful community and market benefits. While we did not see a big quantitative impact on customer retention rates, qualitatively, CSR driven emotional connections with customers has led to retention, which is in line with the larger stakeholder engagement goals.

Finally, the study demonstrates that CSR driven projects do deliver positively on the Trade Kings competitive advantage by increasing brand reputation, enlarging market share and increasing customer loyalty. The strategic importance of CSR for the attainment of both business and societal goals is stressed by these findings, along with issues to further investigate, such as the channel through which CSR affects customer retention. This study places its ideas into the context of established theories and empirical evidence that enhance the robustness of the framework for how CSR influences organizational success.

5.4 Contributions to New Knowledge

While the findings of this study largely confirm existing theories and empirical literature, they also contribute new insights and practical implications that advance the understanding of CSR integration in project management, particularly within the context of a Zambian manufacturing firm. Below are the key areas where this study adds new knowledge:

5.4.1 Contextualization of CSR Integration in a Zambian Manufacturing Firm: This study provides a unique perspective on how CSR principles are integrated into project management within a developing economy, specifically Zambia. While much of the existing literature focuses on CSR in developed economies or industries like construction and mining, this study highlights the challenges and opportunities of CSR integration in the fast-moving consumer goods (FMCG) sector in a resource-constrained environment. The findings reveal that while Trade Kings Limited demonstrates high levels of CSR integration, inconsistencies across departments suggest a need for more standardized and context-specific CSR frameworks tailored to the Zambian industrial landscape.

- 5.4.2 Operationalization of CSR in Project Management:** The study operationalizes CSR integration by identifying specific metrics and processes, such as CSR guidelines, evaluation criteria, and stakeholder engagement mechanisms, that can be systematically applied in project management. This provides a practical framework for other organizations in similar contexts to measure and enhance their CSR efforts. For instance, the emphasis on aligning CSR with project success criteria (e.g., time, cost, and quality) offers a replicable model for integrating sustainability into traditional project management practices.
- 5.4.3 Stakeholder-Centric CSR Practices:** The study highlights the importance of aligning CSR initiatives with stakeholder values, particularly in community development and environmental sustainability. While existing literature emphasizes stakeholder engagement, this study provides empirical evidence on how CSR-driven project management can foster trust and loyalty among stakeholders in a developing economy. It also identifies gaps in stakeholder satisfaction, suggesting that CSR initiatives must go beyond compliance to address specific local socio-economic challenges, such as unemployment and infrastructure development.
- 5.4.4 Strategic CSR for Competitive Advantage:** The study demonstrates that CSR-driven projects contribute to competitive advantage through enhanced brand reputation, market share growth, and customer loyalty. However, it also reveals that customer retention metrics are less impacted by CSR initiatives, suggesting a need for deeper emotional connections with customers. This finding challenges the assumption that CSR automatically translates to customer retention and calls for more targeted CSR strategies that resonate with local consumer preferences and values.
- 5.4.5 Standardization and Leadership in CSR Implementation:** The study identifies leadership support and organizational culture as critical enablers of CSR integration. While existing literature often focuses on external stakeholder engagement, this study emphasizes the role of internal alignment and leadership commitment in driving CSR success. It also highlights the need for standardized CSR guidelines and evaluation criteria to ensure consistency across departments,

addressing a gap in the literature on intra-organizational variability in CSR implementation.

5.4.6 Implications for Developing Economies: The study contributes to the growing body of knowledge on CSR in developing economies by providing a case study of how a Zambian firm leverages CSR to address both business and societal goals. It underscores the importance of aligning CSR initiatives with national development priorities, such as industrialization and community empowerment, offering a model for other firms in similar contexts.

5.5 Chapter Summary

This chapter discusses the findings of the study in relation to its three specific objectives, contextualizing them within existing empirical literature and theoretical frameworks such as Stakeholder Theory, Shared Value Theory, and the Triple Bottom Line (TBL) Theory. The findings reveal that Trade Kings Limited (TKL) demonstrates high levels of CSR integration into its project management processes, with CSR principles embedded in core activities from planning to evaluation. However, significant variability exists across departments, highlighting the need for standardized CSR guidelines and evaluation criteria. The study confirms that CSR-driven project management enhances stakeholder engagement and satisfaction by aligning initiatives with stakeholder values, particularly in community development and environmental sustainability, thereby fostering trust and loyalty. Additionally, CSR contributes to TKL's competitive advantage through improved brand reputation, market share growth, and customer loyalty, though customer retention metrics show weaker impacts. The findings align with existing theories and literature but also provide new insights, such as the importance of leadership support and organizational culture in driving CSR success, the need for context-specific CSR frameworks in developing economies, and the operationalization of CSR metrics in project management. These contributions advance the understanding of CSR integration in project management, offering practical recommendations for firms in similar contexts to enhance their CSR practices and achieve sustainable competitive advantage.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

The conclusions of this study are recorded in this chapter. They are based on the discussion and the findings presented in the preceding chapter. This chapter also makes recommendations for Trade Kings Limited to integrate its Corporate Social Responsibility (CSR) into project management, stakeholder engagement and competitive advantage. Finally, the chapter suggests areas for future research.

6.1 Conclusions

6.1.1 How Trade Kings Limited incorporates CSR principles into its project management processes

The study demonstrates that it has been successfully integrated into the project management process at Trade Kings Limited (TKL). The results indicate a high level of integration, as CSR guidelines, decision making frameworks and evaluation criteria were included in most of the project management activities. Through the success of these practices, TKL has managed to manifest its intention of incorporating CSR principles to their projects and fulfil the research objective of understanding how CSR is managed in the project management process.

Despite this, we find that there is high level of CSR integration but significant variability of CSR practices across organizational department, pointing to the fact that integration is consistent at macro level, but gaps in standardization and alignment. The implication of this finding is to further improve the uniformity so that CSR principles can be applied in d same way. Therefore, the research question is answered positively: TKL has proven to integrate CSR strong but variable in its project management processes.

6.1.2 The effect of CSR-driven project management on stakeholder engagement and satisfaction, and how they influence overall project success at Trade Kings Limited

It was found that CSR driven project management enhances stakeholder engagement and satisfaction at TKL. Based on thematic analysis, it was revealed how CSR can help

strengthen stakeholder relationships by aligning projects with community and environmental priorities. Such an alignment can build trust and loyalty, or more importantly, pointers to satisfaction on the part of the stakeholders. However, though this is a weak but statistically significant correlation, qualitative findings supported quantitative findings and therefore indicate that CSR initiatives have contributed to the overall project success in the betterment of the stakeholder involvement. A study proved this argument by various theories such as the stakeholder theory, Shared Value Theory where integration of CSR comes out to be strategic for the addressing need of the stakeholders. Apart from CSR practice several factors show direct correlation with the satisfaction of a stakeholder which shows that holistic approach to be taken is imperative for increasing the stakeholder's relationship. Affirmative answer to the research question depicted how CSR based project management enhances engagement of stakeholder along with the project success.

6.1.3 The extent to which CSR-driven projects contribute to Trade Kings' competitive advantage

The study concludes that CSR-driven projects enhance TKL's competitive advantage by improving brand reputation, market share, and customer loyalty significantly. Quantitative findings point to CSR playing a strategic role in market positioning, whereas qualitative insights stress ethical practices of the company and sustainability as one of the major drivers of competitive differentiation.

The integration of CSR into project management is fully aligned with the Shared Value Theory by Porter and Kramer and the Triple Bottom Line framework. This ensures that economic, social, and environmental objectives are pursued together. While there was some variation in the customer retention measures, the overall results confirm the strategic asset of CSR for competitive advantage. The research objective is satisfied, and the research question is answered.

6.2 Recommendations

6.2.1 For Trade Kings Limited

1. **Standardize CSR Practices Across Departments:** TKL should develop clear CSR guidelines, training programs, and documentation to ensure consistent application of CSR principles across all departments. Regular monitoring and evaluation mechanisms should be implemented to maintain alignment and address variability.
2. **Enhance Stakeholder Engagement:** TKL should adopt regular feedback mechanisms, increase community involvement, and ensure transparent communication to align CSR initiatives with stakeholder expectations. This will strengthen relationships and improve stakeholder satisfaction.
3. **Leverage CSR for Strategic Value Creation:** TKL should embed CSR into its core business strategies to maximize shared value. By aligning CSR initiatives with both societal needs and business opportunities, TKL can enhance its competitive advantage while contributing to sustainable development.

6.2.2 Policy Recommendations for Businesses in General

1. **Develop Industry-Wide CSR Standards:** Policymakers and industry associations should establish standardized CSR frameworks to guide businesses in integrating CSR into project management. These standards should include clear metrics for evaluating CSR outcomes and ensuring consistency across industries.
2. **Promote Stakeholder-Centric CSR Practices:** Businesses should prioritize stakeholder engagement by aligning CSR initiatives with local community needs and expectations. Policymakers can incentivize this through tax benefits or grants for companies that demonstrate measurable social and environmental impact.
3. **Encourage Strategic CSR Integration:** Governments and regulatory bodies should encourage businesses to integrate CSR into their core strategies by providing training, resources, and recognition for companies that achieve both economic and societal goals.

6.3 Areas of Future Research

6.3.1 Future studies might, therefore, dwell on the variability of CSR across industries to see what best practices and strategies can be elaborated to handle such variability in the integration of CSR within different organizational contexts.

6.3.2 Assessing CSR's Role in Employee Engagement addresses the unexplored role of CSR in facilitating employee engagement and productivity. Research into future might explore whether CSR initiatives would be associated with internal stakeholder satisfaction and organizational success.

Chapter Summary

This chapter summarizes the study's conclusions, which are based on the findings discussed in Chapter Five. It highlights that Trade Kings Limited (TKL) has successfully integrated CSR principles into its project management processes, demonstrating high levels of CSR inclusion in planning, decision-making, and evaluation. However, variability across departments indicates a need for greater standardization. The study also concludes that CSR-driven project management enhances stakeholder engagement and satisfaction by aligning initiatives with community and environmental priorities, fostering trust and loyalty. Furthermore, CSR contributes significantly to TKL's competitive advantage through improved brand reputation, market share, and customer loyalty, though customer retention metrics show weaker impacts. Recommendations for TKL include standardizing CSR practices, enhancing stakeholder engagement, and leveraging CSR for strategic value creation. Broader policy recommendations for businesses emphasize developing industry-wide CSR standards, promoting stakeholder-centric practices, and encouraging strategic CSR integration. Areas for future research include exploring CSR variability across industries, assessing CSR's role in employee engagement, and examining the long-term impact of CSR on competitive advantage. These conclusions and recommendations provide actionable insights for TKL and broader implications for businesses aiming to integrate CSR into their strategies effectively.

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Appendix

Research Questionnaire: Analyzing the Impact of Incorporating Corporate Social Responsibility into Project Management Strategies

Introduction and Consent Form

Dear Participant,

I am conducting a research study titled "Analyzing the Impact of Incorporating Corporate Social Responsibility into Project Management Strategies: A Case Study of Trade Kings Limited." The main objective of this research is to investigate the role of CSR in the project management strategies of Trade Kings Limited and how it affects various business outcomes, including stakeholder engagement and competitive advantage.

Your participation in this study is voluntary, and your responses will remain confidential and used solely for academic purposes. The survey should take approximately 10-15 minutes to complete. By proceeding with this questionnaire, you consent to participating in this study.

Thank you for your time and cooperation.

Sincerely,

Victoria Siachiwena

Master of Science in Project Management

University of Lusaka

Section 1: Demographic Information

1. What is your role at Trade Kings Limited?
 - Senior Management
 - Middle Management
 - Staff/Employee
 - Other (please specify) _____
2. How long have you been working at Trade Kings Limited?
 - Less than 1 year
 - 1–3 years
 - 4–6 years
 - 7+ years

Section 2: Incorporation of CSR Principles into Project Management

Objective 1: To examine how Trade Kings Limited incorporates CSR principles into its project management processes.

For each statement, please indicate how much you agree or disagree using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree

- 5 = Strongly Agree
3. Trade Kings Limited integrates CSR principles into the core project management processes.
- 1 = Strongly Disagree
 - 2 = Disagree
 - 3 = Neutral
 - 4 = Agree
 - 5 = Strongly Agree
4. CSR is a key consideration in decision-making during the planning stages of projects at Trade Kings Limited.
- 1 = Strongly Disagree
 - 2 = Disagree
 - 3 = Neutral
 - 4 = Agree
 - 5 = Strongly Agree
5. Trade Kings Limited has clear guidelines or policies for incorporating CSR into project management.
- 1 = Strongly Disagree
 - 2 = Disagree
 - 3 = Neutral
 - 4 = Agree
 - 5 = Strongly Agree
6. The company evaluates CSR initiatives as part of its project success criteria.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Section 3: The Effect of CSR-driven Project Management on Stakeholder Engagement and Satisfaction

Objective 2: To assess the effect of CSR-driven project management on stakeholder engagement and satisfaction, and how they influence overall project success at Trade Kings Limited.

7. CSR initiatives positively influence the engagement of internal stakeholders (employees, management).

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

8. CSR-driven project management has led to higher satisfaction among external stakeholders (customers, suppliers, local communities).

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree

- 5 = Strongly Agree

9. The company's CSR activities improve its relationships with local communities and stakeholders.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

10. Stakeholder satisfaction resulting from CSR activities has contributed to the overall success of projects at Trade Kings Limited.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

11. CSR-driven projects at Trade Kings Limited have improved overall employee morale and productivity.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Section 4: Contribution of CSR-driven Projects to Competitive Advantage

Objective 3: To assess the extent to which CSR-driven project success contributes to Trade Kings' competitive advantage, as measured by a minimum 10% increase in market share within 12 months.

12. CSR initiatives contribute to Trade Kings' brand reputation and customer loyalty.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

13. CSR-driven project management has helped Trade Kings Limited increase its market share in the past 12 months.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

14. The CSR-focused projects at Trade Kings Limited have resulted in higher customer retention rates.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

15. CSR-driven initiatives have enhanced Trade Kings Limited's competitive edge in the market.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

16. Trade Kings' focus on CSR activities has contributed to a measurable increase in its market share over the past 12 months.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Section 5: Dependent Variable Measurement - Overall Project Success

Objective: To measure the overall success of CSR-driven projects at Trade Kings Limited, focusing on the relationship between CSR implementation and overall project success.

17. CSR-driven projects at Trade Kings Limited have met or exceeded their predefined success criteria (e.g., financial goals, community impact).

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree

- 5 = Strongly Agree

18. The integration of CSR into project management has led to improved financial performance for Trade Kings Limited.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

19. CSR-driven projects are consistently completed within their allocated time and budget.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

20. CSR-driven projects have positively influenced Trade Kings' overall reputation among customers and stakeholders.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Section 6: Additional Comments

21. Please provide any additional comments or insights regarding CSR and project management at Trade Kings Limited.

(Open-ended response)

End of Questionnaire

Interview Guide: Experts in CSR and Project Management at Trade Kings Limited

Introduction:

Thank you for agreeing to participate in this interview. The purpose of this interview is to gain insights from experts regarding the incorporation of Corporate Social Responsibility (CSR) into project management strategies at Trade Kings Limited. Your input is vital for understanding the depth of CSR integration and its impact on project success, stakeholder satisfaction, and competitive advantage. The information you provide will be used strictly for academic purposes, and your identity will be kept confidential.

The interview should take approximately 30-45 minutes. You can feel free to ask for clarification on any questions during the interview.

Section 1: Introduction to CSR Integration in Project Management

1. Could you please describe your role at Trade Kings Limited and your involvement with CSR-related projects?

- Follow-up: How long have you been working with CSR initiatives at the company?

2. What is your understanding of how CSR is integrated into project management practices at Trade Kings Limited?

- Follow-up: Are there specific projects or processes where CSR is most prominent?

3. Can you explain the specific CSR principles that Trade Kings Limited prioritizes within its project management processes?

- Probe for examples related to environmental sustainability, social responsibility, ethical practices, etc.

Section 2: CSR and Project Management Processes

4. How do CSR principles influence the planning, execution, and monitoring of projects at Trade Kings?

- Probe for details on project planning and the inclusion of CSR goals, including measurable targets.

5. What methodologies or frameworks are used at Trade Kings to ensure that CSR is effectively integrated into project management?

- Follow-up: Are there formal guidelines or best practices that project managers follow regarding CSR?

6. In your opinion, how does CSR integration affect the success of projects at Trade Kings Limited?

- Follow-up: Can you share any examples of projects where CSR had a significant impact on project success?

Section 3: Stakeholder Engagement and Satisfaction

7. How does CSR-driven project management impact stakeholder engagement at Trade Kings?

- Probe: Who are the key stakeholders (e.g., customers, employees, local communities) in CSR-related projects, and how are they engaged?

8. Do you think CSR-driven projects lead to greater stakeholder satisfaction? If so, how?

- o Follow-up: How do you measure stakeholder satisfaction in CSR-driven projects?
9. In your experience, how have stakeholders responded to Trade Kings' CSR initiatives within projects?
- Probe for specific feedback or examples from stakeholders.

Section 4: Impact on Competitive Advantage

10. To what extent do you believe CSR-driven project success contributes to Trade Kings' competitive advantage in the market?
- Follow-up: Are there any examples where CSR-related projects directly impacted market share or customer loyalty?

11. In your opinion, how does CSR influence Trade Kings' brand reputation and customer loyalty?
- Follow-up: Are there any measurable outcomes, such as increased customer retention or positive brand perception, that have resulted from CSR projects?

12. How do CSR-driven projects contribute to Trade Kings' ability to differentiate itself from competitors?
- Probe for examples of CSR initiatives that have set Trade Kings apart in the marketplace.

Section 5: CSR and Long-Term Business Strategy

13. How does CSR align with Trade Kings' long-term business strategy, particularly in terms of project success and sustainability?

- Follow-up: Can you share any insights on how CSR has helped the company in achieving its strategic business goals?

14. What role does leadership play in ensuring CSR is integrated into project management at Trade Kings?

- Probe: How do senior leaders encourage and support CSR initiatives?

15. What challenges does Trade Kings face in incorporating CSR into its project management strategies, and how are these challenges addressed?

- Follow-up: Are there any resource constraints or obstacles in the CSR integration process?

Section 6: Measurement of CSR Impact

16. How does Trade Kings measure the success of CSR-driven projects in terms of impact on business outcomes (e.g., market share, customer satisfaction, brand reputation)?

- Probe for any specific metrics, KPIs, or data used to assess CSR impact.

17. In your view, what would you say are the most important factors contributing to the successful integration of CSR into project management at Trade Kings?

- Follow-up: Are there any best practices or lessons learned that can be shared?

Conclusion

18. Is there anything else you would like to share regarding the role of CSR in project management at Trade Kings Limited?

- Probe: Any future plans or initiatives regarding CSR integration in project management?

19. Would you recommend any changes or improvements to the way CSR is incorporated into project management at Trade Kings?

- Follow-up: Why do you think these changes would be beneficial?

Closing Remarks: Thank you very much for your time and valuable insights. Your responses will contribute significantly to the understanding of CSR's impact on project management at Trade Kings Limited. If you have any additional comments or would like to clarify any points later, feel free to reach out.

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3 7 16 45 46 SCHOOL OF POSTGRADUATE STUDIES ANALYZING THE IMPACT OF INCORPORATING CORPORATE SOCIAL RESPONSIBILITY INTO PROJECT MANAGEMENT STRATEGIES: A CASE STUDY OF TRADE KINGS LIMITED A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE AWARD OF THE MASTER OF SCIENCE IN MASTER OF SCIENCE IN PROJECT MANAGEMENT BY SIACHIWENA VICTORIA MSCPM23120229 ©2024 Abstract The Impact of Incorporating Corporate Social Responsibility (CSR) in Project Management strategies was analyzed in this study. The study investigated how Trade Kings Limited utilizes CSR principles in its project management processes, evaluates the impact of CSR driven project management on stakeholder engagement and satisfaction, and examines the manner in which CSR initiatives contribute to the firm's competitive advantage. Theories from which the research was based include Stakeholder Theory, Porter and Kramer's Shared Value Theory and the Triple Bottom Line framework. An explanatory sequential design mixed methods approach was used with 148 questionnaire responses and 5 semi structured interviews. 8 25 Descriptive statistics and ANOVA were utilized to analyze quantitative data, and thematic