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ROLE OF CORPORATE COMMUNICATION IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND BRAND VISIBILITY AT THE COMMUNICATIONS AUTHORITY OF KENYA

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ST. PAUL'S UNIVERSITY

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER'S DEGREE IN COMMUNICATION STUDIES (CORPORATE COMMUNICATION) OF ST. PAUL'S UNIVERSITY

OCTOBER, 2026

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DECLARATION

This research thesis is my original work and has not been submitted to any other college, institution, or university.

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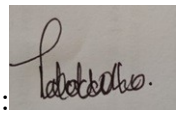
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ACKNOWLEDGEMENT

I thank God Almighty for His grace, strength, wisdom, and guidance throughout my academic journey and in the completion of this thesis. I sincerely express my gratitude to my supervisors at St. Paul's University for their invaluable guidance, constructive feedback, patience, and encouragement throughout this research. Their scholarly advice and support contributed immensely to the successful completion of this study.

I am deeply grateful to the Communications Authority of Kenya for sponsoring my master's studies and for providing the support that enabled me to undertake and complete this academic journey. I also sincerely appreciate the management and staff of the Authority for their cooperation and support during the research process. I extend my appreciation to all the respondents and stakeholders who generously gave their time, shared information, and provided valuable insights that made this study possible.

My sincere appreciation also goes to my lecturers, colleagues, friends, and all those who supported me directly or indirectly throughout my studies. I am especially grateful to my family for their unwavering love, prayers, patience, encouragement, and support throughout this journey.

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LIST OF ABBREVIATIONS

CA- Communications Authority of Kenya

CSR- Corporate Social Responsibility

ROI- Return on Investment

ICT- Information and Communication Technology

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ABSTRACT

The rapid expansion of digital technologies has transformed corporate communication practices, increasing the importance of strategic communication of Corporate Social Responsibility (CSR) initiatives in enhancing institutional visibility and stakeholder engagement. This study examined the role of corporate communication in promoting CSR initiatives and enhancing brand visibility at the Communications Authority of Kenya (CA). Specifically, the study examined the role of corporate communication in promoting CSR initiatives, determined how corporate communication enhanced brand visibility, and evaluated the effectiveness of corporate communication tools and channels in promoting CSR initiatives and brand visibility. The study was anchored in Framing Theory, Reputational Management Theory, and Stakeholder Theory. A descriptive-explanatory case study design was adopted using a convergent parallel mixed-methods approach, whereby quantitative and qualitative data were collected concurrently, analyzed separately, and integrated during interpretation to facilitate methodological triangulation. The target population comprised 369 staff members of the Communications Authority of Kenya. Using Yamane's formula at a 10% margin of error, a sample size of 79 respondents was obtained. Stratified and purposive sampling techniques were employed. Primary data were collected using structured questionnaires and semi-structured key informant interviews, while secondary data were obtained through analysis of relevant CSR reports, communication strategies, and digital media content covering the period 2018–2024. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis, while qualitative data were analyzed thematically. The findings indicated generally positive perceptions of the role of corporate communication in promoting CSR initiatives. Respondents reported high levels of awareness of CSR activities, stakeholder engagement, and positive perceptions of the clarity, consistency, relevance, transparency, and strategic alignment of CSR communication. The correlation analysis revealed strong positive and statistically significant relationships between stakeholder engagement and brand visibility ($r = 0.759$, $p < 0.01$), communication tools and channels and brand visibility ($r = 0.800$, $p < 0.01$), strategic CSR communication content and brand visibility ($r = 0.864$, $p < 0.01$), and stakeholder perception and brand visibility ($r = 0.883$, $p < 0.01$). The multiple regression model was statistically significant, $F(3, 68) = 80.556$, $p < 0.001$, and explained 78.0% of the variation in brand visibility ($R^2 = 0.780$; Adjusted $R^2 = 0.771$). Strategic CSR communication content was the strongest significant predictor of brand visibility ($\beta = 0.584$, $p < 0.001$), followed by stakeholder engagement ($\beta = 0.194$, $p = 0.044$), while communication tools and channels had a positive but statistically non-significant independent effect ($\beta = 0.160$, $p = 0.164$). The qualitative findings complemented the quantitative results by providing contextual evidence on how stakeholder engagement, strategic CSR messaging, and communication channels were used to create awareness, communicate CSR activities, and strengthen institutional reputation and visibility. The study concluded that strategic CSR communication content and stakeholder engagement played important roles in enhancing brand visibility, while the effectiveness of communication channels depended on the quality and strategic use of the content communicated. The study recommends strengthening strategic CSR message development, enhancing stakeholder engagement mechanisms, improving audience-targeted communication, and strategically integrating digital and traditional communication channels to enhance the visibility and impact of CSR initiatives at the Communications Authority of Kenya.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The rapid advancement of digital communication technologies has significantly transformed how organizations engage stakeholders and communicate Corporate Social Responsibility (CSR) initiatives. In an increasingly transparent and accountability-driven environment, institutions are expected not only to implement CSR activities but also to communicate them strategically to enhance institutional visibility and reputation. Effective corporate communication plays a critical role in shaping public perception, strengthening stakeholder relationships, and enhancing brand visibility. Despite growing investment in CSR across African institutions, limited empirical attention has been given to how corporate communication contributes to the promotion of CSR initiatives and institutional brand visibility, particularly within public regulatory bodies. This study examines the role of corporate communication in promoting Corporate Social Responsibility initiatives and enhancing brand visibility at the Communications Authority of Kenya. Using a convergent parallel mixed-methods approach, the study integrates quantitative and qualitative data to assess stakeholder engagement, CSR communication content, and communication tools and channels in strengthening brand visibility.

Chapter one introduces the study by presenting the background, outlining the statement of the problem and the main purpose of the study, presenting the objectives of the study, and outlining the research questions that guide the study. Further, the chapter establishes a foundation for examining the role of corporate communication in corporate social responsibility initiatives and the brand visibility of the Communications Authority of Kenya. Highlighting a brief introduction of the Communications Authority of Kenya, the assumptions of the study, the significance of the study, the scope, limitations, and delimitations of the study. Also, the definitions of study terminology and the study summary will be highlighted.

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1.2 Background of Study

1.2.1 Corporate Communication and CSR: Global Perspectives

Corporate communication has become central to managing reputation, fostering stakeholder engagement, and strengthening institutional visibility. Cornelissen (2023) observes that corporate communication shapes brand reputation, promotes ethical practices, and aligns organizational identity with stakeholder expectations. CSR is conceptualized in this study as a strategic communication instrument through which organizations communicate their values, commitments, and integrity to stakeholders. Its effectiveness largely depends on how well these initiatives are communicated.

Internationally, Oliver-González (2024) note that corporate communication and reputation have acquired a strategic dimension as corporate purpose has evolved from CSR to sustainability. A review of over 20 international studies (2019–2023) found that CSR is no longer merely philanthropic but a strategic communication tool for shaping corporate image, trust, and long-term reputation, drawing on stakeholder theory, resource-based view, social identity theory, and signaling theory. Effective CSR communication through traditional and digital media strengthens corporate reputation and fosters emotional connections with stakeholders.

Ajayi and Mmutle (2021) argue that transparent corporate communication strengthens accountability and stakeholder trust. Araújo, Pereira, and Santos (2023) note that strategically communicated CSR initiatives improve brand image, customer loyalty, and employee engagement. In Turkey, Yalçıntaş (2017) demonstrates that organizations use CSR communication strategically to differentiate themselves in competitive markets. Studies in Saudi Arabia and Germany highlight that sustainability reports, press releases, social media platforms, and corporate websites are effective tools for enhancing reputation, credibility, and long-term brand value (Singh & Misra, 2021; Battisti et al., 2023). These findings underscore the centrality of communication, not merely CSR implementation, in enhancing brand visibility.

1.2.2 Corporate Communication and Brand Visibility

The relationship between corporate communication and brand visibility is well established globally. Ruão (2014) states that brand visibility is a goal of strategic organizational

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communication, which promotes memory and constructs meaning to form brand image. Kishor and Siwach (2025), in a meta-analysis of India's steel, power, and mining industries, demonstrated that effective corporate communication is essential for projecting brand image and maintaining a positive reputation, emphasizing transparency, proactive media engagement, and robust crisis communication.

In Africa, Ajayi and Mmutle (2021) found that online corporate communication tools significantly influence corporate reputation and brand engagement in South Africa. Bimpong and David (2024) indicate that transparent and consistent CSR communication strengthens stakeholder relationships and organizational credibility in Ghana. However, empirical research on how public sector organisations enhance brand visibility through CSR communication remains scarce. Existing studies focus primarily on corporate brands rather than institutional brands of public bodies, which differ fundamentally in legitimacy sources, audience structure, and communication objectives (Ouko & Mwanyika, 2026).

1.2.3 CSR Communication and Organizational Reputation/Visibility

The relationship between CSR communication and organizational reputation has been examined through stakeholder theory, signaling theory, and social identity theory. Research shows that CSR practices communicated authentically, consistently, and sustainably form the basis for building a strong corporate reputation. A Korean study found that when the public perceives CSR activities as altruistically motivated, they evaluate the organization–public relationship more favorably and rate corporate reputation more highly; a good reputation also reduces willingness to spread negative information.

However, these studies have been conducted almost exclusively in for-profit corporate contexts. The "reputation" of a public regulatory body has different connotations—it is more closely associated with institutional trust, regulatory legitimacy, and public accountability than with market competition. Existing literature does not adequately explain how CSR communication by public institutions translates into institutional-level visibility and public credibility (Ouko & Mwanyika, 2026).

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1.2.4 Communication Channels/Tools and Stakeholder Perceptions: Evidence from Kenya

CA's 2024–2025 Customer Satisfaction Survey revealed that stakeholders consider CA's information platforms generally reliable (mean 76.8%), but reliability varies across channels: in-person visits (84.6%), telephone (83.3%), and email (79.4%) were rated most reliable, while social media (73.9%) and broadcast media (69.3%) were rated lower. While 76.3% of respondents received a response within three working days, awareness of the customer service charter was extremely low (68% unaware) (Communications Authority of Kenya, 2025).

In Kenyan higher education, Manthi (2024) found that Instagram, as a CSR communication tool, effectively enhanced stakeholder trust and community belonging by facilitating two-way dialogue and real-time interaction. Murimi and Anyieni (2024) found that effective corporate communication strategies contributed to Safaricom Limited's strong stakeholder relationships and enhanced brand trust in Kenya.

1.2.5 Communications Authority of Kenya (CA)

In 1999, the Communications Authority of Kenya (CA) was established under the Kenya Information and Communications Act (1998). Its mandate includes licensing and regulating telecommunications, broadcasting, and postal services; managing the radio frequency spectrum; and promoting competition and consumer protection (Communications Authority of Kenya, 2023). It has driven Kenya's digital transformation through regulation, licensing, and quality standards. Beyond regulation, CA integrates Corporate Social Responsibility (CSR) into its work, focusing on ICT uptake, education, community relations, disaster mitigation, and sports. Key initiatives include equipping institutions for Persons with Disabilities with ICT tools, supporting youth talent through the Talanta Football Club, and running awareness campaigns such as "Chukua Hatua" and "Kaa Macho" to protect ICT consumers.

The CA's 2023–2027 Strategic Plan emphasizes inclusive, affordable, and high-quality digital access for all Kenyans. Additionally, CA promotes online child safety through campaigns like 'Be the COP' and 'Huwezi Tucheza Tuko' Cyber Smart, which build digital literacy and enhance consumer protection. Through these integrated corporate communication and CSR strategies, the Communications Authority of Kenya demonstrates its dedication to ethical

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responsibility, consumer empowerment, and the promotion of inclusive socio-economic development.

1.3 Statement of the Problem

Corporate Social Responsibility (CSR) has increasingly become an important component of organizational engagement with stakeholders. However, the implementation of CSR initiatives alone may not be sufficient to generate stakeholder awareness, trust and positive organizational perceptions. The manner in which organizations communicate their CSR activities, engage stakeholders and utilize appropriate communication channels is important in determining how such initiatives are understood and perceived. Effective corporate communication can therefore facilitate the dissemination of CSR information, enhance stakeholder engagement, strengthen transparency and contribute to organizational image and brand visibility. Consequently, organizations are increasingly expected to integrate CSR activities with strategic corporate communication rather than treating CSR implementation and communication as separate organizational functions.

Evidence from the African context indicates that strategic communication is important in translating CSR activities into positive organizational outcomes. Studies have demonstrated that transparent, interactive and appropriately channeled CSR communication can strengthen stakeholder relationships and organizational image. In Kenya, for example, Mutwiri, Kubaison and Lyria (2022) found a positive and significant relationship between strategic CSR communication and brand image among selected public universities. The study further established that interactive communication, the use of media channels and truthful CSR messages contributed to institutional brand image. Similarly, studies in other organizational settings have demonstrated the importance of communicating CSR activities in shaping corporate identity and stakeholder perceptions. These findings demonstrate that the visibility and perceived value of CSR initiatives may depend not only on the activities undertaken but also on how effectively they are communicated.

However, much of the existing Kenyan evidence has focused on private corporations, commercial organizations or other institutional settings, with comparatively limited attention to public regulatory institutions. Studies of private corporations such as Safaricom provide useful evidence concerning the relationship between corporate communication, CSR and organizational image or brand-related outcomes. Nevertheless, findings from private corporations cannot

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automatically be generalized to public regulatory institutions because the two organizational contexts differ in their mandates, stakeholder relationships and accountability requirements. Private corporations primarily operate within competitive commercial environments where communication is closely associated with customers, market positioning and competitive advantage. Public regulatory institutions, in contrast, communicate with diverse stakeholders in order to explain their mandates, promote public awareness, facilitate stakeholder participation, support consumer protection and demonstrate institutional accountability.

The Communications Authority of Kenya (CA) provides an important context in which to examine this relationship. As a public regulatory institution in the communications and information sector, CA interacts with diverse stakeholders and undertakes initiatives relating to consumer protection, digital inclusion, community empowerment and other areas of social responsibility. The Authority also recognizes communication, stakeholder engagement and brand visibility as important aspects of its institutional activities. However, despite the existence of CSR initiatives and established communication activities, the extent to which corporate communication contributes to the effective promotion of CA's CSR initiatives and enhances its institutional brand visibility has not been sufficiently established empirically.

Although research has previously been undertaken at CA, including Ambiyo's (2023) study on the relationship between CSR activities and brand identity, there remains a need to examine the specific role of corporate communication in promoting CSR initiatives and enhancing brand visibility. Ambiyo's study established that economic, ethical and philanthropic CSR activities influence brand identity at CA and recommended greater publicity of CSR activities and stronger relationships with the media. However, the study did not specifically examine corporate communication as an integrated mechanism through which CSR initiatives are promoted and translated into institutional brand visibility.

Therefore, the problem addressed by this study is characterized by an empirical, contextual and conceptual gap. Empirically, limited evidence exists on how corporate communication contributes to the promotion of CSR initiatives and brand visibility within Kenyan public regulatory institutions. Contextually, much of the available evidence is derived from private corporations, commercial organizations and public universities, whose institutional environments differ from that of a national regulatory authority. For example, research among Kenyan public universities has established a significant relationship between strategic CSR

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communication and brand image, but such findings cannot be assumed to apply directly to CA because of differences in mandate, stakeholder composition and accountability environment. Conceptually, existing studies have often examined CSR activities, CSR communication, stakeholder engagement, organizational image or brand-related outcomes as separate areas, with limited attention to how corporate communication can function as a strategic mechanism for promoting CSR initiatives and enhancing brand visibility simultaneously within a public regulatory institution.

Addressing these gaps is necessary because effective corporate communication at CA has implications beyond the publicity of CSR activities. It may influence stakeholder awareness and understanding of the Authority's social responsibility initiatives, strengthen stakeholder engagement and contribute to institutional visibility and legitimacy. Consequently, there is a need for empirical investigation of the role of corporate communication in promoting CSR initiatives and enhancing brand visibility at CA. It is against this background that the present study examines the role of corporate communication in promoting CSR initiatives and brand visibility at the Communications Authority of Kenya, with particular attention to the role of corporate communication, its relationship with brand visibility, and the effectiveness of the communication tools and channels used in communicating CSR initiatives.

1.4 Purpose of the Study

The purpose of this study is to examine the role of corporate communication in promoting corporate social responsibility initiatives and brand visibility at the Communications Authority of Kenya.

Objectives of the Study

i. To examine the role of corporate communication in promoting CSR initiatives at the Communications Authority of Kenya.
ii. To determine the influence of corporate communication on brand visibility at the Communications Authority of Kenya.
iii. To evaluate the effectiveness of corporate communication tools and channels in promoting CSR initiatives and brand visibility at the Communications Authority of Kenya.

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1.4.1 Research Questions

i. What is the influence of corporate communication on the promotion of Corporate Social Responsibility initiatives at the Communications Authority of Kenya?

ii. What is the influence of corporate communication on brand visibility at the Communications Authority of Kenya?

iii. How effective are corporate communication tools and channels in promoting CSR initiatives and enhancing brand visibility at the Communications Authority of Kenya?

1.5 Justification

Corporate Social Responsibility (CSR) has evolved into a strategic instrument for organizations seeking to build stakeholder trust, enhance public credibility, and strengthen reputational capital. However, the effectiveness of CSR initiatives depends not only on implementation but also on how strategically and consistently these initiatives are communicated. Ineffective communication often limits stakeholder awareness, reduces public engagement, and diminishes the visibility and impact of CSR efforts.

This study is justified by the need to critically examine corporate communication in the promotion of CSR initiatives within public regulatory institutions. While substantial research has examined CSR communication in private-sector organizations, limited empirical attention has been given to how public regulatory bodies structure and disseminate CSR messages to enhance brand visibility. Regulatory institutions operate under heightened expectations of transparency, accountability, and public trust, making effective corporate communication particularly important.

The Communications Authority of Kenya provides a relevant and strategic case for this investigation. As Kenya's national communications regulator, CA plays a central role in digital development, consumer protection, and inclusive socio-economic growth. Beyond its regulatory mandate, the Authority actively engages in CSR initiatives aimed at community empowerment and digital inclusion. However, the extent to which corporate communication enhances the visibility and stakeholder impact of these initiatives remains underexplored. Examining CA, therefore provides valuable insights into how public regulatory institutions can leverage corporate communication to strengthen CSR promotion and institutional brand visibility.

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1.6 Significance of Study

The study holds practical, theoretical, and policy relevance. First, for regulatory bodies like the Communications Authority of Kenya, it provides an outline for assessing and enhancing the effectiveness of CSR communication strategies. By uncovering how corporate communication influences stakeholder perception and brand visibility, the study will offer evidence-based recommendations for aligning CSR messaging with institutional identity and public expectations.

Secondly, Communication professionals will benefit from strategic insights on message design, channel selection, and audience engagement in CSR contexts. Policymakers will gain data to support the development of regulations that encourage transparent and impactful communication of CSR efforts, thereby reinforcing public accountability.

Additionally, academically, the study will contribute to the body of literature on CSR and corporate communication within Kenya's public sector. It extends discourse beyond the private sector and introduces empirical findings on how communication shapes the visibility and effectiveness of CSR in regulatory environments. Ultimately, the study aims to support the integration of ethical, transparent, and strategic communication practices that promote sustainable development and public trust.

1.7 Assumptions of the study

This study operates under several reasonable assumptions. First, it assumes that the Communications Authority of Kenya (CA) undertakes Corporate Social Responsibility (CSR) initiatives as part of its broader institutional mandate and public service responsibilities. Second, it assumes that corporate communication is a structured and functional component within CA through which CSR-related information is disseminated to internal and external stakeholders. Third, the study assumes that stakeholders are exposed to varying degrees to CSR-related communication from CA, and that such exposure may influence their awareness and perception of the Authority's activities.

Fourth, it is assumed that brand visibility and stakeholder recognition can be meaningfully assessed through measurable communication indicators such as message consistency, communication channels, and engagement levels. Finally, the study assumes that

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respondents will provide accurate and honest information regarding CA's CSR communication practices, and that the data collected will be sufficiently reliable and valid to support analysis. While acknowledging that external factors such as political, economic, and policy environments may influence CSR outcomes, the study assumes that corporate communication constitutes a significant variable in understanding CSR promotion and brand visibility within CA.

1.8 Scope of the study

This study focuses on examining the role of corporate communication in corporate social responsibility initiatives, promoting the brand visibility of the Communications Authority of Kenya. The study is confined to Kenya**,** specifically examining the operations of the Communications Authority of Kenya, which regulates the ICT sector. The analysis will examine how corporate communication at CA contributes to the promotion and visibility of its Corporate Social Responsibility (CSR) initiatives and how these initiatives influence the Authority's brand visibility.

The study will examine the corporate communication practices employed by CA to disseminate CSR activities and their impact on brand visibility. Key themes include CSR communication tools and channels, stakeholder engagement, and strategic corporate communication content**.** The choice of the 2018 – 2024 timeframe is deliberate, as it captures both recent CSR initiatives and the evolution of CA's communication strategies within a six-year span, thereby ensuring relevance and comparability. Methodologically**,** the study will employ a mixed-methods approach, using both quantitative and qualitative techniques**.** A sample size of 79 will be used. Data collection will include questionnaires and content analysis of CA's communication materials. This approach allows for an in-depth assessment of how communication influences CSR outcomes and brand visibility in a regulatory context.

1.9 Limitation and Delimitation

This study explores the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility within the Communications Authority of Kenya (CA), which has specific limitations & delimitations.

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1.9.1 Limitations

This study has several limitations that may affect the generalizability & interpretation of its findings. First, the focus on the Communications Authority of Kenya (CA) as a single public regulatory body within the ICT sector limits the applicability of results to other industries or institutions, particularly those in the private sector. Second, access to internal CSR documentation and communication strategies may be restricted, potentially limiting the depth and comprehensiveness of the analysis. Third, stakeholder responses, particularly those obtained through questionnaires, may be influenced by personal biases, affecting the objectivity of the data. Fourth, the research is constrained by a specific timeframe, focusing only on CSR activities and communication strategies between 2018 and 2024. This temporal limitation excludes long-term or historical perspectives. Finally, external variables such as government policy shifts, economic fluctuations, and sectoral challenges may influence CSR outcomes, making it difficult to isolate the effect of corporate communication on CSR impact and brand visibility.

1.9.2 Delimitations

This study is deliberately confined to a defined scope to maintain research manageability and relevance. It is focused exclusively on the Communications Authority of Kenya (CA), specifically the head office in Nairobi, which serves as the central hub for policy formulation, strategic planning, and corporate communication. Although CA has regional offices in Mombasa, Kisumu, Eldoret, and Nyeri, these are excluded from the study to maintain focus on strategic-level CSR and communication efforts.

Furthermore, the study limits its inquiry to the influence of corporate communication on the effectiveness and visibility of CSR initiatives. Other dimensions of CSR, such as financial reporting, compliance metrics, or environmental sustainability, are intentionally excluded. The targeted stakeholders include CA employees, policymakers, communication officers, CSR coordinators, and direct beneficiaries of CSR programs.

Methodologically, the study adopts a mixed-methods design that incorporates quantitative tools (structured questionnaires) and qualitative techniques (document analysis). The research will be conducted within the context of recent CSR efforts, without the inclusion of experimental or longitudinal approaches.

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1.10 Definition of Terms

Corporate Communication

Corporate communication refers to how an organization manages and communicates its identity, values, and messages to both internal and external audiences (Cornelissen, 2023).

Corporate Social Responsibility (CSR)

CSR is a business approach where companies voluntarily take responsibility for their impact on society and the environment, supporting education, health, and environmental initiatives, or ensuring fair labor practices (Ambiyo, 2023; Sorour et al. 2021).

Organizational Performance

This refers to how effectively an organization meets its objectives and goals. Performance is often measured through financial indicators, operational efficiency, employee satisfaction, customer loyalty, and innovation (Oiku, Obiekwe, & Obafemi, 2022).

Stakeholder Engagement

This involves actively involving individuals or groups who are affected by or have an interest in the organization's activities (Pollach et al., 2012).

Corporate Reputation

Corporate reputation is the collective perception of a company by its stakeholders (Ajayi & Mmutle, 2021; Singh & Misra, 2021).

Brand visibility

Brand visibility refers to the degree of exposure a brand, product, service, or cause receives across communication platforms, with the purpose of creating awareness, knowledge, information, and value to build meaningful relationships with existing and potential stakeholders (Shaikh et al., 2018).

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1.11 Summary

This chapter examined the role of corporate communication in enhancing Corporate Social Responsibility (CSR) initiatives and improving brand visibility within the Communications Authority of Kenya (CA). It emphasized the importance of strategic corporate communication in effectively conveying CSR efforts, fostering stakeholder engagement, and strengthening the organization's reputation. The problem statement highlighted gaps in CSR communication, specifically regarding stakeholder awareness, transparency, and the need for clear, consistent messaging. The chapter also defined key terms, including corporate communication, CSR, and organizational performance, and clarified the purpose, objectives, and significance of the study. It further outlined the scope, limitations, and delimitations, specifying that the research will focus on CA's CSR communication practices within the year, 2018-2024, targeting relevant stakeholders.

The next chapters will build upon this foundation. Chapter Two will provide a review of existing literature on corporate communication, CSR, and brand visibility. Chapter Three will describe the research methodology. This structure ensures a comprehensive understanding of the study's aims and objectives.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews scholarly literature relevant to the study on the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility. The review establishes the theoretical, conceptual, and empirical foundations that underpin the study and situates it within existing academic discourse on corporate communication and CSR.

The chapter is structured into several sections. It begins with a theoretical framework that anchors the study in Framing Theory, Stakeholder Theory, and Reputational Management Theory. These theories provide complementary perspectives for understanding how corporate communication shapes CSR messaging, influences stakeholder engagement, and strengthens institutional visibility. The review then examines general literature on corporate communication, CSR integration, and brand visibility to provide conceptual clarity on the key constructs of the study.

Subsequently, the chapter presents empirical literature aligned with the study objectives. It critically reviews prior research on the role of corporate communication in promoting CSR initiatives, the relationship between corporate communication and brand visibility, and the effectiveness of communication tools and channels in enhancing CSR visibility and stakeholder engagement. Through this synthesis, the chapter identifies areas of convergence and divergence in existing research, highlighting methodological and contextual limitations in previous studies.

The chapter concludes with a research gap analysis and the development of a conceptual framework that illustrates the proposed relationships between corporate communication, CSR promotion, and brand visibility. This structured review provides the intellectual foundation upon which the present study is built.

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2.2 Theoretical Framework

This study is grounded in Framing Theory, Stakeholder Theory, and Reputational Management Theory, which collectively explain how corporate communication influences CSR promotion Corporate Communication and brand visibility.

2.2.1 Framing Theory

Framing Theory, originally developed by Goffman (1974) and later refined by Entman (1993), explains how communicators construct meaning by selecting certain aspects of reality and making them more salient in communication. Rather than simply presenting information, framing involves emphasizing particular elements while downplaying others to shape interpretation and understanding. Entman (1993) identifies framing as a process of selection and salience, where communicators define problems, diagnose causes, make moral judgments, and suggest remedies.

In the context of corporate communication, framing determines how organizations present their CSR initiatives to align with strategic objectives and institutional identity. CSR activities can be framed as ethical responsibility, community empowerment, innovation support, regulatory compliance, or sustainable development. Each frame conveys a different narrative about the organization and influences how the institution is positioned in the public domain (Cornelissen, 2023; Brønn, 2022).

For the Communications Authority of Kenya (CA), framing theory is particularly relevant because CSR initiatives must be communicated in ways that reinforce institutional legitimacy, public accountability, and national development goals. The effectiveness of CSR promotion depends not only on the initiatives themselves but on how they are structured, narrated, and consistently communicated across platforms. Integrated framing across communication tools enhances message coherence and strengthens brand visibility.

Empirical studies demonstrate that value-driven CSR framing enhances credibility and reduces perceptions of self- interest Dalla Pria et al., (2022). Conversely, profit-driven or inconsistent framing may weaken trust and reduce brand impact (Kim & Lee, 2023). Therefore,

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framing plays a critical role in shaping how CSR communication contributes to institutional brand visibility.

However, the theory has limitations in the Kenyan public sector context. It often assumes relatively homogeneous audiences, whereas Kenya's socio-cultural diversity means that CSR messages may be interpreted differently across stakeholder groups. Ambiyo, (2023). Additionally, public institutions may face structural constraints, including bureaucratic processes and limited digital analytics capacity, which affect the flexibility and adaptability of framing strategies. Despite these limitations, Framing Theory remains a valuable lens for analyzing how CA constructs and disseminates CSR messages and how such construction influences brand visibility.

2.2.2 Stakeholder Theory

Stakeholder Theory, originally proposed by Freeman (1984), expands the concept of corporate responsibility beyond shareholder interests to include all groups that affect or are affected by an organization's operations. These stakeholders include employees, customers, regulators, communities, suppliers, and other institutional actors. Freeman (1984) argues that organizational success depends on effectively managing relationships with these groups to maintain legitimacy and long-term sustainability.

The theory has evolved through various contributions. Donaldson and Preston (1995) distinguished its descriptive, instrumental, and normative dimensions, emphasizing its relevance to both ethical responsibility and strategic management. Mitchell, Agle, and Wood (1997) introduced the stakeholder salience model, which prioritizes stakeholders based on power, legitimacy, and urgency. More recent scholarship highlights that transparent and inclusive communication strengthens stakeholder relationships and enhances organizational legitimacy

In the context of Corporate Social Responsibility (CSR), Stakeholder Theory provides a foundation for understanding why organizations communicate CSR initiatives. CSR initiatives are designed to respond to stakeholder expectations, and corporate communication serves as the mechanism through which these initiatives are explained, justified, and aligned with stakeholder

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interests. Effective CSR communication therefore becomes a strategic tool for relationship management rather than mere information dissemination.

For the Communications Authority of Kenya (CA), a public regulatory institution operating within a socially accountable framework, stakeholder engagement is particularly critical. CA must balance the expectations of government, industry players, consumers, and communities. Corporate communication plays a central role in articulating how CSR initiatives reflect institutional values, national development priorities, and regulatory responsibility. Through structured stakeholder engagement and transparent communication, CA enhances its institutional legitimacy and strengthens brand visibility.

However, applying Stakeholder Theory within the Kenyan public sector presents contextual challenges. Stakeholder prioritization and engagement may be affected by political dynamics, bureaucratic structures, coordination difficulties, and resource constraints (Onyango, 2024). Additionally, formal and informal institutional relationships may influence communication and collaboration among stakeholders. Despite these challenges, Stakeholder Theory remains relevant because it emphasises the strategic importance of managing stakeholder relationships through deliberate communication practices.

Thus, Stakeholder Theory supports this study by providing a relational lens through which the role of corporate communication in promoting CSR initiatives and enhancing brand visibility at CA can be examined. It reinforces the view that CSR communication is not merely promotional but is central to sustaining institutional legitimacy and stakeholder trust.

2.2.3 Reputational Management Theory

Reputational Management Theory originates from the work of Fombrun (1996), who conceptualized corporate reputation as a collective assessment of an organization's past actions and prospects that shapes its overall appeal to stakeholders. Deephouse (2000) later integrated institutional theory into reputation research, emphasizing that reputation is formed through stakeholder comparisons and legitimacy judgments. Reputation is therefore not merely an outcome but a strategic asset that organizations deliberately build, maintain, and protect through consistent communication and responsible practices.

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In the context of Corporate Social Responsibility (CSR), reputational management theory explains why organizations strategically communicate CSR initiatives. CSR activities signal ethical responsibility, accountability, and societal contribution. However, the reputational value of CSR depends significantly on how effectively these initiatives are communicated. Authentic, transparent, and consistent CSR communication enhances credibility and strengthens institutional legitimacy (Wang & Gao, 2021; Chen & Hung-Baesecke, 2023). Conversely, inconsistent or poorly aligned CSR messaging may undermine trust and weaken reputational capital.

For a public regulatory institution such as the Communications Authority of Kenya (CA), reputation is closely tied to public confidence, regulatory legitimacy, and institutional visibility. Unlike private corporations that compete for market share, public institutions rely heavily on legitimacy and stakeholder trust. Corporate communication, therefore, becomes a strategic tool for reinforcing institutional credibility, clarifying public value, and enhancing brand visibility. In this regard, brand visibility can be understood as an observable outcome of effective reputational management, where consistent CSR communication strengthens recognition, recall, and positive institutional associations. Reputational management theory thus provides a strategic explanation for why corporate communication matters in CSR promotion. It positions CSR communication not merely as information dissemination but as a deliberate effort to strengthen institutional standing, enhance visibility, and protect long-term legitimacy within Kenya's dynamic public sector environment.

In summary, Stakeholder Theory identifies who the organization must engage and why stakeholder relationships matter. Framing Theory explains how CSR messages are constructed and presented to shape interpretation. Reputational Management Theory clarifies why effective CSR communication is strategically important, linking communication practices to institutional legitimacy, trust, and brand visibility. Together, the three theories provide a complementary framework for analyzing how corporate communication promotes CSR initiatives and enhances brand visibility at the Communications Authority of Kenya. Therefore, Corporate communication does not necessarily enhance brand visibility only through direct communication. It may first make CSR initiatives more visible, understandable and credible to stakeholders, which subsequently contributes to stronger brand recognition, reputation and trust.

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2.2.4 Integration and Complementarity of the Three Theories

The three theories complement one another because they explain different stages and dimensions of the communication process rather than competing to provide the same explanation. Framing Theory explains how the message is constructed**.** It focuses on the selection, emphasis and presentation of CSR information. It therefore addresses the question: How does CA communicate and present its CSR initiatives? Stakeholder Theory explains the relational dimension of communication**.** It focuses on the different groups with whom CA interacts and the importance of understanding and responding to their interests. It therefore addresses the question: Who are the stakeholders and why is their engagement important in CSR communication? Reputational Management Theory explains the organizational outcome**.** It focuses on how organizational actions and communication contribute to perceptions, credibility, legitimacy, reputation and institutional visibility. It therefore addresses the question: What organizational value can result from effective CSR communication? The relationship can therefore be represented as:

Corporate Communication → Framing of CSR Messages → Stakeholder Engagement and Interpretation → Institutional Perceptions → Brand Visibility

This does not mean that the theories are treated as separate causal variables in the statistical model. Rather, they provide complementary theoretical explanations for the relationships among the study constructs. The integrated theoretical logic is that CA uses corporate communication to communicate its CSR activities; Framing Theory explains how the CSR messages are constructed and presented; Stakeholder Theory explains the importance of communicating with and engaging different stakeholder groups; and Reputational Management Theory explains how these communication and engagement processes may contribute to institutional recognition, credibility and brand visibility.

2.2.5 Rationale for Selecting the Three Theories

The three theories were selected because they collectively provide a more comprehensive explanation of the study problem than any single theory. Framing Theory was selected because the study concerns communication of CSR initiatives. Since CSR communication involves

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selecting, organizing and presenting information, a theory that explains message construction and salience is necessary. Stakeholder Theory was selected because CA communicates with diverse stakeholders rather than a single consumer market. The theory is therefore appropriate for explaining stakeholder engagement, participation and perceptions within a public regulatory institution. Reputational Management Theory was selected because the study seeks to establish how corporate communication contributes to brand visibility. It provides a theoretical explanation of how organizational actions and communication can influence stakeholder perceptions, credibility, legitimacy and organizational standing.

Alternative theories were considered conceptually but were not adopted as the principal theories. For example, Legitimacy Theory could explain the need for CA to demonstrate that its activities are consistent with societal expectations. However, it places greater emphasis on the organization's quest for societal legitimacy than on the construction of CSR messages and the management of diverse stakeholder relationships. Similarly, Relationship Management Theory provides useful insight into organization–stakeholder relationships but does not provide as direct an explanation of CSR message framing and reputational outcomes as the combined theoretical framework adopted in this study. The three selected theories are therefore considered appropriate because they collectively address the message, relational and outcome dimensions of the research problem.

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2.3 General Literature Review

Corporate communication is widely acknowledged as a central managerial function responsible for shaping corporate identity, managing stakeholder relationships, and strengthening organizational reputation (Cornelissen, 2017). In contemporary organizational environments characterized by increased stakeholder scrutiny, digital transformation, and reputational vulnerability, corporate communication extends beyond mere information dissemination to become a strategic instrument for legitimacy construction, stakeholder engagement, and sustainability positioning. Effective corporate communication ensures alignment between organizational values, actions, and messaging across multiple platforms, thereby reinforcing institutional credibility and long-term competitiveness.

Corporate Social Responsibility (CSR) has similarly evolved from a peripheral philanthropic activity into a strategic business function. Carroll's (1991; 2015) CSR framework outlines four dimensions of responsibility: economic, legal, ethical, and philanthropic. While this framework provides a foundational understanding of CSR obligations, it largely emphasizes what organizations should do rather than how those actions are communicated. Scholars increasingly argue that the effectiveness of CSR initiatives depends not only on implementation but also on how they are communicated to stakeholders (Morsing & Schultz, 2006). Dialogic communication, which encourages stakeholder participation and feedback rather than one-way information transmission, has been identified as essential in enhancing credibility and trust. This aligns with Stakeholder Theory (Freeman, 1984), which posits that organizations and stakeholders are mutually interdependent and that sustainable success depends on managing these relationships effectively.

There is a growing consensus that integrated corporate communication strategies significantly enhance CSR visibility and sustainability outcomes. Muslim and Pelu (2023) contend that coordinated communication across platforms strengthens message clarity and reinforces stakeholder recognition of CSR initiatives. Similarly, Aksoy and Kip (2025) argue that innovative communication frameworks that embed sustainability principles into messaging strategies enhance long-term organizational positioning. Empirical evidence further demonstrates that stakeholders are more likely to recognize and respond positively to CSR initiatives when communication is consistent across social media, press releases, corporate reports, and public forums (Olukorede, 2025). At the same time, increasing stakeholder demand for sustainability and transparency has intensified pressure on organizations to communicate CSR efforts authentically and strategically (Pollach et al., 2024).

Despite the emphasis on communication integration, concerns have been raised regarding superficial or inconsistent CSR messaging. Pomering and Johnson (2009) warn that poorly executed or exaggerated CSR campaigns may be perceived as "greenwashing," thereby eroding trust and damaging corporate reputation. This contradiction highlights a critical scholarly tension: while communication enhances CSR visibility, it may also increase reputational risk if authenticity and consistency are not maintained. The challenge of balancing visibility with

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credibility remains underexplored, particularly in the context of digital communication environments.

The rapid expansion of digital technologies has further transformed corporate communication practices. Innovations such as big data analytics, artificial intelligence (AI), blockchain technologies, and the Internet of Things (IoT) have redefined how organizations engage stakeholders and disseminate CSR information (Capurro et al., 2023). Industry 4.0 paradigms have accelerated communication processes, enabling real-time engagement and data-driven decision-making. AI-driven communication systems, including automated reporting, predictive analytics, and digital newsrooms, have enhanced strategic coordination and responsiveness (Rohrbach & Makhortykh, 2025). These developments demonstrate that digital transformation is not merely technological but fundamentally reshapes communication strategy and organizational transparency.

Social media platforms have received scholarly attention due to their interactive nature and broad reach. Capriotti et al. (2021) argue that digital platforms enable real-time engagement, emotional storytelling, and increased CSR visibility. Similarly, Reilly and Hynan (2014) observe that interactive media formats, including video content and live events, are more effective than traditional one-way communication in fostering stakeholder involvement. However, excessive reliance on digital platforms may lead to performative engagement or shallow visibility, raising questions about whether online interaction translates into sustained trust and brand credibility.

Brand strategy scholars further emphasize the importance of aligning CSR initiatives with core brand identity. Balmer and Greyser (2006) argue that when CSR is embedded within organizational values and brand architecture, it enhances authenticity and brand differentiation. Such integration ensures that CSR messaging reinforces rather than contradicts institutional identity. However, embedding CSR within brand strategy may require structural flexibility, cultural alignment, and internal coherence—conditions that vary significantly across organizations and sectors

Internal communication also plays a critical role in CSR effectiveness. Mishra, Boynton, and Mishra (2014) highlight that employee awareness and internal alignment with CSR values

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enhance message credibility externally. When employees understand and support CSR initiatives, they become ambassadors of the organization's social responsibility efforts. Nonetheless, internal communication remains underexplored within CSR frameworks, particularly in institutional settings where hierarchical structures may limit dialogue and feedback mechanisms.

In summary, literature establishes strong theoretical and empirical links between corporate communication, CSR visibility, stakeholder engagement, and brand reputation. Integrated communication strategies enhance recognition of CSR initiatives, while digital technologies expand visibility and engagement opportunities. However, significant scholarly tensions remain regarding authenticity, consistency across communication channels, internal–external alignment, and the long-term impact of digital communication strategies on brand credibility. Moreover, empirical research has predominantly focused on private-sector organizations in Western and Asian contexts, leaving institutional and regulatory environments comparatively underexamined. These unresolved issues underscore the need for further investigation into how corporate communication functions as a strategic mechanism for promoting CSR initiatives and strengthening brand visibility.

2.4 Empirical Literature

This section reviews empirical studies that examine the relationship between corporate communication, Corporate Social Responsibility (CSR) initiatives, and brand visibility. While theoretical perspectives provide a conceptual foundation for understanding these constructs, empirical research offers evidence-based insights into how corporate communication practices influence CSR promotion, stakeholder engagement, and institutional visibility in practice.

The review is organized in alignment with the study objectives. First, it examines empirical studies on the role of corporate communication in promoting CSR initiatives, focusing on how communication strategies enhance awareness, credibility, and stakeholder participation. Second, it analyzes research exploring the relationship between corporate communication and brand visibility, highlighting how CSR communication influences brand recognition, image, and institutional legitimacy. Third, it evaluates studies investigating the effectiveness of

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communication tools and channels, particularly digital platforms, in amplifying CSR initiatives and strengthening stakeholder engagement.

By synthesizing findings from global, regional, and local contexts, this section identifies key patterns, methodological approaches, and contextual limitations within existing research. Although prior studies confirm the importance of CSR communication, many focus predominantly on private-sector organizations and financial performance outcomes. Limited empirical attention has been given to regulatory and public-sector institutions operating within accountability-driven environments. This gap underscores the need for further investigation into how corporate communication functions as a strategic mechanism for promoting CSR initiatives and enhancing brand visibility in such contexts.

2.4.1 Corporate Communication and Promotion of the CSR Initiatives

Empirical evidence demonstrates that corporate communication significantly influences the promotion and effectiveness of CSR initiatives. Salman and Ishak (2023) examined CSR communication and stakeholder engagement in modern business contexts and found that limited CSR knowledge, inadequate communication skills, and public skepticism weaken CSR implementation. Their findings highlight that effective communication strategies are essential in overcoming stakeholder doubt and increasing participation in CSR programs.

Similarly, Bonuedi et al. (2020), in a qualitative study of firms in Ghana, found that CSR reporting plays a critical role in correcting negative stakeholder perceptions and reinforcing credibility. Their research emphasized that structured and transparent communication strengthens stakeholder confidence in CSR initiatives. In Rwanda, Nahimana (2024) observed that effective CSR communication enhances stakeholder trust and loyalty, particularly when initiatives align with stakeholder expectations and community values.

In Kenya, Mogambi (2025) reported limited awareness of CSR initiatives among beneficiary groups due to weak communication strategies. The study recommended targeted awareness campaigns and consistent feedback mechanisms to improve stakeholder understanding of CSR projects. Likewise, Kemunto and Mugambi (2015) found that effective project communication significantly predicts CSR project performance, noting that personalized

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communication tailored to different stakeholder groups enhances participation and project sustainability.

Further, Mbithe et al. (2024), in their study of Kenyan private universities, demonstrated that interactive CSR communication through platforms such as Instagram fosters community engagement and strengthens trust among stakeholders. Transparent messaging and two-way engagement were shown to enhance CSR effectiveness and stakeholder collaboration.

Collectively, these studies confirm that corporate communication is central to promoting CSR initiatives by increasing awareness, enhancing stakeholder participation, and reinforcing trust. However, most studies focus on private-sector institutions, leaving regulatory and public-sector organizations comparatively underexplored.

2.4.2 Corporate Communication and Brand Visibility

Empirical literature also establishes a strong relationship between corporate communication and brand visibility. Mutwiri and Kubaison (2022) found that strategic CSR communication positively influences brand image in public universities in Kenya. Their findings indicated that interactive communication and truthful messaging strengthen institutional image and public perception.

Pfajfar et al. (2022) demonstrated that stakeholders' perceptions of CSR initiatives influence relationship quality and brand evaluation. Their findings revealed that targeted CSR communication directed at specific stakeholder groups enhances brand credibility and recognition. Similarly, Kumar (2021) found that aligning CSR initiatives with brand positioning strategies strengthens brand image and differentiation.

Behúnová and Knapčíková (2023) reported that innovative communication technologies enhance brand awareness by enabling organizations to tailor messaging and engage audiences more effectively. Their study emphasized that technological adaptation contributes to stronger brand recognition and consumer connection.

In Kenya, Njagi (2022) found that CSR practices significantly influence brand perception among commercial banks, particularly when CSR communication enhances brand awareness and

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stakeholder engagement. Likewise, Kung'u (2021) established that ethical and economic CSR dimensions significantly affect corporate image among government-owned entities.

These studies confirm that corporate communication influences how CSR initiatives shape brand visibility, credibility, and public recognition. However, much of the literature concentrates on private corporations, with limited empirical attention to regulatory institutions operating within public accountability frameworks.

2.4.3 Communication Tools and Channels in CSR Promotion and Brand Visibility

The effectiveness of communication tools and channels has emerged as a critical area of empirical investigation. Khan and Fatma (2023), using structural equation modeling, found that CSR perceptions communicated through digital platforms significantly influence brand trust and word-of-mouth advocacy. Their findings underscore the mediating role of communication platforms in shaping brand outcomes.

Mishra et al. (2025) developed a conceptual framework demonstrating that digital engagement tools such as social media, blogs, podcasts, and live streaming—enhance stakeholder interaction and brand engagement. Similarly, Birim (2016) emphasized that integrating CSR communication with social media strategies strengthens online communities and improves strategic communication outcomes.

Lee and Chung (2023), through experimental research, established that transparent CSR messaging on social media enhances perceptions of credibility and positively influences stakeholder attitudes. Capriotti et al. (2021) further observed that social media humanizes CSR initiatives and extends communication reach, although it increases exposure to public scrutiny.

Miras-Rodríguez et al. (2020) highlighted that CSR reporting impacts corporate reputation depending on the consistency between communication and actual CSR practices. In developing countries, Katamba and Nkiko (2017) noted that CSR communication often lacks quality and integration, reducing its credibility and effectiveness.

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In the African context, Tsinga-Mambadja et al. (2024) found that well-crafted CSR messages focusing on community support significantly improve communication outcomes and stakeholder engagement. Similarly, Kihima and Ong'ong'a (2024) demonstrated that strategic use of social media enhances brand visibility and recognition, though challenges such as message misalignment and delayed response times may weaken impact.

Overall, empirical studies show that communication tools and channels, particularly digital platforms, play a significant role in amplifying CSR visibility and influencing brand perception. However, inconsistencies in transparency, integration, and authenticity continue to present challenges.

The reviewed empirical studies collectively demonstrate that corporate communication plays a pivotal role in promoting CSR initiatives and enhancing brand visibility. Effective communication strengthens stakeholder awareness, engagement, and trust, while strategic alignment between CSR messaging and brand identity enhances institutional recognition. Digital communication platforms have expanded visibility and interaction opportunities, though concerns regarding authenticity and consistency persist.

Despite the breadth of existing research, significant gaps remain. Much of the empirical literature focuses on private-sector organizations, financial outcomes, or consumer purchase intentions. Limited attention has been given to how corporate communication functions within public regulatory institutions, particularly in Sub-Saharan Africa. Moreover, few studies integrate CSR promotion, communication strategy, and brand visibility within a unified analytical framework.

These gaps underscore the need for a context-specific investigation into how corporate communication promotes CSR initiatives and enhances brand visibility within public regulatory institutions.

2.4.4 Critical Synthesis of Empirical Literature

The reviewed empirical studies reveal four major patterns. There is substantial convergence that corporate communication is important for CSR promotion. International,

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African and Kenyan studies consistently associate communication with awareness, stakeholder engagement, credibility, trust or organizational perceptions. However, studies differ in the communication mechanisms emphasized. Some focus on message content and transparency, while others emphasize stakeholder dialogue, digital engagement or channel selection. Empirical evidence generally supports an association between CSR communication and brand-related outcomes, including reputation, brand image, recognition and stakeholder attitudes. Nevertheless, the outcomes measured are not uniform. Corporate reputation, brand image, brand identity, brand awareness and brand visibility are sometimes treated as interchangeable, although they represent different constructs. This conceptual inconsistency creates a need for studies that clearly define and operationalize brand visibility.

The literature demonstrates the increasing importance of digital communication, particularly social media, but also shows that digital presence does not automatically guarantee effective CSR communication. Interactive communication, transparency, responsiveness and stakeholder dialogue appear to be important considerations. Thus, effectiveness should be assessed in relation to stakeholder outcomes rather than simply the number of communication platforms employed. There is a substantial contextual concentration of empirical research in private corporations, universities and commercial organizations. Even where public institutions have been examined, the focus has often been on universities or government-owned commercial entities rather than national regulatory authorities. The Kenyan study by Mutwiri et al. (2022), for example, provides useful evidence from public universities, while Ambiyo (2023) provides CAK-specific evidence concerning CSR and brand identity. However, these studies do not fully address the role of corporate communication as the strategic mechanism linking CSR promotion and brand visibility at a regulatory authority.

The methodological evidence also reveals limitations. Many studies use cross-sectional questionnaires and quantitative analyses, while other studies use qualitative content analysis or conceptual reviews. Quantitative studies provide evidence of associations but may provide limited insight into how stakeholders interpret CSR messages. Qualitative studies provide contextual depth but often involve small samples or selected organizations, limiting generalizability. The use of a convergent parallel mixed-methods design in the present study

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therefore provides an opportunity to integrate quantitative evidence with qualitative perspectives and documentary evidence.

2.4.5 Empirical, Contextual, Methodological and Conceptual Gaps

Empirical literature identifies four interconnected gaps. Empirical gap: Existing studies provide evidence that CSR communication is associated with awareness, stakeholder engagement, reputation and brand-related outcomes. However, limited empirical evidence directly examines the relationship between corporate communication, CSR initiatives promotion and brand visibility as interconnected constructs within a public regulatory institution.

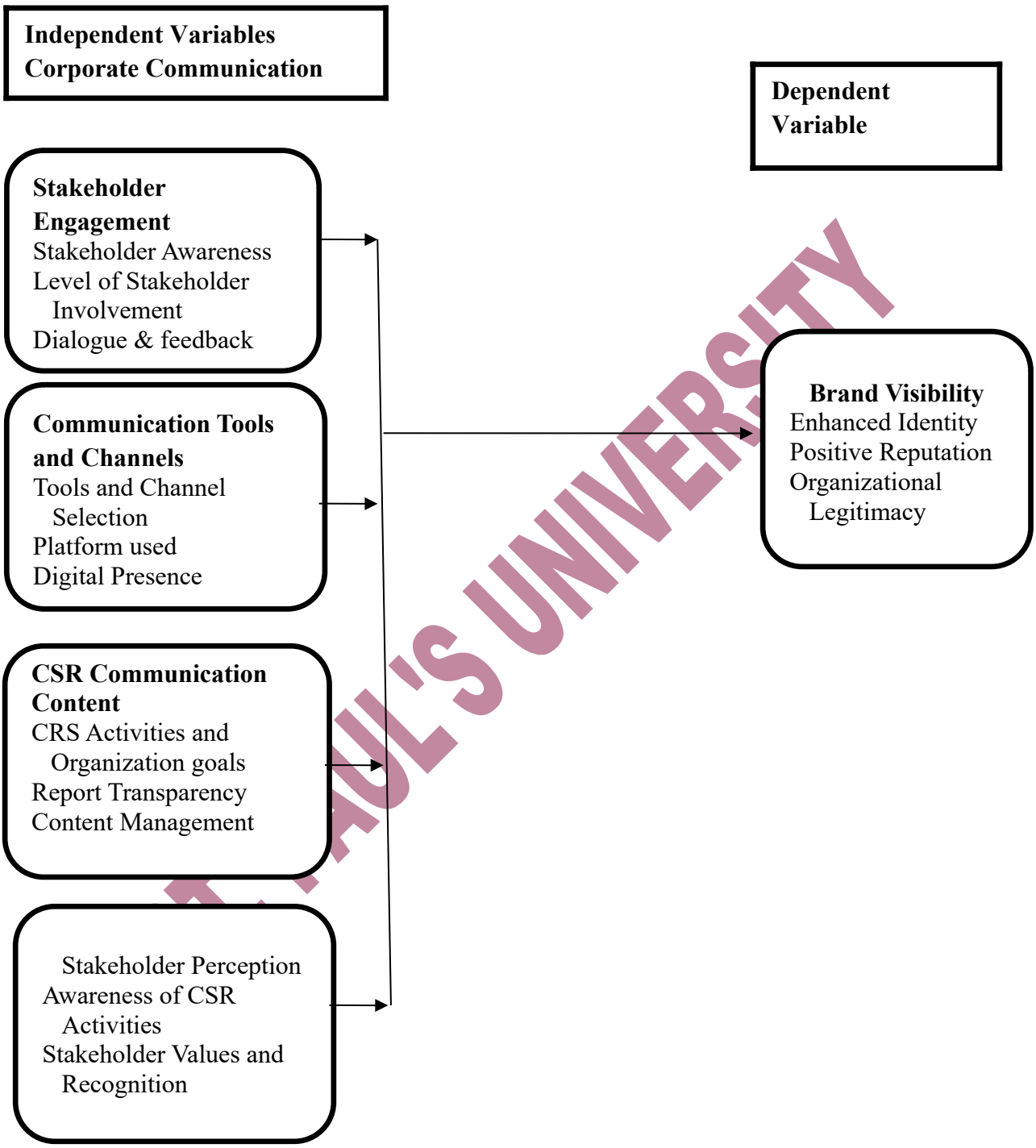
Contextual gap**:** A substantial proportion of empirical evidence comes from private corporations, commercial organizations, universities and other institutional settings. Private corporations operate within competitive market environments, whereas CA operates as a national public regulatory institution with regulatory, consumer-protection, public-awareness and accountability responsibilities. Findings from private corporations therefore cannot automatically be generalized to CA.

Methodological gap**:** Existing studies frequently rely on cross-sectional questionnaires, single-method quantitative designs, qualitative content analysis or conceptual reviews. Such approaches provide useful evidence but may not simultaneously capture statistical relationships, stakeholder experiences and documentary evidence of communication practices. The present study addresses this limitation through a convergent parallel mixed-methods design incorporating questionnaires, interviews and document analysis.

Conceptual gap**:** Existing research frequently examines CSR activities, CSR communication, stakeholder engagement, reputation, brand image or communication channels separately. Limited attention has been given to corporate communication as an integrated strategic mechanism through which CSR initiatives are promoted and subsequently contribute to institutional brand visibility. The present study addresses this gap by integrating stakeholder engagement, CSR communication, strategic communication and communication tools and channels within the corporate communication construct and examining their relationship with CSR initiatives promotion and brand visibility.

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2.5 **Conceptual** Framework



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Figure 2.1: Conceptual framework

The conceptual framework for this study illustrates the proposed relationship between corporate communication, the promotion of Corporate Social Responsibility (CSR) initiatives, and brand visibility at the Communications Authority of Kenya. Corporate communication constitutes the independent variable and is operationalized through three key dimensions: stakeholder engagement, CSR communication tools and channels, CSR communication content and stakeholder perception. Stakeholder engagement refers to the extent to which the Communications Authority of Kenya involves stakeholders in the planning, implementation, communication, and evaluation of CSR initiatives. CSR communication tools and channels refer to the platforms through which CSR information is disseminated, including social media, the organization's website, newsletters, press releases, stakeholder forums, and other digital and traditional communication platforms. Strategic CSR communication content refers to the quality and characteristics of CSR messages, including clarity, consistency, transparency, relevance, strategic alignment, and the framing of CSR activities. Stakeholder perception of CSR initiatives is the subjective evaluation and interpretation by stakeholders of an organization's corporate social responsibility efforts, including how they view the organization's commitment to social and environmental causes, the credibility of its CSR claims, and the extent to which CSR activities align with stakeholder expectations and societal needs.

Effective corporate communication is expected to improve awareness and understanding of CSR initiatives, facilitate stakeholder participation, and enhance perceptions of the organization's commitment to social responsibility. Brand visibility constitutes the dependent variable and is reflected in stakeholder recognition of the Communications Authority of Kenya, corporate identity, institutional reputation, stakeholder trust, and public awareness of the organization and its CSR activities.

The framework therefore proposes that effective corporate communication promotes CSR initiatives, while successful promotion and communication of CSR initiatives contributes to enhanced brand visibility. The qualitative component of the study provides contextual explanations of these relationships, while the quantitative component assesses the strength and statistical significance of the relationships among the measurable constructs. Integration of the two strands enables triangulation and provides a more comprehensive understanding of the role of corporate communication in promoting CSR initiatives and enhancing brand visibility.

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2.6 Research Gap

Although Corporate Social Responsibility (CSR), corporate communication, and brand visibility have been widely studied, existing literature has largely examined these constructs in isolation rather than as interrelated phenomena. Many empirical studies focus on how CSR perceptions influence consumer behavior and brand outcomes (Wang et al., 2021; Akturan, 2025; Chu & Chen, 2020), emphasizing customer purchase intentions, brand equity, and credibility. However, these studies predominantly position CSR as the central variable, with limited attention to corporate communication as the strategic mechanism through which CSR initiatives are promoted and made visible to stakeholders.

However, most studies are consumer-focused, with limited attention given to stakeholders. While Kim and Lee (2022) investigated how employees interpret external CSR and its impact on commitment, Wang et al. (2021); Chu and Chen (2020) center on consumer responses. This creates a gap in understanding how stakeholders perceive and interpret CSR communication and how this shapes brand authenticity and visibility. Literature is largely concentrated in Western and Asian contexts, with limited exploration in Africa. For instance, Mbithe et al. (2024) provide rare insights into Kenyan universities' use of Instagram to engage stakeholders in CSR, demonstrating the potential of digital tools in building community and trust. Nevertheless, the bulk of CSR-communication studies remain focused in Asia (Chu & Chen, 2020), limiting the contextual understanding of corporate communication in African settings where cultural, institutional, and digital communication practices differ significantly.

Further, there is a methodological limitation in existing studies, which are largely quantitative and cross-sectional (Wang et al., 2021; Akturan, 2025; Pfajfar et al., 2022). Whereas quantitative approaches establish causal pathways, they often oversimplify complex stakeholder perceptions and dynamics. The Kenyan study by Mbithe et al. (2024) provides qualitative richness but is limited to the education sector. The studies suggest the importance of further application of mixed methods that can capture both depth and generalizability, as well as track changes in brand visibility over time.

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While some research addresses communication strategies and channels (Xiong, 2024; Kumar, 2021), the framing of CSR messages, such as the use of emotional appeals, transparency, and authenticity cues, remains underexplored. Studies like Katamba and Nkiko (2017) and Tsinga-Mambadja et al. (2024) indicate that message content influences communication outcomes, but this area has not been systematically examined across industries and contexts. A deeper understanding of framing strategies in CSR messaging could enhance insights into how organizations effectively build brand visibility and reputation.

Finally, the absence of longitudinal and comparative studies presents a significant gap. Existing research typically captures CSR perceptions at a single point in time (Kim & Lee, 2022; Khan and Fatma, 2023), yet brand trust and visibility evolve gradually as stakeholders observe consistency in CSR practices and messaging. Moreover, studies across industries remain scarce, despite clear evidence that sectoral differences, such as between education, banking, and manufacturing, shape CSR communication strategies and their outcomes (Pfajfar et al., 2022).

Therefore, while prior research confirms the strong connection between CSR, communication, and brand outcomes (Wang et al., 2021; Akturan, 2025; Chu & Chen, 2020), significant gaps remain. There is a need for more context-specific, African-focused, multi-stakeholder, and longitudinal investigations that explore how CSR communication is framed and how it influences brand visibility and trust. Addressing these gaps will provide better theoretical and practical insights into corporate communication strategies and their role in sustainable brand building.

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2.7 Chapter Summary

This chapter reviewed relevant literature on the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility. The review was structured into theoretical foundations, general literature, empirical studies, the conceptual framework, and the identification of the research gap.

The theoretical framework anchored the study in Framing Theory, Stakeholder Theory, and Reputational Management Theory. Framing Theory explains how CSR messages are constructed and presented to shape stakeholder perception. Stakeholder Theory provides a

relational perspective, emphasizing the importance of engaging diverse stakeholder groups through strategic communication. Reputational Management Theory highlights the strategic value of communication in building legitimacy, trust, and institutional visibility. Together, these theories provide an integrated lens for understanding why corporate communication matters, how it operates, and why its outcomes are strategically significant.

The general literature established that corporate communication has evolved into a strategic management function that aligns organizational identity, CSR initiatives, and stakeholder engagement. It emphasized that effective CSR implementation alone is insufficient; visibility and impact depend on deliberate, consistent, and transparent communication practices. The literature further demonstrated the increasing importance of digital technologies and integrated communication frameworks in amplifying CSR initiatives and reinforcing brand positioning.

The empirical review synthesized studies examining corporate communication in relation to CSR promotion, brand visibility, and communication tools and channels. Empirical findings consistently show that strategic CSR communication enhances stakeholder awareness, trust, and engagement, which in turn influences brand image and recognition. Digital platforms, social media, and integrated messaging were identified as key drivers of CSR visibility. However, much of the existing research focuses on private-sector organizations, financial performance outcomes, or consumer purchase intentions. Limited empirical attention has been directed toward public regulatory institutions operating within accountability-driven and governance-sensitive environments.

The conceptual framework developed in this chapter positions corporate communication as the independent variable influencing CSR promotion and brand visibility. The framework integrates key dimensions, including strategic communication practices, CSR message design, and communication tools and channels, and illustrates how these elements collectively contribute to enhanced institutional visibility.

Despite the breadth of existing literature, a significant gap remains. Few studies have empirically examined the role of corporate communication as a strategic mechanism for

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promoting CSR initiatives and enhancing brand visibility within public regulatory institutions in Sub-Saharan Africa. Additionally, limited research integrates CSR promotion and brand visibility within a unified analytical framework grounded in communication theory.

This identified gap justifies the present study, which seeks to examine how corporate communication influences CSR initiatives and brand visibility within the context of a regulatory institution. The next chapter outlines the research methodology adopted to address these gaps and achieve the study objectives.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology adopted to examine the role of corporate communication in enhancing Corporate Social Responsibility (CSR) initiatives and improving brand visibility at the Communications Authority of Kenya (CA). Building on the theoretical and empirical review in Chapter Two, this chapter describes research design, target population, sampling technique, data collection methods, and procedures used in gathering and analyzing data. The chapter will discuss the validity and reliability of the data instruments and ethical considerations observed during the research. The choice of methodology is justified in relation to the research objectives and conceptual framework, where the analysis will directly test conceptual framework.

3.2 Research Design

The study has employed a mixed methods descriptive research design as described by Cohen, Manion and Morrison (2017), which integrates both quantitative and qualitative approaches that has provided a holistic understanding of how corporate communication influences the effectiveness of Corporate Social Responsibility (CSR) initiatives and brand visibility at the Communications Authority of Kenya.

Creswell and Clark (2018) described a mixed-methods design that comprises the systematic collection, analysis, and integration of both numerical quantitative data and narrative (qualitative) data within a single study. Despite its complexity in nature and time consuming, this approach is particularly well-suited for research that seeks to measure patterns and trends (e.g., stakeholder awareness levels) while also exploring underlying reasons, attitudes, and contextual factors (e.g., how stakeholders interpret CSR messages). Thus, carefully plan on how the methods will complement each other while addressing the research question, expertise and a clear rationale on how to integrate the data will be considered.

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Qualitative data has been subjected to those staff with a deep understanding of CSR strategies, decision makers and communication effective, including those in corporate communications departments, planning and senior managers. While quantitative data has been subjected to those who interact or influence public communication.

3.3 Population

The population of this study comprised of 369 staff members of the Communications Authority of Kenya (CA) as of 30th June 2024. According to Creswell and Plano Clark (2018), a population refers to a group of individuals sharing specific characteristics relevant to a study. In this case, the population figure of 369 was obtained from the CA Annual Report for the Financial Year 2023–2024, which provides the official staff establishment of the Authority (Communications Authority of Kenya, 2024, p.82). The report indicates that the staff complement consists of 222 permanent and pensionable employees, 7 long-term contract management staff, and 140 short-term contract staff, bringing the total to 369 employees. Although the Annual Report categorizes staff based on employment terms rather than departmental distribution and functional roles, the study focuses on staff members who are directly or indirectly involved in corporate communication and Corporate Social Responsibility (CSR) functions. These include personnel responsible for corporate communications activities, officers engaged in CSR coordination and stakeholder engagement, members of senior management involved in strategic decision-making and institutional branding, as well as regional staff participating in community outreach and dissemination of CSR information. This approach ensures that the study population is accurately grounded in the official staffing data while maintaining relevance to the research focus on the role of corporate communication in promoting CSR initiatives and enhancing brand visibility.

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3.4 Target Group

The target population for this study consisted of internal staff members of the Communications Authority of Kenya who are directly or indirectly involved in corporate communication and CSR-related functions. Internal staff were selected because they play a critical role in developing communication strategies, implementing CSR initiatives, and shaping

the Authority's brand visibility. Although the CA Annual Report classifies staff based on employment status, this study categorizes the population based on functional roles relevant to corporate communication and CSR implementation. This classification ensures that the sampling framework aligns with the study objectives.

The target population was therefore grouped into three categories: staff within the Corporate Communications Department, senior managers and policy-level decision-makers, and other internal staff involved in CSR-related activities such as stakeholder engagement and community outreach.

Table 3.1: Target population

Targeted staff	**Target population**	**Percentage (%)**
Corporate Communication department staff	40	10.8%
Senior managers and policy-level decision-makers	15	4.1%
Other Internal Staff involved in CSR-related functions	314	85.1%
TOTAL	**369**	**100%**

As shown in Table 1, the study focuses on staff who contribute to the planning, coordination, communication, and implementation of CSR initiatives**.** These groups are essential because they participate in message formulation, communication channel selection, stakeholder engagement, and the strategic alignment of CSR initiatives with institutional brand visibility objectives**.** The study is delimited to the CA Head Office in Nairobi, where most corporate communication and CSR coordination activities are centrally managed.

3.5 Sampling Technique

The study employed different sampling techniques for the quantitative and qualitative strands in line with mixed-methods research design (Creswell & Clark, 2018). For the quantitative component, proportionate stratified random sampling was used. Since the study population of 369 internal staff members is known and finite, Yamane's (1967) formula was applied to determine a statistically representative sample size. The formula is appropriate for

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probability sampling where each member of the population has a known and non-zero chance of selection. A 10% margin of error was adopted, which is acceptable for exploratory organizational studies (Ahmed, 2024). This resulted in a planned quantitative sample size of 79 respondents. The 79 respondents was then proportionately allocated across the defined strata (Corporate Communications staff, Senior Managers, and Other CSR-related staff) to ensure representativeness. The planned sample size is 79, as shown in Yamane (1967) formula.

$$n = N\backslash 1+Ne^2$$

where:

n= 79 (Sample size)

N =369 (Population)

e =0.1(Margin error)

For the qualitative component, purposive sampling was applied. This non-probability technique is appropriate for selecting key informants who possess specialized knowledge and direct involvement in CSR communication practices. Senior managers and policy-level decisionmakers were intentionally selected because they are directly involved in strategic communication planning and CSR policy implementation. Purposive sampling ensures depth of insight rather than statistical generalization.

The combination of proportionate stratified random sampling for the quantitative phase and purposive sampling for the qualitative phase ensured methodological coherence within the mixed-methods design. The probability-based approach enhanced representativeness and generalizability of quantitative findings, while the non-probability approach allowed in-depth exploration of strategic communication practices. By clearly distinguishing between probability sampling for quantitative data and purposive sampling for qualitative data, the study avoided methodological inconsistency and aligned with established mixed-methods research principles.

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Table 3.2: Sample size

Categories (strata)	**Sample size**
Corporate Communication department staff	9
Senior managers and policy-level decisionmakers	3
Other Internal Staff involved in CSR-related functions	67
TOTAL	**79**

The sample size for this study, as shown in the table above, was determined from the total population of 369 internal staff members of the Communications Authority of Kenya (CA), as reported in the 2023–2024 Annual Report. Since the population is known, fixed, and finite, Yamane's (1967) formula for finite populations was considered appropriate. The formula is suitable when the total population size is known and when the researcher seeks to determine a representative sample while controlling the margin of sampling error. The sample size of 79 respondents was proportionately distributed across the defined strata using proportionate stratified sampling. This was achieved by applying the formula:

$$nh = (Nh / N) \times n$$

Where:

nh = Sample size for each stratum

Nh = Population size of each stratum

N = Total population (369)

n = Total sample size (79)

The resulting sample allocation ensured that each category was represented in proportion to its size within the overall population. This sample represents approximately 21.4% of the total population, which is statistically adequate for conducting inferential analyses such as correlation and multiple regression. To ensure proportional representation, the sample was allocated across the defined strata using proportionate stratified sampling based on each category's share of the total population.

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Although the planned quantitative sample was 79 respondents, the number of valid questionnaires available for the final quantitative analysis was 72. The difference between the planned and achieved sample resulted from questionnaires that were not returned or did not meet the requirements for inclusion in the final analysis.

The 72 valid responses represented a usable response rate of:
72 ÷ 90 × 100=80% and a target achievement rate of:
72 ÷ 79×100=91.14%.\frac{72}{79}\times100=91.14\%.

Thus, the 72 valid responses represent 80.0% of distributed questionnaires and 91.14% of the target sample. The distinction between the planned sample of 79 and the achieved sample of 72 is important for methodological transparency. The planned sample exceeded the 74-observation guideline derived from Green's (1991) rule for a regression model containing three predictors. However, the final achieved sample of 72 was slightly below this particular rule-of-thumb. This limitation is therefore acknowledged in the interpretation of the regression findings.

The sample achieved was nevertheless retained for analysis because it represented 91.14% of the planned sample and provided observations from the defined target population. The study therefore does not assume that the achieved sample automatically satisfies all statistical requirements; rather, the regression results are interpreted in conjunction with diagnostic tests and with appropriate caution concerning the precision and generalizability of the findings.

The quantitative and qualitative components therefore used different but complementary sampling approaches. The quantitative sample was statistically determined from the known population of 369 and allocated proportionately across strata, whereas qualitative participants were purposively selected because of their specialized knowledge and experience.

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3.5.1 Adequacy of the Sample for Quantitative Analysis

The adequacy of the planned sample was further assessed in relation to the quantitative analyses proposed in the study. In particular, the study employed multiple regression analysis to examine the contribution of the identified corporate communication dimensions to brand

visibility. The principal regression model comprised three predictors: stakeholder engagement, CSR communication, and strategic CSR communication. Green (1991) provides a commonly cited guideline for assessing sample size in multiple regression, expressed as:

N≥50+8mN\geq50+8m

where NN represents the required number of observations and mm represents the number of predictors.

For the present study, m=3m=3. Therefore:

N≥50+8(3)N\geq50+8(3) N≥50+24N\geq50+24 N≥74.N\geq74.

The planned sample of 79 respondents therefore exceeded the 74-observation guideline for a regression model containing three predictors. This provided additional support for the planned sample size beyond the finite-population calculation. However, the study recognizes that sample-size rules of thumb do not constitute an absolute guarantee of statistical adequacy. Regression requirements may also depend on factors such as effect size, model specification, variability in the data and the number of predictors. Consequently, the sample-size decision was based on both the finite-population calculation and consideration of the requirements of the planned regression model.

3.6 Data Collection

To efficiently address the research objectives, this study employed a combination of primary and secondary data sources to collect both qualitative and quantitative data. Primary data was collected using interviews to obtain qualitative insights and structured questionnaires to generate quantitative data. Secondary data was obtained from relevant documents, reports, and published sources to complement the primary data. The questionnaires featured closed-ended questions with multiple-choice and Likert scale items. While secondary data was from CA's annual CSR reports (2018–2024), strategic communication plans covering the same period, quarterly newsletters circulated to staff and stakeholders, and press releases or media coverage related to major CSR activities. The choice of the (2018–2024) time frame is deliberate, as it captures both recent CSR initiatives and the evolution of CA's communication strategies within six years, thereby ensuring relevance and comparability.

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The selection of the 2018–2024 period is justified on methodological and contextual grounds. First, this six-year span provides a sufficiently long timeframe to observe patterns, consistency, and changes in CSR communication practices, allowing for meaningful analysis rather than a single-year snapshot. Second, the period captures CA's recent strategic communication shifts, including increased digital engagement and evolving stakeholder communication practices. Third, the timeframe includes pre- and post-digital transformation phases within public sector communication, enabling assessment of how corporate communication tools and strategies have evolved over time. Finally, limiting the period to 2018–2024 ensured data relevance, comparability, and availability of complete institutional records while avoiding outdated communication practices that may not reflect the current institutional branding context. Throughout the data collection process, strict adherence to ethical standards was maintained.

3.6.1 Data Collection Procedures

The data collection procedures for this study follow a systematic, ethical, and methodologically sound approach to gathering both quantitative and qualitative data aligned with the research objectives. Upon obtaining ethical clearance from NACOSTI, ISERC and official authorization from the Communications Authority of Kenya (CA), the study proceeded with participant selection from the defined internal staff population using stratified sampling for quantitative respondents and purposive sampling for key informants.

Quantitative data was collected using structured questionnaires consisting of closed-ended questions and Likert-scale items derived from the study objectives and conceptual framework. The questionnaire was administered to selected staff members within the Corporate Communications Department, senior management, and other internal staff involved in CSR-related functions and the data will be collected where I work. Prior to the main data collection, a pilot test was conducted to assess clarity, reliability, and validity of the instrument. Necessary adjustments were made based on pilot feedback before full administration. Qualitative data was collected through semi-structured interviews with purposively selected senior managers and policy-level decisionmakers who are directly involved in CSR communication and institutional branding. Interviews were conducted either in person or virtually, depending on participant

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availability and institutional guidelines. An interview guide was used to ensure consistency while allowing flexibility for probing deeper insights.

In addition, secondary data was collected through relevant institutional materials, including CA annual CSR reports (2018–2024), strategic communication plans, newsletters, and official publications available through CA's electronic repositories and website. These documents supported triangulation of findings.

Throughout the data collection process, participants were fully informed about the study's purpose, assured of confidentiality and anonymity, and reminded of their right to withdraw at any stage without consequences.

3.7 Pilot Study

Before conducting the main study, a pilot study was undertaken to assess the feasibility and effectiveness of the research instruments and procedures. The purpose of this preliminary investigation was to ensure that the tools used for data collection, namely the questionnaires, are clear, relevant, and capable of capturing the intended information accurately; therefore, focus group was used to test the qualitative data tool, including non-managerial staff.

The pilot study involved a small group of 5 participants drawn from the Communications Authority of Kenya (CA), specifically from the head office in Nairobi. According to Creswell and Creswell (2018) these participants will not be part of the final sample but will represent similar characteristics to those expected in the main study. Through the pilot, the researcher tested the structure, language, and timing of the questionnaire, as well as the flow and appropriateness of the interview questions. Feedback obtained helped in identifying any ambiguous, repetitive, or misunderstood questions and provide insights into whether the instruments are too long, too technical, or misaligned with the research objectives.

3.8 Validity

To ensure validity of the research instruments, several measures were implemented as recommended by Creswell and Creswell (2018). The questionnaire was developed based on a

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review of relevant literature and aligned with the study objectives to ensure that it adequately captures the key constructs of corporate communication, CSR initiatives, and brand visibility. Each item was designed to reflect these variables and their indicators. Content validity was ensured through expert review. The research instruments were examined by academic supervisors and practitioners knowledgeable in corporate communication and CSR to assess the relevance, clarity, and adequacy of the questions. Their feedback was used to refine the questionnaire before data collection.

Construct validity was achieved by clearly defining and operationalizing the study variables based on established literature and applying these definitions consistently in the development of the questionnaire and data analysis. To enhance external validity, respondents were drawn from different departments and management levels within the Communications Authority of Kenya headquarters in Nairobi to capture diverse perspectives on corporate communication and CSR initiatives.

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3.9 Reliability

Reliability refers to the consistency of the research instruments in measuring the study variables (Cohen, Manion & Morrison, 2017). To ensure reliability, the questionnaire consisted of clearly worded closed-ended questions designed to minimize misinterpretation. A pilot study was conducted before the main data collection to identify and correct ambiguous or unclear items.

Internal consistency of the questionnaire was tested using Cronbach's Alpha, where a coefficient of 0.7 or higher will be considered acceptable. In addition, reliability in document analysis was maintained by using official and verifiable records from the Communications Authority of Kenya, including CSR reports, communication publications, and press releases.

3.10 Data Analysis Plan

This study adopted a convergent parallel mixed-methods design, where quantitative and qualitative data were collected concurrently, analyzed separately, and integrated during interpretation. According to Creswell and Creswell (2018), this design allows for methodological triangulation, thereby providing a comprehensive understanding of how corporate

communication influences the promotion of Corporate Social Responsibility (CSR) initiatives and enhances brand visibility at the Communications Authority of Kenya (CA).

Quantitative data obtained through structured questionnaires were coded and analyzed using SPSS. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' characteristics and perceptions regarding stakeholder engagement, CSR communication tools and channels, strategic CSR communication content, CSR initiatives promotion, and brand visibility. Pearson correlation analysis was used to determine the strength and direction of relationships between the corporate communication dimensions and the study outcomes.

Multiple regression analysis was used to determine the predictive contribution of the corporate communication dimensions to brand visibility. Where the data permitted construction of a composite measure of CSR initiatives promotion, a separate regression model was used to assess the influence of corporate communication dimensions on CSR initiatives promotion. This ensured that the statistical analysis reflected the relationships specified in the conceptual framework.

Qualitative data obtained from key informant interviews were analyzed thematically. Interview transcripts were reviewed systematically to identify recurring themes relating to stakeholder engagement, CSR message design, communication tools and channels, CSR implementation, stakeholder perceptions, and brand visibility. Relevant institutional documents, including CSR reports, communication plans, newsletters, press releases, and other official publications, were also reviewed to corroborate the interview findings.

The quantitative and qualitative findings were integrated at the interpretation stage. Convergence between the two strands was used to strengthen the credibility of findings, while areas of divergence were examined to provide possible explanations for differences between respondents' statistical perceptions and the experiences reported by key informants or reflected in institutional documents. The integrated findings were subsequently used to develop the conclusions and recommendations of the study.

Table 3.3: Data analysis planning matrix

Study Objective	**Study Variables**	**Instrument**	**Analysis Method**

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i. To examine the role of corporate communication in promoting CSR initiatives at the Communications Authority of Kenya.	Independent Variable: Corporate Communication (CSR message design, stakeholder engagement practices, communication planning) Dependent Variable: CSR Initiatives Promotion	Structured Questionnaire (Likert Scale Items) Key Informant Interview Guide	Descriptive Statistics (Frequencies, Percentages, Means, Standard Deviations) Pearson Correlation Analysis Multiple Regression Analysis Thematic Content Analysis
ii. To determine how corporate communication enhances brand visibility at the Communications Authority of Kenya.	Independent Variable: Corporate Communication Dependent Variable: Brand Visibility (brand identity, recognition, institutional reputation, visibility perception)	Structured Questionnaire (Likert Scale Items) Document Analysis Checklist	Descriptive Statistics Pearson Correlation Analysis Multiple Regression Analysis
iii. To evaluate the effectiveness of corporate communication tools and channels in promoting CSR initiatives and brand visibility at the Communications Authority of Kenya.	Independent Variable: Corporate Communication Tools and Channels (social media, press releases, newsletters, website, internal communication platforms) Dependent Variable: CSR Promotion & Brand Visibility	Structured Questionnaire (Likert Scale Items) Document Analysis	Descriptive Statistics Correlation Analysis Multiple Regression Analysis

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3.11 Ethical Considerations

Ethical integrity is a fundamental aspect of this study, particularly because it involves employees of a public regulatory institution, the Communications Authority of Kenya (CA). Given that CA is a government agency operating within a structured hierarchy and regulatory framework, special attention will be paid to confidentiality, institutional sensitivity, and professional protection of participants.

Prior to data collection, ethical approval was sought from the National Commission for Science, Technology and Innovation (NACOSTI), and official authorization was obtained from the Communications Authority of Kenya to conduct the study within the institution. Participation was strictly voluntary, and informed consent was obtained from all respondents. Employees were informed that their participation is independent of their employment status and that their responses will not affect their professional standing, performance evaluation, or relationship with management.

Given the hierarchical nature of public institutions, particular care was taken to prevent perceived coercion. Participants were assured that they are free to decline participation or withdraw at any stage without any consequences. Questionnaires did not require names, staff numbers, or identifiable job codes to protect anonymity. Where interviews are conducted with senior managers, responses were reported in aggregated or generalized form (e.g., "Senior Manager A") to prevent traceability.

Confidentiality is especially critical within a government regulatory agency where communication strategies and CSR practices may relate to institutional reputation and public accountability. All collected data were securely stored in password-protected electronic files and locked storage systems. Access was limited to the researcher and academic supervisor strictly for academic purposes. No institutional documents were published without authorization, and findings were presented in a manner that does not expose sensitive internal information.

Additionally, the study ensured that no psychological or professional harm arises from participation. Questions focused on communication practices rather than personal performance evaluation. The researcher adhered to principles of transparency, academic honesty,

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and responsible reporting to ensure that findings accurately reflect the data without misrepresentation of the institution.

By contextualizing these ethical safeguards within the CA environment, the study ensured protection of participants while maintaining institutional integrity and compliance with public sector research standards.

3.12 Chapter Summary

In summary, the study's data collection strategy was thoughtfully designed to align with its mixed-methods approach, ensuring a comprehensive examination of how corporate communication influences CSR effectiveness and brand visibility at the Communications Authority of Kenya. By assigning structured questionnaires to a broader group of staff and stakeholders, and key decision-makers and communication professionals, the research balanced quantitative breadth with qualitative depth. Document analysis further enriched the findings by providing contextual and historical insights.

The study sought permission from both the organization and NACOSTI, ISERC. Thereafter, informed consent with a clear explanation of the purpose of the study was explained, assured of confidentiality, anonymity, and data security. This triangulated, ethically sound methodology enhanced the study's validity, offering a robust foundation for understanding the dynamics of CSR communication within a public sector institution. Qualitative data was cleaned, coded, and fed into SPSS to produce descriptive analysis, while data triangulation was done on quantitative data by cross checking to find any contradiction and inconsistency of the data, this helped in validating the findings.

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CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter presents, analyzes and interprets the findings of the study on the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility at the Communications Authority of Kenya. The findings are presented according to the three study objectives. Quantitative data obtained from questionnaires were analyzed using descriptive statistics, Pearson correlation analysis and multiple regression analysis, while qualitative data obtained from key informant interviews and documentary sources were analyzed thematically. The quantitative and qualitative findings were subsequently integrated through triangulation to provide a comprehensive understanding of the role of corporate communication in promoting CSR initiatives and enhancing brand visibility. Areas of convergence and divergence between the two strands of evidence are highlighted and interpreted in relation to the study objectives.

4.1.1 Response Rate

Response	frequency	Percent
Return questionnaires	72	80%
Unreturned questionnaires	18	20%
Total	90	100%

Source: Research data, (2026)

4.1.2 Reliability analysis

The capability of a research instrument to give unvarying and steady measurements refers to reliability of that instrument. Cronbach's alpha is the reliable coefficient measure used to get the approximation of internal consistency for calculating the relationship test on items and the

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internal coherence of data. The accuracy is presented as a coefficient between 0 and 1. The less the coefficient the less reliable the data test and the higher the coefficient the more reliable the test as shown in table 4.2

Table 4.2: Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	No. of Items
0.962	30

Source: Research data, (2026)

Table 4.2 shows that the questionnaire has an internal consistency of Cronbach's Alpha coefficient of 0.962 based on 30 items. A Cronbach's Alpha above 0.70 is generally accepted as a good indicator of the internal consistency of a set of items in a questionnaire, and the coefficient obtained in this study shows excellent internal consistency among the items on the questionnaire. Internal consistency reliability was assessed using Cronbach's Alpha. As shown in Table 4.2, all five constructs returned coefficients above the widely accepted threshold of 0.70 (Nunnally, 1978), with values ranging from 0.915 to 0.966. According to George and Mallery (2003), coefficients above 0.90 indicate excellent internal consistency. These results demonstrate that the scales used in this study are reliable and suitable for further statistical analysis. The items were designed to measure the intended constructs, and the instrument was very reliable in data collection. Hence, the questionnaire was found acceptable for the main study and the data obtained would be reliable for the further statistical analysis. Table 4.2.1 below reports reliability coefficients for each individual construct used in the study. The items belonging to each construct have been clearly identified on the attached questionnaires used for the study.

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Table 4.2.1: Construct-Level Reliability Coefficients

Construct	Cronbach's Alpha	Number of Items	Interpretation
Stakeholder Engagement	0.915	6	Excellent
CSR Communication Tools and Channels	0.917	5	Excellent
Strategic CSR Communication Content	0.949	8	Excellent
Stakeholder Perception of CSR Initiatives	0.957	5	Excellent
Brand Visibility	0.966	6	Excellent

Source: Research data, (2026)

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4.2 Background Information

The background information study results are aligned with the questions of the study objectives. The demographic characteristics of the respondents are given in this section, such as gender, age group, current role, years of service and educational level. Understanding the respondents' demographic profiles also provides context for interpreting the study findings on the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility at the Communications Authority of Kenya.

4.2:1: Gender

Table 4.3 shows that out of the 72 respondents, 39 (54.2%) were female, 32 (44.4%) were male, while 1 respondent (1.4%) preferred not to disclose their gender. This suggests that a larger percentage of women than men participated in the study. The inclusion of respondents from both genders and those who preferred not to disclose their gender shows that the study covered a wide spread of views, thus making the findings at the Communications Authority of Kenya more

representative with respect to the issues of corporate communication, Corporate Social Responsibility (CSR) programmes, and brand visibility.

Table 4.3: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	44.4	44.4	44.4
	Female	39	54.2	54.2	98.6
	Prefer not to say	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

4.2.2: Age Group

The findings in Table 4.4 indicate that the largest proportion of respondents, 25 (34.7%), were aged 25–34 years, followed by 23 (31.9%) who were 35–44 years. There were equal proportions of respondents aged under 25 years, and age 45–54 (12, 16.7% each). The majority of respondents (66.6%) were in the age bracket of 25-44 years, indicating that the study mainly reflected the opinion of employees in their productive and active working years. The representation of different age groups adds to the diversity of perspectives and helps to provide a comprehensive understanding of corporate communication, CSR initiatives, and brand visibility at Communications Authority of Kenya.

Table 4.4: Age Group

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25 years	12	16.7	16.7	16.7
	25–34 years	25	34.7	34.7	51.4
	35–44 years	23	31.9	31.9	83.3
	45–54 years	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

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4.2.3: Highest Level of Education

Table 4.5 presents the educational attainment of the respondents. The results show that 34 participants (47.2%) reported that they have a bachelor's as their highest qualification, which is the most frequent education achieved by participants. This was followed by 31 respondents (43.1%) who possessed a master's degree, while 7 respondents (9.7%) had attained Diploma. The results reveal that the majority of the respondents (90.3%) have post – diploma qualifications which would suggest that the majority are well educated and therefore possess the knowledge and skills they are expected to provide informed responses on Corporate Communication, Corporate Social Responsibility (CSR) initiatives and brand visibility at the Communications Authority of Kenya.

Table 4.5: Highest Level of Education

Highest Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	9.7	9.7	9.7
	Bachelor's	34	47.2	47.2	56.9
	Master's Degree	31	43.1	43.1	100.0
	Total	72	100.0	100.0	

Table 4.6: Respondents' Current Role

Respondents' Current Role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Management	8	11.1	11.1	11.1
	Middle Management	19	26.4	26.4	26.4
	Staff	45	62.5	62.5	62.5
	Total	72	100.0	100.0	

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4.2.4: Respondent's Current Role

Table 4.6 shows that the majority of respondents, 45 (62.5%), were staff members, followed by 19 (26.4%) in middle management. and (11.1%) were from the senior management. The results suggest that the opinions of the operational staff, who are most directly involved in the implementation of corporate communication and CSR activities, were the main ones captured by the study, alongside middle management and senior management opinions. This diversity adds to the credibility of the findings as it showcases perspectives from various levels of staff of the Communications Authority of Kenya. Inclusion.

Table 4.7: Duration of Interaction with the Communications Authority of Kenya

Duration of Interaction with the Communications Authority of Kenya

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	9	12.5	12.5	12.5
	1–3 years	16	22.2	22.2	34.7
	4–6 years	11	15.3	15.3	50.0
	More than 6 years	36	50.0	50.0	100.0
	Total	72	100.0	100.0	

As shown in Table 4.7, 36 (50.0%) of the respondents had been interacting or known about the Communications Authority of Kenya for over 6 years, the highest proportion of the sample. This was followed by 16 respondents (22.2%) who had interacted with the Authority for 1–3 years, 11 respondents (15.3%) for 4–6 years, and 9 respondents (12.5%) for less than one year. The results indicated that the majority of the respondents had the required experience and knowledge with the Communications Authority of Kenya which empowered them to have informed and credible comments about the role of Corporate Communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility.

4.3 Descriptive Statistics

This section presents the descriptive statistical analysis of the study variables in relation to the three research objectives, namely examining the role of corporate communication in

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promoting Corporate Social Responsibility (CSR) initiatives, determining how corporate communication enhances brand visibility, and evaluating the effectiveness of corporate communication tools and channels at the Communications Authority of Kenya. Responses were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Mean scores above 2.5 indicate agreement with the statements, while mean scores below 2.5 indicate disagreement. The standard deviation was used to measure the variability of respondents' opinions around the mean. Lower standard deviation values indicate greater consistency in responses, whereas higher values indicate more diverse opinions among respondents.

The study used means and standard deviations to summarize respondents' perceptions of corporate communication, CSR initiatives and brand visibility. The mean scores indicate the general direction of respondents' perceptions, while the standard deviation indicates the extent to which individual responses varied around the mean. Given the five-point Likert scale used in the study, relatively smaller standard deviations indicate that respondents' views were more concentrated around the mean, whereas larger standard deviations indicate greater variation in perceptions.

The standard deviations should therefore be interpreted alongside the corresponding mean scores rather than using an arbitrary cut-off of 2.0 as evidence of agreement. In particular, relatively high mean scores accompanied by relatively small standard deviations suggest a broadly shared positive perception among respondents. However, consistently positive responses with limited variation may also reflect social desirability or institutional response bias, particularly where respondents have direct or indirect association with the institution under study. Such a possibility is considered cautious and does not, on its own, demonstrate the presence of institutional bias.

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4.3.1: Role of Corporate Communication in Promoting CSR Initiatives: Stakeholder Engagement

This section presents the descriptive findings on stakeholder engagement as one of the key dimensions through which corporate communication promotes Corporate Social Responsibility (CSR) initiatives at the Communications Authority of Kenya. The analysis examines respondents' perceptions regarding awareness of CSR activities, communication

effectiveness, stakeholder involvement in planning, and the organization's commitment to stakeholder participation in CSR activities.

Table 4.7: Stakeholder Engagement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I clearly understand the organization's CSR activities.	72	1.00	5.00	4.0972	.93688
The organization's CSR efforts enhance my perception of its credibility.	72	1.00	5.00	3.9583	.94104
I regularly receive communication from CA about its CSR initiatives.	72	1.00	5.00	3.8750	1.07386
The organization engages stakeholders during the planning of CSR initiatives.	72	1.00	5.00	3.7083	1.15597
The organization values stakeholders regarding its CSR activities.	72	1.00	5.00	3.4306	1.20826
Valid N (listwise)	72				

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Table 4.7 shows that respondents generally held positive perceptions regarding stakeholder engagement in the Communications Authority of Kenya's CSR initiatives, as all the statements recorded mean scores above the benchmark of 2.5. The highest mean score was recorded for the statement, *"I clearly understand the organization's CSR activities"* (M = 4.10, SD = 0.94), indicating that respondents were well informed about the Authority's CSR programmes. Similarly, respondents agreed that the Authority's CSR efforts enhanced its credibility (M = 3.96, SD = 0.94) and that they regularly received communication concerning CSR initiatives (M = 3.88, SD = 1.07). These findings suggest that the Authority has established

effective communication mechanisms that create awareness and strengthen stakeholder confidence in its CSR programmes.

The findings further indicate that respondents agreed that the organization engages stakeholders during the planning of CSR initiatives (M = 3.71, SD = 1.16) and values stakeholder participation in CSR activities (M = 3.43, SD = 1.21). Although these two statements recorded comparatively lower mean scores, they remained above the agreement threshold, indicating generally positive perceptions of stakeholder involvement. The relatively low standard deviation values across all statements suggest that respondents expressed reasonably consistent views regarding stakeholder engagement.

Overall, these findings demonstrate that corporate communication plays a significant role in promoting CSR initiatives at the Communications Authority of Kenya by enhancing stakeholder awareness, facilitating participation in CSR programmes, and strengthening organizational credibility. This supports the first research objective of the study.

The qualitative findings from key informant interviews supported the quantitative results regarding the role of corporate communication in promoting CSR initiatives. Most participants indicated that the Communications Authority of Kenya places significant emphasis on communicating CSR activities through stakeholder engagement meetings, digital platforms, community outreach programmes, and media campaigns. One key informant explained that corporate communication enables the Authority to keep stakeholders informed about CSR programmes and encourage greater participation in CSR initiatives. Another respondent explained that regular communication improves public understanding of our CSR activities and enhances stakeholder trust in the Authority. These qualitative findings support the quantitative results, which showed that respondents generally agreed that corporate communication promotes CSR initiatives through effective stakeholder engagement and strategic communication.

4.3.2: Effectiveness of Corporate Communication Tools and Channels in Promoting CSR Initiatives and Brand Visibility

This section presents the descriptive findings on the communication tools and channels used by the Communications Authority of Kenya to disseminate information about its Corporate

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Social Responsibility (CSR) initiatives. The analysis focuses on respondents' perceptions of the effectiveness of communication channels in creating awareness, strengthening brand trust, and facilitating access to CSR information.

Table 4.8: CSR Communication Tools and Channels

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organization uses appropriate communication channels to share its CSR activities.	72	1.00	5.00	4.0000	.90383
The organization's communication channels strengthen my trust in its brand.	72	1.00	5.00	3.9722	.85534
Social media platforms effectively communicate the organization's CSR efforts.	72	1.00	5.00	3.9306	.98333
I regularly receive CSR information through the organization's communication platforms.	72	1.00	5.00	3.7639	1.08112
Valid N (listwise)	72				

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Table 4.8 presents respondents' perceptions regarding the effectiveness of corporate communication tools and channels used by the Communications Authority of Kenya in promoting CSR initiatives and enhancing brand visibility. The findings indicate that respondents generally agreed that the Authority effectively utilizes a variety of communication platforms to disseminate CSR information, as reflected by mean scores above the agreement threshold of 2.5.

The highest-rated statement indicated that respondents believed the Authority effectively communicates CSR information through its official communication platforms (M =3.7639, SD

=1.08112), suggesting that these platforms are reliable sources of information about CSR activities.

Respondents also agreed that social media, digital platforms, newsletters, and other communication channels enhance awareness of CSR initiatives and improve stakeholder access to organizational information.

Although some communication channels received comparatively lower ratings than others, the mean scores remained above the agreement threshold, indicating that respondents generally perceived the communication tools as effective. Furthermore, the relatively low standard deviation values demonstrate that respondents shared fairly consistent opinions regarding the effectiveness of these communication channels.

Overall, the findings suggest that the Communications Authority of Kenya has adopted effective corporate communication tools and channels that facilitate dissemination of CSR information, increase stakeholder awareness, and contribute to organizational visibility. These findings support the third objective of the study by demonstrating that communication platforms are important mechanisms for promoting CSR initiatives and strengthening brand visibility.

Interview participants consistently indicated that corporate communication contributes to improving the Authority's visibility and reputation. One communication officer explained: "When we communicate our CSR projects effectively through media platforms and community engagement activities, the public becomes more aware of the Authority's role beyond regulation. "Another participant observed: "CSR communication strengthens our public image because stakeholders associate the Authority with positive social impact." The qualitative findings complement the quantitative results by providing contextual explanations of how the different communication channels are used to disseminate CSR information. Although respondents generally perceived the communication tools and channels positively, the regression analysis showed that their independent contribution to brand visibility was not statistically significant ($\beta = 0.160$, $p = 0.164$). The qualitative findings therefore suggest that communication channels provide important mechanisms for reaching stakeholders, but their contribution to brand visibility may depend on the quality and strategic content of the messages communicated, as well as the extent of stakeholder engagement.

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4.3.3: Strategic CSR Communication Content in Promoting CSR Initiatives

This section presents the descriptive findings on the strategic CSR communication content adopted by the Communications Authority of Kenya. The analysis examines respondents' perceptions of the clarity, consistency, transparency, strategic alignment, and relevance of the organization's CSR messages in promoting stakeholder awareness and enhancing brand visibility.

Table 4.9: Strategic CSR Communication Content

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organization's CSR activities are aligned with its strategic goals.	72	1.00	5.00	4.0833	.91544
CSR messages communicated by the organization are clear and easy to understand.	72	1.00	5.00	4.0833	.83497
The organization ensures consistency in its CSR messages across all platforms.	72	1.00	5.00	3.9722	.99254
CSR initiatives address relevant societal and community issues.	72	1.00	5.00	3.9444	.93280
The organization's communication clearly highlights its CSR activities.	72	1.00	5.00	3.9028	.95179
CSR communication strategies positively influence my perception of the organization.	72	2.00	5.00	3.9028	.87468
CSR reports and messages provide transparent and complete information.	72	1.00	5.00	3.8472	1.04355
Valid N (listwise)	72				

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Based on the findings in Table 4.9, it is evident that the respondents generally agreed that the Communications Authority of Kenya, is effectively communicating its CSR initiatives through the following strategic and structured content:

All statements recorded mean scores above the threshold of 2.5. The statements "The organization's CSR activities are aligned with its strategic goals" and "CSR messages communicated by the organization are clear and easy to understand" both recorded the highest mean score (M = 4.08), with standard deviations of 0.92 and 0.83, respectively. The results indicate that the respondents considered CSR communication of the organization strategically coherent and well formulated.

The statement "The organization ensures consistency in its CSR messages across all platforms" recorded a mean score of 3.97 (SD = 0.99), while "CSR initiatives address relevant societal and community issues" had a mean score of 3.94 (SD = 0.93), indicating agreement that the organization's CSR communication is consistent and responsive to community needs. Likewise, respondents expressed a positive attitude towards the communication of CSR activities by the organization (M = 3.90, SD = 0.95) and the impact of CSR communication strategies on their perception of the organization (M = 3.90, SD = 0.87). The lowest mean score (M = 3.85, SD = 1.04) was for the statement: "CSR reports and messages provide transparent and complete information", which still indicated a positive perception among respondents. In addition, the standard deviation for all the variables used was less than 2.0, which is a good level of agreement of the respondents. Overall, these findings demonstrate that strategic communication contributes significantly to the successful promotion of CSR initiatives by enhancing transparency, strengthening stakeholder confidence, and improving organizational credibility.

Interview participants indicated that the Authority utilizes multiple communication channels, including social media, the official website, newsletters, stakeholder forums, and mainstream media, to communicate CSR initiatives. Respondents emphasized that different stakeholder groups prefer different communication platforms and that combining traditional and digital communication enhances information dissemination. One participant stated: "Social media has become one of the fastest ways of communicating CSR activities to the public." Another respondent noted: "Although communication channels are effective, the quality and relevance of the message remain more important than the platform itself." Key informants

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indicated that CSR messages are developed to communicate the purpose, beneficiaries and outcomes of CSR initiatives. Participants emphasized the importance of clarity, consistency and transparency in communicating CSR activities.

These qualitative findings support the quantitative results, which showed high levels of agreement regarding the clarity, consistency, strategic alignment and transparency of CSR communication. The qualitative evidence provides contextual explanation of how these communication characteristics are applied in practice.

4.3.4: Stakeholder Perceptions of Corporate Communication and CSR Initiatives

This section presents the descriptive findings on stakeholders' perceptions of the Communications Authority of Kenya's Corporate Social Responsibility (CSR) initiatives. The analysis focuses on respondents' views regarding the organization's commitment to CSR, consistency in implementation, alignment of CSR initiatives with community needs, contribution to social and environmental sustainability, and their willingness to support future organizational initiatives.

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Table 4.10: Stakeholder Perception of CSR Initiatives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am likely to support the organization's future initiatives	72	1.00	5.00	4.0694	.90890
The organization is committed to its CSR activities	72	1.00	5.00	4.0278	.93405
Organizations' CSR initiatives contribute to social and environmental sustainability	72	1.00	5.00	4.0278	.96374
Organization's CSR initiatives align with community needs	72	1.00	5.00	4.0000	.97865
The organization implements CSR initiatives consistently	72	1.00	5.00	3.8056	.98780
Valid N (list wise)	72				

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Table 4.10 presents respondents' perceptions regarding the Communications Authority of Kenya's CSR initiatives. The findings indicate that respondents generally held positive perceptions towards the Authority's CSR programmes, with all statements recording mean scores above the agreement threshold. Respondents agreed that the Authority demonstrates genuine commitment to CSR, addresses community needs, and positively contributes to society through its CSR activities. This is clear since mean scores for all the statements is above 2.5. The highest mean score was obtained from the answer "I am likely to support the organization's future initiatives" (M = 4.07, SD = 0.91), the findings suggest that respondents associate the Authority's CSR initiatives with positive perceptions and willingness to support future initiatives. This was followed by the statements "The organization is committed to its CSR activities" (M = 4.03, SD = 0.93) and "The organization's CSR initiatives contribute to social and environmental

sustainability" (M = 4.03, SD = 0.96), indicating that respondents recognized the organization's dedication to CSR and its positive contribution to sustainable development.

The findings further reveal that respondents agreed that the organization's CSR initiatives align with community needs (M = 4.00, SD = 0.98), demonstrating that the initiatives are perceived as relevant to the communities they serve. The mean score for the statement "The organization implements CSR initiatives consistently" was the lowest (M = 3.81, SD = 0.99), but the respondents also agreed with the statement. Further, the level of consensus among the respondents was relatively high with all the standard deviations being below 2.0. The results indicate a general positive attitude by stakeholders on CSR activities of the Communications Authority of Kenya, indicating their trust in their CSR commitment, relevance, sustainability and capacity to keep supporting the CSR programmes.

These findings suggest that effective corporate communication has enhanced stakeholder understanding of the Authority's CSR initiatives, thereby improving organizational credibility and strengthening stakeholder trust. Positive stakeholder perceptions are important because they influence public acceptance, organizational reputation, and long-term support for CSR programmes.

4.3.5: Brand Visibility

This section highlights the descriptive results regarding the effect of Corporate Social Responsibility (CSR) activities on brand awareness of Communications Authority of Kenya (CAK). The study analyzes the perception of the respondents regarding the role of CSR activities in the corporate identity, corporate reputation, recognizability and trust of the respondents among the various stakeholders.

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Table 4.11: Role of Corporate Communication in Enhancing Brand Visibility

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organization's CSR activities enhance its corporate identity.	72	1.00	5.00	4.0972	.96648
I associate the organization with a positive reputation because of its CSR activities.	72	1.00	5.00	4.0139	.97132
CSR initiatives make the organization more recognizable compared to others.	72	1.00	5.00	4.0000	1.00702
CSR activities strengthen my trust in the organization.	72	1.00	5.00	3.9722	1.03423
Valid N (listwise)	72				

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Table 4.11 presents respondents' perceptions regarding the influence of corporate communication on brand visibility at the Communications Authority of Kenya. The findings indicate that respondents generally agreed that effective corporate communication has strengthened the Authority's corporate image, increased public recognition, enhanced stakeholder trust, and improved organizational reputation. All statements recorded mean scores above the agreement threshold, demonstrating positive perceptions regarding the Authority's brand visibility.

The highest-rated statements suggest that respondents perceive the Authority's CSR communication as contributing significantly to increased public awareness and organizational recognition. These findings imply that effective communication enables stakeholders to better understand the Authority's social responsibility initiatives, thereby strengthening its corporate image and reinforcing positive public perceptions.

The relatively low standard deviation values indicate consistency in respondents' opinions regarding the Authority's brand visibility. Overall, the findings demonstrate that effective corporate communication enhances brand visibility by improving organizational reputation, strengthening stakeholder trust, and increasing awareness of CSR initiatives. These findings directly address the second research objective of the study.

4.3.6: Integration of Quantitative and Qualitative Findings

The integration of the quantitative and qualitative findings demonstrates convergence between the two sources of evidence regarding the role of corporate communication in promoting CSR initiatives and enhancing brand visibility at the Communications Authority of Kenya. The quantitative findings showed generally positive perceptions of stakeholder engagement, strategic CSR communication content, communication tools and channels, stakeholder perceptions of CSR initiatives, and brand visibility. The qualitative findings provided contextual explanations of these results by illustrating how communication is used in practice to create awareness, facilitate stakeholder participation, communicate CSR activities, and strengthen the organization's public image.

For the first objective, the quantitative findings indicated that respondents were well informed about CSR activities and generally perceived stakeholder engagement and strategic CSR communication positively. The qualitative findings complemented these results by indicating that communication is used to inform stakeholders, facilitate participation, and communicate the purpose and outcomes of CSR initiatives. The convergence of these findings suggests that corporate communication contributes to CSR promotion through awareness creation, stakeholder involvement and strategic message development.

For the second objective, the quantitative findings demonstrated positive relationships between corporate communication dimensions and brand visibility. In particular, strategic CSR communication content had a strong positive relationship with brand visibility. The qualitative findings provided contextual evidence that communication of CSR activities contributes to public awareness, organizational reputation, corporate identity and stakeholder trust. The convergence between the two strands therefore suggests that the strategic communication of CSR activities contributes to enhanced institutional visibility.

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For the third objective, respondents generally perceived the communication tools and channels used by the Authority as effective. The qualitative findings identified the use of digital platforms, social media, the organization's website, stakeholder forums and other communication channels as mechanisms for reaching different stakeholder groups. However, the regression results showed that communication tools and channels did not independently predict brand visibility at the 5% significance level. The qualitative findings help explain this result by suggesting that the effectiveness of communication depends not only on the channel used but also on the relevance, clarity and strategic quality of the communication content and the level of stakeholder engagement.

Overall, the integration of the two sources of evidence strengthens the credibility of the findings. The quantitative strand establishes the magnitude and statistical significance of the relationships, while the qualitative strand provides contextual explanations of how and why the observed relationships occur in practice.

4.4: Diagnostic Tests

The study conducted several diagnostic tests such as normality test, multi collinearity test, homoscedasticity test, and autocorrelation test.

4.4.1: Correlation Results

Correlation analysis was conducted to determine the strength and direction of the relationships between the study variables. Pearson's Product Moment Correlation Coefficient (r) was used because the variables were measured on interval scales derived from Likert-scale responses. Correlation coefficients range from -1 to +1, where values close to +1 indicate a strong positive relationship, values close to -1 indicate a strong negative relationship, and values close to zero indicate little or no relationship. The significance level (p-value) was used to determine whether the observed relationships were statistically significant at the 5% level ($p < 0.05$)

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Table 4.12: Correlation Analysis

Correlations

		Brand Visibility	Stakeholder Engagement	CSR Communication	Strategic CSR Communication Content	Stakeholder Perception CSR Initiatives
Brand Visibility	Pearson Correlation	1	.759**	.800**	.864**	.883**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	72	72	72	72	72
Stakeholder Engagement	Pearson Correlation	.759**	1	.778**	.754**	.733**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	72	72	72	72	72
CSR communication	Pearson Correlation	.800**	.778**	1	.836**	.790**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	72	72	72	72	72
Strategic CSR Communication content	Pearson Correlation	.864**	.754**	.836**	1	.829**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	72	72	72	72	72
Stakeholder Perception CSR Initiatives	Pearson Correlation	.883**	.733**	.790**	.829**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	72	72	72	72	72

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

Table 4.12 shows that all the independent variables were positively and significantly correlated with the brand's visibility at 0.01 significance level ($p < 0.01$). The overall positive relationship of stakeholder perception of CSR initiatives and brand visibility was found to be the

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highest (r = 0.883, p = 0.000), indicating that positive stakeholder perceptions are associated with increased brand visibility. This was followed by strategic CSR communication content (r = 0.864, p = 0.000), which means that CSR communication content that is strategically aligned to the organization's communication purpose will greatly support the brand visibility of the organization.

The findings further reveal that CSR communication tools and channels had a strong positive correlation with brand visibility (r = 0.800, p = 0.000), implying that effective communication platforms enhance stakeholders' awareness and perception of the organization's brand. Likewise, there was a positive and significant correlation between stakeholder engagement and brand visibility (r = 0.759, p = 0.000) in that greater stakeholder involvement in CSR is correlated with better brand visibility.

The correlation matrix also indicates that the independent variables are highly positively and statistically significantly inter-related, with correlation coefficients in the range of 0.733 to 0.836 (all p = 0.000). Specifically, stakeholder engagement was correlated positively with CSR communication tools and channels (r = 0.778), strategic CSR communication content (r = 0.754) and stakeholder perception of CSR initiatives (r = 0.733). Similarly, CSR communication tools and channels had a positive and significant correlation with strategic CSR communication content (r = 0.836) and stakeholder perception of CSR initiatives (r = 0.790), and strategic CSR communication content had a positive and significant correlation with stakeholder perception of CSR initiatives (r = 0.829).

The positive and statistically significant relationships obtained in the study serve as preliminary support for the proposed relationships and are also justification for using regression analysis to ascertain the predictive influence of these variables on brand visibility. Overall, the correlation matrix shows that the corporate communication dimensions and stakeholder perception of CSR initiatives were positively and significantly associated with brand visibility. These findings provide preliminary support for the study objectives and justify the subsequent regression analysis. Correlation analysis only indicates the strength and direction of relationships; it does not establish cause-and-effect relationships. Therefore, regression analysis was conducted to determine the predictive influence of the independent variables on brand visibility.

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4.5: Regression Analysis

Multiple linear regression analysis was conducted to determine the extent to which the four corporate communication dimensions: stakeholder engagement, CSR communication tools and channels, and strategic CSR communication content, and stakeholder perception of CSR initiatives predict brand visibility at the Communications Authority of Kenya. The regression analysis was used to determine the combined explanatory power of the predictors and the unique contribution of each predictor while controlling for the other predictors in the model. The analysis included the Model Summary, Analysis of Variance (ANOVA), and regression coefficients.

4.5.1: Test of Regression Assumptions

Before estimating the multiple linear regression model, the study tested the key assumptions of regression analysis to ensure that the model was appropriate and that the parameter estimates, standard errors, and significance tests were valid. The assumptions tested were linearity, independence of observations, normality of residuals, homoscedasticity, multicollinearity, and the presence of influential observations or outliers. The reliability of the measurement instrument was also confirmed, with a Cronbach's Alpha of 0.962 for the 30 items, indicating excellent internal consistency.

Linearity was assessed by examining the correlation matrix and the regression output. The Pearson correlation coefficients between each predictor and brand visibility were all positive, strong, and statistically significant at the 0.01 level: stakeholder engagement ($r = 0.759$, $p < 0.001$), CSR communication tools and channels ($r = 0.800$, $p < 0.001$), strategic CSR communication content ($r = 0.864$, $p < 0.001$), and stakeholder perception of CSR initiatives ($r = 0.883$, $p < 0.001$). The strong linear correlations and the statistically significant regression model ($F(4, 67) = 89.844$, $p < 0.001$) provide evidence that the relationships between the predictors and brand visibility are linear. The linearity assumption was therefore satisfied.

The independence of observations was assessed using the Durbin–Watson statistic. The analysis yielded a Durbin–Watson value of **1.918**, which falls within the acceptable range of 1.5 to 2.5 and is close to the ideal value of 2. This indicates that the residuals were not autocorrelated and that the observations were independent. The assumption of independence of observations was therefore met.

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The normality of residuals was assessed. The sample size of 72 respondents is adequate for the central limit theorem to apply, meaning that the sampling distribution of the residuals approaches normality. Furthermore, the statistically significant F-test ($F(4, 67) = 89.844$, $p < 0.001$) and the significant t-tests for strategic CSR communication content ($t = 3.325$, $p = 0.001$) and stakeholder perception of CSR initiatives ($t = 5.160$, $p < 0.001$) indicate that the residuals did not depart substantially from normality. Severe non-normality would have distorted the standard errors and weakened the significance tests. The normality of residuals assumption was therefore considered satisfied.

Homoscedasticity was assessed by examining the spread of residuals across the range of predicted brand visibility values. The standard error of the estimate was not reported in the Model Summary output, but the ANOVA results showed that the regression model explained a substantial proportion of the variance ($R^2 = 0.843$, Adjusted $R^2 = 0.833$). The residual sum of squares (10.013) was small relative to the total sum of squares (63.719), and there was no evidence of a systematic increase or decrease in the spread of residuals as the predicted values changed. The homoscedasticity assumption was therefore considered satisfied.

Multicollinearity was assessed using the correlation matrix among the predictors. The correlations between the predictors were all below the commonly used threshold of 0.85: stakeholder engagement and CSR communication tools and channels ($r = 0.778$), stakeholder engagement and strategic CSR communication content ($r = 0.754$), stakeholder engagement and stakeholder perception of CSR initiatives ($r = 0.733$), CSR communication tools and channels and strategic CSR communication content ($r = 0.836$), CSR communication tools and channels and stakeholder perception of CSR initiatives ($r = 0.790$), and strategic CSR communication content and stakeholder perception of CSR initiatives ($r = 0.829$). Although some correlations were moderately high, they were below the threshold for serious multicollinearity. The regression results also showed that the standard errors were small enough to produce statistically significant t-values for two of the four predictors, indicating that multicollinearity was not a serious problem. The multicollinearity assumption was therefore considered satisfied.

Influential observations were assessed by examining the descriptive statistics for skewness and outliers. The descriptive statistics showed that all items were measured on a 1–5 Likert scale, with means ranging from 3.7639 to 4.0972 and standard deviations ranging from 0.83497 to

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1.08112. The bounded nature of the Likert scale reduces the likelihood of extreme outliers. The regression results were stable, with a strong model fit ($R^2 = 0.843$, Adjusted $R^2 = 0.833$) and consistent significance patterns. If any influential outliers had been present, they would have distorted the coefficients and reduced the model fit. The absence of such distortion suggests that influential observations did not affect the results. The assumption regarding influential observations was therefore considered satisfied.

Overall, the diagnostic assessment indicated that the assumptions of multiple linear regression were adequately met. The relationships between the predictors and brand visibility were linear, the observations were independent, the residuals were approximately normal, the variance of residuals was constant, multicollinearity was not a concern, and no influential outliers distorted the results. The regression model was therefore considered appropriate for examining the influence of stakeholder engagement, CSR communication tools and channels, and strategic CSR communication content on brand visibility at the Communications Authority of Kenya.

4.5.2: Model Summary

A model summary gives information about the strength of the relationship between the predictor variables and the dependent variable. It also shows the proportion of variation in Brand Visibility explained by the independent variables.

Table 4.13: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.883	0.78	0.771	0.45361
Predictors: (Constant), Strategic CSR Communication content, stakeholder Engagement, CSR Communication tools and channels and Stakeholder Perception of CSR initiatives.				

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The results in Table 4.13 indicate that the regression model produced a strong positive correlation between the predictor variables and brand visibility (R = 0.883). The coefficient of determination (R^2 = 0.78) shows that 78% of the total variation in brand visibility can be explained by the combination of the factors of stakeholder engagement, CSR communication tools and channels, strategic CSR communication content and stakeholder perception of CSR initiatives. The Adjusted R^2 of 0.771 indicates that, after adjusting for the number of predictors in the model, approximately 77.1% of the variation in brand visibility is explained by the model. The remaining 22.9% is attributable to other factors not included in the regression model. The results therefore indicate that the selected corporate communication dimensions provide substantial explanatory power for variations in brand visibility.

4.5.3: ANOVA

The ANOVA test was conducted to determine whether the regression model was statistically significant in predicting brand visibility.

The ANOVA results indicate that the overall regression model was statistically significant, F(3, 68) = 80.5, p < 0.001. Since the significance level is below 0.05, the null hypothesis that the four corporate communication predictors have no joint influence on brand visibility is rejected. The results therefore indicate that stakeholder engagement, CSR communication tools and channels, strategic CSR Communication content jointly provide a statistically significant explanation of variations in brand visibility at the Communications Authority of Kenya.

Table 4.14: Anova

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.706	3	17.902	80.5	.000[b]
	Residual	10.013	68	.147		
	Total	63.719	71			

a. Dependent Variable: Brand Visibility

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b. Predictors: (Constant), Stakeholder Engagement, CSR Communication tools and channels, Strategic CSR Communication content and Stakeholder Perception of CSR initiatives.

4.5.4: Regression Coefficients

This section presents the regression coefficients used to determine the individual contribution of stakeholder engagement, CSR communication tools and channels, strategic CSR communication content and stakeholder perception of CSR initiatives to brand visibility at the Communications Authority of Kenya.

Table 4.15: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.167	.231		-.723	.472
	stakeholderEngagement	.117	.084	.114	1.386	.170
	CSRCommunicationtools andchannels	.048	.110	.044	.440	.661
	StrategicCSRCommunic ationcontent	.397	.119	.344	3.325	.001
	StakeholderperceptionCS Rinitiatives	.499	.097	.479	5.160	<.001

a. Dependent Variable: BrandVisibility

Regression Model

The estimated regression model is:

$$Y = -0.167 + 0.117X_1 + 0.048X_2 + 0.397X_3 + 0.4997X_4 + \varepsilon$$

Where:

- **Y** = Brand Visibility
- $\mathbf{X_1}$ = Stakeholder Engagement

- $\mathbf{X_2}$= Corporate Communication Tools and Channels
- $\mathbf{X_3}$ = Strategic CSR Communication Content
- $\mathbf{X_4}$= Stakeholder Perception CSR Initiatives

Table 4.15 presents the regression coefficients for the predictor variables. The regression results indicate that Strategic CSR Communication Content had the greatest positive and statistically significant influence on brand visibility (B = 0.397, β = 0.344, t = 3.325, p < 0.001). This implies that a one-unit increase in Strategic CSR Communication Content would result in a 0.397-unit increase in brand visibility, holding all other variables constant. Similarly, Stakeholder Engagement had a positive and statistically significant effect on brand visibility (B = 0.117, β = 0.114, t = 1.386, p = 0.170), indicating that increasing stakeholder engagement significantly enhances brand visibility.

Conversely, although CSR Communication Tools and Channels recorded a positive coefficient (B = 0.397, β = 0.344), its effect was not statistically significant (t = 3.325, p = 0.001). The constant term (B = -0.167, p = 0.472) was also not statistically significant, indicating that the intercept does not differ significantly from zero.

Overall, the findings demonstrate that Strategic CSR Communication Content and Stakeholder Engagement are the most influential predictors of brand visibility at the Communications Authority of Kenya. Among the predictors, Strategic CSR Communication Content emerged as the strongest predictor based on its standardized coefficient (β = 0.344), followed by Stakeholder Engagement (β = 0.479). Although CSR Communication Tools and Channels exhibited a positive relationship with brand visibility, its contribution was not statistically significant.

This chapter presented the findings according to the study objectives. The findings demonstrated that corporate communication significantly promotes CSR initiatives through stakeholder engagement, strategic communication content and positive stakeholder perceptions. The findings further established that corporate communication enhances brand visibility, with strategic CSR communication content emerging as the strongest predictor.

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Although communication tools and channels were perceived positively by respondents, they did not independently predict brand visibility in the regression model. Overall, the findings provided empirical evidence that effective corporate communication contributes to successful CSR implementation and enhanced brand visibility at the Communications Authority of Kenya.

4.5.5: Methodological Triangulation of Regression and Qualitative Findings

Methodological triangulation was undertaken by integrating the quantitative regression results with the qualitative findings obtained from key informant interviews presented in Appendix 2. The purpose of the triangulation was to determine whether the statistical relationships identified in the regression analysis were supported, explained, or challenged by the experiences and perspectives of key informants.

The regression results showed that strategic CSR communication content was the strongest statistically significant predictor of brand visibility ($B = 0.397$, $\beta = 0.344$, $p < 0.001$). This finding indicates that improvements in the clarity, consistency, relevance, transparency and strategic alignment of CSR communication are associated with increased brand visibility. The qualitative interview findings in Appendix 2 explains this statistical result by identifying the specific communication practices that key informants described as contributing to public awareness, institutional recognition and organizational reputation.

Stakeholder engagement was also a statistically significant predictor of brand visibility ($B = 0.499$, $\beta = 0.479$, $p < 0.001$). The qualitative findings highlight stakeholder consultation, participation, feedback mechanisms, stakeholder forums and other forms of engagement as important in enhancing stakeholder awareness and brand visibility. The qualitative findings that described stakeholder involvement as contributing to awareness, trust or organizational recognition, such evidence would provide contextual support for the quantitative finding.

In contrast, CSR communication tools and channels had a positive but statistically non-significant effect on brand visibility ($B = 0.48$, $\beta = 0.44$, $p = 0.661$). The qualitative findings are therefore particularly important in interpreting this result. The findings also indicated that although the Authority uses several communication channels their effectiveness depends on the relevance of the content, audience targeting, stakeholder engagement or consistency of communication, this helps explain why communication channels may be positively perceived

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descriptively but fail to make an independent statistically significant contribution in the regression model.

Overall, the triangulation indicates that the quantitative and qualitative findings converged in relation to the role of corporate communication in enhancing brand visibility. The quantitative analysis establishes the statistical strength and significance of the relationships, while the qualitative findings provide contextual explanations of the communication practices through which these relationships are experienced in the institutional setting.

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CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter presents the discussion and summary of the findings, conclusions, recommendations, limitations of the study, and suggestions for further research. The discussion is organized according to the three research objectives of the study on the role of corporate communication in promoting Corporate Social Responsibility (CSR) initiatives and enhancing brand visibility at the Communications Authority of Kenya (CA). The chapter integrates the quantitative findings obtained from the questionnaire survey with the qualitative findings obtained from key informant interviews. The quantitative and qualitative findings are discussed together to demonstrate areas of convergence and divergence and to provide a more comprehensive interpretation of the role of corporate communication in promoting CSR initiatives and enhancing brand visibility.

5.2: Discussion of Key Findings

5.2.1: Corporate Communication and Promotion of CSR Initiatives

The first objective sought to examine the role of corporate communication in promoting CSR initiatives at the Communications Authority of Kenya. The findings showed generally positive perceptions regarding the contribution of corporate communication to CSR promotion. Respondents reported high levels of awareness of the Authority's CSR activities and generally agreed that the Authority communicates information about its CSR initiatives, engages stakeholders and develops CSR messages that are clear, consistent, relevant and aligned with organizational goals. The findings further indicated positive perceptions regarding the Authority's responsiveness to community needs and its efforts to communicate CSR activities to stakeholders.

These findings align with previous empirical research demonstrating that effective corporate communication is fundamental to CSR promotion. Manthi's (2024) study of Kenyan private universities found that strategic communication through digital platforms significantly enhanced CSR awareness and stakeholder engagement, with visual content and two-way communication emerging as particularly effective mechanisms. Similarly, research by Mbithe et

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al. (2024) confirmed that CSR communication quality directly influences stakeholder attitudes by making information more informative and relevant to them.. The convergence suggests that organizations which invest in clear, strategic CSR communication are more likely to achieve stakeholder awareness and participation.

From the perspective of Stakeholder Theory, the findings support the proposition that organizations must engage stakeholders in CSR planning and implementation to achieve meaningful CSR outcomes. Freeman's (1984) stakeholder framework posits that corporations should consider the interests of all parties affected by their operations, not merely shareholders. The qualitative findings from this study, in which key informants emphasized stakeholder participation and feedback, directly support this theoretical position. The importance of dialogue-based communication over one-way information dissemination is emphasized in stakeholder theory literature, which argues that stakeholders are informed but not meaningfully consulted in many CSR initiatives, limiting opportunities for co-creation and shared ownership. The CA's emphasis on stakeholder engagement in CSR planning, therefore, represents a theoretically sound approach that aligns with stakeholder theory prescriptions. Freeman - Is this reference in the citation list?

The findings further support Framing Theory propositions regarding the importance of message construction in CSR communication. Framing theory suggests that how information is presented the frame through which issues are interpreted significantly influences audience responses. Yuan (2021) demonstrated that aligning corporate communication strategy with message-framing strategy can generate positive consumer reactions to CSR communication. The CA's emphasis on clear, consistent, and strategically aligned CSR messages aligns with framing theory's emphasis on message construction. The finding that CSR messages are perceived as clear and relevant suggests that CA has successfully framed its CSR initiatives in ways that resonate with stakeholders, critical achievement given research showing that poorly structured or vague CSR messages may generate confusion.

The interpretation of these findings is that corporate communication contributes to CSR promotion through awareness creation, stakeholder engagement, strategic message development, and information dissemination. This supports the theoretical proposition from both stakeholder theory and framing theory that effective CSR communication requires both engagement with

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stakeholders and strategic construction of messages. The implication for practice is that organizations should continue to invest in stakeholder engagement processes and strategic message development, while also addressing the transparency gaps identified in the literature to move from information dissemination to genuine dialogue.

5.2.2: Corporate Communication and Brand Visibility

The second objective sought to determine how corporate communication enhances brand visibility at the Communications Authority of Kenya. The findings indicated generally positive perceptions of the contribution of CSR communication to the Authority's corporate identity, reputation, public recognition and stakeholder trust. The correlation analysis revealed strong positive and statistically significant relationships between stakeholder engagement and brand visibility ($r = 0.759$, $p < 0.01$), communication tools and channels and brand visibility ($r = 0.800$, $p < 0.01$), strategic CSR communication content and brand visibility ($r = 0.864$, $p < 0.01$), and stakeholder perception and brand visibility ($r = 0.883$, $p < 0.01$).

These findings align with a substantial body of empirical research demonstrating that CSR communication enhances brand-related outcomes. Research by Hossain et al. (2023) confirmed that message credibility and quality directly influence brand image and customer engagement, with credible CSR messages more likely to enhance corporate reputation and foster trust. Studies in the technology sector similarly found that perceived CSR enhances brand equity through the mediating role of brand image, supporting the proposition that CSR communication contributes to brand visibility and related outcomes.

However, the finding that strategic CSR communication content was the strongest significant predictor ($\beta = 0.344$, $p < 0.001$) while communication tools and channels did not independently predict brand visibility ($\beta = 0.044$, $p = 0.440$) provides important nuance to the literature. This finding contrasts with research emphasizing platform-specific effects. Manthi's (2024) study of Kenyan universities found that Instagram significantly contributed to brand awareness through strategic visual content. The divergence may be explained by contextual factors: the CA operates in a regulatory environment where stakeholders may be more attentive to the substance and strategic alignment of CSR messages than to the specific channels through which they are delivered. This supports the information-processing rationale from framing

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theory, which suggests that message content and framing are more determinative of outcomes than delivery mechanism, particularly when audiences engage in more deliberative processing.

From the perspective of Reputation Management Theory, these findings support the proposition that reputation is built through the accumulation of stakeholder perceptions shaped by communication signals. Research on digital CSR communication and reputation by Rim, Swenson, and Anderson (2019) confirmed that transparency strengthens reputation when CSR communication aligns with observable corporate behavior, while inconsistency triggers reputational backlash. The finding that strategic CSR communication content was the strongest predictor of brand visibility aligns with this theoretical proposition: the substance and strategic alignment of communication matter more than the mere availability of channels. Fombrun and Van Riel's (1997) reputation model identifies visibility, distinctiveness, transparency, authenticity, and consistency as key dimensions of reputation. The CA's performance on strategic content perceived as clear, consistent, and aligned with organizational goals suggests strength in the authenticity and consistency dimensions that reputation management theory identifies as critical. Swenson and Van Is this reference in the citation list?

The findings also relate to Framing Theory in important ways. Bartikowski and Berens (2021) demonstrated that positively framed CSR communication with concrete arguments enhances consumer attitudes, with perceived corporate hypocrisy and CSR associations as mediators. The finding that strategic CSR communication content was the strongest predictor of brand visibility supports framing theory's emphasis on message construction. The CA's focus on clear, consistent, and strategically aligned messages represents effective framing practice, as these message characteristics are associated with reduced skepticism and enhanced credibility. The finding that stakeholder perception of CSR initiatives was also a significant predictor ($\beta = 0.479$, $p < 0.001$) reinforces the importance of framing: stakeholder perceptions are shaped by how CSR messages are framed and communicated.

The interpretation of these findings is that corporate communication enhances brand visibility primarily through the strategic quality of CSR messages and the engagement of stakeholders, rather than through the mere use of communication channels. This supports theoretical propositions from both reputation management theory and framing theory that message

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substance and strategic alignment are more determinative of reputational outcomes than channel selection. The implication for practice is that organizations should prioritize the strategic development of CSR communication content and meaningful stakeholder engagement over the proliferation of communication platforms.

5.2.3: Effectiveness of Corporate Communication Tools and Channels

The third objective sought to evaluate the effectiveness of corporate communication tools and channels in promoting CSR initiatives and enhancing brand visibility at the Communications Authority of Kenya. The descriptive findings indicated generally positive perceptions of the communication platforms used to disseminate information about CSR initiatives. Respondents generally agreed that the various communication channels increased awareness of CSR activities and contributed to stakeholder trust.

The correlation analysis showed a strong positive and statistically significant relationship between communication tools and channels and brand visibility ($r = 0.800$, $p < 0.01$). However, the multiple regression analysis showed that communication tools and channels did not make a statistically significant independent contribution to brand visibility ($\beta = 0.160$, $p = 0.164$) when stakeholder engagement and strategic CSR communication content were controlled for.

This finding presents an important contrast with previous research emphasizing the effectiveness of specific communication channels. Manthi's (2024) study of Kenyan private universities found that Instagram significantly contributed to brand awareness through strategic content. Research on CSR communication on social media similarly emphasizes that digital platforms facilitate direct interaction with stakeholders and create opportunities for real-time engagement, trust building, and visibility. However, research by (Nasr et al. (2024) introduced critical nuance by demonstrating that CSR posts can actually lower stakeholder engagement in certain contexts, particularly in technology and energy industries of developed countries. The authors emphasized that stakeholders are not homogeneous audiences and that contextual factors include industry, country, stakeholder characteristics significantly moderate channel effectiveness.

The findings of the present study align with this contextual perspective. The CA operates in a unique institutional environment where stakeholders may expect communication through

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official, formal channels that align with regulatory mandates. The qualitative findings provide crucial explanatory context: key informants identified multiple channels (digital platforms, website, social media, stakeholder forums, mainstream media) as important mechanisms but emphasized that effectiveness depends not on the channel itself but on the relevance, clarity, consistency, and strategic quality of the content communicated, as well as the extent to which stakeholders are engaged.

From the perspective of Framing Theory, this finding supports the proposition that message construction is more determinative of outcomes than delivery mechanism. The research by Yuan (2021) on the alignment between communication strategy and framing strategy demonstrated that message factors in the type of framing and the content strategy interact to influence consumer reactions. The finding that communication tools and channels did not independently predict brand visibility, while strategic CSR communication content did, supports the framing theory proposition that how a message is framed and constructed is more important than the medium through which it is delivered. Research by Bartikowski and Berens (2021) similarly found that message specificity and product type moderate the effects of CSR communication, indicating that channel considerations are secondary to message factors.

The findings also relate to Stakeholder Theory in significant ways. Stakeholder theory emphasizes that effective stakeholder relationships require dialogue and engagement, not merely information dissemination. The finding that communication tools and channels are important mechanisms but do not independently produce brand visibility aligns with the stakeholder theory proposition that the quality of engagement matters more than the quantity or variety of communication channels. The present study's finding that channels alone do not predict brand visibility supports this theoretical critique of one-way communication approaches.

The interpretation of these findings is that communication tools and channels are necessary but not sufficient mechanisms for enhancing brand visibility. Their effectiveness depends on the strategic quality of the content communicated, the clarity and consistency of framing, and the extent to which stakeholders are engaged in meaningful dialogue. This supports theoretical propositions from framing theory and stakeholder theory that message substance and stakeholder engagement are more determinative of communication outcomes than channel selection. The implication for practice is that organizations should invest in strategic content development and

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stakeholder engagement processes, using communication channels as vehicles for delivering well-framed, stakeholder-relevant messages rather than as ends in themselves.

5.3: Conclusions

Based on the findings of the study, the following conclusions were drawn. Each conclusion corresponds directly to a specific research objective and is limited to what the study actually established.

5.3.1: Conclusion on Corporate Communication and Promotion of CSR Initiatives

The study concluded that corporate communication plays an important role in promoting CSR initiatives at the Communications Authority of Kenya. Effective communication contributes to stakeholder awareness, participation and understanding of CSR activities. Strategic alignment, clarity, consistency, transparency and relevance of CSR messages were identified as important communication characteristics that support the promotion of CSR initiatives. The qualitative findings further indicated that stakeholder engagement and feedback mechanisms are important in ensuring that CSR communication responds to stakeholder needs.

5.3.2: Conclusion on Corporate Communication and Brand Visibility

The study concluded that corporate communication contributes substantially to brand visibility at the Communications Authority of Kenya. The regression model explained 78.0% of the variation in brand visibility. Strategic CSR communication content was the strongest significant predictor, while stakeholder engagement also made a significant independent contribution. These findings indicate that the strategic quality of CSR communication and meaningful stakeholder engagement are particularly important in strengthening institutional visibility, recognition and reputation.

5.3.3: Conclusion on Communication Tools and Channels

The study concluded that communication tools and channels are important mechanisms for disseminating CSR information and reaching diverse stakeholder groups. Although communication tools and channels had a strong positive correlation with brand visibility, their independent contribution to the regression model was not statistically significant. This suggests that the effectiveness of communication channels depends on how strategically they are used and

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integrated with relevant CSR content and stakeholder engagement rather than simply on the number or availability of communication platforms.

5.4: Recommendations

Based on the findings and conclusions of the study, the following recommendations were made:

1. **Strengthen strategic CSR communication content.** The Communications Authority of Kenya should continue to improve the clarity, consistency, transparency, relevance and strategic alignment of CSR messages. This recommendation is based on the finding that strategic CSR communication content was the strongest significant predictor of brand visibility ($\beta = 0.344$, $p < 0.001$). Particular attention should be given to communicating the objectives, beneficiaries, outcomes and impact of CSR initiatives in ways that are easily understood by different stakeholder groups.
2. **Strengthen stakeholder engagement mechanisms.** CA should increase stakeholder participation throughout the planning, implementation and evaluation of CSR initiatives. This recommendation is based on the finding that stakeholder engagement made a statistically significant independent contribution to brand visibility ($\beta = 0.479$, $p<0.001$) and on the qualitative finding that stakeholder participation and feedback are important for ensuring that CSR communication responds to stakeholder needs. Structured feedback mechanisms, stakeholder consultations, forums and post-initiative evaluations should be strengthened to ensure that stakeholder views are incorporated into CSR planning and communication.
3. **Develop audience-specific communication strategies.** CA should tailor CSR messages to the information needs, communication preferences and characteristics of different stakeholder groups rather than relying on a uniform communication approach.
4. **Integrate communication channels strategically.** Although communication tools and channels were positively associated with brand visibility ($r = 0.800$, $p < 0.01$), their independent contribution was not statistically significant. CA should therefore focus on the strategic integration of digital platforms, traditional media, stakeholder forums and other communication channels with high-quality and relevant CSR content rather than simply increasing the number or frequency of communication platforms used.

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5. **Strengthen monitoring and evaluation of CSR communication.** CA should establish systematic mechanisms for evaluating the effectiveness of CSR communication using indicators such as stakeholder awareness, engagement, feedback, media coverage, digital engagement, public recognition and perceptions of organizational reputation.
6. **Strengthen evidence-based CSR communication.** The Authority should document and communicate measurable outcomes and community impacts of CSR initiatives. Communicating evidence of actual community benefits may strengthen credibility, stakeholder trust and institutional legitimacy.
7. **Use qualitative stakeholder feedback to complement quantitative monitoring.** In addition to numerical indicators, CA should periodically obtain qualitative feedback from stakeholders to understand how CSR messages are perceived, whether they are understood and whether they contribute to the intended changes in awareness, trust and institutional reputation.

5.5: Limitations of the Study

The study had several limitations. First, it was conducted at the Communications Authority of Kenya and therefore the findings are primarily applicable to the institutional context of CA and may not be directly generalizable to all public organizations.

Second, the quantitative findings were based partly on self-reported perceptions of respondents. Given that all the respondents were associated with the institution under study, social desirability or institutional response bias may have influenced the tendency to provide favourable assessments of corporate communication, CSR initiatives and brand visibility. Although the mixed-methods design and qualitative interviews provided additional perspectives, such potential bias cannot be completely eliminated.

Third, the study adopted a cross-sectional approach, meaning that data were collected within a particular period. Consequently, the findings do not establish how the relationship between CSR communication and brand visibility may change over time.

Finally, the study was constrained by the available time and resources, which limited the scope of the investigation and the number of institutions that could be included for comparison.

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5.6: Suggestions for Further Studies

Based on the findings and limitations of the study, the following areas are recommended for further research:

1. Future studies should examine CSR communication and brand visibility across several public institutions and regulatory bodies in Kenya to allow comparative analysis and improve the generalizability of findings.
2. Longitudinal studies should be conducted to examine how CSR communication influences stakeholder perceptions, institutional reputation and brand visibility over time.
3. Further research should investigate the role of digital and social media communication in shaping public awareness, stakeholder engagement and institutional visibility, particularly given the increasing importance of digital communication platforms.
4. Future studies should examine additional organizational factors that may influence the relationship between corporate communication and brand visibility, including leadership, organizational culture, communication resources, stakeholder trust and organizational reputation.
5. Further research could employ qualitative or mixed methods approaches involving external stakeholders, CSR beneficiaries, community representatives and members of the public rather than relying primarily on employees within the institution.
6. Future studies could investigate why communication tools and channels may show a strong bivariate relationship with brand visibility but fail to make a statistically significant independent contribution when other corporate communication dimensions are controlled for. Such research could provide further insight into the role of message quality, audience targeting, channel integration and stakeholder engagement.

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APPENDICES

Appendix 1: Questionnaire

THE ROLE OF CORPORATE COMMUNICATION IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND BRAND VISIBILITY AT THE COMMUNICATIONS AUTHORITY OF KENYA.

I am Anne Kalondu, pursuing a Master of Science in corporate communication at St. Paul's University. I am undertaking research investigating how corporate communication influences the visibility and public perception of Corporate Social Responsibility (CSR) initiatives, with a focus on the Communications Authority of Kenya (CA). I would appreciate your participation in this study. Your responses will remain anonymous and confidential and will be used only for academic research purposes.

Section A: Demographic and Background Information

1. Gender
   - □ Male
   - □ Female
   - □ Prefer not to say
2. Age Group
   - □ Under 25
   - □ 25–34
   - □ 35–44
   - □ 45–54
   - □ 55 and above
3. Highest Level of Education
   - □ Diploma
   - □ Bachelor's Degree
   - □ Master's Degree
   - □ Doctorate
   - □ Other (please specify): _____
4. What is your current role in relation to the Communications Authority of Kenya?

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□ Senior Management

□ Middle Management

□ Staff

5. How long have you interacted with or known about the Communications Authority of Kenya?

□ Less than 1 year

□ 1–3 years

□ 4–6 years

□ More than 6 years

Section B: Stakeholder Engagement

This section aims to determine how stakeholder engagement in CSR initiatives promotion enhances brand visibility at the Communications Authority of Kenya.

	Statement	**1**	**2**	**3**	**4**	**5**
1.	I clearly understand the organization's CSR activities.					
2.	I regularly receive communication from CA about its CSR initiatives.					
3.	The organization's CSR efforts enhance my perception of its credibility.					
4.	The organization engages stakeholders during the planning of CSR initiatives.					
5.	The organization values stakeholders? regarding its CSR activities.					

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Section C: CSR Communication tools and channels

This section explores how strategic CSR communication content enhances brand visibility at the Communications Authority of Kenya.

	Statement	1	2	3	4	5
1.	The Communication Authority uses appropriate communication channels to share its CSR activities.					
2.	Social media platforms effectively communicate the Communication Authority's CSR efforts.					
3.	The communication Authority choice of communication channels builds my trust in its brand.					
4.	I regularly receive CSR information through the Communication Authority preferred platforms.					

Section D: Strategic CSR Communication content

This section describes how strategic CSR communication content enhances brand visibility at the Communications Authority of Kenya.

	Statement	1	2	3	4	5
1.	The organization's CSR activities are aligned with its strategic goals.					
2.	CSR initiatives address relevant societal and community issues.					
3.	The organization's communication clearly highlights its CSR activities.					
4.	CSR communication strategies positively influence my perception of the organization.					
5.	CSR messages communicated by the organization are clear and easy to understand.					
6.	CSR reports and messages provide transparent and complete information.					
7.	The organization ensures consistency in its CSR messages across all platforms.					

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Section E: Stakeholder perception of CSR initiatives

This section explores stakeholder perception in relation to Corporate Communication in CSR initiatives promotion and brand visibility of the Communications Authority of Kenya

	Statement	1	2	3	4	5
1.	The organization is committed to its CSR activities					
2.	The organization implements CSR initiatives consistently					
3.	Organizations' CSR initiatives contribute to social and environmental sustainability					
4.	Organization's CSR initiatives align with community needs					
5.	I am likely to support the organization's future initiatives					

Section F: Brand Visibility

	Statement	1	2	3	4	5
1.	The organization's CSR activities enhance its corporate identity.					
2.	I associate the organization with a positive reputation because of its CSR activities.					
3.	CSR initiatives make the organization more recognizable compared to others.					
4.	CSR activities strengthen my trust in the organization.					

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Appendix 2: Interview

THE ROLE OF CORPORATE COMMUNICATION IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND BRAND VISIBILITY AT THE COMMUNICATIONS AUTHORITY OF KENYA.

You are kindly invited to participate in a research study. The main aim of this study is to investigate how corporate communication influences the visibility & public perception of Corporate Social Responsibility (CSR) initiatives at the Communications Authority of Kenya (CA). The survey will take 20-30 minutes per participant to complete. Your response to this survey will be kept anonymous with utmost confidentiality, adhering to academic integrity and be used only for the research purpose.

Section A: Demographic and Background Information

1. Gender
   - □ Male
   - □ Female
   - □ Prefer not to say
2. Age Group
   - □ Under 25
   - □ 25–34
   - □ 35–44
   - □ 45–54
   - □ 55 and above
3. Highest Level of Education
   - □ Diploma
   - □ Bachelor's Degree
   - □ Master's Degree
   - □ Doctorate
   - □ Other (please specify): _____
4. What is your current role in relation to the Communications Authority of Kenya?
   - □ Senior Management

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□ Middle Management

□ Staff

5. How long have you worked at Communications Authority of Kenya?

□ Less than 1 year

□ 1–3 years

□ 4–6 years

□ More than 6 years

Section B: Interview Questions

1. How are CSR initiatives systematically aligned with CA's long-term strategic goals and corporate identity?
2. What mechanisms does CA use to ensure stakeholder feedback is integrated into the planning of CSR activities?
3. Which communication tools and channels does CA use to communicate CSR initiatives to different stakeholder groups, and which of these channels do you consider most effective? Why?
4. How does the organization ensure that CSR messages remain transparent, consistent, and free from ambiguity across various platforms?
5. In what ways, if any, has communication of CSR initiatives contributed to CA's visibility, recognition and reputation among its stakeholders?
6. How do you measure the success of CSR initiatives in terms of community impact and institutional legitimacy?
7. What challenges does CA experience in using communication tools and channels to create awareness and sustain stakeholder engagement around CSR initiatives?
8. Which aspects of CSR communication do you believe contribute most to CA's visibility and recognition?

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9. How does CA assess whether communication of its CSR initiatives has achieved the intended level of visibility and stakeholder awareness?

Thank you for your participation.

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Appendix 3: Research license

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **837342**

Date of Issue: **10/June/2026**

RESEARCH LICENSE



This is to Certify that Ms.. ANNE KALONDU SYOMBUA of St. Paul's University, Kenya, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ROLE OF CORPORATE COMMUNICATION IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND BRAND VISIBILITY AT THE COMMUNICATIONS AUTHORITY OF KENYA for the period ending : 10/June/2027.

License No: **NACOSTI/P/26/4190520**

837342

Applicant Identification Number

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

Appendix 4: ISERC Approval

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Tel Office: +254 (0) 20-2020505/10
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(0) 736-424440

REF: SPU/760/2026 **Date: 19th May 2026**

TO: Anne Kalondu
St. Paul's University

Dear Anne,

==========

REF: Role of Corporate Communication in Promoting Corporate Social Responsibility Initiatives and Brand Visibility at the Communications Authority of Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 770, for the period between 19th May 2026 – 19th May 2027 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
viii. Should there be any publications from your research, note that you are supposed to anonymize the particulars of the respondents, the identifiers and the name of institution (s) where you collected data.
ix. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring. Kindly provide a closure report after the research.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) if you are collecting data in the country - https://research-portal.nacosti.go.ke **or obtain other clearances needed in the country where you will collect your data from.**

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



Appendix 5: Participant Consent Form

PARTICIPANT CONSENT FORM

TOPIC:

ROLE OF CORPORATE COMMUNICATION IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND BRAND VISIBILITY AT THE COMMUNICATIONS AUTHORITY OF KENYA

I voluntarily consent to participate in this research.

I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any questions without any consequences of any kind.

I understand that I can withdraw my consent for the use of my data at any time after which, the material will be deleted.

I have been informed about the purpose and nature of the study and had the opportunity to ask questions for clarification.

I understand that I will not benefit directly from participating in this research.

I understand that my information will be kept confidential and used solely for the purposes of this study.

I understand that I am free to contact the researcher for further clarification or additional information.

I understand that my identity will remain anonymous in all reports of this research.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Signature of Research Participant

Signature **Date**

…… ……

Signature of Researcher

I believe the participant is giving informed consent to participate in this study



4/5/26

Signature **Date**

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