INVESTIGATING FACTORS THAT INFLUENCE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES IN KCA UNIVERSITY

BY

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Investigating factors that influence impact
DECLARATION

This project is my original work and has not been presented for any study programs in any other university.

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DEFINITION OF TERMS

Corporate social responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

Employee Relation is the concerned with the cooperation which need to exist between an employee and the employer.

Promotion as the communication information between the seller and the buyer to change attitude and behavior

Environmental means circumstances, influences, stresses, and competitive, cultural, demographic, economic, natural, political, regulatory, and technological factors (called environmental factors) that effect the survival, operations, and growth of an organization.

Legal means conforming to permitted law or established rules. It also means recognized or made effective by a court of law as distinguished from a court of equity.

Welfare is the state of being or doing well; condition of health, happiness, and comfort; well-being; prosperity. It’s all the organized efforts of government agencies that grant aid to the poor, the unemployed, etc. such aid.

Societal means relating to human society and its members. It also means noting or Pertaining to large social groups or their activities, customs etc.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CEOs</td>
<td>Chief Executives Officers</td>
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<td>CHE</td>
<td>Commission of Higher Education</td>
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<td>CSR</td>
<td>Corporate social responsibility-</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>DFID</td>
<td>Department for International Development</td>
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<td>GOK</td>
<td>Government of republic of Kenya..</td>
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<tr>
<td>ICAD</td>
<td>Institute for capacity development.</td>
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<tr>
<td>ICPAK</td>
<td>Institute of Certified Public Accountant of Kenya</td>
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<tr>
<td>KCA</td>
<td>Kenya collage of accountancy, a premier private University</td>
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<tr>
<td>MNCs</td>
<td>Multinational corporations.</td>
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<tr>
<td>NPO</td>
<td>Non Profit making Organization.</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<td>PHD</td>
<td>Doctor of Philosophy</td>
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<td>SLTO</td>
<td>Social License to Operate.</td>
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<td>SME</td>
<td>Small Micro Enterprises</td>
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ABSTRACT

The purpose of this study is to investigate the factors that influence Corporate Social responsibility in KCA University. CSR is a concept with a growing currency within Kenya and around the globe. CSR is a concept that frequently overlaps with similar approaches such as corporate sustainability, corporate sustainable development, corporate responsibility and corporate citizenship. CSR has three facets. The first is obeying the letter and the spirit of the law being ethical, transparent and fair and having integrity. A second aspect is mitigating or remedying any operational harm that companies do, particularly environmental harm that is also an important part of being a responsible company. A third aspect, related to mitigating harm, is sustainable development. Other specific objectives include employee satisfaction and relations, Promotion of corporate image and reputation, environmental and legal issue, and welfare and societal concern. The study is considered important to various stakeholders including the government, management of KCA University and other researchers.

The research will adopt a descriptive research design and the population size will be 150 that will University management staff, Fulltime Degree Student and SME’s. A sample size of 60% will be drawn from the population; a systematic random sampling technique will be used to select the respondents. Data will be collected by use of questionnaire method which will have both closed and open ended questions. Data will be analyzed using descriptive statistics analysis frequency distribution tables, means, mode and standard deviation.

At the end of this study the researcher hopes to investigate the factors that influence impact of Corporate Social responsibility in KCA University. In addition it will establish how Staff satisfaction and relation, Promotion of corporate image, environmental and legal issue, and welfare and societal concern contribute to its CSR efforts.
CHAPTER ONE
INTRODUCTION

1.0 Background Information
The Corporate sector has grown in economic and social importance in the developed world as state economic control has shrunk. Companies have become larger and more international thereby raising new questions over their accountability. Societal concerns over corporate activities are now wider in scope and more in evidence, World Bank, (1999).

CSR is a concept with a growing currency within Kenya and around the globe. CSR is a concept that frequently overlaps with similar approaches such as corporate sustainability, corporate sustainable development, corporate responsibility and corporate citizenship. CSR has three facets. The first is obeying the letter and the spirit of the law being ethical, transparent and fair and having integrity. Certainly, that is critically important, because the organization fulfils the basic conditions of operating as a business within society. A second aspect is mitigating or remedying any operational harm that companies do, particularly environmental harm that is also an important part of being a responsible company. A third aspect, related to mitigating harm, is sustainable development. The idea is that a company should use natural resources in a way that does not deplete them unnecessarily. Once again, this is an admirable goal for companies. As practiced today much of corporate social responsibility is defensive: it is about preventing abuses or mitigating harm.

Corporate philanthropy, in contrast, is essentially affirmative: it is about using corporate money and other resources to create social value. As a result, it requires a different approach than social responsibility as cited by, “in a world where power has shifted from the public to the private sector, the expectations which society has in relation to the environmental, social, and ethical responsibilities of companies have risen, Porter, (2007).

According to Lewis (2003), he agrees that CSR has quickly moved from a domain typically associated with anti-corporate non-governmental organizations (NGOs) and activist campaigners into a mainstream business issue which is now “a critical determinant of trust in companies”. What then is CSR? Why is it important? What
are the issues involved? Why do we need a CSR study for Kenya? We proceed to address these questions in the next segments of this introduction.

The Green paper, Commission of the European communities, (2001), defined CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. The European Parliament, “recognizes the Commission definition that CSR is the voluntary integration of environmental and social considerations into business operations, over and above legal requirements and contractual obligations; believes that CSR policies should be promoted on their own merits and should represent neither a substitute for appropriate regulation in relevant fields, nor a covert approach to introducing such legislation.

Grayson, Etaal, (2004) defines Corporate social responsibility CSR, also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity as a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

The practice of CSR is subject to much debate and criticism. Proponents argue that there is a strong business case for CSR, in that corporations benefit in multiple ways by operating with a perspective broader and longer than their own immediate, short-term profits. Critics argue that CSR distracts from the fundamental economic role of businesses; others argue that it is nothing more than superficial window-dressing; still others argue that it is an attempt to preempt the role of governments as a watchdog over powerful multinational corporations. Business ethics is a form of the art of applied ethics that examines ethical principles and moral or ethical problems that can arise in a business environment. In the increasingly conscience-focused marketplaces of the 21st century, the demand for more ethical business processes and actions (known as ethicism) is increasing. Simultaneously, pressure is applied on industry to
improve business ethics through new public initiatives and laws (e.g. higher UK road tax for higher-emission vehicles).

Historically, interest in business ethics accelerated dramatically during the 1980s and 1990s, both within major corporations and within academia. For example, today most major corporate websites lay emphasis on commitment to promoting non-economic social values under a variety of headings (e.g. ethics codes, social responsibility charters). In some cases, corporations have re-branded their core values in the light of business ethical considerations (e.g. BP's "beyond petroleum" environmental tilt). The term CSR itself came in to common use in the early 1970s although it was seldom abbreviated. The term stakeholder, meaning those impacted by an organization's activities, was used to describe corporate owners beyond shareholders from around 1989. There is no universal definition of CSR. The concept is always being redefined to serve changing needs and times. While the fundamentals of CSR remain the same everywhere, different emphases are found in different parts of the world because CSR issues vary in nature and importance from industry to industry and from location to location. However, which ever way one looks at it, CSR is about the relationship of corporations with society as a whole, and the need for corporations to align their values with societal expectations in order to avoid conflicts and reap tangible benefits.

1.10 Background of the University

KCA University was started out of the concern for sound financial management in both public and private sectors of the economy. The study was funded by the British Government through DFiD (Department for International Development). The study revealed that the economy lacked professional accountants to manage the finance function in both sectors. This was attributed to lack of availability of suitable training institutions with know-how to train accountants and Finance Managers.

The terms of reference were summarized as included:
To quantify the demand for accountants in Kenya
To review the ability of existing training institutions to meet the assessed need both qualitatively and quantitatively.
To review the existing professional accountancy examinations and the need for a technician qualification.
To assess, quantify and make detailed recommendations for the need of a college of accountancy.

The government therefore challenged the Institute of Certified Public Accountants (ICPAK), which is the umbrella body that governs the accountancy profession, to come up with an institution that would offer quality training for accountants. In 1989, ICPAK founded KCA (Kenya College of Accountancy), a non-profit making institution, to provide quality accountancy training. This increased the number of qualified accountants into the economy.

1.1 Current Development and Future outlook

KCA started its operations in rented premises in Westlands in July 1989. The college has grown in leaps and bounds over the following years. Today the institution has its own premises in Ruaraka along Thika road. In line with their vision, experience, and exponential growth in student numbers, KCA applied to the Commission for Higher Education (CHE) for university status in the year 2000.

Since then, CHE made several visits and gave recommendations to help KCA achieve the desired status. Eventually, on 26th July 2007, CHE presented KCA with the Letter of Interim Authority. KCA University then began its operations and university expects to be granted a charter by the end of this year.

KCAU continues to attract both local and international students. Its salient features being:

a) A well qualified youthful lecturing team.
b) Modern library facilities including e-library services and reasonable tuition fees.
c) Work-study program for deserving students leading to partial or full scholarships.
d) State of the art computer labs including a digital lab and reliable wireless internet connectivity within the compound with computer packages for all students.
e) Attachment and employment placement services for students.
f) Buses available for student transport and easy access by public transport.
g) Centre for Entrepreneur were business ideas are incubated and nurtured to both students and SME around the university.
h) Elaborate corroboration with community through community outreach programmes.
1.12 Major Programs of the University

KCA University is offering Degree Programmes in Commerce and Information Technology that is, Bachelor of Commerce and Bachelor of Science in Information Technology, Master in Commerce, Corporate Governance, and IT. The degree curriculum is designed to produce graduates equipped to fit all entry level and management positions in organizations. The combination of conceptual and technical knowledge in key disciplinary areas provides a strong foundation for career advancement.

The curriculum has a strong emphasis on project work thus developing the problem solving and critical thinking skills required for business and IT professionals. The programmes will prepare graduates to effectively design, construct, and deploy quality business and IT tools to demonstrate strong insight and knowledge in their areas of expertise. Its graduates are creative, bold and inquisitive in quest for excellence.

KCA University also offers a wide variety of courses in Accountancy, Information Systems Management, Business Administration, and several academic programs in collaboration with the University of South Africa and Jomo Kenyatta University of Agriculture & Technology.

1.2 Statement of the Problem.

Although KCA University has embraced the concept of CSR in its service delivery, the impact of this programme is yet to be realized to the point of outstanding example among the corporations. There is need for more reliable indicators of progress in the field of CSR, along with the implementation strategies to be employed. This draws interests to the researcher to find out the factors that influence the set programs and the implementation process among the corporate with a key focus to KCA University.

Corporate Social Responsibility (CSR) promotes a vision of business accountability to a wide range of stakeholders, besides shareholders and investors. Key areas of concern are environmental protection and the wellbeing of employees, the community and civil society in general, both now and in the future.
Véronique De Broeck (2009) indicated that no past studies or research work has looked into what influences CRS this CSR programmes that are vital to organizations. From the foregoing, it's clear that rarely has factors influencing corporate social responsibility been researched, studied or even discussed by individuals or corporation despite the fact that virtually all organization are practicing it. The researcher therefore used the set objective and questionnaire to assist in gathering meaningful data in investigating the factors that influence CSR programme in KCA University given the growing interest in the field of CSR amongst stakeholders in an effort to give practical insight in this area.

1.3 Research Objectives

1.3.1 General objective
To investigate the factors that influence impact of CSR programmes in KCA University.

1.3.2 Specific objective
i. To establish the effect of employee satisfaction and relation on impact of CSR programmes in KCA University.
ii. To find out if corporate image and reputation influence impact of CSR programmes in KCA University.
iii. To determine how environmental and legal issue influence impact of CSR programmes in KCA University.
iv. To find out how welfare and societal concern affects impact of CSR programmes in KCA University.

1.4 Research Questions
i. What are the effects of employee satisfaction and relation on impact of CSR programmes of KCA University?
ii. Has corporate image and reputation influenced impact of CSR programmes in KCA University?
iii. Does environmental and legal issue influence impact of CSR programmes in KCA University?
iv. Does welfare and societal concern affect impact of CSR programmes in KCA University?
1.5 Significance of the Study.
Companies with a strong CSR profile can gain a competitive advantage in the market, improve their output, and reduce the turnover of their workforce by strengthening their brand and improving their internal relations. By associating their brand with socially responsible activity (whether locally or internationally), companies not only appeal to a broader range of customers, but also distinguish themselves from their competitors. In addition to winning new customers and clients, CSR can also help to strengthen relations with existing stakeholders and therefore ensure a more sustainable business model. Activity conducted by companies that aims to improve the well-being and satisfaction of their existing workforce, which touches on issues including office design, social and cultural activities, and provision of services, positively impact employee motivation and commitment and reduce staff turnover. A correlation between social/environmental performance and financial performance. However, businesses may not be looking at short-run financial returns when developing their CSR strategy, Orlitzky et al (2007),

The scale and nature of the benefits of CSR for an organization can vary depending on the nature of the enterprise, and are difficult to quantify, though there is a large body of literature exhorting business to adopt measures beyond financial ones. Corporations are being challenged to be more innovative and competitive more responsible and sustainable. There are pressures to deliver more value for shareholders, more security and opportunity for employees and more collaboration and transparency with stakeholders on the issues such as those relating to corporate governance, environmental protection, corruption, human rights, human resource management practices, consumer protection, supplier relations, health, safety and others Drunker (1987).

1.6 Scope of the Study
The scope of this study was KCA University in Kenya, however due to time limitation and need for reliable and accurate information; the study was limited to 30 KCA University management staff located at Ruaraka, 100 fulltime degree Students and 20 SME groups around the university.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter looks at literature that has been reviewed for the purpose of the study. The chapter will look at issues relating to CSR and its gradual evolution. The chapter also looks at the past studies done in the area. In addition, the chapter gives a critical review of corporate social responsibility in private institutions, an analysis of the conceptual framework and a summary of gaps that was filled by the study.

2.2 Theoretical Review

2.2.1 Corporate Social Responsibility
There are many definitions of corporate social responsibility (CSR), but basically it’s about how a business takes account of the economic, social and environmental impacts of its operations. Although the growth of the global economy has created exciting opportunities across the world, it has also led to increasing public concern about business activities – and a decline in trust. Approaching business decisions with a wider CSR perspective offers companies a way of rebuilding this trust. Today, CSR goes much further than the old philanthropy of the past. It’s no longer a case of simply donating money to worthy causes at the end of the financial year. It’s more a case of companies accepting that they have a year-round responsibility for the environment around them, for promoting the best working practices, for engaging in their local communities and for recognising that their brand name depends on more than reliability, quality or price. RasGas, (2008). CSR is commonly described as aligning a company’s activities with social, economic and expectations of stakeholders. CSR is necessarily an evolving term that does not have a standard definition or fully recognized set of specific criteria. CSR is however seen by many as the private sectors’ way of integrating the economic, social and environmental operations of their activities Business Respect, (2003). The last decade has witnessed expanded awareness among companies, especially multinational corporations (MNCs), of their responsibilities toward the communities they impact, elaborated in the concept of CSR and allied notions such as a Social License to Operate (SLTO). Some companies have experienced local and global backlash when they have neglected those responsibilities. The business case for investing in development, with
mutual benefits accruing when communities become development partners rather than passive recipients of philanthropy has also received a wider hearing.

Anderson (2002), points out that the social responsibility in commercial organization has evolved through three historic phases. First phase being profit maximizing and management; where organizations are guided by an invisible hand to create the greatest wealth to the good of public. Second phase being trusteeship management; where most corporate executives were responsible for balancing the interest of various groups/stakeholders. Third phase being quality of life management; where previously a major demand for business was that it should raise the standards of living of people by producing increasing quantities of goods and services, however, faced with declining social and physical environment, the society began to reorder its priorities in favour of the quality rather than the quantity of life. As a result, more companies have explored options for engagement with communities or examined the possibilities of cross-sectoral partnerships by involving a spectrum of stakeholders including development agencies, civil society organizations and the public sector. In many cases, CSR may go towards areas like health, infrastructure, education, or various forms of capacity building. Social Investment can be channeled through either of two basic funding mechanisms: social funds or foundations or not for profit making organizations to which companies contribute financially.

Carbo etal (2005), assert that CSR in financial institution is mainly through financial inclusion which is all about: access current bank account, credit, saving, insurance; use of current bank account, credit, saving, insurance, often related to the design/adequacy of the product to the need. The above mentioned problems (often interrelated) may be a good target for CSR initiatives for financial institution. Indeed, investing these fields may bring benefits at different levels such as image, staff motivation; new market; new products. In addition many banks already embrace CSR make generous donations and send volunteers to local community organizations. The next step is for CSR to have an impact on the way banks do business. Finally, the financial sector adopts in this field voluntary charters and codes of practice.
Anup Shar (2007) observes that in recent years have witnessed increasing importance on corporate social responsibility, especially as concerns about climate change are becoming main stream. There have been criticisms of corporate social responsibility from ardent free trade capitalists and anti globalization activists/environmentalists alike. The former often feels that anything getting in the way of profits is not a good idea, and that self-interest and pursuit of profit will ultimately lead to the market making these improvements anyway (the “hidden hand”). The latter often feels that companies are using this to repair tarnished images or otherwise paint a rosier picture of their practices while not addressing fundamental issues. Many from these and other perspectives, however, are trying to make corporate behaviour more responsible when it comes to ethics, working conditions, environmental sustainability, etc.

There exists an implicit or explicit contract between business and the community in which it operates. Business is expected to create wealth, supply markets; generate employment; innovate and produce sufficient surplus to sustain its activities and improve its competitiveness while contributing to the community in which it operates. Society is expected to provide an environment in which business can develop and prosper, allowing investors to earn returns while ensuring that the stakeholders and their dependants can enjoy the benefit of their involvement without fear of arbitrary or unjust action, Cannon (1994).

Most studies on CSR have largely been limited to arguments for and against but recent most organisation have according to ‘making a case for corporate social responsibility –cultural shift’ agreed on its importance. Many organizations all over the world carry out CSR in areas of education, health, and environment conservation, sports alleviation of poverty and provision of basic infrastructure. This is because through CSR an organization be it a profit or non profit making, it is able to achieve a number of objective needed to strategically survive in the competitive business world, Cavett, G. D (2007).

2.2.2 Employee satisfaction and relation.

Employee Relation is the concerned with the cooperation which need to exist between an employee and the employer, Saleemi, N.A (1997). Satisfaction implies contentment arising from the satisfaction of a need; it refers to the outcome
experienced by a person. Through CSR activities employee are motivated leading to job satisfaction which results in cordial relation between employer and employer, industrial disputes labour absenteeism ad turnover are reduced with consequent benefits.

According to a report recently published by the Center for Creative Leadership (CCL) highlights another benefit for companies: Investments in CSR programs boost employee satisfaction, retention, and loyalty, Aaron, R. (2010). The report, which polled 2,215 workers around the globe, found that employees are more likely to be “proud” of their company if it’s engaged in good corporate behavior. No leap of faith required here. If your company is destroying the environment, or embroiled in financial scandal, you’re probably less enthusiastic than you would be if you believed your company to be “saving the world.” Employees surveyed were more eager to discuss the positive deeds of their organizations with outsiders, and were more committed to organizations with good CSR.

The study found no differences in commitment between different generations of employees. But there were variations in employee commitment to CSR strategies based on corporate ranking; it’s stronger for employees higher on the corporate ladder. The gap could merely be a reflection of a deeper familiarity with a company’s sustainability efforts among top officers than among other employees. So it’s important for senior officials to promote their company’s CSR efforts and to stress their importance. If a company has saved money by reducing waste within its offices, managers should make sure everyone knows about it. Such concrete examples bring real value to the often nebulous conversations about CSR within many companies. Furthermore, those directing CSR efforts should seek input from employees at all levels of the organization. It not only fosters a sense of team participation and value, but it also improves the program, since employees at lower levels often spot areas ripe for reform that wouldn’t be evident to executives. Social responsibility is so often thought of as being synonymous with philanthropy, community relations, and sustainability, but it’s just as much about the internal attitudes and behaviors within an organization as it is about the external. Vivian, C. (2010).
Organizations can sometimes fall victim to hyperemia and fail to see that their largest potential advocate base exists just under their noses — often under the same roof. Employees that love their companies are contagious, and spread the positive word to other potential employees and customers. Of the companies that recognize this, only a small percentage successfully align their internal behavior and actions with their goals in a way that embodies internal CSR. Social responsibility within an organization translates into policies, behaviors and organizational cultures that spotlight the employee and emphasize their well-being.

Employees that feel valued, cared for, a sense of belonging, and empowered in their contribution to the greater vision will work harder and more effectively. Aside from this, the creativity and innovation from a happy, committed employee is far superior to one who has fallen into an indifferent routine. I know this is obvious, but looking around at the number of inspired corporations, it makes me wonder: is it obvious? I think it's considered common knowledge that satisfied employees mean better productivity and ideation, and lower costs of hiring, training, and lost productivity in on boarding.

One of the ways to ensure CSR is part and parcel of the way a business operates is to ensure the skills and attitudes for responsible business practice are embedded across every single area and function. Employees are key stakeholders for any business and there are signs that they are attaching increasing importance to companies. CSR records, whether in progressive employment practices or good corporate citizenship. Present and potential employees increasingly want to know that they will be making a contribution to addressing the big challenges facing society — improving the environment, helping to reduce climate change, improving standards of education, and tackling poverty and disease, RasGas,(2008).

2.2.3 Promotion of corporate image

Kumar (2007) defines promotion as the communication information between the seller and the buyer to change attitude and behavior. Promotion encourages for primary tools, personal selling advertising sales promotion and publicity. Promotion plays an important role in awakening and stimulating customer demand for a service
or product. It aims at influencing customer attitude beliefs, values preferences and life styles. As a tool of marketing, communicating. Promotion mix is employed to achieve the objective of the promotion which is basically information, persuasion and reminding. Objectives of sales promotion include informing, persuading, reminding, to introduce new products, to attract new customers, to introduce present customers to buy more, to help the firm remain competitive, to increase sales in off season, to add to the stock of the dealers.

Promotion involves disseminating information about a product, product line, brand, or company. Promotion is generally sub-divided into two parts: above the line promotion which is mainly promotion in the media in which the advertiser pays an advertising agency to place the advertisement and below the line promotion which includes all other promotion. Much of this is intended to be subtle enough that the consumer is unaware that promotion is taking place. Like sponsorship, product placement, endorsements, sales promotion, merchandising, direct mail, personal selling, public relations, trade shows. Promotion will enable a product or service to be known as it creates awareness and thus may increase the customer base (www.wikipedia.com).

CSR extends beyond the doors of the company into the local community and involves a wide range of stakeholders in addition to employees and shareholders: business partners and suppliers, customers, public authorities and NGO’s representing local communities, as well as the environment. Companies contribute to their communities, especially local communities, by providing jobs, wages and benefits, and tax revenues. On the other hand companies depend on the health, stability, and prosperity of the communities in which they operate. For example, they recruit the majority of their employees from the local labor market, and therefore have a direct interest in the local availability of the skills they need. The companies also interact with the local physical environment; for example, there can be a relationship between the environment and the ability of business to attract workers to the region they are located in. The development of positive relations with the local community and thereby the accumulation of social capital is particularly relevant for non-local companies. Multinational companies increasingly use these relations and assets to support the integration of their affiliates into various markets in which they are present as cited in the EU official document in 2001.
Companies face challenging questions, including how to identify where their areas of responsibility lie as distinct from those of governments, how to monitor whether their business partners are complying with their core values, and how to approach and operate in countries where human rights violations are widespread. Since CSR has a strong human rights dimension, it reduces to some extent the risk of negative consumer reaction, and also helps to improve the company's corporate image, AstraZeneca, (2002).

In today's marketplace, the importance of brand image and reputation are increasingly seen as a company's most valued asset. It is estimated, for example, that 96% of Coca Cola's value are intangibles – reputation, knowledge and brand. Many companies find that community investment does not require sacrificing profits and, in fact, can open new markets, reduce local regulatory obstacles, provide access to the local political process, generate positive media coverage and increase company or brand awareness within the community. In crowded marketplaces, companies strive for a unique selling proposition which can separate them from the competition in the minds of consumers. CSR can play a role in building customer loyalty based on distinctive ethical values. Several major brands, such as The Co-operative Group and The Body Shop are built on ethical values. Business service organizations can benefit too from building a reputation for integrity and best practice.

Managing risk is a central part of many corporate strategies. Reputations that take decades to build up can be ruined in hours through incidents such as corruption scandals or environmental accidents. These events can also draw unwanted attention from regulators, courts, governments and media. Building a genuine culture of 'doing the right thing' within a corporation can offset these risks. Many companies find that community investment does not require sacrificing profits and, in fact, can open new markets, reduce local regulatory obstacles, provide access to the local political process, generate positive media coverage and increase company or brand awareness within the community, Kytle et al., (2005)

The economic impact of CSR can be broken down into direct and indirect effects. Positive direct results may, for example, derive from a better working environment,
which leads to a more committed and productive workforce. In addition, indirect effects result from the growing attention of consumers and investors, which will increase their opportunities on the market, and also affect the core assets of a company, such as its brands and image. Further, being recognized as a socially responsible company, for example through listing in an ethical stock market index, it can support the rating of a company and therefore entails concrete financial advantages, since financial institutions are making increasing use of social and environmental checklists to evaluate the risks of loan to, and investments in companies.

2.2.4 Environmental and legal issue

According to business dictionary, environmental means circumstances, influences, stresses, and competitive, cultural, demographic, economic, natural, political, regulatory, and technological factors (called environmental factors) that effect the survival, operations, and growth of an organization. It also means sum total of all surroundings of a living organism, including natural forces and other living things, which provide conditions for development and growth as well as of danger and damage. Accordingly, Webster new world college dictionary defines legal as conforming to permitted law or established rules. It also means recognized or made effective by a court of law as distinguished from a court of equity.

As recently as a decade ago, many companies viewed business ethics only in terms of administrative compliance with legal standards and adherence to internal rules and regulations. Today the situation is different. Attention to business ethics is on the rise across the world and many companies realize that in order to succeed, they must earn the respect and confidence of their customers. Like never before, corporations are being asked, encouraged and prodded to improve their business practices to emphasize legal and ethical behavior. Companies, professional firms and individuals alike are being held increasingly accountable for their actions, as demand grows for higher standards of corporate social responsibility.

The World Business Council for Sustainable Development in its publication "Making Good Business Sense" by Lord Holme and Richard Watts used the following
"Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"

The same report gave some evidence of the different perceptions of what this should mean from a number of different societies across the world. Defined as differently as; "CSR is about capacity building for sustainable livelihoods. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government" from Ghana, through to "CSR is about business giving back to society" from the Philippines.

CSR in the United States has been defined much more in terms of a philanthropic model. Companies make profits, unhindered except by fulfilling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving. But as with any process based on the collective activities of communities of human beings (as companies are) there is no "one size fits all". In different countries, there will be different priorities, and values that will shape how business act. And even the observations above are changing over time. For instance, the CSR definition used by Business for Social Responsibility is: "Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business? On the other hand, the European Commission hedges its bets with two definitions wrapped into one: ". A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"

When you review each of these, they broadly agree that the definition now focuses on the impact of how you manage your core business. Some go further than others in prescribing how far companies go beyond managing their own impact into the terrain of acting specifically outside of that focus to make a contribution to the achievement of broader societal goals. It is a key difference, when many business leaders feel that their companies are ill equipped to pursue broader societal goals, and activists argue that companies have no democratic legitimacy to take such roles. That particular debate will continue.
The European Commission’s Green Paper (2001) defines CSR as about companies having responsibilities and taking actions beyond their legal obligations and economic/business aims. These wider responsibilities cover a range of areas but are frequently summed up as social and environmental where social means society broadly defined, rather than simply social policy issues. This can be summed up as the "triple bottom line approach: i.e. economic, social and environmental".

The European Commission’s Green Paper, (2001), breaks down the scope of area of action for CSR in one of the following two ways: CSR activities can relate to three main areas: within the firm or enterprise; the local community and environment; and the wider society, economy and community (national and international); Alternatively, we can see CSR activities as relating firstly to the business environment (within the enterprise, and relations to shareholders, customers and suppliers) and secondly to the wider community, society and environment (local, national and international). The following are the guiding principles and policies by which all employees, contractors and associates involved in any and all aspects of Exeter’s activities.

2.2.4.1 Environmental Stewardship

Organizations need conduct all exploration and mine development activities in ways that minimize to the greatest extent possible negative impacts on the environment. This will be achieved by: i) meeting and where practicable exceeding all applicable laws, regulations, standards and codes, and, ii.) Developing and implementing best practices based on clear and established policies, strategies and plans, and, iii.) Updating policies and practices as needed through continuous learning and evaluation of project outcomes.

2.2.4.2 Undertake Due Diligence Prior to the Commencement of Activities

Prior to undertaking material activities on the ground, Organizations need to conduct appropriate project due-diligence and preparation of strategies and plans for the necessary management of social, environmental, human rights, legal issues and community expectations based on sound information.
2.2.4.3 Engage Host Communities and Other Affected and Interested Parties

There is need to interact with host communities and other interested parties on the basis of respect, inclusion and participation, and will strive to provide effective and transparent arrangements for communication, consultation and reporting on an ongoing basis.

2.2.4.4 Contribute to Community Development

Throughout the development of its projects, management need to make every effort to create the right conditions for a positive contribution to the social, economic and institutional development of the communities in which the company operates.

2.2.4.5 Uphold Human Rights

In conformity with the United Nations Declaration on Human Rights, organization need to uphold fundamental human rights and respect cultures, customs and values as well as civil and political rights in dealings with communities, employees and others affected by the company’s activities.

2.2.4.6 Safeguard the Health and Safety of Workers and the Local Population

Organization need do everything within its ability to protect the health and safety of its workers, contractors and the local population. This objective will be achieved through the development and implementation of sound health and safety policies that will be continually open to review and refinement in order to seek continual improvement.

2.2.4.7 Reporting and Transparency

Every organization must commit to the reasonable disclosure of information that, subject to the constraints of business confidentiality and cost, is relevant to company’s activities. The intent of this disclosure is to allow communities of interest to clearly understand the company’s approach, policies and performance associated with ethical behavior, environmental management and corporate social responsibility.
2.2.4.8 Commitment to Ethical Business Practices

Pursuant to the company's Code of Business Conduct and Ethics for Directors, Officers and Employees, organization need to maintain ethical business practices and sound management systems that include sustainable development as a factor in business decision making.

2.2.5 Welfare and Society concerns

According to Webster new world collage dictionary, welfare is the state of being or doing well; condition of health, happiness, and comfort; well-being; prosperity. It also the organized efforts of government agencies that grant aid to the poor, the unemployed, etc. such aid.

According to word reference .com, English dictionary the societal means relating to human society and its members. It also means noting or Pertaining to large social groups or their activities, customs etc. According to the Journal of business ethics Determinants of Corporate Social Responsibility Disclosure Ratings by Spanish Listed Firms, Springer Netherlands (2008), Empirical studies have shown that CSR disclosure activism varies across companies, industries, and time), which is usually justified by reference to several theoretical constructs, such as the legitimacy, stakeholder, and agency theories. The most influential variable for explaining firms' variation in CSR ratings is media exposure, followed by size and industry. Therefore, it seems that the legitimacy theory, as captured by those variables related to public or social visibility, is the most relevant theory for explaining CSR disclosure practices.

Corporate social responsibility has been the subject of considerable attention and debate for many years among researchers and practitioners. In response to numerous demands that corporations play a more energetic role in the overall welfare of society, many businesses have in recent years given considerable attention to the social impact of their economic activities. This has prompted some organizations to introduce codes of ethical conduct and to actively accommodate the interests of various groups in society by engaging in certain purely social endeavors.
In spite of these efforts, business executives are often perplexed by the continuous expansion of society's expectations of corporations. For example, in the corporate world, numerous laws and extensive government regulation affect virtually every aspect of business activities. They touch "almost every business decision ranges from the production of goods and services to their packaging, distribution, marketing, and service" in such an increasingly legalized business environment, corporate executives are fully aware of society's criminal and civil sanctions. The impact of this knowledge on managerial attitudes and behavior has been widely discussed and documented in both the popular and academic literature. Thus, not only are managers held responsible for maximizing profits for the owners and shareholders and for operating within the legal framework, they are also expected to support their employees' quality of work life, to demonstrate their concern for the communities within which their businesses operate, to minimize the impact of various hazards on the global environment, and to engage in purely social or philanthropic endeavors.

Furthermore, managers are puzzled when they discover that certain business practices are acceptable in one community but are not tolerated in another. Within the academic community, the notion that business firms should be attentive to the needs of a diverse group of constituents having a claim on the organization has been the subject of vigorous discussion and investigation for over two decades. Business educators have attempted to address this issue by discussing social and ethical issues in business ethics or business-and-society courses or by infusing these subjects throughout the business school curriculum.

Research in this area has followed two major streams. The most popular of these studies have focused on the relationship between a firm's social responsibility and its financial performance. The other stream of studies has examined the effect of board members' demographic and non-demographic characteristics on their individual corporate social responsiveness orientation. Despite these research efforts and the continued preoccupation on the part of both researchers and practitioners with the role of business in society, relatively little attention has been devoted to the development of conceptual models for analyzing and understanding the relationship between business and its larger environment.
Recently, the Social Issues Division of the Academy of Management held a symposium on the state of the field. Prominent speakers alluded to the fact that a major drawback in the development of the area is the lack of a core of a theoretical and methodological base. Other participants referred to the existence of partial methods which attempt to give limited explanations to this issue by confining themselves to the study of policy processes and business ethics.

Limited models have also been developed to highlight the relationship of the firm to society. The "rights" model, for example, contends that society has certain claims upon business by virtue of the fact that it grants business the right to conduct its affairs. Power models, on the other hand, argue that businesses' social responses are the outcome of power struggles among contending interest groups. Still other types of models attempt to explain the antecedents and consequences of corporate social performance.

Although these works provide excellent analyses of various aspects of the relationship between business and society, they do not offer an overall framework of the social responsibility of business. This article is an attempt to provide a conceptually based model of corporate social responsibility that can be used to understand the nature of the concept and to formulate socially responsible policies.

"Globalization makes it clear that social responsibility is required not only of governments, but of companies and individuals." (Anna Lindh, European Union). Social responsibility is the obligation of all societal entities to make decisions and take actions that will enhance the welfare and interests of society as a whole as well as the respective entity. It can be further categorized as either active (proactive stance) or passive (resistance stance). The former describes activity by an entity to redress an issue, while the latter refers to an entities restraint from acting in a manner deemed to undermine society and/or the environment. Globalization has not only changed the world's security environment, but also the social conditions of many people. Social responsibility has therefore gained significantly in importance. The current financial crisis, pandemics, and a notable demographic change in the Western sphere provide only some examples that highlight the necessity of socially responsible behavior in all sectors of modern societies.
Evolving from philanthropy, the concept of social responsibility has shifted over time to a more elaborate concept meeting the increasing demand for ethical processes and actions in the increasingly conscience-focused markets of the 21st century. While clearly related to the concepts of Corporate Social Responsibility (CSR) and Socially Responsible Investment (SRI), social responsibility itself is much wider in scope and application. It can be recognized as an empowering concept that gives individuals a role to play in addressing socio-environmental issues contributing to the welfare of all stakeholders and to correct imbalances in the interdependent relationship between the involved entities.

There is no commonly accepted definition for CSR defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. CSR can also be referred to as voluntary corporate activity, in excess of legal compliance, that is undertaken to the benefit of the environment, the local community, the workforce, and other individuals.

As government structures the market dynamics that drive wealth and prosperity, business emerges to provide opportunity, livelihood, health care, continuing education, social mobility, and to assume new social and cultural responsibility for society. Since the 1970s, with the emergence of small business, public markets, deregulation, and the upsurge in non-profit organizations, the marketplace has increasingly been left to deal with social problems through philanthropy. As welfare continues to devolve and the non-profits are attacked for their inefficiencies and failure to deliver social and cultural benefits, business is challenged to apply its wealth and operational efficiencies for the common good. Thus, the areas targeted by governmental social programs and non-profit initiatives, long inadequately funded with tax dollars and philanthropy, become the new focus of business as a matter of corporate social responsibility.

Corporations, if they will remain successful in the marketplace, must adopt and make congruent and contiguous with their strategies, the well-being of the societies within which they operate. Thus, previously governmental concerns of sustainable
development, education, environmental protection, and public health, are the concerns of business as well for this is market-building at its most essential and the assurance of ongoing consumption, competitive advantage, and profitability.

Today, these are matters of corporate strategy, no less than are global market penetration and building brand awareness. But not just as public relations or expediencies of brand management, but under a new business worldview that sees societal success as corporate success and corporate success as societal well-being and advancement.

Today, under the new market state and the ethos of corporate social responsibility, success in the marketplace emerges from pursuing those paths for business development that also improve society, build the culture, and develop wealth for prosperity.

According to A. D. David MacKay, President/Chief Executive Officer of Kellogg Company article, Social responsibility means investing in and enriching our communities. It means encouraging employee volunteerism, selling nutritious products and advocating healthy lifestyles, acting with integrity and adhering to the highest ethical standards, promoting diversity in our work force and partnering with diverse suppliers.

2.3 Critical Review.

Malloy (2003) explains that corporations exist to provide products and/or services that produce profits for their shareholders. Milton Friedman and others take this a step further, arguing that a corporation's purpose is to maximize returns to its shareholders, and that since (in their view), only people can have social responsibilities, corporations are only responsible to their shareholders and not to society as a whole. Although they accept that corporations should obey the laws of the countries within which they work, they assert that corporations have no other obligation to society.

Some people perceive CSR as incongruent with the very nature and purpose of business, and indeed a hindrance to free trade. Those who assert that CSR is incongruent with capitalism and are in favor of neo-liberalism argue that
improvements in health, longevity and/or infant mortality have been created by economic growth attributed to free enterprise. Critics of this argument perceive neoliberalism as opposed to the well-being of society and a hindrance to human freedom. They claim that the type of capitalism practiced in many developing countries is a form of economic and cultural imperialism, noting that these countries usually have fewer labor protections, and thus their citizens are at a higher risk of exploitation by multinational corporations.

A wide variety of individuals and organizations operate in between these poles. Many religious and cultural traditions hold that the economy exists to serve human beings, so all economic entities have an obligation to society (e.g., cf. Economic Justice for All). Moreover, as discussed above, many CSR proponents point out that CSR can significantly improve long-term corporate profitability because it reduces risks and inefficiencies while offering a host of potential benefits such as enhanced brand reputation and employee engagement.

2.4 Study Gaps.

‘Making a case for corporate social responsibility – cultural shift’, most of the research and debate about CSR has been centered on the positive benefits to the community, of which there are many, and which also seems to find much agreement among academics and business executives. The new direction is relating CSR to profitability Cavett, (2007).

There has emerged over the years a new mindset on CSR, one that goes beyond corporate philanthropy, to building processes of internally and externally generated demands for corporate governance that are responsive and responsible to the different levels of the environments in which businesses operate.

Virtually all stakeholders in CSR have gone beyond the question whether CSR is voluntary or mandatory and are looking at all the real challenges of ensuring that economic globalisation is coupled with good environmental and social performance on the part of businesses around the world.
Although there has been much work in the field, the empirical data is scattered, and provides no definitive conclusions on the relationship between CSR and a firm’s performance, whether it is positive or negative. “Anecdotal evidence certainly suggests that investment in corporate ethics and social responsibility, as well as avoiding negative consequences, can often lead to positive payoffs”, Harriman’s, (1993). It is also important to acknowledge that while positive or neutral correlations between social and environmental responsibility and superior financial performance have generally been supported by the evidence, conclusive causal links have not.

Many studies are being undertaken, with varying conclusions. Suffice it to say that research is continuing on this issue. While empirical research is ongoing, the correlation between CSR and profitability can be found to be the strongest in the long-term benefits of proactive CSR performance, with respect to brand name recognition and customer loyalty, rather than immediate returns to investors.
2.5 Figure 2.1-Conceptual Framework

Employee satisfaction and relation

Corporate image and reputation

Environmental and legal issues

Welfare and societal concerns

CSR programs at KCA University

Independent variables

Dependent variable

Source: Author (2011)
CHAPTER THREE
DESIGN AND RESEARCH METHODOLOGY

3.1 Introduction
This chapter contains the research methodology that the study adopted. This had various topics including study design, target population and sample procedure. The chapter also indicated how the data was collected and how it was analyzed. It also gave the expected output of the whole research project.

3.2 Study Design
The researcher applied a descriptive research design. According to Kothari (2000), descriptive research design is used when the problem has been defined specifically and where the researcher has certain facts to be described by the respondents about the problem. In this case the researcher goes to the population Descriptive research involves field study where the researcher goes to the population of interest to get the relevant information relating to the topic of the study. The design is used to obtain information concerning the current status of the phenomena to describe what exists, with respect to variables or conditions in a situation. Research design aims to gather data without any manipulation of the research context, where the researcher has got no control over the variables, Mugenda and Mugenda, (1999).

3.3 Target Population
A target population is the total collection of elements about which one wishes to make some inference, Mugenda & Mugenda, (2003). The target population size of 150 was drawn from the University stake holders sampled from University staff, Student body and SME around the University. This was as depicted in the table below:

Table 3.1

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Staff at KCA</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Fulltime degree Students</td>
<td>100</td>
<td>67</td>
</tr>
<tr>
<td>Community Focal Groups S.M.E</td>
<td>20</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
3.4 Sampling Design

According to Mugenda & Mugenda (1999), a representative sample is one that is at least 10% of the population of interest. In addition, this sampling technique is used when the population of interest is not homogeneous, in this particular case the population of interest is composed of the various categories as depicted in the table above. These groups are mutually exclusive and are expected to give answers that are unique to the topic of the study from the above population of 150, a 60% sample was sed as indicated in the following table:

Table 3.2

<table>
<thead>
<tr>
<th>Campus</th>
<th>Population</th>
<th>Sample ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management staff at KCA</td>
<td>30</td>
<td>0.6</td>
<td>18</td>
</tr>
<tr>
<td>Fulltime degree Students</td>
<td>100</td>
<td>0.6</td>
<td>60</td>
</tr>
<tr>
<td>Community Focal Groups(SME)</td>
<td>20</td>
<td>0.6</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>0.6</strong></td>
<td><strong>90</strong></td>
</tr>
</tbody>
</table>

3.5 Data Collection

3.5.1 Data Collection Methods

The purpose of any data collection instrument in research is to measure the variables of the study (Mugenda & Mugenda 2003). Primary data collection method was used to collect information from the respondents. Primary method of data collection was employed using structured questionnaire developed by the researcher on the basis of research questions aiming at gathering meaningful data for factual recommendation making.

3.5.2 Data Collection Procedure

This refers to the detailed description of the steps taken in the conduct of research should be provided for the purposes of replicating the steps. The questionnaires designed by the researcher based on the research questions were pre-tested to ascertain the suitability of the tool before the actual administration. The questionnaire
is designed in four parts. The questionnaire had both open ended and closed questions. The questionnaire was estimated to take fifteen minutes to complete.

3.6 Data Analysis

Data was analyzed by use of descriptive statistics. This included the use of frequency distribution tables, charts or percentages. It also considered measures of central tendency especially mean, median and mode and measures of dispersion especially standard deviation.
CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter discusses data analysis and interpretation of the research findings, these entailed the procedures and techniques applied to analyze and present the data obtained through questionnaires. The study used questionnaires as the major data collection instruments and these contributed to gathering of different respondents' views on factors that influence impacts of CRS at KCA University. Data analysis was therefore conducted to determine how respondents reacted upon the factors investigated by the research study; this assisted in establishing the relationship between the dependent and independent variables. The chapter begins with the analysis of response rate where the actual number of the respondents who participated in the study was determined. The obtained findings were subjected to both quantitative and qualitative analysis. Qualitative techniques were applied to enhance interpretation and presentation of valid and reliable findings.

4.2 Analysis of the response Rate

To determine the actual number of the respondents who participated in the research study, the analysis of the response rate was conducted as follows;

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Sampling size</th>
<th>Actual response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Staff at KCA</td>
<td>18</td>
<td>15</td>
<td>83%</td>
</tr>
<tr>
<td>Fulltime Degree Students</td>
<td>60</td>
<td>54</td>
<td>90%</td>
</tr>
<tr>
<td>Community Focal Groups-S.M.Es</td>
<td>12</td>
<td>11</td>
<td>92%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>80</td>
<td>89%</td>
</tr>
</tbody>
</table>
The chart shows analysis of the response rate in comparison to the sample size of each respondent’s category in the target population. The chart presents that a total of 90 respondents were issued with the questionnaires in the three categories. The respondents who managed to fill and submit the questionnaires for data analysis were 890 in total and this was the actual response rate. The chart clearly demonstrates that big number (89%) respondents participated in the study and this contributed towards gathering of large amount of data that was further analyzed with the use of quantitative and qualitative methods. The data obtained from the total response rate provided reliable information that described clearly the facts on impacts of CRS at the KCA University.

Source: Author (2011)
4.2 Gender

On gender the analysis was as follows;

Table 4.2: Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>48</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>32</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2011)

Chart 4.2: Gender

The figure shows that 60% of the 89% respondents who participated in the study were males and 40% were females. This shows that, there were more males respondents that females in the research study.
4.2.3 Age of the respondents

Table 4.3: Age of respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 yrs</td>
<td>51</td>
<td>64%</td>
</tr>
<tr>
<td>26-35 yrs</td>
<td>15</td>
<td>19%</td>
</tr>
<tr>
<td>36-45 yrs</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td>Above 45 yrs</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2011)

Fig 4.3: Age of respondents

Source: Author (2011)

The figure shows the age of various respondents who participated in the research study. The figure presents that 64% of the respondents were within the age bracket of 18-25 years, 19% within the age bracket of 26-35 years, 11% within the age brackets of 36-45 years and 6% above 45 years.
4.3. Quantitative analysis

4.3.1 To establish the effects of employee satisfaction and relation on impact of CSR programmes at KCA University.

Table 4.4: Effects of Employees Satisfaction

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KCA Management Staff</td>
<td>10</td>
<td>67%</td>
<td>5</td>
</tr>
<tr>
<td>Fulltime Degree Students</td>
<td>50</td>
<td>93%</td>
<td>4</td>
</tr>
<tr>
<td>Community Focal Groups-S.M.Es</td>
<td>5</td>
<td>45%</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>65</td>
<td>81%</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>80</td>
</tr>
</tbody>
</table>

Source: Author (2011)

Chart 4.4: Effect of Employees Satisfaction

Source: Author (2011)
The chart shows the effect of employees' satisfactions on impact of CSR; the chart presents that most of the respondents expressed that lack of employees satisfaction greatly impacted on the CSR programmes of the University, this was presented by the many respondents who answered yes than no. Those who answered yes were 65 in total. This contributed to a total of 81% of the respondents. Therefore there is a strong relationship on the extent of employees' satisfactions on the impact of the CSR programmes.

4.3.2 To find out if corporate image and reputation influence impact of CSR programmes in KCA University.

Table 4.5: Effect of image and reputation

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
</tr>
<tr>
<td>KCA Management Staff</td>
<td>13</td>
<td>86%</td>
</tr>
<tr>
<td>Fulltime Degree Students</td>
<td>42</td>
<td>78%</td>
</tr>
<tr>
<td>Community Focal Groups-S.M.Es</td>
<td>8</td>
<td>72%</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>79%</td>
</tr>
</tbody>
</table>

Source: Author (2011)
The chart shows the effect of image and reputation on the CSR programmes. The chart presents that most of the respondents expressed that image and reputation of the University impacted on the implementation of these programmes with most of the respondent feeling that much of the activities carried out appeared more of University publicity rather than giving back to the society. This was clearly presented by 79% respondents who answered yes.

4.3.3. To determine how environmental and legal issue influence impact of CSR programmes in KCA University.

Chart 4.6: Effect of environment and legislation

Source: Author (2011)
The chart shows the effect of environment and legislation. The chart indicates that 64 respondents expressed that environment and legislation had no impact on the CSR programmes. Those who answered yes were 12 KCA staff, 43 Students and 9 Owners of SMES around the university. This represents 80% and this therefore shows that the environment and legislation situations encouraged CSR programmes and would not impact on the activities negatively.

4.3.4 To find out how welfare and societal concern affects impact of CSR programmes in KCA University

Table 4.6: Effect of society welfare

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
</tr>
<tr>
<td>KCA Management Staff</td>
<td>12</td>
<td>80</td>
</tr>
<tr>
<td>Fulltime Degree Students</td>
<td>45</td>
<td>83</td>
</tr>
<tr>
<td>Community Focal Groups-S.M.Es</td>
<td>8</td>
<td>73</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>81</td>
</tr>
</tbody>
</table>

Source; Author (2011)
The chart shows the impact of society welfare on the CSR programmes. The chart presents that a big number of the respondents expressed welfare and societal concerns as key part of the programmes needs; this was expressed by a total of 65 respondents who answered yes out of the 80 actual respondents. This was represented by 80% of the KCA staff, 83% of the students, and 73% of the SME communities around the university.

4.4 Qualitative Analysis

This involved the procedures that were applied to analyze, present, and interpret the study findings. Qualitative data analysis provides ways of discerning, examining, comparing and contrasting, and interpreting meaningful patterns or themes. Meaningfulness is determined by the particular objectives of the project at hand: the data is analyzed and synthesized from multiple angles depending on the particular research or evaluation questions being addressed.
Questionnaires were the major source of primary data used in this study, hence data editing was applied as the first step of qualitative analysis. The data obtained from the questionnaires was critically examined to detect errors and the questions that were not answered properly, all the mistakes were collected, and poorly answered questionnaires were exempted from analysis process. This increased accuracy, consistency, and reliability of the gathered facts. Data completeness and uniformity was maintained and this facilitated application of other data analysis techniques like coding, data organization, data classification, and tabulation.

Coding was the second step of qualitative analysis; this involved assigning the collected data in the questionnaires numerical values where the response rate of each respondent’s category was determined, the respective response rates in each category were added together to present the total response rate, the percentage of each respective category response rate was calculated out of the total response rate which was 50 respondents. Coding ensured efficient analysis since it reduced the gathered data into small number of classes which contained the most important information. The coded data provided systematic information that easily passed a message to the reader.

Data organization was applied, where gathered findings were organized under each respective respondent’s categories, this involved putting the study findings into three categories as; KCA Staff, KCA Students, and SME Communities. Data reduction was also used through the use of a simple scale and this ensured that all the gathered data was maintained within the three categories where large volumes of raw data was reduced into homogenous group so as to get meaningful analysis.
Data classification was applied and this involved grouping of data into two classes, this involved the respondents who answered yes and respondents who answered no. The response rate from each respondent category were grouped in each class. The relevant information was put together to help the researcher get a solution to the research problems. Tables were used to present the analyzed data and charts were used to give a visual presentation of the study findings.

4.5 Discussions and Summary

This chapter discussed the data analysis and presentation of the research findings, this involved the methods, procedures, and techniques that were used to analyze and present data, which was obtained from the questionnaires; the analysis of the response rate was made where the actual respondents who participated in the research study were determined. The data collected with the use of questionnaires was analyzed using quantitative techniques where tables and charts were used to present the study findings, qualitative analysis was applied to enhance high data validity, and this assisted interpretation of the analyzed data in a meaningful way.
5.0 SUMMARY OF FINDINGS; CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discusses the summary of findings conclusions and recommendations of the research study. This involves an in-depth explanation of the findings presented on charts and tables in the quantitative analysis. The chapter elaborates the major factors raised by most of the respondents' factors that impacts on CSR programme at KCA University. The answer to the research questions are discussed from the obtained findings and conclusion of the study was made. As an effort to offer a solution to the service quality problems the study gave several recommendations and a suggestion for further studies was also made to address more other CSR programmes activities that were not covered by the study.

5.2 Summary of Findings

The research study revealed that CRS programmes at the KCA University were greatly impacted on by welfare and societal concerns, image and reputation and employees satisfaction. Environmental and legislation did not impact on the CSR programmes but rather provided an avenue for implementation of the programme activities.

The University is seen in the efforts of its publicity rather than giving back to the society hence realizing good will and credibility for its positive gain. This coupled with image and reputation of the university that it is offering options for degree studies to those that would have missed opportunity for higher learning, the CSR efforts appears more commercial. With more programmes enrolled to involvement of
the community, the society will be more receptive creating more publicity that will popularize the institution.

The study found out that employees’ satisfaction greatly impacted on the administration of the CSR programme activities. The applied management techniques failed to incorporate the key employees’ needs as part of enhancing customers’ satisfaction before reaching out to the society. This was seen in the view that, if the institution cannot satisfy its employees need, then it cannot do so to the society. This cited the aspect of the university CSR activities as ways of publicity rather than social responsibility. The study identified that lack of employees satisfaction acted as communication barrier not only among the employees but also to the community, this was found to delay access to quality service care as envisioned in vision 2030. This was explained by 81% of the respondents who answered yes and these were presented as; 67% of the KCA Staff, 93% of student and 45% of the SME Community.

The study found out that environment and legislation had minimum impact on the CRS programmes of the University. The respondents indicated that the environment and the legal issues actually encouraged the social activities of which the university had not fulfilled. This was represented by 80% of the respondents.

5.3 Conclusion

Employees’ satisfaction is an essential factor that provides effective implementation of the CSR Programmes. For any successful CSR activity to be delivered by the university, employee’s needs must be addressed first. This shows commitment by the institution to giving back to the society, rather than exploitation of the staff to the gain
of the institution only. A good pay package, more job opportunities and good welfare of the staff is an effective CSR programme activity. Staff satisfaction is therefore a major factor that should be given much emphasis since it greatly affects Corporate Social Responsibility of any firm.

Image and reputation relationship enhances programme implementation; the extent to which the society views the institution determines how various CSR programme activities are conducted by the University. Good image and reputation enhances participation of the community into the activities facilitates actual feedback from the customers. Reliable information is readily given by the consumer and the management handles and responds appropriately. Effective decisions are arrived hence good image and reputation ensures continual improvement on service delivery.

Environmental and legal issues provides avenues for programme implementation; creating an enabling environment and operating within the set legal frame work will give success to whatever the programme intends to achieve. Lack of effective community development programmes makes it difficult for the university to effectively empower local community to participate in implementation of various CSR activities. Community development provides a forum through which local residents, students, and staffs interact and identify means for providing the required corporate social responsibility.

Welfare and societal concerns addressing the people needs, this will enhance selection of the best programmes and the activities to roll out. The university will then be able to make schedule activity and have warm reception by the society. Assumption and
sole selection of the programme by the university on the programme to implement may result to conflict of interest with the society. Consequently, the institution will be viewed as serving its own interest away from the people and will get a cold shoulder, reluctance by the community or face hostility. Welfare and societal concerns are thus seen as the best opportunities for an institution to work in to achieve its CSR mission.

5.4 Recommendations

The study successfully investigated and established the factors that would impact on the CSR at the KCA University. As an effort to provide a solution to the upcoming institutions of higher learning, the study gave the following recommendations.

The university should introduce a continuous staff appraisal and development programme where employees' satisfaction need is addressed so as to form part of the CSR programmes for the institution. Providing jobs to the community around rewarding them well with good package will build the name and create a bonding relationship that will strengthen the institution mission and vision.

The University should initiate means for collaboration with community through community-based participatory activities to build its image and reputations. Taking positive actions in the time of the society distress like feeding the hungry around and supplying water to the needy especially in drought seasons will have far-reaching impact on the university CSR.

The university should introduce a public based development program that empowers staffs, students, and local individuals to effectively participate in implementation of
various CSR programmes. The ministry should adopt strategic logistic service delivery programmes that incorporate the public in identifying needed activities. Corporate management should be introduced in the university where clients are involved in day to day running of the programmes. The methods should be applied and much emphasis should also be given towards implementation of strategic inventory management as raised by the clients towards implementation of the programmes.

5.5 Study limitations

The study encountered situation of uncooperative respondents who were reluctant to answer the questionnaires. This at times contributes to biasness and gathering of unreliable data. The diverse nature of the university was a major limitation since it was not possible to interview all the students and more so the communities that are the beneficiaries of the programmes, the study therefore obtained information from limited staffs, students, and focus groups of the SME Community near the university.

5.6 Suggestion for Further Studies

Institutions continue to face challenges that impacts on the CSRs programmes. The problems experienced are dependent to certain varying factors that change with time. The research study concentrated it’s undertakings into four major factors which cannot be fully relied upon to establish all the major factors affecting the universities. Suggestion for further studies is therefore encouraged to assist in identification of various other factors that impact on the Corporate Social Responsibilities in Universities.
REFERENCES


Helen I. Anderson etal (2006). ‘Corporate Social Responsibility in Australia’: A Review Mornash University –department of law and taxation,


APPENDIX (1): QUESTIONNAIRE

SECTION A: INTERVIEWEE DETAILS.

1. Please indicate your gender
   Male ( )                 Female ( )

2. Indicate your age bracket.
   18-25 yrs ( )         26-35 yrs ( )         36-45 yrs ( )         Above 45 yrs ( )

3. Tick your education level
   Diploma ( )            Degree ( )             Masters ( )           others (specify)............. ( )

4. Please indicate the name of organization you work in or Your Business which ever is appropriate.
   ............................................................................................................................

5. How long have you worked in KCA or known KCA University
   1-5 Years ( )
   6-10 years ( )
   11-15 years ( )
   15-20 years ( )
   Over 20 years ( )

SECTION B: CORPORATE SOCIAL RESPONSIBILITY (CSR)

6. Do you agree that KCA University embraces corporate social responsibility in its regular business undertakings?
   □ Strongly agree
   □ Agree
   □ Neither agree nor disagree
   □ No
   □ Strongly disagree
7. What vehicles does the University use to achieve its CSR programmes?
   - Donation
   - Own Foundation
   - Scholarships
   - Endowment Funds
   - Others-Please specify.

8. Do you think the measures undertaken to embrace CSR are appropriate?
   - Very Great
   - Great
   - Moderate
   - Low
   - Very low

9. Please give examples of the CSR initiatives programmes by the KCA University.

10. What should be done by the KCA University to improve on corporate social responsibility?
SECTION C: EMPLOYEE SATISFACTION & RELATION

11. Do you agree that employees are involved or participate, leads by example for instance of integrity in university CSR programmes?
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] No
   - [ ] Strongly disagree

12. Which CSR activities do the University employee to improve employee satisfaction and relation?

   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................

13. In your opinion do you agree with the fact that corporate social responsibility efforts by the University affect the level of employee satisfaction?
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] No
   - [ ] Strongly disagree

14. Please explain you answer

   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................

15. What can be done by the university on CSR programmes to improve satisfaction levels among the employees?

   ..................................................................................................................................................
   ..................................................................................................................................................
   ..................................................................................................................................................
SECTION D: IMAGE AND REPUTATION

16. Do you agree that corporate social responsibility contributes to promotion and building its reputation?
   □ Strongly agree
   □ Agree
   □ Neither agree nor disagree
   □ No
   □ Strongly disagree

17. Which CSR activities do the University employee to promote its image and reputation?

18. What can be done with regard to CSR to improve on promotion and reputation of KCA University?

SECTION E: ENVIRONMENT AND LEGAL ISSUE

19. Does the university use corporate social responsibility in influencing environmental and legal issue affecting the University e.g. participating in tree planting, clean up, financial reporting?
   □ Very Great
   □ Great
   □ Moderate
   □ Low
   □ Very low
20. Which CSR activities do the University employee to handle environment and Legal issue affecting its operations?

21. What can be done with regard to CSR programmes to improve on environment and legal aspect in the University?

SECTION F: WELFARE AND SOCIETY CONCERN

22. Explain how the university uses corporate social responsibility in influencing welfare and societal concern in the University?

23. Do you think corporate social responsibility contributes to welfare and societal concern in the University e.g. offering scholarship to the less disadvantaged members of the society, impacting entrepreneur skills to small business entrepreneur, Business incubation Constructing Simple business premises?

- Very Great
- Great
- Moderate
- Low
- Very low
24. What can be done with regard to CSR to improve on welfare and societal concern aspects in the University?

25. In your opinion which other factors influence CSR programmes in the university? e.g. better funding, independent management of CSR