

**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON  
EGERTON UNIVERSITY'S PUBLIC IMAGE: A CASE OF NJORO DIVISION  
COMMUNITY**

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**A Research Project submitted to Graduate School in Partial Fulfillment of the  
Requirements for the award of Master in Business Administration Degree of Egerton  
University**

**EGERTON UNIVERSITY**



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## DECLARATION AND APPROVAL

### Declaration

This research project is my original work and has not been submitted anywhere for a degree in any other University.



28/09/2012

Signature

Date

Lydia Chepkoech Langat  
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### Approval

This research project has been submitted for examination with our approval as University Supervisors.



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## **DEDICATION**

This project is dedicated to my loving parents Mr. & Mrs. Robert Langat, my sisters Feliscus, Florah , Peninah and Naomi not forgetting Mr. Ronald Kirui, Titian, Trevor and Calvin for their support and sacrifice which have made this project possible.

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## ABSTRACT

Business organizations are expected to exhibit ethical behavior as well as moral management and accept some accountability for societal welfare. Corporate Social Responsibility (CSR) as a business strategy contributes to sustainable economic development which contributes to the way organizations integrate with the society. This would lead organizations to achieve visibility as good community citizen, gain the good will of the community in which they operate, better relations and subsequently improved public image. There has been an increasing importance in corporate social responsibility activities in organizations in recent years. However, this has mostly been in the private sectors. In Kenya there is dearth of research on corporate social responsibility in parastatals. As a parastatal, Egerton University has undertaken some CSR activities such as education, health and environmental activities to help the local communities. However, there is little documentation on how these activities affect the University's public image. This study aimed at determining the role of corporate social responsibility activities on enhancing Egerton University's public image. The research employed a descriptive survey design. Purposive sampling was used to select a sample of 77 stakeholders comprising representatives from 31 public schools, 3 public hospitals, 12 Local area administrators (the chiefs and their assistants), and 3 leaders from community based organizations. Questionnaires were used to collect primary data. Descriptive statistics, Friedman's ranking test and chi-square were used to analyze the specific objectives with the aid of SPSS computer software. The results show that Egerton university had put much effort in environmental conservation (mean rank 2.63) followed by education (mean rank 1.99) and lastly health (mean rank 1.39). Overall, the results indicated that the Corporate Social Responsibility activities undertaken by Egerton University had positive impact on the University's public image.

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## ABBREVIATIONS

CBO	Community Based Organizations
CDN	Catholic Diocese of Nakuru
CSR	Corporate Social Responsibility
DEO	District Environmental Officer
EUMUN	Egerton University model United Nations
HIV	Human Immuno-deficiency Virus
ISO	International Standard Organizations
IWRM	Integrated Water Resources Management
MNC	Multi-National Companies
NGO	Non-Governmental Organization
US	United States
USAID	United States Agency for International Development
PI	Public Image
SMEs	Small and Medium scale Enterprise
SPSS	Statistical Package for Social Sciences
ILO	International Labour Organizations
UN	United Nations
EU	European Union
CEOs	Chief Executive Officers
CBOs	Community Based Organizations
DEO	District Environmental Officer

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Business organizations are expected to exhibit ethical behavior and moral management, among other things by accepting some accountability for societal welfare. As such the community will want to be associated with a business that is involved in programs that support the quality of life. It is the duty of the business community to promote the welfare of society. For instance, a corporate organization is said to be socially responsible or a good citizen if, among other things, it makes safe products devoid of serious structural defects, carefully disposes off its industrial wastes without causing ecological disasters, provides equal employment opportunities irrespective of gender, race or class and contributes towards solving society's problems in a number of ways such as building homes for the old people and donating food to the poor (Matten and Crane, 2003).

Corporate Social Responsibility (CSR) has become increasingly important to businesses over the last few years. In recent years the business strategy field has experienced the renaissance of CSR as a major topic of interest (Utting, 2005). CSR had already shown considerable interest in the 1960s and 70s, spawning a broad range of scholarly contributions (Cheit, 1964; Heald, 1970; Ackermann and Bauer, 1976; Carroll, 1999), and a veritable industry of social auditors and consultants. However, the topic all but vanished from most managers' minds in the 1980s (Dierkes and Antal, 1986; Vogel, 1986).

Business organizations should act in a socially responsible manner for two reasons: one philosophic and the other pragmatic. Philosophically, models of a responsible society require organizations to do their part along with the family and other social institutions such as example schools and religious institutions, (Palmer and Hartley, 2002). Pragmatically, organizations have to take account of the society's values, otherwise they will be isolated and therefore their long-term survival will be jeopardized. Though it appears undeniable that corporate organizations function as part of an interactive system of relationships with individuals and groups in society (Mescon and Tilson, 1987), the ideal business-society relationship remains intractable. In other

words, the business cannot operate in isolation and businesses have to contribute towards social prosperity since businesses are dependent on society (Solomon, 1999).

A well-managed CSR policy can offer the initiating organization a valid competitive advantage. Companies initiate a CSR policy with the objectives of maximizing opportunities, improving relations with all stakeholder groups, increasing brand value, consolidating the business for the long term and reducing associated risks, starting from the assumption that the consumer is willing to pay more for a company's social responsibility and that society will reward socially responsible companies. Another motivation for social involvement, besides strict economic gains, is the support for "value based management". In this case, managers act to promote the values shared in the organization, including moral values. Such kind of management has the effect of improving the company's long term brand image and reputation, by associating performance with ethical behavior, and the creation and reinforcement of group synergies inside the company (Popa and Philip, 1999).

The economic impact of corporate social responsibility can be broken down into direct and indirect effects. The direct effects may be derived from a better working environment, which leads to a more committed and productive workforce or from more efficient use of natural resources. In addition, indirect effects result from the growing attention of consumers and investors, which will increase corporate opportunities on the markets.

Many corporations undertake CSR activities in order to protect their public image and the 'good name' of the corporation and its associates. Many corporations value their public image and good name even if they are relatively non-responsive to consumer pressures. A good public image is very hard to create and relatively fragile and a single high profile incident can create lasting negative sentiments in a community or the public at large (Haywood 1994; Ali, 2003).

Public image also operates synergistically with other drivers, and having a good public image (as an industry or as an individual company) is beneficial when attempting to influence public policy, when faced with liability law suits, for investor confidence, when attempting to attract, motivate, and retain employees, when dealing with NGOs and other civil groups, and when a corporation is seeking necessary permissions and accommodations from local

communities (Haywood 1994; Burke 1999; Brady, 2005). In addition, a good public image is very important in forging long term business associations and in trust building with business and non-business partners (Haywood 1994; Myles and Schoening-Thiessen, 2003). Image is a perceptual measure of a public's degree of satisfaction with the activities and performance of an organization. Image surveys are developed to measure the attitudes of people towards an organization, how well they understand it, and what they like and dislike about it (Moore, 1981). Image assessment and its application are crucial to an organizations longterm survival and well being. Image management acts as a powerful public support vehicle (Elbeck and Buchanan, 1987).

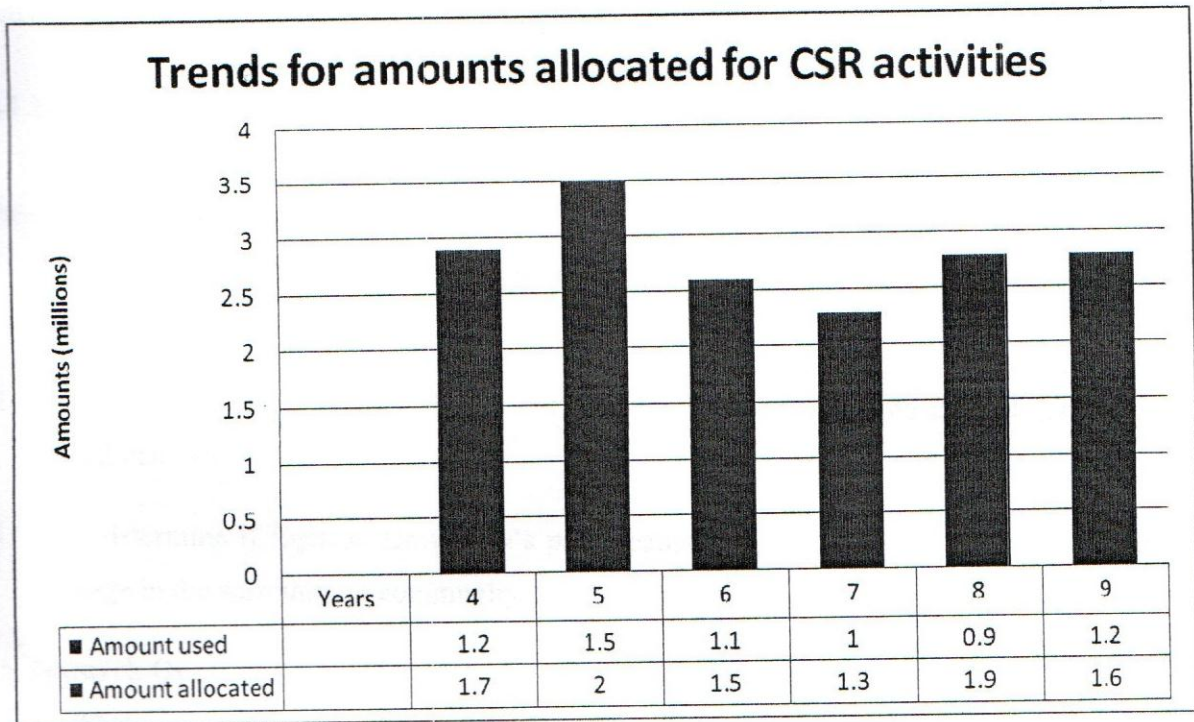
## 1.2 Brief History of Egerton University

Egerton University is the oldest institution of higher learning in Kenya. It started as Egerton Farm School, founded in 1939 by Lord Maurice Egerton of Tatton, a British national. In 1950, the School was upgraded to an Agricultural College. The first African principal, Dr. William Odongo Omamo, was appointed in 1966. By 1955, the name had changed to Egerton Agricultural College. A one-year certificate course and a two-year diploma course in agriculture were offered. In 1958, Lord Egerton donated another 1,100 acres (4.5 km<sup>2</sup>) of land. The Egerton Agricultural College Ordinance was enacted in 1955. In 1979, the Government of Kenya and the United States Agency for International Development (USAID) funded a major expansion of the institution. In 1986, Egerton Agricultural College was gazette as a constituent college of the University of Nairobi. The following year, 1987, marked the establishment of Egerton University through an Act of Parliament.

The University curricula offers several degrees, diplomas and certificates from various faculties for example Agriculture, Commerce, Science, Education, Environmental Science and Natural resources, Health Sciences, Engineering, Arts and Social services. Egerton University is involved in various CSR activities to the local community, which include community support initiatives (protection of water catchment areas, education support activities, gender empowerment issues, health support systems (HIV prevention and care) and environmental conservations issues through the various faculties (Egerton University Strategic plan, 2004).

### 1.2.1 Trends on University spending on the community

According to Egerton University budgetary committee, funds have always been allocated and spent on the local community (Egerton University, 2007). However, the allocations have varied within the period of 2004 to 2009 according to the trends below:-



**Figure 1: Resources allocated for CSR Activities by Egerton Universitys**

Source: University's Budget Committee 2004-2009

### 1.3 Statement of the Problem

In the recent past, there has been an increasing importance in corporate social responsibility activities in private and public organizations (Utting, 2005). However CSR activities have mostly been undertaken by the private sector than the public sector in a bid to attain sustainable competitive edge and increase their profits. Unlike private sector, the motives of public institutions are geared towards welfare aspects rather than profit making hence weaker CSR matrix. The community surrounding Egerton University is faced by several problems among which are environmental, health and education. In a bid to alleviate these problems and



reach the surrounding community, Egerton University has been undertaking some CSR activities so as to enhance its integration with these stakeholders. These activities are supposed to build the public image of the University. However, little is known about how these activities affect the University's public image. Therefore, this study seeks to establish the role of CSR activities on Egerton University's public image.

#### **1.4 Study Objectives**

The broad objective of this study was to establish the role of CSR activities on Egerton University's public image.

- i. To establish the community's level of awareness of the University's participation in CSR activities.
- ii. To establish the perception of different community stakeholders on Egerton University's CSR activities.
- iii. To determine if Egerton University's participation in CSR activities enhances its public image in the surrounding community.

#### **1.5 Research Questions**

- i. What is the level of awareness of different stakeholders on the role of the University in CSR activities?
- ii. What is the perception of the different community stakeholders on Egerton University's participation in CSR activities?
- iii. Does Egerton University's participation in CSR activities enhance its public image in the surrounding community?

#### **1.6 Significance of the Study**

Organizations' involvement in CSR activities has some financial implication and thus it is imperative to keep track of such activities. The study identified the role of CSR activities on Egerton University's public image and therefore contributes positively to the knowledge relative to which activities are more effective. The study also contributes to the existing knowledge by determining the perception of different community stakeholders on Egerton University's CSR

activities which has not been well documented. The findings of the study would, therefore, be very useful to give a general picture of what the perception of the stakeholders would be when Egerton University undertakes CSR activities. Moreover, the study would contribute to the existing literature in the field of strategic management and other management courses. The study would be a basis of reference and would activate more research in the study area by academicians and the business community in Kenya and the world.

### **1.7 The Scope of the Study**

The study only focused on Njoro Division Community hence excluding other stakeholders of the institution. The study used a sample drawn from the local community in the public institutions in Njoro Division Community where schools, medical units, community based organizations, District Environmental Office and local area administrators was sampled. Data on their perceptions and opinions on Egerton University based on the CSR activities was collected. The study considered the CSR activities undertaken by the University from the year 2004 to 2009.

### **1.8 Limitations of the Study**

The study was limited to the community's level of awareness of the University's participation in CSR activities, the perception of different community stakeholders on Egerton University's CSR activities and assessing if Egerton University's participation in CSR activities enhances its public image in the surrounding community. Additionally, respondents were unwilling to give accurate information for fear that the information may be sensitive. Besides, these respondents considered certain information as classified and confidential, and were unwilling to share the information. The researcher, therefore, took the necessary steps and measures to ensure that proper communication was made on the purpose of the study and assured the respondents of confidentiality of the use of information provided. The study was also limited by financial constraint since the time required to collect data as per the study work plan was extended since some respondents could not easily be found due to their busy daily schedule.

### **1.9 Definition of Terms**

**Corporate Social Responsibility:** It refers to the relationship between business and the society in which it operates. It is a strategy in which the performance of or non-performance of certain

activities by a private enterprise or corporate organization without the expectation of direct economic gain or loss, for the purpose of improving the social well-being of the community or one of its constituent groups.

**Corporate citizenship:** A term which can be used concurrently with corporate social responsibility. It deals with the interrelation of business and society.

**Education Activities:** The University's advanced programs or community outreach initiatives concerned with building of schools, bursary schemes for needy learners, gender empowerment and library and literacy.

**Environmental Activities:** These are activities which reduce pressures on issues concerning protection of water catchment areas, planting trees and awareness drives.

**Health Activities:** This refers to open and free medical clinics, nutrition campaigns, HIV prevention & care, family planning programmes and immunization.

**Local Community:** These are the external stakeholders who are the immediate beneficiaries of CSR activities which include activities like environmental activities, health activities, education activities and security activities who will be represented by major registered institutions e.g. schools, medical units, community based organizations and District Environmental office and Local area administrators within the Njoro Division community. They give insight on how they perceive the CSR activities.

**Parastatals:** These are companies and corporations that are run or controlled by the government.

**Private Sector:** The part of the economy that is not state controlled and is run by individuals and Companies for profit. It encompasses all profit making businesses that are not owned or operated by the government.

**Public Image:** It is the aggregate of positive perceptions, opinions, ideas and representations held by specific individuals, groups, and publics in reference to particular characteristics and/or performance attributes projected by colleges and universities over time.

**Stakeholders:** These are individuals who are directly affected by the Egerton University CSR activities. They included public schools and hospitals, community based organizations and the district environmental office.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Corporate Social Responsibility

Since the second half of the 20th century, a long debate on the issue of corporate social responsibility has been taking place. The concept has been growing significantly and today a good number of theories, approaches and terminologies on CSR exist (Garriga and Melé, 2004). Various definitions have been offered for CSR. Simply put, CSR requires the firms to commit to balancing and improving environmental and social impacts without derailing economic performance.

Although it originated in Western liberal democracies, the CSR movement has evolved into a global movement that includes multiple sectors such as businesses, governments, NGOs, and the general public. Recently, there has been increasing attention given to CSR in the corporate and public spheres, alongside the proliferation of academic and management literature. As many as 90% of the Fortune 500 companies in the world now have explicit CSR initiatives (Luo and Bhattacharya, 2006)

The broadest sense of the CSR concept refers to the relationship between business and the society in which it operates. It focuses on the obligations which a business has to fulfill if it is to be considered a good corporate citizen. Business organizations are expected to exhibit ethical behavior and moral management, among other things accepting some accountability for societal welfare (McWilliams and Siegel, 2001).

The concept has evolved largely with the historical development of the notion of what an enterprise is in relation to society. As a result of this constant change, the complex and dynamic nature of the enterprise-society relation, it is better not to take a prescriptive and fixed approach but to take a "principles" approach (Wood, 1991) which could have validity for different scenarios. This approach is based on a gradual conception of responsibility from the institution, passing through its organization and ending in individual action. One of its main consequences is

to consider the role and influence of stakeholders (shareholders but also employees, customers, public administration and many other actors) in enterprise activity.

According to United Nations (UN), companies have to pay attention to ethical values in the environmental and social spheres as the investors place more premiums on those firms that embrace fair practices. Several inter-governmental agreements, such as the International Labor Organization (ILO, 2007) convention, have been in place for years. At the meeting of the World Economic Summit in Davos, 2000, UN Secretary-General Kofi Annan launched Global Compact in an attempt to get corporations around the world to voluntarily incorporate CSR into their operations. Ten principles covering four key areas : human rights, labor standards, environmental protection, and anticorruption have been established and corporations are asked to voluntarily adopt these principles and self-regulate. It is therefore in the best interest of the business to be socially responsible. When managers behave in a socially responsible manner, workers and society benefit directly.

Corporate Social Responsibility (CSR) as a business strategy contributes to sustainable economic development which in turn enhances the way organizations integrate with the society. This leads to any organization to achieve visibility as a good community citizen, gain the good will of the community in which it operates, better relations and subsequently improved public image.

## **2.2 The Impact of Corporate Social Responsibility activities on Institutional Performance.**

Literature shows that corporate social responsibility (CSR) has been researched in various countries. A part from the private sector, universities around the world have conducted studies on the same. Altmann (1999) did a study on the link between Corporate Social Responsibility, environmental performance and corporate financial performance where he used multiple regression model to analyze the collected data the findings of the study was that there is a positive association on environmental performance and financial performance.

Maimunah (2009) studied the impact of corporate social responsibility on the society. She acknowledges that there is a close link between corporate and community development. Furthermore, a research funded by European Commission (EU 2007) on understanding and

responding to societal demands, aimed to develop knowledge and understanding on the degree of alignment between companies and their stakeholders about what CSR involves within their specific context. The finding of the study was that there is a wide gap between managers and stakeholders understanding of what constitutes the companies social responsibilities.

A survey by the Centre for Corporate Citizenship at Boston College (2004) found that more than 80% of American CEOs polled believed that good CSR practices are beneficial to organizations. The survey also found that majority of the CEOs wanted CSR to be voluntary and not regulated or governed by law. Significantly, this contrasted with the European approach to CSR, where the preference was towards legislation and government intervention (Baker, 2004).

According to a number of scholars, CSR requires the firms to commit to balancing and improving environmental and social impacts without damaging economic performance. This in turn, leads to a move from the conventional view of the firm, where the main responsibility of the firm is to provide goods and services to society (Chamberlain, 1973; Friedman, 1968, 1970, cited in Williamson et al., 2006), to one which sees firms as contributing to the welfare of society (Carroll, 1979; Steiner and Steiner, 1997, cited in Williamson et al., 2006). This is specifically so true for universities where contribution to knowledge and well-being of society is of great importance.

Crowther and Aras (2008) contend that the central tenet of social responsibility is the social contract between all the stakeholders to society, which is an essential requirement of civil society. They further argue that, social responsibility is not limited to the present members of the society, but should also be expanded to its future members, as well as environment since it will have implications for members of society, both now and in the future. However, despite CSR programs resulting to greater environmental protection and conservation, increased access to health care, better sanitation in developing countries, it is unclear whether these improvements are sustainable beyond the life of the companies' operations (Melissa, 2007).

### **2.3 Corporations Corporate Social Responsibility and Public Image**

A great deal of empirical work has been focused on attempting to quantify the relationship between profitability and corporate public image. It has been found that the public

image damage from CSR related disasters can exceed the direct costs of the disaster. As Haywood (1994) explains, trust is a vital component of business operation and stakeholders who work with a corporation care about its public image as this is what they perceive most strongly. For these reasons managing public image is a vital part of corporate management and many executives spend a great deal of effort addressing this aspect of their businesses (Porter & Kramer 2006). As Ongkrutraksa (2007) states, "It is obvious (from numerous high profile examples) that corporate giants deem it a must to promote corporate images that reflect their environmental awareness and involvement".

However, cleanup and liability costs can only account for half of this loss and the remaining is attributed to long term damage to public image and the ongoing losses that entails (Davies *et al.* 2003). A comprehensive study of cases like this found that the long term public image damage associated with environmental violations and disasters usually equals or exceeds the losses associated with clean up and legal penalties (Karpoff *et al.* 2007). For these reasons, the empirical link between a corporation's profitability, its environmental/social performance, and its public image has been recognized by corporate managers for more than a decade (Haywood 1994; Brady 2005).

## **2.4 CSR activities and Public Image**

### **2.4.1 Environmental activities and public image**

Corporate Social Responsibility (CSR) represents not just successful enterprise but also thinking on social and environmental aspects. Corporations must include the social and environmental aspects to the activities which lead towards making profit. Corporate Social Responsibility positively affects the whole of society and regulates its impact on the environment. Some of these environmental activities include: environmentally friendly manufacturing, products and services, compliance with regulations and standards (ISO), environmentally friendly company policy (recycling, using of environmentally friendly products), reduction of impacts on environment and protection of natural sources (Srchova, 2008). Research has found out that there is a positive link exists between firm level profitability and environmental/social performance in the Canadian mining industry. As a result, mining firms



have undertaken initiatives which have led to improved environmental and social performance (Mackiley, 2008).

#### **2.4.2 Education activities and public image**

Nowadays, societies across the globe expect companies to become engaged in public issues, far beyond their usual business activities (Bertelsmann, 2005; Gazdar and Kirchoff, 2003). This new obligation is considered to extend beyond the statutory obligation of companies to comply with legislation. They are now also expected to improve the quality of life for their employees, as well as to support the local community or support tertiary education and the society at large in responsible ways.

#### **2.4.3 Health activities and public image**

Health Sector clearly stands out as a leader, when discussing the CSR issues. Part of the reason will be its close relation to its multiple stakeholders of society, government, and other private sectors. Another part of the reason may be that its way of making profits has a bigger relationship to people's lives by affecting their health problems rather than other business entities (Lee, 2005). There are numerous epidemic diseases and other serious diseases in the world which needs close attention, both from public sector and private sector (i.e. HIV/AIDS, Avian Influenzas). In order for authorities to take close measures and keep the diseases under control, critical amount of resource is essential. This is when public turns to private sector's support. However, just by being in this sector does not give one an obligation to contribute to these social health issues as it bears lots of problems.

#### **2.5 CSR in Universities**

In the context of universities, previous research shows that higher education institutions can cause "significant environmental impacts" (Jabbour, 2010). As argued by Alshuwaikhat and Abubakar (2008), many of them as a result of their large size, expressive movement of people and vehicles, high consumption of materials, and strong development of complex activities, these institutions may even be considered as "small towns". Therefore it is inferred that universities should be responsible toward society and their stakeholders since the stakeholders provide

organizations with a range of resources such as capital, customers, employees, materials and legitimacy (Deegan, 2002).

CSR also provides the “license to operate” to the organizations in return for the provision of socially acceptable, or legitimate, actions (Dowling and Pfeffer, 1975; Guthrie and Parker, 1990; Suchman, 1995). To strengthen this social contract which allows organization to continue operations (Deegan, 2002), they need to be socially responsible. This can be an underlying reason why we would expect universities to be involved in CSR and reporting it to society.

There are a number of studies which have tackled the issue of sustainability in higher education. A recent study by Wright (2010), examined how a cohort of University presidents and vice-presidents in Canadian universities conceptualize sustainable development, sustainable universities, the role that universities play in achieving a sustainable future, key issues facing the University, and the barriers to implementing sustainability initiatives on campus. The study showed that although the majority of participants were well versed in the concept of sustainable development, they were less familiar with the concept of a sustainable University. The participants also listed financial predicaments, lack of understanding and awareness of sustainability issues amongst the University population, and resistance to change as the main barriers in the path of sustainability. This view is reiterated by Pollock *et al.* (2009) who point out that “complex and ineffective governance, traditional disciplinary boundaries, and the lack of a shared vision at academic institutions often hinder University’s progress toward leading the world to a more sustainable and desirable future”.

Porter and Kramer (2002), note that firms (universities included) make charitable contributions, provide direct assistance to community organizations support schools, provide employee and community education programs establish programs to aid the disadvantaged, and take measures beyond those required by law to protect the environment and the safety of the employees and customers.

## **2.6 Consumer perceptions on CSR activities and Public Image of organizations**

Consumers are becoming increasingly concerned about the ethics of the companies they deal with, corporate social responsibility is no longer for large corporations only. Through their market activities, firms contribute to social well-being by serving consumer demands, providing

jobs, innovating and paying taxes that fund public programs. Through their non-market activities firms act to shape their market environment by supporting free trade and socially efficient approaches to environmental protection, product and employee safety (Baron, 2000).

As consumer interest in CSR activities continues to rise, companies are dedicating more attention and resources to defining and communicating company values. However, much remains to be done. Those activities require additional exploration and evaluation. Some research findings suggest that the effect of CSR activities on relevant outcomes remains sluggish, particularly in studies that use financial performance as the critical criterion (Griffin *et al.*, 1997; Pava *et al.*, 1996).

Drumright (1996), for instance, found that CSR perceptions may have important effects on people who are part of the company. More recently, Larson *et al.* (2008) investigated the effect of construed consumer attitude towards CSR on salespersons' selling confidence in a direct selling context. However, they note the lack of CSR research in non-consumer (e.g., business-to-business) audiences.

According to Godfrey (2005), stakeholders are likely to impute moral values to organizational actions. Goffman (1997) suggests that when individuals evaluate actions, they tend to treat them as claims and promises implicitly made, and claims and promises tend to have a moral character. During the evaluation process, individuals tend to judge not only tangible facts at hand, but also assign motivations to the other party (Jones *et al.*, 1965). In the context of this study, CSR actions are likely to be treated by stakeholders as implicit claims and promises that the company brings ethical values in its exchanges with its stakeholders. In this respect, CSR activities will likely generate positive reputation and subsequent positive moral capital, since "...good and beneficent acts that go beyond the call of duty should result in approbation rather than condemnation" (Godfrey, 2005). Building on these perspectives, it is likely that companies use CSR actions as a way to generate positive moral capital among external and internal constituencies.

Community involvement goes beyond identifying and engaging stakeholders in relation to the impacts of an organization's operations; it also encompasses support of and identification

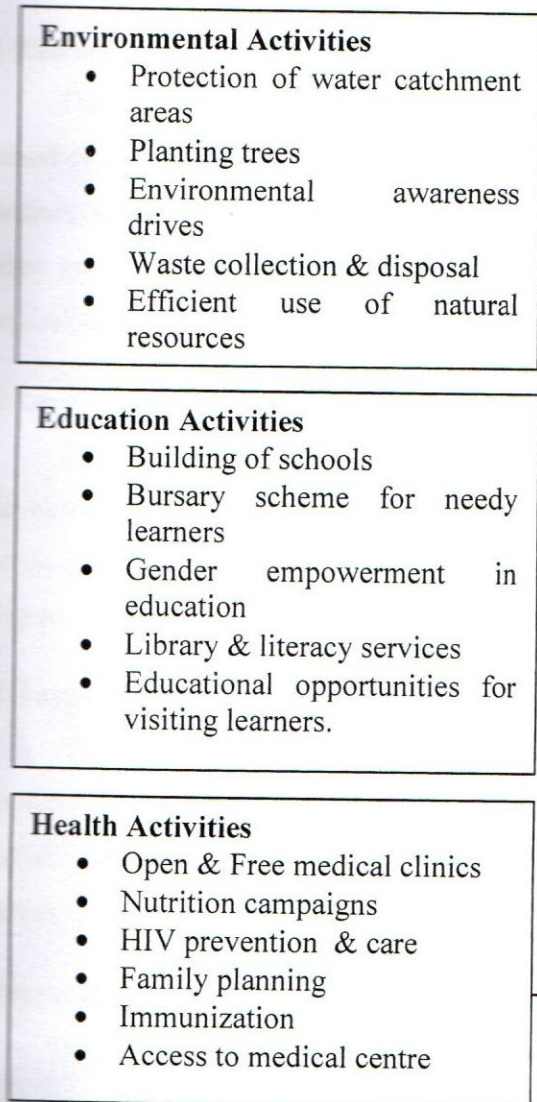
with the community. Above all, it entails acknowledging the value of the community. An organization's community involvement should arise out of recognition that the organization is a stakeholder in the community having significant common interests with all members of the community (ISO/DIS 26000, 2009).

Organizations are recognized as good community citizens when they support programs that improve the quality of life in their community, including crime prevention, employment, environmental programs, clean-up and beautification, recycling, and restoration (Michael and Kramer, 2006).

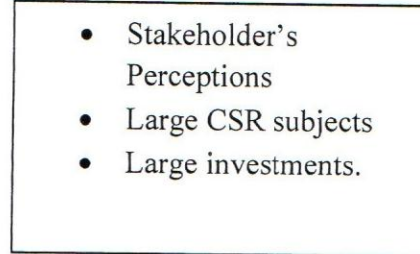
## **2.7 Conceptual framework**

The framework for this study considers Corporate Social Responsibility (CSR) as a key component of improving an organization's public image through stakeholders' perception. According to this framework, the CSR programmes/activities of the University constitute the independent variable whereas public image is the dependent variable which is the output of the perceptions/opinions of the stakeholders. In this regard, the CSR programmes will be assessed through the specific activities in areas such as environment, education and health. On the other hand, public image will be assessed in relation to the University's involvement in the CSR activities through the perceptions/opinions of stakeholders. The conceptual framework for this study is illustrated in Figure 2 below:-

## Independent Variable



## Moderating Variables



## Dependent Variable

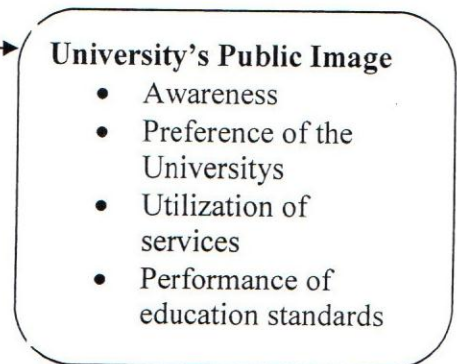


Figure 2: Role of CSR activities on Egerton University Public Image

Source: Own Conceptualization

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The study adopted a survey design. The design was chosen because it was an efficient method of collecting descriptive data regarding characteristic of a sample of a population, current practices, conditions or needs. The design was also used because it allowed the researcher to gather information regarding the respondents' opinions, perceptions and attitudes in a highly economical way.

#### **3.2 Location of the Study**

The study was conducted within the immediate community of Egerton University, Njoro. The university is located within Njoro District in the larger Nakuru County. Njoro Division community was chosen because the study was concerned about Egerton University Njoro campus.

#### **3.3 Target Population**

The target population for this study consisted of various categories of stakeholders representing the Njoro Division local community. This includes the public schools and hospitals, district environmental office, local area administration and community based organization leaders.

#### **3.4 Sampling Procedure and Sample Size**

Purposive sampling was used to select the study area. Multistage sampling technique was used to arrive at the desired sample size from the study area. Further, stratified sampling was used to arrive at the subgroups which were schools, medical units, local area administration, district environmental office and community based organization from the population since it ensured that the five sub-groups of community stakeholders are proportionally represented and that the difference in the sub-group characteristics is accounted for. This technique was used to ensure that the target population is divided into different homogenous strata and each stratum is represented in the sample in a proportion equivalent to its size in the population.

There are 31 public schools in the Division, 3 public medical units (Njoro, Naisuit, and Kihingo), 12 Local Area administrators from (Njoro, Kihingo, Mukungugu and Piave), 3 leaders of the community based organizations who dealt directly with the University (MUNES, Eastern Mau and Njokerio youth group), the District environmental officer who works with NEMA and the University. The study targeted 62 representatives who were purposively chosen from the schools that is the head teachers and their deputies or senior teachers, 3 medical officers from the medical units, 8 administrators who included the chiefs and their assistants, the District Environmental Officer and 3 leaders from the Community Based Organizations directly sponsored by Egerton.

**Table 1 :Sample Size for Local Community**

No. 1	Category/Stratum	Sample Size
1	Schools	62
2	Medical Units	3
3	District Environmental Office	1
4	Local Area Administration	8
5	Community Based Organizations	3
	Total	77

### 3.5 Data Collection

Questionnaires targeting the various categories of community members were used to collect primary data. The questionnaire (Appendix I), included closed and open-ended questions to ensure that the respondents gave optimal and relevant information. The questionnaires were administered personally by the researcher.

Secondary data was obtained from records and documents (e.g., University reports on community development activities implemented, University budget reports, Egerton University strategic plan, Njoro municipality education and health ministry and Environmental Office).

### 3.6 Reliability and Validity of the Research Instrument

To ensure reliability crochban alpha was used which gave a result of 0.67 hence ensuring that the methods used were reliable. The researcher also personally administered the

questionnaire. This was done to ensure that all questions were understood and adequately answered by respondents.

To enhance validity of the instruments a pilot study was carried out. This was expected to help the researcher in identification of items in the research instrument, which might have been ambiguous in eliciting the relevant information. The researcher sought assistance from research experts, experienced graduates and lecturers to help improve the validity of the instruments.

### 3.7 Data Presentation and Analysis

The data was coded, keyed into SPSS (Version 11.5) computer software database, organized and checked for any errors that may have occurred during data collected. The data was analyzed using descriptive statistics with the aid of the SPSS computer software. Qualitative and quantitative statistical techniques were used to analyze the data as follows:

#### For objective 1:

Descriptive statistics and Friedman rank test was used to find out the community's level of awareness of the University's participation in CSR activities. As given in the formula below:

$$M = \frac{1}{n} \left[ \frac{1}{k} \sum R_j^2 - 3N \right] (k+1)$$

Where: k = number of columns (often called "treatments")

N = number of rows (often called "blocks")

$R_j$  = sum of ranks in column j.

#### For objective 2 and 3:

Data was analyzed using Chi-square to test the perception of different community stakeholders on Egerton University's CSR activities and to assess if Egerton University's participation in CSR activities enhances its public image in the surrounding community. The Chi-square model is shown below:-

Mean: Ungrouped data  $\bar{x} = \frac{\sum x}{N}$

Grouped data  $\bar{x} = \frac{\sum f(x)}{\sum x/f}$

Where:  $\bar{x}$  = mean

$\sum f$  = summation of frequency

N = number of scores



$\Sigma f(x)$  = summation of each value of x multiplied by its corresponding frequency (f)

Chi-square  $x^2 = \Sigma (f_o - f_e)^2 / f_e$

Where:  $x^2$  = Chi-square

$f_o$  = an observed frequency

$f_e$  = an expected frequency

$\Sigma$  = summation

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**CHAPTER FOUR**  
**RESULTS AND DISCUSSIONS**

**4.1 General Characteristics of the Respondents**

A total of 77 questionnaires were administered. Out of these 72 questionnaires were returned duly filled. Thus the response rate was 94%, which indicated a high rate of compliance. The general characteristics included the names, sex, position held in their organization, number of years in schooling and the category in which the respondents belong.

Table 2 below shows the respondents response rate on gender where 61.1% represented the male gender and 38.9% female gender.

**Table 2: Gender for the respondents**

Gender	Frequency	Percentage
Male	44	61.1
Female	28	38.9
Total	72	100.0

**Source:** Field Data

Table 3 shows the mean average for the ages and education level of the respondents. The mean average was 42.47 for the ages while the mean for education level was 15.49. The results indicated that most of the respondents were considerably elderly and had college level of education. Auger *et al.*, (2003) suggests that higher levels of knowledge about social issues would lead to higher knowledge about CSR activities.

**Table 3: Results of Age and Education Level of the Respondents**

	N	Minimum	Maximum	Mean	Std. Deviation
Age	72	25	55	42.47	9.399
Education	72	3	21	15.49	2.501

**Source:** Field Data

#### 4.2 Level of awareness on CSR activities by Gender

Table 4 presents the respondents level of awareness on the different CSR activities undertaken by the University by gender. On the environmental activities, majority of the male who were highly aware were 65.2% while the female response rate was 34.8%, those who were largely aware were 50% for both genders. The respondents who were moderately aware were 58.3% and 41.7% for both genders respectively. The level of awareness on education had the male having a majority response rate of 64.7% who had a high level of awareness, followed by 61.5% moderately aware, 56% largely aware while for the female gender had 35.3% of the respondents who were highly aware, 44% largely aware and 38.5% who were moderately aware.. Lastly health activity also registered a high level of awareness on the male gender with a response rate of 61.1% contrary to 38.9% ,64.7% of the respondents were largely aware contrary to the female who had a percentage of 35.3% and finally 56% and 44% respectively on both genders.

**Table 4: Level of awareness on CSR activities by Gender**

CSR activity	Environment		Health		Education		Total
	Male (%)	Female (%)	Males (%)	Female (%)	Male (%)	Female (%)	
not aware	100	0	100	0	71.4	28.6	100
low level of awareness	83.3	16.7	46.7	53.3	60	40	100
moderately aware	58.3	41.7	69.2	30.8	61.5	38.5	100
largely aware	50	50	47.1	52.9	56	44	100
high level of awareness	65.2	34.8	66.7	33.3	64.7	35.3	100
Total	61.1	38.9	61.1	38.9	61.1	38.9	100

Source: Field Data

### 4.3 Level of awareness on CSR activities by Education

Table 5 shows the respondents' response rate on the level of awareness by education. From the table majority of the respondents who were highly educated (between 15 to 18 years of schooling) were aware that the University undertakes CSR activities. On the environmental activity, 65% of the respondents had a high level of awareness, 23% were largely aware and 12% were moderately aware. For the education activity, 70% had a high level of awareness, 12% were largely aware, 11% moderately aware and 5% and 2% had a lower level and not aware. Finally, on health activities, 50% of the respondents had a high level of awareness, 25% were largely aware, 17% moderately aware and 8% had a low level of awareness.

**Table 5: Level of awareness on CSR activities by Education**

CSR activity	Environmental (%)	Educational (%)	Health (%)
not aware	0	2	0
low level of awareness	0	5	8
moderately aware	12	11	17
largely aware	23	12	25
high level of awareness	65	70	50

**Source:** Field Data

### 4.4 Level of awareness on CSR activities by stakeholder category

The results in Table 6 show the respondents level of awareness by stakeholder category. From the Table majority of the respondents from the public schools, (48%) said that they were largely aware that Egerton participated in environmental activities, 16% had a high and low level of awareness and finally 19% were moderately aware. From the District Environmental office 100% the respondents said that they were largely aware that Egerton was undertook environmental activities claiming that its department had an input in the same. In the hospitals 27% of the respondents were aware that the participation was moderate, 33% were largely aware and 40% had a high level of awareness. From the category of the Local area administration, 18%

said that they were aware had a small and moderate level of awareness that Egerton participated in environmental activities, 53% were largely aware and finally 12% were highly aware. From the community based organizations, 25% had a low level of awareness and moderately aware and 50% had a high level of awareness.

Table 6 further shows the responses on the level of awareness on health activities participated by Egerton University by category. The results show that, 48% of the stakeholders from the public schools were largely aware that Egerton University participated in health activities, 16% had a lower level of awareness and 19% were moderately aware. District Environmental officers were largely aware that Egerton University was involved in health activities. In the hospitals, 40% of the respondents said that their level of awareness on the health participation was low, 20% were moderately aware, and 27% were largely aware and 13% had a high level of awareness. From the administration category 41% of the respondents were moderately aware that Egerton University participated in health activities, 53% largely aware, and 6% had a high level of awareness. From the community based organizations, 25% of the respondents had a lower level of awareness; 50% were moderately aware and 13% were largely aware.

Stakeholder category representing the schools benefited from services like vaccinations for children's, many respondents claimed that, the health services offered by Egerton University, University employees were given priority over the community. As a result, majority of the community members preferred to visit the Government hospitals located in the district. Very few went for the services at the University especially those who lived in the immediate environs.

The results in Table 6 further show the responses on the level of awareness on education activities as participated by Egerton University in general. From the results, majority of the respondents in the public schools (58%), District environmental office (100%) and administration (53%) were largely aware that Egerton University have participated in educational activities. Contrary, majority of the respondents from the Hospital (40%) and Community Based Organization (38%) had a lower and moderate level of awareness on the University participation in the educational activities. The respondents believe it is mandatory for Universities to offer

educational activities because it is one of its key function and also role model especially to public secondary schools in the Division.

**Table 6: Different community Stakeholders Level of awareness of the University's participation in CSR activities**

Stakeholders		Not Aware(%)	Low level of awareness(%)	Moderately aware (%)	Largely aware(%)	High level of awareness (%)
<b>Description on Environmental activities by Institution/Category</b>	Public Schools	0	10	10	32	48
	DEO	0	0	0	100	0
	Hospital	0	0	27	33	40
	Local Area Administration	0	18	18	53	12
	CBO	0	25	25	0	50
<b>Description on Education activities by Institution/Category</b>	Public Schools	0	16	19	48	16
	DEO	0	0	0	100	0
	Hospital	0	40	20	27	13
	Local Area Administration	0	0	41	53	6
	CBO	0	25	50	13	13
<b>Description on Health activities by Institution/Category</b>	Public Schools	7	12	23	58	0
	DEO	0	0	0	100	0
	Hospital	7	40	20	33	0
	Local Area Administration	2	12	27	53	6
	CBO	25	25	38	12	0

Source: Field data

#### **4.5 Stakeholders Level of Awareness on the Different Indicators of CSR Activities Undertaken by the University**

Results on the indicators of environmental, health and education activities as participated by the University are shown in Table 7. On environmental activities, 35% of the respondents were largely aware on the University commitment in protecting the water catchment. On environmental awareness campaign, 50% and 32% of the respondents were largely and moderately aware of the University participation and this was facilitated by the faculty of environmental resources. Also Egerton University model United Nations (EUMUN) had taken action on protection, conservation and awareness campaign by trying to emulate the undertaking of the UN as a world body through outreach services.

On the aspect of tree planting, 51% of the respondents acknowledge very high level of awareness on University participation. University was reluctant in waste disposal and efficient use of natural resources. This is supported by 36% and 31% of the respondents who were not aware and had low level of awareness. Recycling and reuse of resources were less practiced by the University. Cumulatively, 65% of the respondents agreed that they were not aware of the University participation in recycle and reuse the existing resources. However, the respondents were aware that these activities were done to benefit the University itself and not the community.

According to Kenya National assembly official record (2002), the water available in Egerton University is not enough because the forests surrounding the University have been depleted through farming activities and illegal logging. Furthermore, the systematic destruction of the Mau complex near Egerton University has led to the drying up of about 12 rivers and hundreds of streams draining the Mau complex and feeding into the lakes in the Rift Valley and in the East African region (CDN, 2011). These may be the reasons justifying why Egerton University have been in forefront in protecting the environment and educating the community about the importance of conserving forests. The findings are in line with those of Garay, (2011) where the main motivation on CSR reasons, practices and impacts in medium and small accommodation enterprises was environmental protection, water consumption and managing energy which had a majority response of 85%. Out of the total 15% of the responses from the entrepreneurs said they would not implement CSR activities on altruistic reasons which show a



considerably higher correlation between use of alternative energy and specifically waste recycling.

According to Donaldson (1989), the minimal duties of corporations to society include minimizing harm to society and the environment, such as that caused by the depletion of natural resources. In this study, majority of the respondents agreed that, Egerton University participated in improving the Environmental. For instance, the Universities have developed specific academic programs to tackle the environmental issues.

Further, results on health activities as participated by the University are further shown in Table 7. From the table 33% of the respondents were moderately aware that Egerton University provided open and free medical clinics. Also, the same percentages of the respondents were largely aware that the University provided community health and nutritional awareness campaigns especially to mothers taking their children for clinic services. Table 7 also show that 29% of the respondents were largely aware that the University further allowed access to its medical centre by the community and that it offered family planning services. On other services, 26% of the respondents were moderately and largely aware that the University gave the community immunization and participated in HIV/AIDS awareness and prevention (32%). The reason for the participation may be due to the fact that, in the recent years the University has lost a number of staff and students to it and thus the community as well (EU Strategic plan). Majority of the respondents (33%) however were aware that the University does not respond to emergency cases promptly.

Table 7 also presents results on the respondent's level of awareness on the educational indicators provided by Egerton University. The results show that the respondents had a lower level of awareness in how the University participated in building of schools (primary, secondary and expansion of the University) and giving bursary funds for the needy learners in the community. This is supported by 40% and 36% of the respondents who supported the claim respectively.

Positive response was on the provision of library services to the community by the university. The majority 29% of the respondents acknowledge that library service provision were

largely aware. The results further shows that Egerton University failed to put more effort in sponsoring the girl child to attend school and college. The majority 29% of the respondents who claim that the University had put less effort in ensuring that girl child access education. 49% of the respondents were largely aware about provision of educational opportunities for visiting learners who were the majority.

**Table 7: Stakeholders responses on the level of awareness for the indicator of CSR activities undertaken by the University**

<b>Description on Aspects of CSR</b>	<b>Not Aware (%)</b>	<b>Low level of awareness (%)</b>	<b>Moderately aware (%)</b>	<b>Largely aware (%)</b>	<b>High level of Awareness (%)</b>
<b>Environmental activities</b>					
Protection of catchment areas	7	21	22	35	15
Environmental awareness campaign	7	32	50	3	8
Tree planting/afforestation	1	14	17	17	51
Waste collection and disposal	11	36	22	21	10
Efficient use of natural resources	17	26	17	22	18
Recycling and re-use of resources	35	31	19	13	3
<b>Description of educational Activities</b>					
Building of institutions of learning	18	40	18	15	6
Giving bursary funds to needy learners	28	36	18	15	1
Providing of library services	3	21	19	35	21
Sponsoring of girl children	15	29	24	22	8
Educational opportunities for visiting learners	3	13	18	17	49
<b>Description on Health</b>					
Open and free medical clinics	11	29	33	21	7
Community health and nutritional awareness campaigns	7	29	25	33	4
Allowing access to its medical centre	5	11	22	29	27
Family planning services	7	8	24	29	27
Community Immunization	7	25	26	19	21
HIV/AIDS awareness	3	11	25	32	28

#### 4.6 Mean Ranks on the Level of Awareness of CSR activities by Stakeholder Category

Table 8 indicates the Friedman test statistics on how Egerton University undertakes various CSR activities (environmental (e.g protection of water catchment areas), education and health). The Friedman test shows that the level of awareness on the CSR activities significantly differed between the stakeholders groups ( $\chi^2= 25.064$ ,  $df= 2$ ,  $P= 0.00$ ).

According to Table 8, on the category of public schools, Egerton university had put more effort in environmental conservation (mean rank 2.23) followed by education (mean rank 2.19) and lastly health (mean rank 1.58). The hospitals were of the same opinion that environment (mean rank 2.50) was more improved CSR activity undertaken by the University as compared with education (mean rank 1.82) and health (mean rank 1.68). On the other hand, CBOs, Local are administration and District Environmental office was of the same opinion that Egerton University impacted positively and equally on the environmental conservation, health and education CSR activities.

**Table 8: Mean ranks on the level of awareness of CSR activities by stakeholdercategory**

Group	Environmental		Health		Education	
	Mean	Rank	Mean	Rank	Mean	Rank
Public schools	2.23	4	1.58	4	2.19	1
DEO	2.75	1	1.25	5	2.00	2
Hospitals	2.50	2	1.68	2	1.82	4
Local Area Administration	2.08	5	1.77	1	1.82	4
CBOs	2.43	3	1.64	3	1.93	5

**Source:** Field Data

The level of awareness on the CSR activities was further assessed among different categories/ groups representing the stakeholders as shown in Table 9. Respondents from the

public schools and hospitals agree that, Egerton University impacted positively and differently on the environment, health and education activities (Table 9).

**Table 9: Friedman test results on the Stakeholders' level of awareness on CSR activities**

	Public Schools	DEO	Hospital	Local Administration	CBO
N	39	2	11	13	7
$\chi^2$	16.059	3.00	6.643	1.436	4.769
Df	2	2	2	2	2
Asymp. Sig	0.000	0.223	0.036	0.488	0.092

**Source: Field Data**

#### **4.7 The Perception of Different Community Stakeholders on Egerton University's CSR activities**

Table 10 shows the Chi-square test results on the perception of stakeholders on the different environmental activities as undertaken by the University. These environmental activities include protection of water catchment areas, environmental awareness campaign, tree planting, waste collection and disposal, efficient use of resources and recycling and re-use of resources. The results showed that the different environmental activities undertaken by Egerton University significantly and positively influenced the perception of different community stakeholders as indicated by the Chi square results  $\chi^2 = 106.841$ ,  $df = 5$ ,  $p = 0.000$  respectively.

Furthermore, table 10 shows the Chi-square test results on the perception of different community stakeholders on education activities that contributed to the positive perception of the stakeholders on the University. These activities include building of schools (primary, secondary and expansion of the University), giving of bursary funds for needy learners, provision of library services, sponsoring of girl children to attend school and offering of educational opportunities for visiting learners.

Moreover, table 10 are the Chi- square test results on health activities which positively affected the perception of the stakeholders on the University. The university provides such health activities as access to its medical centre, HIV/AIDS awareness, family planning, community immunization, and response to emergencies prevention, subsequently, these were followed by community health and nutritional awareness campaigns and open and free medical clinics.

**Table 10: Chi-Square Test on the stakeholders' perception on CSR activities undertaken by Egerton University**

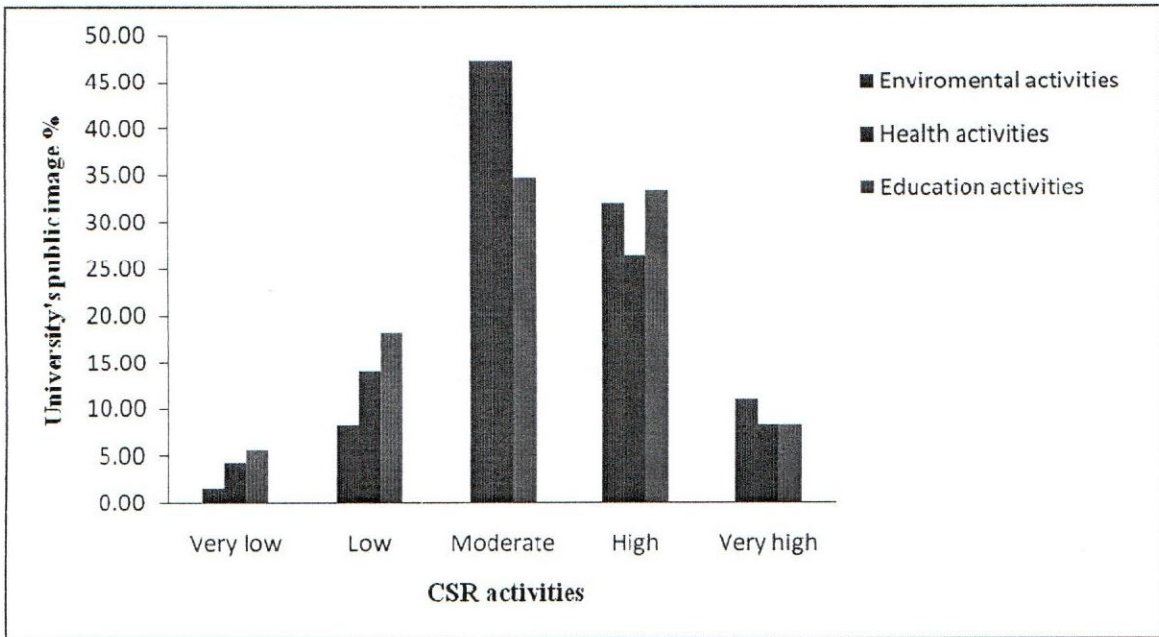
	N	Chi-Square	Df	Asymp.Sig.
Environment	72	106.841	5	0.000
Education	72	83.266	4	0.000
Health	72	62.186	6	0.000

**Source:** Field Data

Figure 3 shows the extent to which the respondents perceived the University with regard to its participation in the different CSR activities. Respectively, 50%, 45% and 43% of the respondents agreed that University moderately improved environmental, health and educational activities. But the stakeholders were specific on certain issues concerning the same. For example tree planting; environmental awareness campaign and protection of water catchment areas were the critical areas under environmental activity which were recognized by the community members. On health, specific areas which experienced larger extent include: community health and nutritional awareness campaign (cumulatively 37%), Family planning services (cumulatively 56%) and HIV and AIDs awareness and prevention (cumulatively 60%). Finally on educational activities, specific areas which were improved on a larger extent included: provision of library services (cumulatively 56%) and offering educational opportunities for visiting learners (cumulatively 66%).

Correspondingly, 7%, 11% and 3% described the perception of the University with regard to the different CSR activities to be very low. Overall, the responses indicated that the stakeholders positively perceived the CSR activities participated by the University.

Other studies for instance, Drumright (1996) found that, CSR perceptions may have important effects on people who are part of the company. According to Godfrey (2005), stakeholders are likely to impute moral values to organizational actions. Goffman (1997) suggests that, when individuals evaluate actions, they tend to treat them as claims and promises implicitly made, and claims and promises tend to have a moral character. During the evaluation process, individuals tend to judge not only tangible facts at hand, but also assign motivations to the other party (Jones *et al.*, 1965). A survey by the Centre for Corporate Citizenship at Boston College (2004) found that more than 80% of American CEOs polled believed that good CSR practices are beneficial to the bottom-line. The survey also found that a majority of the CEOs wanted CSR to be voluntary and not regulated or governed by law. Majority of the respondents described their perception towards the University to be moderately high with regard to the different CSR activities undertaken by the University.



**Figure 3:** Perception of different community stakeholders on Egerton University's CSR activities  
**Source:** Field Data

**4.8 The Effect of CSR activities on the University's Public Image**

Table 11 gives the results on the effect of CSR activities on the university's public image. 40.7% of the community stakeholders were aware of the existence of the University to a very large extent, 39% to a larger extent, 12.7% to a moderate extent, 3.4% to a small extent while 4.2% of the community stakeholders were to no extent aware of the University. With regard to the preference of the University goods and services, 28.2% had a very large extent, 29.9% large extent, 14.5% moderate extent, 17.1% small extent while 10.3% of the of the community stakeholders gave no extent. Table 11, also shows that, 26.5% were to a very large extent, 36.8% large extent, 20.5% moderate extent, 8.5% small extent and 7.7% to no extent utilization the university's goods and services.

With the results above, it is clear that the public image of the University is good. According to Elbeck and Buchanan, (1987) an image program stresses on public awareness, preference and utilization of the hospitals services. Further, Moore, (1981) says that image surveys are developed to measure the attitudes of people towards the organization, how well the stakeholders understand it, and what they like and dislike about it.



**Table 11: Different indicators of Public Image**

<b>Activity</b>	<b>No Extent (%)</b>	<b>Small Extent(%)</b>	<b>Moderate Extent (%)</b>	<b>Large Extent(%)</b>	<b>Very Large Extent (%)</b>	<b>Total (Percentage) 100%</b>
Existence of the University	4.2	3.4	12.7	39	40.7	100
Preference of the University goods and services	10.3	10.3	10.3	10.3	10.3	100
Utilization of the University' goods and services	7.7	7.7	7.7	7.7	7.7	100

**Source:** Field Data

Table 12 gives the degree of stakeholders satisfaction with the university other activities which reflect the public image University. On the University's teaching activities, 16.7% of the respondents were not satisfied at all with the teaching activities, 13.2% were somewhat satisfied, 18.2% were dissatisfied, 29.8% were quite satisfied and 21.9% were very satisfied. On the performance of the University, 11.7% were not satisfied at all with the same, 14.2% were somewhat satisfied, 24.2% were dissatisfied, 22.5% quite satisfied and 27.5% very satisfied. This is in line with a study conducted by Elbeck and Buchanan, (1987) who says that image is a perceptual measure of the public's satisfaction with the activities and performance of an organization.

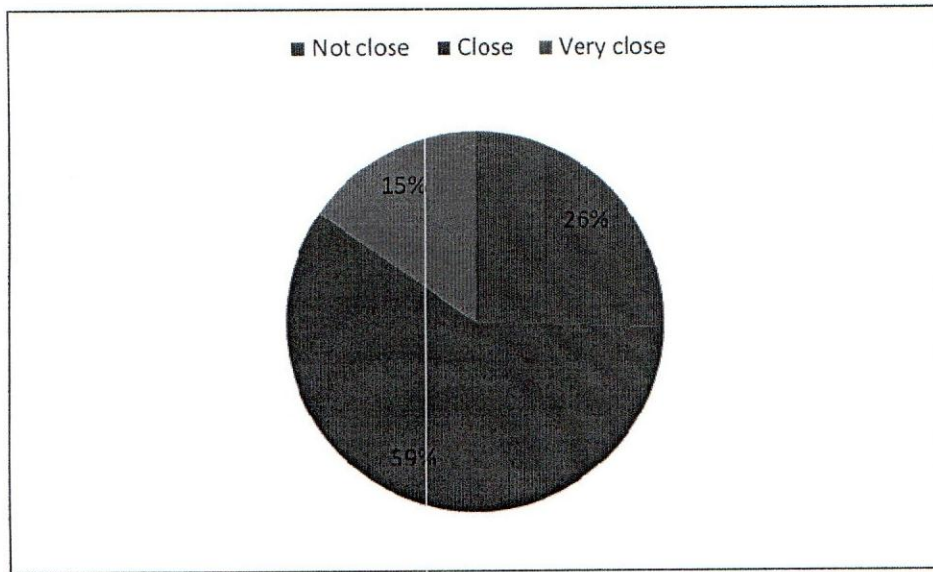
**Table 12: Degree of Stakeholdres Satisfaction with otherUniversity CSR activities**

Activity	Not at all satisfied(%)	Not at all satisfied(%)	Not at all satisfied(%)	Not at all satisfied(%)	Not at all satisfied(%)	Total (Percentage)
University	16.7	13.2	18.2	29.8	21.9	100
Teaching activities						
Perfomanc e of the University	11.7	14.2	24.2	22.5	27.5	100

Source: Field data

#### 4.9 Level of Relationship Between Stakeholders and the University

Results in Figure 5 indicate that, Egerton University level of relationship with the stakeholders is close.



**Figure 4:**Level of relationship between Egerton University and other stakeholders'

Source: Field Data

According to figure 4 above 59% of the respondents who agreed that their level of relationship with the University was close. Other responses were 15% (very close) and 26% (not

close). This concurs with a study conducted by Maimunah (2009) on the impact of corporate social responsibility on the society. The study acknowledges that there is a close link between a corporate and community development as an aspect of corporate social responsibility in community development because in the long run it creates sustainable development.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary of the Findings

The aim of the study was to find out the role of Corporate Social Responsibility activities on Egerton University's public image by finding out the community's level of awareness of the University's participation in CSR activities, determining the perception of different community stakeholders on Egerton University's CSR activities and to assess if Egerton University's participation in CSR activities enhances its public image in the surrounding community.

#### 5.2 Conclusion

The study established the role of CSR activities on Egerton University's Public Image and determined the various CSR activities. From the study the following conclusions were made:

- (i) Egerton University undertook CSR activities and it had a positive impact on its public image.
- (ii) The CSR activities were perceived positively by the stakeholders but they lacked information concerning these activities.

Moreover, the stakeholders' opinions on CSR activities showed that the relationship between the stakeholders and the University was close. Environmental activity is the major CSR component dominant in the University, followed by education and finally health activities. It was therefore justified that Egerton University involvement in CSR activities brings about good public image to an organization. Further, the factors that influence any given parastatal to be involved in CSR activities is the government initiatives, the stakeholders of the firm and the environment it operates in.

Finally it must be noted that, although CSR programs resulting to greater environmental protection and conservation, improved educational services, increased access to health care and better sanitation in developing countries, it is unclear whether these improvements are sustainable beyond the life of the companies' operations. CSR activities are undertaken voluntarily by organizations. As a result of this, some CSR critics argue that companies adopt CSR policies and programs to block tougher national or international regulation of corporate

activities . In addition, in the absence of binding regulation, companies are free to determine the range and level of obligation they will fulfill.

### **5.3 Recommendations**

#### **5.3.1 Recommendation to Practitioners**

In light of the above conclusion, this study makes the following recommendations about the role of Corporate Social Responsibility on Egerton University public image:

Egerton University should encourage and support participation in CSR activities so that the perception of the stakeholders can be positive. Emphasis should be on issues concerning the surrounding communities of the organization. This can be achieved by addressing CSR activities in parastatals. Further still, there is need for the University to improve the services given to stakeholders. Finally, there should be a continued orientation on investment in Corporate Social Responsibility by parastatals in Kenya.

#### **5.3.2 Suggestions for Further Research**

Given an increase in the firms participation in CSR activities with different motives that are being witnessed in Kenya day in day out, the study recommends further research on the other CSR activities that influence the University's public image. Further, firms need to seek and find out whether there is an effect of CSR on their public image.

This study has also revealed that CSR has a positive effect on a firm's public image with the researcher findings establishing some reasons for these effects. Therefore, this study recommends further comprehensive research on CSR investment by firm both public and private sector in order to establish its importance in a firm's public image.

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**Appendix 1: Letter of permission to carry out research work**

**Egerton University**

**P.O. BOX 536-20115**

**EGERTON**

Dear Sir/Madam

**RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH**

I am a Masters of Business Administration Student at Egerton University conducting a research study entitled “Role of Corporate Social Responsibility Activities On Egerton University’s Public Image A Case Of Njoro Division Community”

The purpose of this letter is to request you for permission to interview members of the local community represented by public institutions (schools, Health centres, Local Area administrators, District environmental office and leaders of community Based Organization).

The information obtained is strictly for academic purposes and shall be treated with utmost confidentiality.

Thank you.

Yours faithfully

Lydia Chepkoech Langat

## Appendix 2: RESEARCH QUESTIONNAIRE

### Role of Corporate Social Responsibility activities on Egerton University's Public Image a Case of Njoro Division Community

This questionnaire is totally for academic research purpose. Your participation is voluntary and you are also assured that the information you provide will be treated with confidentiality and used for the sole purpose of the research. Your support by participating in this interview is highly appreciated.

#### INSTRUCTIONS

Please answer all the questions honestly and exhaustively.

#### SECTION I: GENERAL INFORMATION

NO.	QUESTIONS	ANSWER CATEGORIES
A	Name of the respondent (optional)	
B	Gender of the respondent	1. Male 2. Female
C	Position held in the organization	
D	Age	
E	Highest education level attained ( in years of schooling)	.....years

B. Which institution or group are you working in? (Tick where appropriate)

Institution or Group	Yes	No
public schools		
District environmental office		
Hospital		
Administration		
community based organization		

## SECTION II: CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

B .What is your level of awareness aware of the following CSR activities undertaken by Egerton University in your organization?

Use the scale in the table below:-

	Activity	No aware	Lower level of awareness	Moderately aware	Largely aware	High level of awareness
No	Code	1	2	3	4	5
A	Environmental activities					
B	Health activities					
C	Education activities					
D	Others (Specify)					

### SECTION III

#### A: CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL ACTIVITIES

A. What is your perception in the participation of the University in environmental conservation activities listed below? Use the scale below.

		Not aware	Low level of awareness	Moderately aware	Largely aware	High level of awareness
No	Statement	1	2	3	4	5
A	Protection of catchment areas					
B	Environmental awareness campaign					
C	Tree planting/afforestation					
D	Waste collection and disposal					
E	Efficient use of natural resources					
F	Recycling and re-use of resources					

B. In your opinion has these activities improved the environment (tick where appropriate)

Yes  No

C. If Yes, to what extent has these activities improved the environment?

Very Large Extent [     ]

Small Extent [     ]



Large Extent [ ]

No Extent [ ]

Moderate Extent [ ]

D. What is your organization's perception of the University with regard to its participation in the above environmental conservation activities?

Very High [ ]

Low [ ]

High [ ]

Very Low [ ]

Moderate [ ]

E. Please provide suggestions on what the University should do to improve participation in environmental conservation activities.

.....  
.....

**B: CSR IN EDUCATIONAL ACTIVITIES**

A. To what extent has the University participated in the educational activities listed below.

	Activity	Not aware	Low level of awareness	Moderately aware	Largely aware	High level of awareness
No	Statement	1	2	3	4	5
1	Building of schools (primary, secondary and expansion of the University					
2	Giving of bursary funds for the needy learners					
3	Providing of library services					

4	Sponsoring of girl children to attend school and college					
5	Offering of educational opportunities for visiting learners					

B. In your opinion has these activities improved education (tick where appropriate)

Yes

No

C. If Yes, to what extent has these activities improved the education?

Very Large Extent [ ]

Small Extent [ ]

Large Extent [ ]

No Extent [ ]

Moderate Extent [ ]

D. How would you describe the public image of the University with regard to the above educational activities?

Very High [ ]

Low [ ]

High [ ]

Very Low [ ]

Moderate [ ]

E. Give suggestions on what the University should do to improve participation in educational activities in your community.

.....

### C: CONTRIBUTION OF HEALTH ACTIVITIES

A. To what extent are you aware the University participated in the health activities listed below. Use the scale below.

	Health Activities	Not aware	Low level of awareness	Moderately aware	Largely aware	High level of awareness
No	Code	1	2	3	4	5
1	Open and free medical clinics					
2	Community health and nutritional awareness campaigns					
3	Allowing access to its medical centre by the community					
4	Family planning services					
5	Community Immunization					
6	HIV/AIDS awareness and prevention					
7	Response to emergencies					

B. In your opinion has these activities improved health (tick where appropriate)

Yes

No

C. If Yes, to what extent has these activities improved the health?

Very Large Extent [ ]

Small Extent [ ]

Large Extent [ ]

No Extent [ ]

Moderate Extent [ ]

D. How would you describe the public image of the University with regard to the above health-related activities?

Very High [ ]

Low [ ]

High [ ]

Very Low [ ]

Moderate [ ]

E. Give suggestions on what the University should do to improve participation in health-related activities in your community.

i. ....

ii. ....

**SECTION IV: EGERTON UNIVERSITY'S PUBLIC IMAGE**

F. Please indicate the extent to which you

	Activity	No extent	Small extent	Moderate extent	Large extent	Very Large extent
No	Code	1	2	3	4	5
A	Awareness of the University					
B	Preference of the University					
C	Utilization of the University services					

G. What is your level of satisfaction on the following

Activity	Not at all satisfied	Somewhat satisfied	Dissatisfied	Quite satisfied	Very satisfied

No	Code	1	2	3	4	5
A	University teaching activities					
B	Performance of the University					

H. With the current level of commitment by Egerton University on the above mentioned activities, what is the level of relationship between your organization and the University?

Not close ( ) Close ( ) Very close ( )

Thank you.

### Appendix 3: List of Community Respondents

Number of Public Schools in Njoro Division (SECONDARY AND PRIMARY SCHOOLS)

Njoro Boys High School

Njoro Girls

Njoro Centrals

Kilimo High

Teret Secondary

Njoro Day

Larmudiac Secondary

Ewaat Secondary

Kilimo Primary

Egerton Primary

Ndarugu

Njoro D.E.B

Kenana

Teret

Kikapu

Sigaon

Njoro Town ship

Ngongogeri

Tagitech

Larmudiac

Lulukwet

Mutiume

Kusumek

Kaiyaba

Nessuit

Tiritagoi

Tengecha

Chesoton

Tarakwet

Koilonget

Amani

Cheptoroi

Community Based Organisations

MUNES, Njokerio youth group and Eastern Mau environmental youth project

Local Area Administration

Njoro

Naisuit

Piave

Mukungugu

EGERTON UNIVERSITY LIBRARY