

The Influence of Corporate Social Responsibility on FGM Survivors' Work Performance: The Case of Teule Kenya, Oloitokitok County

Njihia Christine ¹, Radoli Lydia ², Mwangi Susan W. ³

¹Student, Faculty of Business, Computer Science and Communication studies, St Paul's University, Private Bag, Limuru,00217, Kenya, Email: macsnrb501119@spu.ac.ke

²Lecturer, Faculty of Business, Computer Science and Communication studies, St Paul's University, Private Bag, Limuru,00217, Kenya, E-mail: Asp0826@spu.ac.ke

³Lecturer, Faculty of Business, Computer Science and Communication studies, St Paul's University, Private Bag, Limuru,00217, Kenya, Email: smwangi@spu.ac.ke

Abstract

FGM is the partial or total removal of female genitalia for cultural reasons and this ancient practice negatively affects the work performance of women who have undergone a cut. It is important to create awareness on ills of FGM and improve the work performance of FGM survivors, through corporate social responsibility. CSR embraces responsibility for the company's actions and encourages positive impacts to its stakeholders. The effects of FGM in this study are mental disorders, low self-esteem, poor employee relations and poor work performance. The purpose of this study was to investigate the influence of CSR on FGM survivors' work performance. The objective covered in this paper is to examine how CSR increases employee work performance of cut women. The study used qualitative research using interview guide. Interviews were conducted virtually and lasted for ten minutes. There were 10 respondents obtained by stratified sampling: among them staff and volunteers. Data was analyzed using thematic analysis. Thematic analysis is one of the most widely used methods of qualitative analysis and has previously been used to identify themes and patterns within a given study. The study used stakeholder management theory and Teule Kenya as a case study. The findings in this paper are that CSR increases employee performance. Findings from this study will help policy makers advocate against FGM and improve the life quality of these victims. The study recommended that Teule engages in more CSR activities to improve the work performance and lives of these women. Hence, Teule will achieve its objectives and improve the work performance of FGM survivors.

Keywords: *Female genital mutilation, corporate social responsibility, teule Kenya, work performance*

1.0 Introduction

Female Genital Mutilation (FGM) is still happening and negatively affects the work performance of women who have undergone this cut. The attributes of a good employee are timeliness, consistency, creative and innovative and social. However, the FGM cut hinders this. FGM ranges from superficial cutting of genitals with no flesh removed to infibulation where labia minora and majora are removed and raw edges sewn leaving an opening for urination and menstruation (Tharpe et al., 2021, p. 101). The World Health Organization (WHO) in 1997 defined FGM as the complete or partial non-therapeutic removal or injury for religious or cultural reasons of external female genitalia (Rogo et al., 2007, p. 3). It is estimated that more than 200 million girls and women today have undergone the cut (Andro et al., 2016).

Other FGM related health complications could sometimes cause death due to excessive bleeding and dyspareunia. This study aimed to investigate the influence of corporate social responsibility (CSR) on FGM survivors' work performance. This tool of communication is vital in improving the status of FGM survivors in the society as well as addressing negative associations to the cut.

Corporate social responsibility (CSR) instills aspects of organizational care for its stakeholders and supports the organization to achieve its objectives and enhance a company's positive image and branding. Teule Kenya applies CSR as a platform to support its employees. This study examined how Teule Kenya achieves its objectives, through the CSR aspect to improve employee health, employee relations, work performance and sustain higher self-esteem among employees. According to (Dorobantu et al., 2018, p. 9), CSR affects employees' attitude and behavior, organizational sustainability and stakeholder management. The employees and stakeholders feel valued and connected to the organization due to the CSR initiatives they participate in or become beneficiaries of. CSR when correctly applied will bring out the aspects of timeliness, consistency, being proactive, creativity and innovation which are good attributes for optimal performance of an employee.

The objective of this paper is to examine how CSR increases employee performance for women affected by FGM.

2.0 Literature review

As aforementioned, Female Genital Mutilation (FGM) is the partial or total removal of the clitoris for cultural reasons (Hellum & Aasen, 2013, p. 260). The effects of FGM include mental disorders such as stress and depression, low self-esteem, poor employee relations and poor work performance. A good employee should be honest and straightforward, shares the load with others, is fair, compliments others, has a positive attitude and is a good communicator, (Yoder-Wise et al., 2019, p. 354). These lead to an employee displaying traits such as timeliness, consistency, initiative, creativity, and innovation. The women affected by the cut are unable to perform well at work. Employee key performance indicators tell one what they need to do in a certain setting, (Parmenter, 2011, p. 1). They are a set of measures focusing on organizational performance, critical for organizational success, (Parmenter, 2011, p. 3). Performance indicators like timeliness, consistency, proactivity, creativity, and innovation help an employee to perform well at work. Other FGM related health complications could sometimes cause death due to excessive bleeding and dyspareunia too. (Malhotra et al., 2018, p. 325) . This study aimed to investigate the influence of Teule corporate social responsibility (CSR) on FGM survivors' work performance. This tool of communication is vital in improving the status of FGM survivors in the society as well as addressing negative associations to the cut.

The stakeholder management theory was used in this paper. It defines the specific stakeholders and evaluates the conditions under which the organization relates to them and further argues that stakeholders’ needs should be put first before any action is taken by the

Main theme	Sub theme	Description
------------	-----------	-------------

organization (Freeman, 2010a). Moreover (Freeman, 2010b) discusses the theory and recommends methods which should be used by the management to act in the interest of these groups. This theory applies the principle of who or what really counts and focuses on giving priority to the needs of the stakeholders of the organization.

Furthermore, CSR provides both internal and external benefits; a firm is able to develop new resources in alignment with its objectives (Branco & Rodrigues, 2006). CSR enables the stakeholders to have faith in the organization and help it to achieve its objectives. Thus, the organization shows interest in the welfare of its stakeholders who include employees who have undergone the cut and the local community. CSR in this study was used to help women employees improve their work performance. The target was to improve their self-esteem, employee relations and help them overcome the mental disorders caused by FGM. CSR gives an opportunity to organizations to be socially responsible. Firms are urged to act responsibly out of a social and moral duty.

3.0 Research methodology

This paper used qualitative research, where data was collected using interviews which were analyzed using thematic analysis. Interviews were conducted virtually and lasted an average of ten minutes. The interview began with an introduction, background of study explained. The reason for the study was to investigate the influence of CSR on FGM survivors’ work performance. All participation was voluntary. The participants involved were Teule management, staff, and volunteers. The data was analysed and presented using thematic analysis. Thematic analysis is one of the most widely used methods of qualitative analysis (Braun & Clarke, 2006) and has previously been used to identify themes within a given study. Thematic analysis was used because it identifies and describes patterns and themes within qualitative data (Braun & Clarke, 2006). Thematic analysis is a qualitative data analysis method that identifies themes related to the phenomenon under study (Willig & Rogers, 2017, p. 17). It is a qualitative data analysis that involves searching for themes that are crucial to the phenomenon description. Common themes were identified during the data collection. These themes consisted of common patterns of issues or concerns regarding CSR and FGM. Ethical considerations of confidentiality, anonymity and informed consent were applied. Research permit was granted by Nacosti.

4.0 Results and discussion

The paper established that CSR can be used to increase work performance for cut women. The findings from the study have been summarized in the thematic analysis table below:

4.1 Results

Table 4.1. Thematic analysis table

		<p>advocates so that others do not have to go through the same experience. They educate fellow staff and community members on effects of the cut.</p> <p>Participant 7: Victims feel embarrassed and leads to low self-esteem. Leads to lack of confidence, thus unable to perform well at work.</p> <p>Participant 8: Victims feel stigmatized and lack confidence. They are unable to express themselves thus unable to perform efficiently at work and to voice any grievances at work.</p> <p>Participant 9: Leads to stigma and depression.</p> <p>Participant 10: Too traumatized to share information.</p>
<p>Current Teule support to women</p>	<p>CSR activities</p> <p>ARPs</p> <p>Sensitization of the ills of the cut</p> <p>Equal opportunity employer- gender balance</p> <p>Advocacy</p> <p>Empowerment programmes</p> <p>Rescue activities</p> <p>Education</p> <p>Personal development</p>	<p>Findings</p> <p>Theme: Current Teule support to women</p> <p>Participant 1: Try attaining gender balance for Teule employment so that women and men get equal chances. Have talks on women leadership, giving them responsibilities, increase capacity through training and offering psychosocial support.</p> <p>Participate in ARPs- alternative rites of passage in partnership with other organizations to teach individual and social responsibility.</p> <p>Participant 2: Teule rescues girls facing FGM risk, rescues those already cut for psychosocial support and educate them. Teule planning to advocate more against the cut by sensitizing the community, especially the males.</p> <p>Teule can be a referral programme for psychosocial support and can also refer the victims to other organizations for support. Engage and involve churches as well in FGM advocacy.</p> <p>Participant 3: Empowerment programmes; Leader In Me programme to boost confidence and nurture leadership skills and have a positive outlook in life. Take part in donations of food, sanitary towels, clothes among others, community activities, education sponsorships, take part in international events like African Child Day in the community, Women’s Day among others.</p> <p>Online training sessions to increase their skill sets and for personal development. Provide sanitary towels and other donations and education to the community.</p> <p>Participant 4: Teule advocacy and educate the staff and community on the ills of FGM.</p> <p>Participant 5: Teule advocacy against the cut and hiring women to work.</p> <p>Participant 6: Teule rescues girls at risk of FGM or those who have already been cut. To educate the girls and the men in the community about the ills of the cut.</p> <p>Participant 7: In addition to rescuing the girls and women, more sensitization about the cut to the whole community. Enforce education to both boys and girls and give platforms for advocacy and personal development. Self-awareness platforms.</p> <p>Participant 8: Advocacy against FGM, accommodate girls and women who have undergone the cut. Encourage and participate in ARPs. Culture is ok but the cut is not ok. Attend to medical needs of the victims and educate the needy children in the community.</p> <p>Participant 9: Male and community sensitization on ills of the cut. Teach them the importance of girl child education, employment.</p> <p>Participant 10: Too traumatized to share information.</p>

<p>Proposed additional Teule support to women</p>	<p>More CSR activities for the FGM victims</p> <p>Community sensitization</p> <p>Empowerment programmes</p> <p>Inter-ethnic interactions</p> <p>More advocacy</p> <p>Male advocacy against FGM</p> <p>Testimonials</p> <p>Other economic activities for those who perform the cut.</p>	<p>Findings</p> <p>Theme: Proposed additional Teule support to women</p> <p>Participant 1: Teule needs to engage in more CSR activities for the women who have been cut. To encourage these women to attend many events where they will be given a chance to speak out regarding the ills of the cut and other relevant topics and share their experiences. This will shed light to the community and improve the confidence of these women and this will help them improve their work performance as they will be able to express themselves more. Teule to do more advocacy for education in the communities that these women come from. Teule can give a platform to these women who have been cut to address the importance of education thus boosting their confidence and ultimately improving their performance at work. Teule to use the women who have been cut to make donations of food, clothes, sanitary towels to the community. As they engage more with the community, they become less embarrassed and anxious thus being able to express themselves. During national and community events. Teule can engage these women who have cut to address the ills of the cut thus creating a positive image and encouraging its staff to be more confident and advocate for others. Do more outreach, teach all staff on reproductive health and FGM consequences sensitization to male and female staff, leading to male advocacy to stop FGM. Empower our women and girls to do more advocacy for FGM. Empower women to make decisions and sensitize the male community leadership on the FGM process and consequences leading to empathy and understanding the resulting trauma.</p> <p>Participant 2: Empowerment programme for cut women for psychosocial support- leadership, economic empowerment for the FGM victims. Encourage inter ethnicity so the community can interact with other communities that do not practise the cut.</p> <p>Participant 3: More outreaches to sensitize the community on FGM effects, especially the male domain. Using CSR and donations to reach to the community. More involvement in ARPs.</p> <p>Participant 4: Teule to advocate against FGM more in the interior villages as that is where the practise is rife. Engage the males more as they are the decision makers. Advocate to stop the cut even among the Maa political leaders.</p> <p>Participant 5: Teule to advocate more against FGM, provide education for both boys and girls, and reintegrating the girls who have been in Teule back to their communities. Lobby for men to join in the advocacy by educating them about FGM.</p> <p>Participant 6: Teule to advocate more against FGM by sensitizing women (mothers and aunts) on how to rescue their girls at risk of FGM by helping the girls escape if the males demand the girl to be cut. To educate them in their chamas and teach them about hygiene to prevent infections. Teachers in schools need to be sensitized on the ills of FGM as they will educate the community at large. To sensitize the whole community especially the males on the ills</p>
--	--	--

		<p>of the cut.</p> <p>Participant 7: Teule to participate more in policy formulation and monitoring of the same regarding protecting women. Teule to participate in gender policies. Using the girls under Teule to be a voice against FGM and be involved in more community outreaches.</p> <p>Participant 8: Encourage women to take up leadership positions by equipping them. Let the community know that FGM is an injustice. Psychosocial support for FGM victims and share the Love of Christ.</p> <p>Come up with initiatives to help those performing the cut to engage in other economic activities. Guide them on financial management. Male advocacy engagement.</p> <p>Participant 9: Assist to engage in income generating activities to get money. This will reduce idleness. Sensitize Maa men that it is still ok to get uncut women as spouses. Educate the women in their groups on the cut effects.</p> <p>Participant 10: Too traumatized to share information.</p>
--	--	--

4.2 Discussion of Themes

The main themes identified in this paper are effects of FGM, FGM effect on work performance, current Teule support to women and proposed Teule support to women. These were broken down into subthemes as shown in the table above.

4.2.1 Effects of FGM

Positive and negative effects emerged. The positive effects cited were that the girls feel a sense of belonging to the community, seen as brave, and many young women look up to them, ready for marriage and their social status improves. The other positive effect identified is that those who have undergone the cut, become advocates against the cut as they do not wish others to go through the same experience. Although these positive effects were noted, the participants did not encourage the cut.

Cited negative effects were scarring, complications during childbirth, still births, bleeding, PTSD, and emotional instability. It was noted that FGM led to low self-esteem, lack of economic development, miscarriages, and low motivation in life. The participants also advised that FGM leads to early marriages, infections, painful menses, painful intercourse, and painful urination. Trauma was noted in the victims and FGM led to child labour as these young girls assumed grown women roles denying them an education and the joy of childhood. FGM further led to stigmatization, depression, anxiety and aggression and entitlement. One of the participants was too traumatized to share any information as she had undergone the cut and was still traumatized, many years after the cut.

Miscarriages were experienced as alterations were made in the body thus affecting the natural process of pregnancy and birth canal. Each time they lost a child, the women got depressed and felt stigmatized in the society. They would later get anxious each time they would get pregnant as they were not sure they will make it to carry the baby to term. The scarring made the women feel ugly as it was growth of scar tissue around their genital, and it affected their esteem. The cut also led to painful intercourse where women would avoid having intimacy with their partners as the genitalia was altered, affecting their marriages negatively.

The cut led to PTSD as the painful memories remain with the cut victim. The aggression and sense of entitlement experienced by some of the cut women is because they felt a need to defend themselves and are always on the edge feeling like they will be attacked. The entitlement came about because most of the cut victims felt deprived and got a victim mentality that made them believe that they should get everything they asked for. When that did not happen, they became depressed and anxious.

4.2.2 FGM effect on work performance

It was noted that FGM caused the victims to feel embarrassed, ashamed and had low self-esteem. They felt like they lacked identity. For those employed, it led to poor work performance as they could not relate well with people and could not express themselves. Their bodies felt weak, got painful menses that at times led to absenteeism from work and could not do heavy work. They lacked confidence and at times depressed. This affected their work performance negatively.

These effects of the cut affected these women negatively at their places of work. Due to low self-esteem that made them lack confidence, they were unable to express themselves at work. This could lead to poor decision making within the organization. On a more positive note, some of the victims took to educating their fellow staff regarding the ills of the cut thus creating an awareness of the same. This would encourage the organization to engage in CSR activities that would help address the issue of effects of FGM.

4.2.3 Current Teule support to women

Some participants felt that Teule is already giving support to both cut and uncut women by engaging in CSR activities, ARPs, education, gender balance employment opportunities, personal development, and rescue activities. Regarding CSR activities, Teule is reaching out to the community by donating food, sanitary towels, clothes, and other basic amenities. While doing this, Teule educates the community about the ills of the cut. Teule also engages in ARPs; these are activities that help girls graduate to womanhood void of the cut. It can be in form of workshops, seminars and via games. The girls graduate and are taught positive values to help them become responsible individuals in the community. Teule takes the children under its wings to these events helping them to benefit from these activities.

Teule rescues girls from families that want them to undergo the cut, and from early marriage. Teule takes these girls in and registers them under its programme that sees them go to school till high school when they graduate. This gives a chance to these girls to be educated and make a better life for themselves and they reach out to the community later.

Teule also employs women alongside their male counterparts from the community. This gives an equal chance to women alongside men to progress in their lives. Once they have an income they do not have to rely on their families or spouses for finances. This makes them independent, and they can advocate for themselves and others in the community. Teule offers personal development opportunities to women working in Teule by encouraging them to undertake online courses to better themselves. These courses cover different topics like leadership, self-awareness, emotional intelligence, effective communication, fundraising, conflict management, better people relations among these.

4.2.4 Proposed additional Teule support to women

The participants felt that Teule could initiate more advocacy among the males since they are decision makers in the community. To engage brothers, fathers, uncles among others in creating an awareness regarding the cut. They could be reached during events like weddings, in churches, burials, school events, barazas- male meetings, among others. The participants also felt that if Teule could initiate a parenting empowerment programme. This would be a programme where fathers and mothers are taught to be better parents and one of the ways is to avoid the cut as it inflicts pain on their children.

It was proposed more boys in the community to be educated by Teule as a CSR programme. These boys would grow to be future decision makers in the community. Once they were enlightened about the ills of the cut, they would protect the females in the community from the cut.

If Teule initiated other economic activities for those who perform the cut in the community, they would abandon the cut. Teule could initiate farming programmes and employ these women, teach them business skills, provide capital to start businesses. Teule could also enroll them in TVET courses like tailoring, catering among others.

Teule could also encourage the women working there to take up more responsibilities and rise to leadership position where their status quo will rise, earn respect, and have the community listen to them as they advocate against the cut. Teule could also work in partnership with hospitals to assist the victims of the cut for psychosocial support, corrective surgeries, getting employment even if casual employment, among others. This will reduce the dependency syndrome of women towards the male making them more independent and become strong advocates for themselves and others.

5.0 Conclusion

The study revealed that corporate social responsibility is a powerful tool that can be used to improve the work performance of FGM victims. This can be done by Teule giving donations to the women working in Teule, offering health talks, donate sanitary towels, enrolling them in courses of leadership, communication among others to help develop at a personal level. This will boost their confidence and help them to be advocates for Teule and against the cut and push for Teule objectives. It was also concluded that corporate social responsibility through engaging the women in Teule to participate in community activities would encourage the women to step up and take places of leadership and improve their confidence and become advocates of Teule and the community at large. The women would be encouraged to participate in medical camp exercises where they get to address the ills of the cut, objectives of Teule and develop confidence.

Teule could also pay for medical bills incurred by the women working in Teule because of the cut. Treatment of infections, corrective surgeries, and psychosocial support. These will help the women to heal and improve their work performance at Teule Kenya.

The study recommended that more male advocacy against the cut be initiated and led by women working in Teule. This is because males are the decision makers in the family. With more males on Teule side alongside other organizations, the females in the society will be protected. This will be proposed in churches, schools, weddings, burials, national and community events, among others by these women. It was also highly recommended that the parenting programme proposed by Teule be quickly implemented by these cut women. This will teach parents how to take care of their children and protect them from retrogressive cultural practices. It is recommended that Teule host these sessions. An empowered parent raises an empowered child, and the opposite is true.

It was recommended that more boys from the community be educated under the Teule scholarship and this to be spearheaded by women in Teule. This will ensure that boys from a young age are able to differentiate between good and harmful cultural practices. It is important for Teule to use the cut and uncut girls under Teule programme to advocate against the cut. Once these girls give their experiences and observation, the community will listen to them. It is also important for the women who perform the cut to have alternative ways of earning income. It is recommended that Teule alongside other organizations train them on business skills and involve them in other projects to earn an income.

It recommended that Teule encourage the women working in Teule to take up more responsibilities and more leadership positions. This will raise their self-esteem and improve their confidence causing them to advocate for Teule objectives and against the cut. Teule could also work with hospitals and other organizations to help the women who have been affected by the cut. They could offer them corrective surgeries, treatment for infections and psychosocial support. This will help them heal and become advocates for Teule and against the cut.

Further research should be carried out to ascertain more ways of helping FGM survivors improve their lives and work performance. This will benefit the community at large and help to achieve organizational goals and objectives using CSR.

References

- Andro, A., Lesclingand, M., Grieve, M., & Reeve, P. (2016). Female Genital Mutilation. Overview and Current Knowledge. *Population*, Vol. 71(2), 217–296.
- Branco, M. C., & Rodrigues, L. L. (2006). Corporate Social Responsibility and Resource-Based Perspectives. *Journal of Business Ethics*, 69(2), 111–132.
<https://doi.org/10.1007/s10551-006-9071-z>
- Dorobantu, S., Aguilera, R. V., Luo, J., & Milliken, F. J. (2018). *Sustainability, Stakeholder Governance, and Corporate Social Responsibility*. Emerald Group Publishing.
- Editors, S. (n.d.). *JOURNAL OF INTERDISCIPLINARY STUDIES IN EDUCATION*, Vol. 7 No. 2, 2019. Lulu.com.
- Freeman, R. E. (2010a). *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
- Freeman, R. E. (2010b). *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
- Hellum, A., & Aasen, H. S. (2013). *Women's Human Rights: CEDAW in International, Regional and National Law*. Cambridge University Press.
- Malhotra, N., Malhotra, J., Saxena, R., & Bora, N. M. (2018). *Jeffcoate's Principles of Gynaecology*. JP Medical Ltd.
- Parmenter, D. (2011). *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs*. John Wiley & Sons.
- Rogo, K., Subayi, T., Toubia, N., & Sharief, E. H. (2007). *Female Genital Cutting, Women's Health, and Development: The Role of the World Bank*. World Bank Publications.
- Tai, F.-M., & Chuang, S.-H. (2014). Corporate Social Responsibility. *IBusiness*, 06(03), 117.
<https://doi.org/10.4236/ib.2014.63013>
- Tharpe, N. L., Farley, C. L., & Jordan, R. G. (2021). *Clinical Practice Guidelines for Midwifery & Women's Health*. Jones & Bartlett Learning.
- Willig, C., & Rogers, W. S. (2017). *The SAGE Handbook of Qualitative Research in Psychology*. SAGE.
- Yoder-Wise, P. S., Waddell, J., & Walton, N. (2019). *Leading and Managing in Canadian Nursing E-Book*. Elsevier Health Sciences.