

Assessing the factors that affect practices of corporate social responsibility in Jimma University

*A Thesis Submitted to the School of Graduate Studies of Jimma University
in partial Fulfillment of the Requirements for the Award of the degree of
Masters of Public Management (MPM)*

BY

ESHETU MEBRATIE



JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MPM PROGRAM

MAY, 2017

JIMMA, ETHIOPIA

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responsibility in Jimma University*

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Under the guidance of

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MAY, 2017

JIMMA

CERTIFICATE

This is to certify that the thesis entitles “Assessing the factors that affect practices of corporate social responsibility in Jimma University” Submitted to Jimma University for the award of the Degree of Masters of Public Management (MPM) and is a record of bonafide research work carried out by Mr. Eshetu Mebratie under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Declaration

I hereby declare that this thesis entitled “Assessing the factors that affect practices of corporate social responsibility in Jimma University” has been carried out by me under the guidance and supervision of Mr. Zerihun Ayenew (PHD) and Ms. Lalise Kumera.

The thesis is my original work and had not presented for a degree in any other University, and all sources of materials used for the study accordingly acknowledged.

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Abstract

The purpose of this study was to Assesses the factors that affect practices of corporate social responsibility in Jimma University by taking dependent and independent variables; and these variables were CSR strategy of the university, Community service budgets and budget use, labor pressure, community enforcement and finally social license. Cross sectional research design with mixed research approach was employed together with Correlation and regression to conduct the research. Questionnaires, interviews and document analysis had been used as data gathering tools. Cluster, proportional and convenience sampling for the purpose of collecting information by using questionnaire; and also purposive or judgmental sampling method was used to sample respondents to gather information through interview method. Data had been collected from Jimma University research and community service office, from administrative and academic employees of the university, and from the Jimma zone education and agriculture & environmental protection bureaus. A total of 400 sample respondents were involved as respondents of the study but only 341 respondents response was analyzed and interpreted using descriptive (using percentage, and frequency, mean scores) and inferential statistics(using Pearson Correlation coefficient and multiple linear regression). After analyzing the response rate of respondents, the researcher had concluded that the university practices CSR well and the determinants which were analyzed in this research have a linear relation with the CSR practices of Jimma University. And finally, it was recommended that Jimma University need to enhance the participation of employees in the CSR strategy formulation process to fully address their needs and expectations.

Key words: corporate social responsibility, CSR strategy, labor pressure, community enforcement, social license

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ACRONYMS or ADRIVATIONS

CSR.....	Corporate Social Responsibility
MoE.....	Ministry of Education
ISO.....	International Standardization Organization
USR.....	University Social Responsibility
UNSECO.....	United Nations Science Education Culture Organization
SPSS.....	Statistical Package for Social Sciences

CHAPTER ONE

1. INTRODUCTION

This chapter deals with the background of the study, background of the organization, statement of the problem, objectives of the study, Significance of the Study, Delimitation of the Study and finally Organization of the paper.

1.1 Background of the study

Since the mid-1950s, different scholars have been examining and analyzing concepts and theories with reference to the social responsibilities of organizations in the society. This social responsibility of organizations is generally referred to as corporate social responsibility (CSR). the term corporate social responsibility can be applicable for all type and whatever size of the organization: An organization expresses social responsibility in the way it assumes the impacts (positive and negative) of its decisions and practices on society and the environment through transparent and ethical behavior in achieving sustainable development, including health and the welfare of society, takes stakeholder expectations into account, complies with the available law and international norms of Behavior to integrated throughout the organization and practiced in and its relationships with all players on which it is able to exert an influence(ISO, 26000).

CSR is the relationship between a certain institution and its stakeholders for the sustainable development through preserving environmental and cultural resources of the society, respecting diversity and working for the elimination of societal problems (Filho, 2010). Even if the main focus of CSR is contributing for the improvement of the well-being of the society, it also creates a favorable condition on the competitive advantage and positive reputation in their business arena (Smith, 2007; Porter and Kramer, 2006).

In the 1950s, the Anglo-Saxon world identified the so called corporate social responsibility as a way of contributing to the multi aspected concerns of the community (Kostyuk, 2008). According to Odetayo et al (2014), Corporate Social responsibility (CSR) and sustainable development got global focus, especially, in the media and in academia. One of the most referred definitions of CSR given by the World Business Council for Sustainable Development stating that CSR as “the continuing commitment by business to behave ethically and contribute to economic growth while improving the quality of life of the workforce and their families as well as of the local community and society at large”. It also defines CSR as a concept that embraces the combination of social and environmental values within a company’s core business operations and engagement with stakeholders to improve the wellbeing of society (Pavel & Sharp, 2004).

It is interesting to note that between the 1920s and the 1970s, the old concept of corporate social responsibility was viewed from the perspective of profit maximization began to give way to that of management of interest, especially in the developed countries (Asada, 2010). It is the fact that organizations do not operate in vacuum; their activities may affect their surroundings (stakeholders, society and other influenced parties). Everyone needs strive for a sustainable tomorrow, where the focus is to meet the needs of today without compromising the ability to meet our needs in the future along with creating better opportunities for tomorrow. This also applies to higher education institutions.

Mostly, the term corporate social responsibility is applicable for business corporations and when this concept is applied to universities, it will be termed as university social responsibility (USR) or community service and this University Social Responsibility (USR) can be found across the world Universities under different headings such as: social responsibility, social dimension, third mission, university business cooperation, civic engagement, liaison with socio-economic environment, and many more (Dima & Resch,2006).

African governments have long sought the support of higher education institutions in their development efforts. The call comes from different corners: national governments, international organizations, and from an increasing number of academics themselves. The government of Ethiopia also had set strong priorities for the development of higher education both quantitatively and qualitatively. These priorities include higher education's role in national development through the institutionalization of community service as a function of universities.

The Higher Education Proclamation No. 650/2009 sets the political agenda and objectives for universities. objectives which were in particular related to community service includes: Promote and enhance research focusing on knowledge and technology transfer consistent with the country's priority needs; Design and provide community and consultancy services that shall cater to the developmental needs of the country; Ensure institutional autonomy with accountability and finally Ensure the participation of key stakeholders in the governance of institutions (MoE, 1999).

According to Nour and Amare (2015), Most Ethiopian universities were already involved in activities related to community service: continuing education, training courses for non-university audiences, technology transfer, and technical expertise provided to development projects, legal aid to weakest groups and etc. Some universities, most notably Addis Ababa University and jimma university have established university-industry partnership offices to encourage collaboration with business, agriculture and industry. Depending on this ground, Jimma University is working several activities in the society that benefits the community of the university itself and the surrounding communities in line with the missions and objectives established for (JU CSR practice report, 2016).

1.2 Background of the organization

Jimma University (JU) is a public university located in Jimma, Ethiopia. The university is located in the southwestern part of Ethiopia, 354 km from Addis Ababa, in the great cultural city at the hub of Arabica coffee origin, Jimma. It was established in December 1999 following the amalgamation of the Jimma College of Agriculture (founded in 1952) and the Jimma Institute of Health Sciences (founded in 1983). Jimma University is well known for the natural atmosphere of its campuses. The University offers various programs and courses of study, which was clustered in to six colleges' one institute of technology. These colleges run variety of undergraduate and postgraduate programs leading the award of degree, masters and PhD degrees. Furthermore there is a great initiative to launch postgraduate programs almost in all fields of study and also It is recognized as the leading national university, as ranked first by the Federal Ministry of Education for five successive years (2009 - 2015) (Jimma university profile,2016).

Jimma University is one of the largest and comprehensive public research universities in the nation. It enjoys highest public reputation because of its innovative educational philosophy and successive competitive gains among the national higher learning intuitions excelling in education, research, community services and institutional transformation. Similarly, members of its faculty have received the highest recognition in their fields and have played role in the national development endeavors. The university's alumni also registered a record of astonishing success, measured not simply by awards and prizes, but by the quality and scientific contribution to the national development and significance of their professional achievements.

The university graduates innovative professionals through its community oriented educational philosophy in the fields of agriculture, environment, health and medical sciences, natural and social sciences, technology and information sciences, business and economics, and education. The study practice at the university is dynamic and provides academic tools, practical skills, and “real world” opportunities necessary to advance as

leaders in their professions and their communities. Jimma University encourages active participation in the education that challenges critical thinking, provides career preparation, instills values, and inspires lifelong learning (Jimma university profile,2015).

Based on Jimma University human resource management office 2017 report, the university has more than 7000 faculty and staff members. It also has a dozen of research facilities, modern hospital, community school, community radio, ICT center, libraries and revenue generating enterprises. The university is operating on four campuses and establishing its fifth campus at Agaro (Jimma university profile,2015).

Currently, the university educates more than 43000 students in 56 undergraduate and 103 postgraduate programs in regular, summer and distance education with more enrollments in the years to come. The university has many national and international linkages and collaborations in the area of research, education and community service. Its innovative educational philosophy, staff commitment and motivation and availability of better research facility have helped the university in attracting partners and sated in his message (Jimma university profile,2016).

1.3 Statement of the Problem

Corporate social responsibility is a moral or legal obligation that organizations or individuals have to initiate to ensure the equilibrium between the environment and society (Robinson and Dowson, 2011). Organizations like universities have to be socially responsible to their host communities in order to get the goodwill of their stakeholders (Alshuwaikhat and Abubakar, 2008).

As per the definition made by the European Commission (2011), University's social responsibility is the vector whereby universities integrate social and environmental concerns in their operations and in their interaction with their stakeholders on a voluntary and/or legal basis. The commission also identifies two dimensions of University's social responsibility and these are internal and external dimensions. Depending on this, within the university, socially responsible practices mainly related with employees, students and concerning issues like investing in the development of human capital, safety and health and also managing change & natural resources in the university. In other ways, CSR practices to the outside local community is about the active participation of the university with all stake holders like suppliers, civil societies, NGOs, public authorities and others.

However, according to the explanation of Yalew (2014), due to the lack of close supervision and control as well as specific law obliging universities to consider social responsibilities as their core policies and any incentive for considering social practices for universities performance measurement, the social practices of universities seem to be more voluntarily-based and still unexplored. Universities, as they are the centers of knowledge generation and research, can play a pivotal role in solving world's problems by ensuring a sustainable tomorrow. However, it is doubtful on whether universities are concerned with corporate social responsibility practices. Most universities tend to focus only on teaching social responsibility in terms of corporate social responsibility initiatives but they do not go beyond this by attempting to improve their communities (Atakan and Eker, 2007). Yet, in order to sustain in the fast changing education industry and to achieve their mission in perpetual transformation, universities must know that their actions reflect the values and norms which they claim to represent; i.e. deepening their

vow to corporate social responsibility at the operational and academic levels mostly by curricular activities.

In line with literature Agle and Mitchell (2008) and interview findings Sweeney (2008), CSR activities can be largely categorized under the headings of; Environment, Employees and local Community. Firstly, in relation to the environment, the most common activities include waste reduction and recycling, Energy conservation, reduction in water consumption and air pollution is carried out by organizations. And also activities in relation to employees are a commitment to the health and safety of employees, encouraging employees to develop skills and long term career paths and work/life balance, respecting human rights, transparency and accountability and also ensuring adequate steps are taken against discrimination and corruption. Lastly, in relation to the community, activity involved includes donating to charity, giving training on important issues to communities. Having employees volunteer on behalf of the organization and having recruitment and purchasing policies in favor of the local community are also popular activities.

Furthermore, William and Jose (2009) conversed that the CSR standards hinge on many aspects of life such as human rights, treatment of labor, the environment, health, fighting corruption and transparency. Regarding the determinants of CSR, Nick (2010) stated 45 forces driving CSR including CSR strategy, community enforcement, social -license, labor pressure, and community service budget and budget use. He has organized these drivers into overarching themes. Despite this separation, it is worth noting that many of these drivers are related and complementary.

The concept of CSR has been studied several times from different perspectives in the world. For instance; Ahmad, (2012) had studied the students' awareness and behavior towards contributing to community service practices in the context of Malaysian universities. The results showed that most respondents were aware of the need to preserve the environment but they are not exposed to such activities to serve the community.

In other ways, Dahan and Senol's, (2012) made a research on "corporate social responsibility in higher education institutions in the case of Istanbul Bilgi University." the finding shows that Istanbul Bilgi University carries out corporate social responsibility, but the extent to which it does is minimal and also the researchers found that corporate social responsibility performance cannot be successful if the management of university do not support. The researchers then concluded that most Universities are focusing only on teaching corporate social responsibility initiatives and they lack actual practice. And it was recommended that Universities should put the theory, which they are delivering to students about CSR, in practice because CSR is a better mechanism to create a sustained and better relation with the stakeholder and the society in the surrounding.

There is lack of research works in Ethiopia on the CSR concept and practices of organizations. Some researchers studied issues that are related to CSR but most of them are restricted to large corporations and business related companies. For example, Tewelde and Abeyi, (2012) studied the nature of CSR in Ethiopian business context and its interface with corporate social Responsibility; specifically in the sugar industry has been illustrated using Carroll's model. In Ethiopian context, the practice and perceptions, as of many other developing countries, is on the economic aspect of the CSR. In such a situation how we can reconcile the different components is the major challenges that need to be addressed. According to them, the legal and ethical responsibility of CSR in Ethiopia is the least in terms of practice.

Yalew (2014), on the research topic saying "The Corporate Social Responsibility Practices and Concerns of Addis Ababa University", the issue of CSR in higher education institutions is one of the least studied subjects in Ethiopia in terms of what social responsibility considerations a higher education institution is expected to discharge and what it is actually doing. The findings indicate that there is still the need for more efforts to improve the social responsibilities of the university. According to him, the CSR commitment of higher education institutions on environmental protection, sustainable use

of natural resources & obligations to local communities are areas of concern that the university (AAU) still needs to address.

This research work was focused on assessing the factors that affect practices of corporate social responsibility in Jimma University related to administrative and academic employees in the university internally, and the university's CSR practices to the local community in Jimma town and surrounding area by considering important independent and dependent variables. These independent variables were labor pressure, strategy on community service, community enforcement, social license and finally Community service budgets and budget use. The only dependent variable of this study was the CSR practice of the university.

As to the knowledge of the researcher, the issue of corporate social responsibility in case of Jimma University had not been studied yet and On the basis of the data obtained from Jimma University research and community service office, while the researcher was conducting a preliminary interview, the researcher was initiated to analyze the extent to which the above mentioned factors were affecting the community service practices of the university.

In particular, the study had addressed the following research questions:

1. What was the condition of community service practices in Jimma University?
2. Is there a relationship between community service strategies and the practice of community service?
3. Is there a relationship between labors pressure with community service practice?
4. What was the relationship between Community service budgets and budget use of Jimma University and its CSR practices?
5. Is there a relationship between Community enforcement with community service practice?
6. What was the impact of social license on the community service practice of the university?

1.4 Objectives of the study

1.4.1 General objective

The general objective of this research was to assess the factors that affect practices of corporate social responsibility at Jimma University.

1.4.2 Specific objectives

The specific objectives of the study were:

- To assess the condition of community service practices in Jimma University
- To investigate the relationship between community service strategies and the practice of community service.
- To analyze the relationship between labor pressure CSR practices of the university
- To examine the relationship between Community service budgets and budget use of Jimma University and its CSR practices
- To investigate relationship between Communities enforcement with community service practice.
- To analyze the relation between social license and community service practices of Jimma University.

1.5. Significance of the study

In light of the problems stated in the statement of the problem, upon the completion of the study, this research paper would benefit the university by identifying its strengths and weaknesses and also barriers in implementing its USR policy (community service), and thereby can make improvements which enhance the university's acceptance, reputation and credibility by the community and the public authority through creation of smooth relationship with the community around the university. It could also provided insight to the university authorities to understand the key determinants of CSR and assess its social performance.

The government bodies could be benefited as a measure of the degree to which CSR related activities and practices were practically being undertaken by the university. This would also assist the government, by being as an input, in proposing feasible policy and operational interventions to overcome the challenges and constraints that affect the effective practices of the community service programs in universities found in the country.

Last but not least, the study would contribute to CSR research and of value to academics as well as authorities in the higher learning institutions.

1.6 Scope of the Study

For the sake of quality and specialization, this study had focused only on assessing the factors that affect practices of corporate social responsibility of Jimma University in light of the variables of strategy on community service, community enforcement, Community service budgets and budget use, labor pressure and finally, social license related to community service practices in Jimma University. And this study was limited to the CSR practice of Jimma University to its academic & administrative employees as well as to local community.

Because the community based education program of Jimma University is the university's unique program for developing the knowledge & skill of students by serving the community practically, CSR or community service practices made by this program were not included in this research; this research was only focused on assessing the CSR (community service) practices of Jimma University and its determinants.

Regarding the Community service practice report of Jimma University, for the purpose of manageability of the study, the researcher had only taken the past two consecutive years (2007 & 2008 e.c.) Community service practice report.

1.7 Organization of the paper

This paper had five chapters. Chapter one deals with the introduction which in turn contained the background of the study, background of the organization, statement of the problem, basic research questions, objectives of the study, significance of the study and delimitation of the study. Chapter two had presented concepts and definition, review of both the theoretical and empirical literatures and conceptual framework of the study. Chapter three was about research approach, research design, sample design, data sources and instruments, analytical method of the research, ethical considerations and validity & reliability of the research. The fourth chapter was also about data collection, analysis and presentation (discussion & finding). The last chapter of this research paper contained the conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

2.1. Introduction

In any research work, literature review has several advantages. It shares with the reader the results of other studies that are closely related to the topic being studied. It relates a study to the larger ongoing dialogue in the literature about the topic, filling in gaps and extending prior studies (Creswell, 2003). This chapter tried to deal with review of literature on Corporate Social Responsibility (CSR) dimensions and determinants. The theoretical review, empirical review and conceptual framework of the study were discussed below.

2.2. Theoretical review of the Study

There are different of theories in the concept of CSR which are premeditated in different perspectives and which are contradicting each other. In reality, most CSR theory have four dimensions these are related to profits (economic), political performance, social demands and ethical values (Lorraine, 2009). Corporate social responsibility performance of organizations, including universities, has theoretical foundations; hence some theories have been selected to serve as theoretical guide for this study and these includes stakeholder's theory and uncertainty reduction theory.

2.2.1 Stakeholder's theory

The concept "stakeholder" refers groups whose support the organizational values and needs so as to remain in existence. This theory was developed by Edward Freeman in the 1980s (Freeman and Reed, 1983, cited in Amodu, 2012). Stakeholder's theory is the theory of organizational administration that addresses ethical and moral values as well as procedures in managing an organization. Freeman (1983), identifies and models the groups which are stakeholders of a corporation and both describes and recommends methods by which management can give due considerations to their interest.

Post (2002), define stakeholders as “individuals and constituencies that contribute, either voluntarily or involuntarily, to the wealthy functioning of the firm and they are also, potential beneficiaries and/or risk bearers of it”. The resources contributed by the stakeholders may include social acceptance and the most common contributions like capital and labor support. Halal (2000), argues that the resource contribution of stakeholders is much more important than the financial contributions made by shareholders of the organization. The risks of the organization are not only financial exposures rather it is a multi aspected one which may include employment and career opportunity, quality level of products and services produced and also the social and environmental impacts (Post, 2002; Lorca and Garcis-Diez, 2004). If the firm collapses, existing employees lose their jobs with their retirement package and health benefits. Correspondingly, the benefits provided and the risks borne by stakeholders, in keeping with the contribution justice principle, the profits of a firm should be distributed among those bearing risks within the firm in whatever form.

Stakeholder’s theory presupposes that the organization is a scheme of stakeholders operating in the larger system of the host society that serves the community by providing important legal and market infrastructures. The stakeholder’s theory identifies individuals and groups related to the organization; it also describes and suggests ways through which the interest of each group can addresses by the management of the organization. Stakeholder theory was emerged as an alternative to stockholders theory (Spence, 2001). The term stakeholder explicitly and intensely represents a softening of strict shareholder theory (Windsor, 2001). The term “stakeholder” was invented as a purposeful play on the word “shareholder” to indicate that there are other parties having a “stake” in the decision making process of the organization besides to those holding equity position in the organization (Carson, 2003).

Now days, Stakeholder’s theory of CSR is linked to the belief that organizations have responsibility to essential groups in society other than shareholders and which may also stated by the legal laws and union agreements. Thus, stakeholder theory considers individuals or groups having a stake or claim in organization such as employees,

customers, shareholders, supplier and local community. According Webster (2013), the company's stakeholders are all those parties that are affected by the company's decisions and activities. The stakeholder value viewpoint gives emphasis on running the business in a way that didn't all actual and potential stakeholders involved. Employees depend on the permanence of the business to secure their jobs and the community relies on the tax revenue generated by working citizens to have fulfilled infrastructure. None of these desires can be met without creating profitable businesses in the community.

The presence of an organization, as noted by Jones (2004) cited in Amodu (2012), depends on its desire to create appreciated and suitable outcomes for different groups of stakeholder. Consequently depending on the clarification given above as well as the purpose of the theory in several studies, the theory is adopted for this work because it is assumed that since every organization requires the goodwill of the larger, internal or external, public to do well. Therefore, universities have reasons to be socially responsible to their stakeholders. The stakeholder theory is considered appropriate for this study because of its managerial nature. In the context of this study therefore, the theory helps universities to become aware of the fact that they have publics (internal and external) that are affected by their actions and services, thus, they need to be socially responsible to them.

2.2.2 Uncertainty reduction theory

This theory was originated by Berger and Calabrese in 1975; they drew on the work of Heider (1952). The uncertainty reduction theory states that people have a desire to reduce uncertainty about others by obtaining timely information to predict their behavior and action. Uncertainty normally occurs when two strangers meet and each of them try to read the other. By communicating each other, they will feel more comfortable and can usually predict future behavior. Berger and Calabrese (1975) were the formers to study the role of communication in early interactions with the development of a theory of uncertainty reduction. Although the theory was originally formulated to explain how people can secure their relationship using interpersonal communication.

Then it is applicable to organizational communication and corporate social responsibility. The theory is also important to this study because uncertainty is horrible and due to that it is motivational; people need to communicate to reduce it. So, universities need to communicate their corporate social responsibility activities to their stakeholders so as to reduce uncertainty on the part of the stakeholders.

2.3. Empirical review of the study

The CSR practices of the study were described according to ISO 26000, seven fundamental subjects of CSR which are supported by lots of research findings of CSR. These CSR standards are environment, labor treatment practice, human rights, organizational governance, fair operating practice and social development. Thus, on the basis of these standards, empirical studies of the thesis are summarized and presented below;

2.3.1 Labor Treatment

Dirk and Jeremy (2004), in their study of CSR standards, described labor treatment seeing that fair wages, working time and conditions, healthcare, redundancy, protection against unfair dismissal, just to name a few examples, have been key issues to which CSR policies have been addressed. Currently, many outlets of Starbucks Coffee in the USA announce that the company is offering to pay the healthcare benefits of all employees (respectively franchisees) who are employed by the company for more than 20 days per month. In general, the theme is organizations should respect fundamental human rights and facilitate a fair, safe, healthy and pleasant work environment.

Anupam and Ravi (2012), in their study called “Corporate Social Responsibility Initiatives of Major Companies of India” described CSR by focusing on health, education and environment. The study based 12 large scale organizations basically from the IT, FMCG and Auto sectors. Using a combination of case studies and industry - matrices for all three sectors, i.e. education, health and environment sectors the results are discussed. The result indicates that the selected companies (IBM, Tata consultancy service and Nestel) are practicing CSR via the selected CSR standards including labor treatment.

These firms are trying to provide different services such as education and training for their skills and long-term career, health care, work life balance and safety facilities.

2.3.2 Human Rights

According to, William and Jose (2009), the CSR standards focuses on many aspects of life such as human rights, treatment of labor, the environment, health, fighting corruption and transparency in reporting. The findings of the study show that companies are under obligation to respect and promote human rights in their operations. The Universal Declaration of Human Rights of 1948 recognizes the dignity and equality of all persons as members of the global community. This also forms the basis for freedom, justice and peace across the world.

Universities, as organs of society are under obligation to comply wherever they may be operating in the world. It stated that any organization is required to: Promote human rights in those countries where they operate; investigate how human rights might be affected by the various types of business operations; Ensure that all security personnel respect human rights and comply with the principles of the UN Code of Conduct for Law Enforcement Officials and Include in their code of conduct, the aspect of respect for human rights.

2.3.3 Transparency and Anti-corruption

According to Australian Government (2010) study, social responsibility is premised on fair operating practices, meaning ethical conduct in an organization's dealings with others, including government agencies, partners, suppliers, contractors, competitors and the associations in which they are members. A key issue in fair operating practices is anti-corruption. Corruption can result in the violation of human rights, the erosion and impoverishment of political processes, impoverishment of societies and damage to the environment. It can also distort competition, distribution of wealth and economic growth. Socially responsible organizations will consequently have in place robust anti-corruption policies and practices, backed up by senior management buy-in, staff training, and

reporting, and accountability arrangements. Similar explanation about transparency and anti-corruption are also raised by Shafiqur (2011).

2.3.4 Community Welfare

Nagy and Robb (2008) discussed on the corporatization and increased need of the universities to take social responsibility. University social responsibility is a somewhat new concept and universities have tried to demonstrate it in their own vision and mission statements. In a wider sense of social responsibility, schools and institutions should not only meet all necessary requirements, but they should treat these and related requirements as opportunities for improvement beyond mere compliance. Schools and institutions should focus on the ethical behavior with all stakeholder transactions and interactions. Exceedingly ethical conduct should be required and monitored by the schools and institutions' administrative body.

Wright (2010) examined how a legion of university presidents and vice-presidents in Canadian universities understands the role of universities in creating a better tomorrow, key barriers in the implementation of university sustainability initiatives in the university. The study indicates that though the majority of participants are aware of sustainable development, they are not well familiar with the word sustainable university. But, as the author mentioned, majority of them were enthusiastic when their university become more sustainable. They also said that "lack of awareness about the concept of university sustainability within the university community, refusal to change and financial problems were the main constraints in doing so". Pollock, Horn, Costanza and Sayre (2009) also states that "multifaceted and unsuccessful governance, traditional disciplinary boundaries and the lack of a shared vision in the academic institutions often impact to the university more sustainable.

Hadi and Raveed (2011), also described CSR in terms "social values and behavioral issues" in order to reduce unemployment level of the community. These and other research findings on community standard of CSR summarized as: organizations should crate strategic partnership between civil society, organizations and business gain

momentum , Organizations should participate in local purchase ,Companies should provide various social services in infrastructure, entertainment, health, culture and so on.

Shwayun (2011) further notes that: Managing social responsibility requires the use of appropriate measures and human resources for those measures. The higher education institutions have to address their current and future impact on society in a proactive way and ensure ethical practices in all student and stakeholder interactions. University administrators, faculty staff members and students need to identify, support and strengthen their respective communities as part of good citizenship practices. They will need to define performance or outcome indicators to ensure that the social notice and responsibility meet the basic requirements and expectations to service the stakeholders.

Nejati et al (2011), conducted research on “corporate social responsibility and universities: A study of top 10 world universities websites” aiming at showing whether these universities are practicing the principles and concepts of university social responsibility, if any, the extent to which they are experiencing. In the study, the authors had used content analysis to study their websites of those top 10 world universities. In analyzing the corporate social responsibilities of the universities, the authors give an emphasis on the human rights, university governance, labor prices, environment, fair operating practices, consumer (students) issues, community involvement and development. The study sample had included Harvard University (US), University of Cambridge (UK), Yale University (UK), University College, London (UK), Imperial College London (UK), University of Oxford (UK), University of Chicago (US), Princeton University (US), Massachusetts Institute of Technology (US) and California Institute of Technology (US).

The authors tried to identify and match the CSR core areas of the universities by analyzing the different aspects of social reporting and communication from each universities website. The authors then reviewed all the linked web pages of the universities like media, news, college web pages and etc. The findings show that top world universities have taken corporate social responsibility seriously and announce this in their websites. Further, the findings show that all the 10 Universities studied have

covered areas of organizational governance, human rights, labor practices, environment, fair operation practices and consumer issues with consumers considered as students of universities in their websites. The authors therefore concluded that the University's role in the society is evolving. Universities are no longer just institutions of higher education and research, which grant academic degrees in a variety of subjects, but rather, they are revolving into higher education institutions and research which makes responsible humans, create cutting edge knowledge to solve the issues and problem in the society. Thus, the authors concluded that the entire top 10 world leading universities are in some way or another, engaged in corporate social responsibility and sustainability issues and announce these in their website contents.

Another reading by Dima (2013), made a model of social responsibility constituting 6 major dimensions these are inter-university collaboration; community oriented university –business Environment cooperation; alumni-oriented projects; community -oriented international cooperation; university -high schools / other institutions cooperation; and socio-cultural and ecological projects and these all were examined at Romanian universities. The results indicate that international cooperation, alumni-oriented projects and the socio-cultural and ecological projects had a major impact on the academic social responsibility practices. Moreover, Karimi in (2013) made a study to examine the correlation between university public relations and external factors including: financial resources, environment, management challenges, perceptual and attitude challenges, technological change, and individual experiences as an independent variables and the university social responsibility practices as the dependent variable were used to spot out the role of Islamic Azad University (IAU) and its responsibility. The results of this study showed as there was a strong significance practices made by the university public relations in its social responsibility practices.

2.4 Conceptual Framework of the study

Conceptual frameworks are particularly useful as organizing devices in empirical research. According to Moharana (2013), Conceptual frameworks are abstract representations, connected to the research's goal that directs the collection and analysis of data.

There was no agreed measurement system for CSR, although companies such as Shell have tried to measure CSR through their Key Performance Indicators (KPI). There is no single methodological framework in existence which has achieved widespread agreement (Hopkins et al, 2011). The nearest might well be the framework that can be developed based on CSR standards, which have been adapted and to be applied to Jimma University.

As it was seen Figure 2.1 below, the conceptual framework could be presented with an external and the university's internal environment which together define the CSR response and performance.

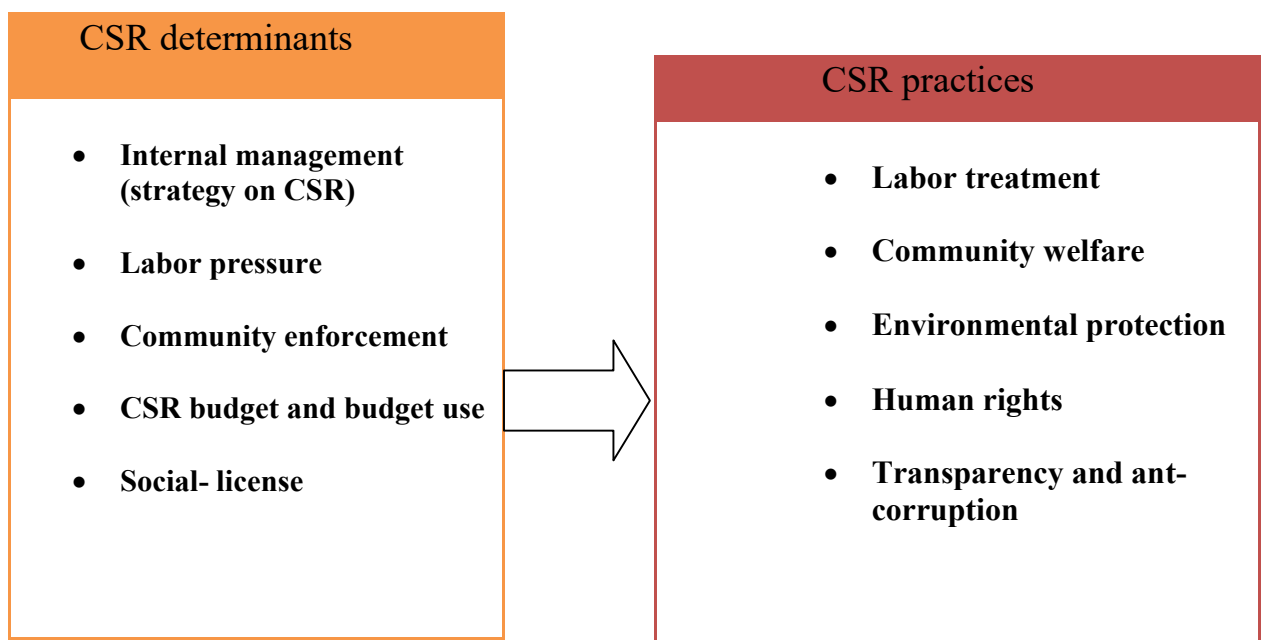


Figure 2.1 Conceptual Framework of the Study

The above figure depicted that the CSR practice of the university could be described via five issues or concepts such as labor treatment, community welfare, environmental protection, human rights, and transparency and ant-corruption.

These CSR practices, however, depends on various factors also called independent variables such as internal management of the university, labor pressure, community

enforcement, social license, CSR budget and budget use and The cause and effect relation of these factors or predictors and the dependent variable (CSR practice) was also described. To make each of the dependent and independent variables selected for the study more clear, the explanations and research finding reported by different researchers at different periods of time are presented in the previous part of this chapter. In relation to this study, the independent variables are discussed and presented in the following paragraphs.

2.5.1 Labor Pressure

Grassroots employee's activism is a critical factor which influences CSR practices of a university. Indeed, employees at all levels are suffering a lack of meaning at work, even at the lowest levels of many companies, entrepreneurial employees are launching their own initiatives targeting social and environmental issues within the context of their university. Any organization including Universities should respect fundamental human rights and facilitate a fair, safe, healthy and pleasant work environment for their workers. They should also draw strength from workers diversity, creating a positive synergy between the individual and the organization/university. Because the performance of any organization is more depends on the activities of its employees. So, employees influences CSR activities of their organization through their labor unions or/and in the informal groupings (Nour, 2015)

2.5.2 Community Enforcement

Now days, Universities are engaging in various activities which enhance the welfare of the community. As a result, they actively contribute to the communities, in which they operate, as well as the international community, and facilitating mutually beneficial relationships. More than ever before, the public-at-large is placing social, ethical and environmental expectations on organizations/universities. Many organizations including universities are now engaging in corporate social responsibility simply to catch up with these expectations.

According to Yalew (2014), Community welfare includes different social, economical and political activities regarding to the problems of the society. These activities might be in education, health, sport, infrastructure or other similar activities. Organizational or institutional participation in these activities can be considered as a CSR practice.

2.5.3 Social License

Social license includes recognition from various angles such as buyers, media, government, international organizations and self certification. Social media has impact on CSR activities especially in the transformation of information among stakeholders to create awareness.

International organization such as UN, ILO, and other governmental and non-governmental organizations influences CSR practices of a firm. The major role of the non-governmental organization (NGO) is to raise public awareness of social issues and to pressure those with the power to fix those issues. This activism is responsible for much of the increase in public awareness of social issues and the questionable activities of some organizations.

Governments are also using positive and negative financial incentives to encourage more sustainable behavior by both individuals and institutions. Here, governments attempt to reward companies for the positive impact they have on society as a whole, and punish them for negative impacts. Through financial incentives, governments attempt to correct this problem and encourage appropriate levels of CSR (Nick, 2010).

2.5.4 Community service budget and budget use

Budgets assigned to universities for community service are largely insufficient given the very high community demand, expressed through direct requests to the university. Furthermore, administrative procedures to access existing budgets are too constraining, and do not encourage staff to seriously engage in Community Service (Nour & Amare, 2015)

2.5.5 Internal management of the university (strategy for CSR)

According to (Nour & Amare, 2015), the development and implementation of strategy is of course important for any organization and this has always been so for Jimma University. Increasingly, in the present day, CSR is being considered as a crucial part of that strategy with corresponding advantages to the organization. Managing the community service practices through formulating appropriate strategies affects the implement ability of the desired community service.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter had presented the research methodology that was applied in conducting this research. It comprised the research approach and design, population of the study, data sources, sampling technique and sample size; data gathering instruments, its procedure and data analysis, validity and reliability, and the ethical considerations that would be followed in conducting this study.

3.2 Research Design and Approach

This section deals with the type of research design that was employed and also the research approach that the researcher had applied in conducting this research work.

3.2.1 Research Design

According to Amel (2009), Research design is the conceptual structure within which research will be conducted. This part of the study briefly states about the research design that was applied on the study and how the research would be conducted.

The researcher had used cross sectional survey design with the intention to get the general picture of the current status of the practices and factors affecting the implementation of CSR of Jimma University by taking sample respondents from the total population of the study to show the relationship between the factors or variables and the CSR practices of the university. In supporting this idea, Abiy (2009) suggested that cross-sectional survey is used to gather data at a particular point in time with the intention of describing the nature of existing conditions or identifying standards against which existing conditions can be compared or determined the relationships that exist between specific events. Bhattacharjee (2012) also indicated that in Cross-sectional surveys, independent and dependent variables are measured at the same point in time (e.g., using a single questionnaire).

3.2.2. Research Approach

The researcher had used a mixed method of research approach. In a mixed method of research format or approach, the research had brought together approaches that include both the quantitative and qualitative formats (Creswell et al, 2003). Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative approaches (Jackson, 2007).

Hence, Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis. This approach can be further sub-classified into inferential, experimental and simulation approaches to research. The purpose of inferential approach to research is to form a data base from which to infer characteristics or relationships of population. This usually means survey research where a sample of population is studied (questioned or interview) to determine its characteristics, and it is then inferred that the population has the same characteristics and this inferential quantitative research approach was used in this research.

In other ways, Qualitative approach to research was concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis. Here, the techniques of focus group interviews, projective techniques and depth interviews are common. And in this study, the researcher applied the in-depth interview technique of qualitative research approach in this research.

3.3. Population of the Study

Population is the entire group of people to which a researcher intends the results of a study to apply (Aron, 2008). Therefore, the populations of this research were Jimma University administrative & academic employees and Jimma zone community.

3.4. Data Sources

In order to find sufficient and relevant information, both primary and secondary sources of data were used. The primary sources of data were obtained from respondents. On the other hand, the secondary sources of data were collected from the university community service implementation report, books and internet.

3.5. Sampling Technique and sample size determination

This sub-section was focused on the techniques that were applied in this research to select sample respondents from the research population; and finally, the techniques that were used to determine the size of the sample to be selected.

3.5.1. Sampling technique

The researcher had used multi stage sampling technique in order to collect data for the purpose of the study. Purposive/Judgmental sampling technique was used for the head of Jimma University research and community service office and jimma zone agriculture & environmental protection and education bureau due to their position held in their respective office and having a direct relation with the issue than others.

In another way, cluster sampling (for categorizing employees of Jimma University as they are working in academic or administrative staff); stratified sampling (for grouping employees according to their college); proportional sampling (for selecting proportional samples from each cluster to all colleges) and finally convenience sampling methods were applied to select sample respondents from each college on the respective cluster and the proportional sample size allocated to each college.

3.5.2. Sample size determination

Based on Jimma University human resource management report of January 8/2017G.C.,The total population size of administrative and academic employees of Jimma University was 7,605. From this total, the university administrative staff employees constitute 5748 and the number of academic staff employees of the university (i.e. including both Ethiopian teachers and expatriate teachers) was 1,857.

In order to determine the sample respondents for the above population size, the following formula from Yamane as cited in (Robert-Jan Mora and Bas Kloet, 2010) was used;

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

Where; n- Sample size
 N- Population size
 e- Level of precision

This formula assumes the degree of variability 5% (0.05) and 95%confidence level.

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

$$n = \frac{7605}{1 + 7605(0.05)^2}$$

$$n = \frac{7605}{19.015} \qquad n = 400$$

So, in order to make the total sample size categorized according to the category they were working as administrative or academic, the following formula was used;

$$n_x = \frac{n(N_x)}{N}$$
 Where, 'nx' represents sample administrative or academic staffs.

N 'n' represents total sample size in the research.

'Nx' represents total population of administrative or Academic staff employees

'N' represents total number of employees in JU.

In doing so, the sample size for administrative employees was 302 and 98 for academic employees of the university.

After the sample size for the two clusters were determined, in order to take proportional sample respondents from each college, stratified sampling technique was used. As per this intension, sample respondents of administrative and academic employees separately in each college were shown in appendix II of this research.

3.6 Instruments of Data Collection

In order to acquire the necessary information from participants, three types of data collection instruments were used. These were Questionnaire, Interview and Document analysis as discussed below.

3.6.1 Questionnaire

Questionnaires which were developed on Likert scale had been used to collect data from the selected sample employees. The questionnaire was prepared in English language, by considering that the sample employees could have the necessary skills to read and understand the concepts that were incorporated in the questionnaire.

The questionnaire had three parts. The first part of the questionnaire had described the respondents' background information; it included variables like gender, age, length of service and etc. The second and the largest part had incorporated all important points' that were related to the CSR practices of Jimma University. Finally, the questionnaire contained questions related to factors that affect the CSR practice of Jimma University.

3.6.2 Interview

Semi-structured interview questions were used to gather in-depth qualitative data from the three offices heads (Jimma University research and community service office head, Jimma zone agriculture & environmental protection office and Jimma zone education bureau head) on the practices & factor for the implementation of CSR of the university and the status of practices community service of Jimma University for the neighborhood Jimma zone community respectively).

3.6.3 Document analysis

Documents like the university community service implementation (CSR) report, books and internet were used to supplement the data obtained through questionnaire and semi-structured interview.

3.7. Procedure of data collection

The questionnaires were passed out to the respondents during working hours at their workplace. However, prior to this, permission was requested. The respondents and heads of the respective office were informed about the purpose of the study. And the data that was collected by using interview method followed the same procedure like that of the questionnaire method.

3.8. Methods of data analysis

In the study, the data collected through questionnaires were analyzed using the Statistical Package (SPSS version 20). The quantitative data were reduced to descriptive statistics such as frequencies, percentages and means and also it had been presented in tables. To test the relationship between the independent variables of the study and the dependent variable which was the CSR practice of the university, a correlation analysis (Pearson

correlation coefficient) and multiple linear regression analysis were performed. Here under, there was a little explanation on descriptive and inferential statistics;

3.8.1 Descriptive analysis

Descriptive analysis was used to analyze the data in table format using frequencies, percentages and mean.

3.8.2 Inferential Analysis

According to Sekaran (2000), inferential statistics allows to infer the relationship between two or more variables and how several independent variables might explain the variance in a dependent variable. The following inferential statistical methods were used in this study; According to (Hewitt and Cramer, 2008), Correlation coefficient can range from -1 to +1. The value of -1 represents a perfect negative correlation while a value of +1 represents a perfect positive correlation. A value of 0 correlations represents no relationship. The results of correlation coefficient may be interpreted as follows.

3.8.2.1 The Pearson Correlation Coefficient

According to Phyllis (2007), Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationship between the variables is linear and/or continuous.

To ascertain whether a statistically significant relationship be existed between the determinants of CSR (labor pressure, strategy on community service, community enforcement, social license and Community service budgets and budget use) which were independent variables of the study and CSR practices of the university was the dependent variable, the Correlation Coefficient was used. Banister,(2015) Also defined Correlation coefficient with their Interpretation these were: “ ± 0.01 to 0.19 ” no relationship (negligible relationship), “ ± 0.20 to 0.29 ” weak relationship, “ ± 0.30 to 0.39 ” moderate relationship, “ ± 0.40 to 0.69 ” strong relationship, and “ ± 0.70 and more than” very strong relationship

3.8.2.2 Regression Analysis

Like correlations, statistical regression examines the association or relationship between variables. Unlike correlations, however, the primary purpose of regression is prediction (Geoffrey, 2005). In this study multiple regressions was employed. Multiple regression analysis takes into account the inter-correlations among all variables involved in this study.

This method also takes into account the correlations among the predictor scores (John, 2007) which means more than one predictor is jointly regressed against the criterion variable. This method was used to determine if the independent variables would explain the variance in dependent variable.

The results of the qualitative data were being presented in the form of narration. Analysis of quantitative data was displayed first and then it was followed by qualitative data analysis in the form of texts and quotes.

3.9. Ethical Considerations

The study was tried to implement core universal ethical principles through respecting participants of the study, enhance their beneficence and ethical treatments of stakeholders of the study. Autonomy and dignity of research participants were ensured to protect them from expatriation of their vulnerability. That was their rights to privacy and confidentiality would be protected. The study also considered prohibitions against fabricating, falsifying, or misrepresenting research data, and it had promoted the truth and avoids error in conducting this research paper.

3.10. Validity and reliability

Validity, often called construct validity, refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure. Reliability is the degree to which the measure of a construct is consistent or dependable

(Bhattacharjee et al, 2012). It can also be defined as the extent to which a questionnaire, test or any measurement procedure produces the same results on repeated trials.

The validity of this study was ascertained through different methods or techniques. Through the accurate representation of the population by the sample, external validity of the study could be achieved. Qualities of the study were realized using data collection instruments, such as questionnaires and interview, concurrently. Extract of primary data was another method to attain the internal validity of the study. The internal validity of the study also was attained through a clear operational definition of the independent variables of the study. The content validity of the questionnaire items were validated to confirmation with the literature review in qualitative way and with the thesis advisors and with colleagues.

The quality of the findings of the study would be accomplished when the reliability of the study was achieved corresponding to its validity. This was realized through brief, clear and concise preparation of questions in the questionnaire. Reverse questions were also employed in the questionnaire so that the accuracy of the respondents would be enhanced. Peer debriefing was also another method to enhance the accuracy of the questionnaire as well as the results of this study. Finally, Cronbach Alpha test (Nunnally, 1998) was conducted. The result of Cronbach Alpha test was given in the table below.

Table: 3.1 Reliability test results with Cronbach’s alpha

Variables	Number of items	Cronbach Alpha
CSR strategy of JU	4	0.79
Labor pressure	5	0.83
Community enforcement	3	0.84
CSR budget and budget use	4	0.81
Social- license	2	0.78
CSR practices of JU	13	0.89

It is show satisfactory as the coefficient is above 0.71.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

Data analysis is the fourth part of the research paper. It involves making sense out of text and image data. A total of 358 questionnaires were returned out of the 400 questionnaires distributed to the respondents. Out of these responded questionnaires, 17 questionnaires were disqualified during reliability test (reverse questions) and finally 341 questionnaires had been analyzed; which made the response rate 85.25%.

Table 4.1 analyzing the general response rate of the questionnaires

No	College	Staff type & percentage			
		Administrative	%	Academic	%
1	College of Health science	5	55.6%	30	93.75
2	College of social science & Humanities	3	75%	9	90
3	Jimma institute of technology	49	96.08	23	100
4	College of business and economics	5	83.33	3	60
5	agriculture and veterinary medicine College	26	89.65	10	100
6	Education & Behavioral science College	2	66.67	3	100
7	Jimma University specialized hospital	59	84.3	---	---
8	College of natural science	5	71.4	10	100
9	College of law & Governance	1	50	1	33.33
10	Main campus	95	78.5	---	---
11	JU library	---	---	2	100

Based on the above table, the numbers of questionnaires returned from administrative workers of College of Health science, College of social science & Humanities, Jimma institute of technology, College of Business And Economics, College Agriculture And Veterinary Medicine, College of Education And Behavioral Science, Jimma university specialized hospital, College of natural science, College of law & Governance and Main campus were 5,3,49,5,26,2,59,5,1,95 and this represents a response rate of 55.6% for College of Health science, 75% for College of social science & Humanities, 96.08% for Jimma institute of technology, 83.33% for College of Business And Economics, 89.65% for College Agriculture And Veterinary Medicine, 66.67% for College of Education And Behavioral Science, 84.3% for Jimma university specialized hospital, 71.4% for College of natural science, 50% for College of law & Governance and finally 78.5% for main campus administrative workers respectively with respect to their sample size determined in the research.

In another way, The numbers of questionnaires returned from academic workers of College of Health science, College of social science & Humanities, Jimma institute of technology, College of Business And Economics, College Agriculture And Veterinary Medicine, College of Education And Behavioral Science, College of natural science, College of law & Governance and JU library were 30,9,23,3,10,3,10,1,2 respectively and this made the response rate 100% for Jimma institute of technology, College Agriculture And Veterinary Medicine, College of Education And Behavioral Science, College of natural science and JU library and the remaining were 93.75% for College of Health science, 90% for College of social science & Humanities, 60% for College of Business And Economics and 33.33% for College of law & Governance.

4.2. Demographic information of respondents

Table: 4.2a, the sex and age statistics of the Respondents

A. Sex	No	%
Male	207	60.7
Female	134	39.3
Total	341	100.0
B. Age Category	No	%
20-30 years	51	15.0
31-40 years	217	63.6
41-50years	69	20.2
Above 50 years	4	1.2
Total	341	100.0

Source: own survey, 2017

Based on the table 4.2a, 60.7% of employees who answered the questionnaire were male and the rest were female (39.3%). Age wise, about 15% of respondents lie in the age interval between 20 and 30 years old; majority (63.6%) of the respondents were between 31 and 40 years old, 20.2% were between 41 and 50 years old, and finally, respondents which accounts 1.2% of the total respondents were at the age of above 50 years old. From this it can be inferred that Jimma University has a majority of youth employees which makes the university to have an energized man power to execute activities and serve the community on behalf of the university.

Table 4.2b the Level of education, work experience and staff type of respondents

A. Level of education	No	%
below diploma	5	1.5
Diploma	66	19.4
first degree	149	43.7
masters degree	94	27.6
Doctorate and above	27	7.9
Total	341	100.0
B. Experience	No	%
0-5 years	61	17.9
6-10 years	164	48.1
11-15 years	98	28.7
16-20 years	17	5.0
Above 20 years	1	.3
Total	341	100.0
C. Staff type	No	%
academic staff	91	26.7
administrative staff	250	73.3
Total	341	100.0

Source: own survey, 2017

As it was depicted in table 4.2b above, respondents with the percentage of 19.4% and 1.5% of the total respondents had diploma and below diploma academic qualifications respectively; 43.7% had Bachelor's Degree(first degree) and 27.6% of respondents had Master's Degree and only 7.9% of respondents had Doctorate(PhD) and above. As well as about 73.3% and 26.7% respondents were Administrative and Academic workers of Jimma University respectively. This shows that majority of the employees need extra skill development to fully use their capacity in the university.

Respondents having a work experience between 6 and 10 years in the University account 48.1% of the total respondents who were participate in this research work holds the largest percentage. Next to this, employees having an experience of/ between 11 and 15 years were 28.7%; and respondents which account a sum percentage of 17.9% were with an experience from 0 to 5 years; 16-20 years (5%) and above 20 years of work experience (0.3%). The response of employees shows that the university has employees with a reasonably enough work experience to perform activities effectively and it indicates that

employees only need a certain extra training and skill developments practice to upgrade their skill and knowledge about their activity.

4.3 Analyzing CSR practices of Jimma University

Here under, CSR practices of Jimma University in terms of treatment of labor, welfare of the community, protection of the environment, human rights, and fighting corruption and transparency were analyzed and interpreted using different descriptive statistic tools(frequency, percentage and mean).

The responses of each sample respondents was measured by using Likert scale which ranges from strongly agree (5) to strongly disagree (1). Specifically, 5= strongly agree; 4= agree; 3= neutral; 2= disagree and 1= strongly disagree. According to (Dane B. 2007), the mean level of agreement between the group or of the group is categorized on the scale as; SA = Strongly Agree (4.51 or greater); A = Agree (3.51 – 4.50); N = Neutral (2.51 – 3.50); D = Disagree (1.51 – 2.50); and, SD = Strongly Disagree (1.49 or less). And, to make more comfortable for analysis, the researcher used three base scale; Agree (3.51 and above), Neutral (2.51 to 3.50), and Disagree (less than 2.50). The mean indicates that to what level of agreement the response of all respondents is approached.

Table 4.3 the labor treatment dimension of CSR

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		1		2		3		4		5		
		No	%	No	%	No	%	No	%	No	%	
1	Jimma University encourages its employees to develop real skills and long-term careers (e.g. via training).	8	2.3	49	14.4	14	4.1	170	49.9	100	29.3	3.8
2	The university has suitable arrangements for health and safety that provide sufficient protection for its employees.	74	21.7	195	57.2	21	6.2	45	13.2	6	1.8	2.9
3	Jimma University actively offers a good work life balance for its workers, for example, by considering flexible working hours.	6	1.8	44	12.9	36	10.6	182	53.4	73	21.4	3.8

Source: own survey, 2017

Table: 4.3 above shows the frequency of occurrence for labor dimension of the CSR practice of Jimma University. Besides, the average scores were calculated for each item. Approximately 80%, 15% & 75% of respondents approved that Jimma University gives training for long term skill development and carrier for the employees; it arranges structures for the health & safety protection the its employees and finally the university takes measures to create a good work –life balance for its employees respectively. But 16.7%, 79% & 14.7% of employees who were participated in this research objected the above respective issues in order and the remaining 4.15, 6.2% & 10.6% respondents were indifferent in this regard respectively.

Items with means above 3.51 were regarded to present aspects that agree and strong agree observed by the respondents; these includes Jimma University actively offers a good work life balance for its workers, for example, by considering flexible working hours (mean=3.80), The university has suitable arrangements for health and safety that provide sufficient protection for its employees (mean=2.99) and Jimma University encourages its employees to develop real skills and long-term careers (e.g. via training) with the mean response rate of 3.89. All most all of the respondents who were participated in this research were agreed to the items included above in the labor dimension of the CSR practice of Jimma University, except the health and safety protection service of the university, agreed that the university practices the labor dimension of its CSR activities with the overall mean response rate of 3.56.

Regarding the labor treatment dimension of the CSR practice of Jimma University, the interview result (interview with JU research & community service senior director) showed that the university is working different activities for ensuring the health and comfort of its employees by arranging health packages for employees and their families in some special cases through its specialized hospital and the university has also different recreational facilities such as lounges, pool houses, coffee & tea services and there were also special trips for special occasions and the like. The senior director also said that JU has programs for developing the skills and long term carrier of its employees; primarily, the university has workshops for training, on the job and off the job training programs and other different means of scaling up employee's skill.

From the above dimension of the CSR practice of the university, it can be concluded that Jimma University made appreciative practices in treating employees but there were areas to which the university still couldn't address like activities related to the health and safety of employees of the university.

Table 4.4 the community welfare dimension of CSR

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		mean
		No	%	No	%	No	%	No	%	No	%	
1	Jimma University offers services for local community (e.g. financial aid and training).	5	1.5	56	16.4	14	4.1	166	48.7	100	29	3.88
2	The university tried to purchase locally.	9	2.6	58	17.0	57	16.7	183	53.7	34	10	3.51
3	The university has an open dialogue with the local community on adverse issues (e.g. accumulation of waste outside the university).	6	1.8	53	15.5	68	19.9	191	56.0	23	6.7	3.50

Source: own survey, 2017

The above table shows the numeric description of the responses of the employees in JU regarding the community welfare dimension of the CSR practices of the university. Respondents with the response rate of 62.7% were agreed about the availability of open & continuous dialogue of Jimma University with the local community, especially with the nearby communities, on the issues like accumulation of waste outside the university; Whereas, about 17.3% and 19.9% of the total respondents were disagreed and neutral in this

regard respectively. Since the mean response rate of this item was 3.50 and according to (Dane B. 2007), level of agreement classification on Likert scale, this mean response rate was found in the interval of neutral (2.51- 3.50). And this shows that respondents were averagely indifferent with the item.

Regarding the item describing that Jimma University purchases locally, respondents who were agreed on this statement accounts about 63.7% showing that the university makes local purchases on supplies and materials needed. But approximately 20% of the total respondents were disagreed on the local purchase of the university and around 17% of them were neutral for the item here. The mean response rate for this item was 3.51 which lie in the interval of agree showing that the university, to some extent, gives community service by purchasing locally.

In another case, Majority (78%) of the respondents approved that Jimma University offers services for local community (e.g. financial aid and training); around 18% of the total respondents were objected the item describing that JU offers local services through different mechanism including direct financial aid & training; Whereas, 4.1% of respondents were neither agreed with the case nor disagreed. The average or mean response rate of this item in this community welfare dimension of the CSR practice of JU was 3.89 which lie in the interval of above 3.51 that is agree indicating the better CSR practice of the university, based on the employees response, regarding the delivery of service for the local community.

As per the explanation of the senior director of Jimma University research & community service office, JU has multi dimensional activities in the local community especially in Jimma town and Jimma zone as a whole. The activities were categorized 5 major categories; these were community services under JU specialized hospital, related to agriculture & environmental protection, services for governmental and nongovernmental organizations, legal aid & consultation services for the community and finally services delivered to the community in collaboration with other organizations (these main activities and their respective number of individuals to whom the services were delivered was for 2007 & 2008 E.C presented in the appendix part of this research).

The senior director also stated that Jimma University has arrangements and conditions under which local purchase will be made. Especially, materials and supplies which can be purchased locally were supplied by the local suppliers and it was through an open competitive bid which gives all the potential suppliers a chance to supply. According to the senior director, consumable goods (e.g. food supplies for students and employees), office supplies or furniture, contracting out activities in the university like buildings to local contractors and other input supplies take the major share of the university's local purchase.

As per the information obtained from the Jimma zone education office, activities performed by Jimma University solely and in collaboration with other sector offices were a base in the expansion and quality of education in the area. According to the explanation of the director, starting from several years back Jimma University supporting the office aiming at expanding and ensuring the quality of education which is the primary mission of the office. Activities such as equipping schools with materials like books & book shelf, tables & desks, ICT and laboratory and giving training if required for different primary school in all Woredas' of Jimma zone.

Hence, Jimma University is an education institution; its CSR activities to the local community were mainly focused on raising awareness, long term skill development and mobilization of the community to enhance better living via diversified mechanisms (inferred from the report).

Table 4.5 Environmental Protection & human right

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		No	%	No	%	No	%	No	%	No	%	
1	JU complies with the environmental laws, rules and regulations to promote environmental protection	7	2.1	40	11.7	24	7.0	203	59.5	67	19.6	3.83
2	JU promotes environmental awareness by providing information to their employees to enhance their understanding of environmental issues.	10	2.9	54	15.8	46	13.5	191	56.0	40	11.7	3.58
3	Jimma University tires to promote the protection human as well as democratic rights in Ethiopia.	6	1.8	41	12.0	22	6.5	184	54.0	88	25.8	3.90
4	The university takes adequate procedures against discrimination. (E.g. women, ethnic group)	19	5.6	65	19.1	38	11.1	183	53.7	36	10.6	3.45

Source: own survey, 2017

As it is clearly shown in the table above, the majority of respondents (79%) approved that Jimma University complies with the environmental laws, rules and regulations to promote environmental protection and The University promotes environmental awareness by providing information to its employees to enhance their understanding of environmental issues; which accounts a cumulative percentage of 67.7% whereas, around 13.8% of the total respondents stated as they disagree and 7% respondents were

indifferent for the variable explains that ‘Jimma University complies with the environmental laws, rules and regulations to promote environmental protection and approximately 18.7% and 13.5% respondents were disagreed and neutral for the above sentence explaining that ‘The university promotes environmental awareness by providing information to their employees to enhance their understanding of environmental issues’.

The mean response of Complying with environmental laws, rules and regulations & creating environmental awareness to the employees of Jimma University is 3.83 and 3.58 respectively. Hence, the mean response found in the interval of above 3.51, it lie in the interval of agree; this shows that, in the process of environmental protection, Jimma University take activities that are compatible with environmental rules and regulations of the country and even awareness creation practices related to the environment for the sustainable and effective protection of the environments was made by the university.

In other way, about 80% of the total respondents approved that Jimma University made activities and take steps in protecting & promoting human and democratic rights of the people. The remaining 13.8% & 6.5% of respondents were disagreed and indifferent in this regard. As the mean response indicates(mean=3.90) Jimma University accept and promote the concepts and principles of human as well as democratic right in the workplace and also to the community at large. With regard to prevention of discrimination, the mean or average rate of response was 3.45 indicating that the practice the university related to minimization discrimination was neither good nor bad. So, according to the responses of the university employees the practice of JU related to discrimination was not as such satisfactory as of other practices.

Depending up on the report, even if the CSR practice of the university was multi dimensional and diversified, the researcher tried to collect information (for the sake of cross checking reports and ideas) from different offices that the university collaborates to deliver the service and only two offices, on behalf of the whole Jimma Zone, namely Jimma zone agriculture& environmental protection bureau and Jimma zone education office were volunteer to give information.

In this regard, according to the director of Jimma zone agriculture and environmental protection bureau, Jimma University had done and is doing important activities related to agriculture and protecting the environment. The director said that “Jimma University, especially through its college of agriculture & veterinary medicine, is contributing unreserved and pivotal role in the development of different agricultural practices in whole Jimma zone and our office has a strong relation with the college especially”. Based on the report obtained from JU research and community service office, activities which were performed by the university clearly shows the strong commitment of the University towards the development of better agricultural practices and protection of the environment in the area.

As per the explanations and report of Jimma University research and community service office, the university had make several activities in protecting human and democratic rights and avoiding discrimination between citizens on different basis like sex, religion, ethnicity and etc by formulating rules and regulation in the university. And for the local community, the university has arrangements to serve the community as a whole by opening legal aid centers which give free legal aid to enhance justice and the protection of human rights in the area. With respect to this and based on the report of the university’s research and community service office, through its ‘free legal service center’ in the university and other legal service centers in four Woredas of jimma zone namely in shebie, limu, tiro and gera Woredas, on average of 12 individuals per day and at least 2400 persons per year in a single center and on average of more than 8466 individuals in all centers get legal services including counseling, ADR, documents and representation in each year.

Depending on the above responses of employees and the officials, it can be inferred that the community service practices of Jimma University related to environmental and human right protection was appreciative and the performance of the university was increasing from time to time.

Table 4.6 the accountability, transparency and anti-corruption dimension of CSR

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		No	%	No	%	No	%	No	%	No	%	
1	The university is also develops a sense of being accountable for the results of its activities.	11	3.2	66	19.4	42	12.3	185	54.3	37	10.9	3.50
2	It is transparent in the activities that the university is involved (For example in hiring).	11	3.2	63	18.5	61	17.9	173	50.7	33	9.7	3.45
3	It tries to avoid or reduce corruption.	27	7.9	74	21.7	50	14.7	144	42.2	46	13.5	3.32

Source: own survey, 2017

As the above table depicts, approximately 60.4% of respondents agree that the university is transparent in its activity like during hiring; about 21.7% of them, however, object it and around 17.9% out of the total respondents neither support nor object the idea. With reference to sense of accountability, about 65.2% of employees responded positively, only 22.6% responded negatively and about 12.3% of respondents were indifferent. The table also shows that, 55.7% of the respondents agree that the university tries to prevent corruption, about 29.6% of the do not agree with this while approximately 14.7% of them indifferent. The mean responses of the accountability, transparency and anticorruption dimension of CSR were 3.50, 3.45 and 3.32 respectively in which lie in the neutral interval which indicates that respondents were averagely indifferent to the accountability, transparency and anticorruption practices of the university. Based on the responses of respondent's it can concluded that the university's accountability, transparency and anticorruption practice was encouraging.

4.4 Analyzing the Determinants of the CSR practices of JU

In this research paper, there were about five independent variables or determinates which were ‘implementing suitable strategy on community service, Labor pressure, Community service budgets and budget use, Community enforcement and Social license’. The following tables analyze these specified determinants with their respective sub variables.

Table 4.7 community service strategy of the university

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		No	%	No	%	No	%	No	%	No	%	
1	JU have strategies which are compatible with its structure and capacity to implement CSR well.	20	5.9	156	45.7	32	9.4	90	26.4	43	12.6	2.33
2	Employees of the university are active participants in strategy formulation concerning community service.	28	8.2	162	47.5	37	10.9	86	25.2	28	8.2	3.22
3	Alternative strategies on CSR were always open to discussion before they are adopted.	35	10.3	156	45.7	35	10.3	98	28.7	17	5.0	3.28
4	The current CSR strategy of JU addresses the issues needed to be addressed to answer the demands of its stakeholders.	28	8.2	150	44.0	45	13.2	87	25.5	31	9.1	3.20

Source: own survey, 2017

As the above table clearly depicts, the majority (51.6%) of respondents were disagreed on the idea stating that the university has appropriate strategies on the CSR activities which are compatible with the university's structure and capacity to implement its CSR activities with the specified strategies. While around 39% of the total respondents responded as they were agreed, 9.4% responded as they were indifferent in this regard and the mean response rate was 2.33 showing that the respondents were disagreed to the idea raised here.

With regard to the participation of employees in the strategy formulation process concerning the CSR activities of Jimma University, the majority (55.7%) of the total number of respondents that were participated in this research object the idea, about 11% of respondents were neutral to the idea and finally approximately 33.4% of respondents were agreed on the idea that describes the availability participation of employees of the university on the strategy formulation process of CSR practices in the university.

About 56 % and 52.2% respondents approved that Alternative strategies on CSR in the university were not open to discussion before they were adopted and the current CSR strategy of JU did not addresses all issues needed to be addressed to fully answer the demands of its stakeholders respectively. Whereas, 33.7% & 34.6% of respondents were agreed with the above two ideas and 10.3% & 13.2% of respondents were indifferent for the cases raised here above respectively.

The cumulative average or mean response rate for the overall above determinant of CSR practice of Jimma University was 3.26 which indicate that the employees of the university which participated in this research were averagely indifferent to this determinant of CSR.

With respect to the internal management or implementing meaningful and appropriate strategy on the CSR activities of the university, the senior director of research and community service office of JU explained as the university has strategies and plans showing how and when to whom JU offer services. Even if the university has its out CSR strategy, we are not surely saying that our CSR strategies were absolute of drawbacks that constrain, sometimes; our activities and we are doing on them continuously to address all concerns in the full process of service delivery.

Table 4.8 the labor pressure

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		No	%	No	%	No	%	No	%	No	%	
1	Employees continuously force the university to fulfill different services.	18	5.3	73	21.4	15	4.4	169	49.6	66	19.4	3.6
2	Employees try to apply entrepreneurial skills in the work place by asking their respective boss to arrange conditions on.	24	7.0	91	26.7	32	9.4	152	44.6	42	12.3	3.3
3	Employees' pressure related to environmental protection & waste management to create better working environment is continuous.	42	12.3	163	47.8	35	10.3	83	24.3	18	5.3	2.4
4	Jimma University is enforced by its employees to service the local community.	33	9.7	155	45.5	48	14.1	84	24.6	21	6.2	3.0
5	The CSR practices of the university are highly affected by the pressure comes from the employees.	19	5.6	70	20.5	24	7.0	144	42.2	84	24.6	3.6

Source: own survey, 2017

The above table shows the numeric responses of participants of the research regarding the impact of labor pressure on the CSR practice of Jimma University. With this reference, around 69% & 57% of respondents were responded positively for the ideas describing that the employees of JU forces it to fulfill different services and employees were trying to apply their entrepreneurial skills in the work place by asking their respective boss to arrange conditions on. But 26.7% & 33.7% respondents were responded negatively and finally 4.4% & 9.4% of respondents responded neither positively nor negatively for the above orderly raised ideas respectively.

Participants who were responded negatively to the idea stating that ‘Employees’ pressure on the university related to environmental protection and waste management practices to create better working environment is strong and continuous’ accounts 60% and about 30% & 10% of the total respondents were disagreed and indifferent to this idea with the mean response rate of 2.41 showing that averagely, respondents were disagreed to the ideal raised in this paragraph.

The table above also depicts that the numeric response of respondents for the ideas stating that Jimma University is enforced by its employees to service the local community and The CSR practices of the university are highly affected by the pressure comes from the employees. Based on this, about 30.8 % & 66.8% of respondents were agreed; 55.2 % & 26% responded as they disagree and around 14.1% & 7% were indifferent regarding the cases respectively.

the average response for the above two ideas were 3.03 & 3.60 respectively showing that respondents were agreed to the impact of labor pressure on the CSR practice of the university and respondents were averagely neutral to the pressure of employees on the university to deliver service for local community.

Table 4.9 the CSR budget and budget use of Jimma University

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
		No	%	No	%	No	%	No	%	No	%	
1	The budgeting process and budgeting system is clear and transparent.	42	12.3	169	49.6	22	6.5	90	26.4	18	5.3	3.07
2	Periodic budget use report is available to employees of the university.	49	14.4	169	49.6	25	7.3	84	24.6	14	4.1	2.92
3	Budgeting and budget use of community service of the university is subject to tight controlling and evaluations.	21	6.2	73	21.4	35	10.3	179	52.5	33	9.7	3.38
4	The structure for getting budget for community service is too much bureaucratic and difficult.	16	4.7	84	24.6	27	7.9	157	46.0	57	16.7	3.5

Source: own survey, 2017

Regarding to the transparency and clearness of the budgeting process of the CSR budget in JU, more than half (62%) of respondents approved as the budgeting process and budgeting system was not clear and transparent in the university where as about 32% of respondents were agreed with the idea raised and the remaining 6.5% of respondents were indifferent with the idea with the mean response rate of 3.07 indicating that respondents were neutral to the budgeting process.

In another way, respondents who were in line with the ideas stating Periodic budget use report is available to employees of the university & Budgeting and budget use of community service of the university is subject to tight controlling and evaluations accounts 28.7% & 66.2% respectively. Whereas, employees who were not agreed with the availability of periodic budget use report accounts 64% and 27.6% for the subjection

of Budgeting and budget use of community service of the university to tight controlling and evaluations; while 7.3% & 10.3% of respondents were neither agreed nor disagreed with this regard. The mean values of these two ideas were 2.92 for the availability of periodic budget use report & 3.38 for the subjection of Budgeting and budget use of community service of the university to tight controlling and evaluations.

The last case in dealing with the impact of Community service budgets and budget use of JU on its CSR activities was the issues of getting budget for conducting CSR activities on behalf of the university by its employees. Accordingly, about 214(62.7%) out of a total of 341 respondents were agreed on the idea describing that the structure for getting budget for community service is too much bureaucratic and difficult in the university. While 100(29.3%) respondents were objected the idea; the remaining 27(7.9%) respondents were indifferent in this regard.

Hence, the mean level of agreement for the idea concerning the structure for getting budget for community service in exercising community service activities by the employees of the university on behalf of the university was 3.54 and this shows that the university budget getting structure was too much bureaucratic and difficult since the above mean value lie in the interval between 3.51 to 4.50 which means in the agreement Likert scale response rate.

The senior director of Jimma University research and community office also approved that the university`s budgeting process, and budget getting processes were clear and transparent and also we have structures under which the already budgeted money will be accessed and deployed to the purpose it was budgeted. There were occasions in which the Community service budget of the university and the activities that were available to be performed and need urgent response were unbalanced but our office is working (starting from almost 7years back) to solve such like conditions by having a certain amount of contingency budget.

From this analysis, it can be conclude that the budgeting process and budget use report on the CSR practice of the university was not transparently available to all employees and to some extent it may lead to the misuse of the CSR budget of the university by limiting the accountability and transparency of the activities in the university.

Table 4.10 the Community enforcement

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		No	%	No	%	No	%	No	%	No	%	
1	The local community enforces Jimma University to take part in problem solving activities in the community.	11	3.2	82	24.0	24	7.0	181	53.1	43	12.6	3.48
2	The community directly or indirectly ask the university to intervene on activities that requires professional skills (e.g. via training & consultation).	13	3.8	90	26.4	19	5.6	172	50.4	47	13.8	3.44
3	The CSR practices of Jimma University have been increased overtime as the local community enforces to take part in the activities of the outside community of the university.	16	4.7	67	19.6	23	6.7	149	43.7	86	25.2	3.65

Source: own survey, 2017

The above table clearly shows the employees of Jimma University response the cases included under the independent variable called community enforcement. In spite of this, approximately 65.7%, 64.2% & 69% of respondents responded positively; 27.2%, 30.2% & 24.3% of respondents objected whereas about 7.0%, 5.6% & 6.7% of the total respondents were neutral to the ideas stating that the local community enforces Jimma University to take part in problem solving activities in the community, The community directly or indirectly ask the university to intervene on activities that requires professional skills (e.g. via training & consultation) and The CSR practices of Jimma University have been increased overtime as the local community enforces to take part in the activities of the outside community of the university respectively.

As the average response for this determinant of CSR for Jimma University the indicates (3.53), the pressure which emanates from the local community via different means of enforcing the university affects the community service practices of JU and this practice increases over time as the local community enforces the university to take different activities with other governmental and nongovernmental organization.

The university research and community service senior director also described that the community itself knock our doors for getting out support in different ways like by preparing proposals or by arranging meetings and inviting the university officials to participate and contribute on. The responses of respondents and the senior director show that the host community of Jimma University had pressure on its CSR practices university at large.

Table 4.11 social license

No	Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		mean
		No	%	No	%	No	%	No	%	No	%	
1	The government of Ethiopia enforces universities (like JU) to undertake CSR activities by using incentives (e.g. financial and non-financial incentives).	22	6.5	87	25.5	16	4.7	173	50.7	43	12.6	3.38
2	International organization such as UN, ILO, and other governmental and non-governmental organizations influences CSR practices of the university.	53	15.5	153	44.9	25	7.3	92	27.0	18	5.3	3.06

Source: own survey, 2017

The above table indicates that the majority (63.3%) of respondents who were participant in this research approved that the government of Ethiopia enforces universities (like JU) to undertake CSR activities by using incentives (e.g. financial and non-financial incentives) corresponding to the already formulated rules and regulation of the obligations of Ethiopian higher education institutions regarding their role in their respective local community; whereas about 32% of respondents were not agreed to the case and around 4.7% of respondents were indifferent of the ideas with the average response rate of 3.38 which lie in the neutral level of agreement.

With regard to the influence of international organizations and unions, more than 32.3% respondents agreed; 60 % responded as they disagree with the idea whereas about 7.3% of the total respondents who were participants in this research neither agreed nor disagreed with this regard. The mean or average response rate for this variable was 3.06 which lie in the neutral level of agreement in the Likert scale agreement level showing that the respondents were indifferent to the pressure of international and non-governmental organizations to deliver community services.

In this regard, the senior director of research & community service office of the university also explained that `` the government of Ethiopia, especially via MoE, put rules and regulations on the 3rd mission (community service) of Higher education institutions in the country and there were incentive for universities exercising their obligation well after they were evaluated & ranked with other similar institutions. Here, the CSR practice of the university is not only focused on fulfilling the rules and considering only on getting incentives (winning praises) but we are servicing the community because we are one part of the community and so it is the university`s voluntary obligation. We are serving the community beyond what is expected``. In another way, the director said that the university accept and implement all rules and regulations under enforcement in the country.

Form this one can conclude that the government of Ethiopia controls the CSR practice of Higher Education Institutions in the country using legal regulation, incentives for better Performances and negative enforcements for the reverse.

Here under, the analysis of inferential statistics was conducted to show the relationship between the dependent variable (CSR practices of JU) and independent variables (Internal management of the university (strategy on CSR), labor pressure, CSR budget and budget use, community enforcement, social license,) were presented and analyzed using inferential statistical tools (i.e. correlation and regression). When there were two or more than two independent variables, the analysis concerning relationship was known as multiple correlations and the equation describing such relationship as the multiple regression equation (C.R. Kothari, 1990).

Table: 4.13. Pearson Correlation Coefficients of the CSR practices of JU (dependent variable) and the selected determinants (independent variables)

The table below shows the Pearson correlation coefficient of all the independent variables and dependent variable (CSR practice) of this research.

Variables	CSR practices of JU	Strategy on CSR	Labor pressure on CSR	CSR budget & budget use	Community enforcement on CSR	Social license on CSR
CSR practices of JU	1					
Strategy on CSR	0.543	1				
Labor pressure on CSR	0.595	0.456	1			
CSR budget & budget use	0.528	0.538	0.521	1		
Community enforcement on CSR	0.584*	0.436	0.513	0.470	1	
Social license on CSR	0.426	0.386	0.441	0.370	0.331	1

Correlation is significant at the 0.05 level.

As it can be seen from table 4.13 above, Pearson correlation was performed to study the size and magnitude of the relationship between the variables. The relationships between the CSR practices of Jimma University and the CSR determinants (strategy on CSR, labor pressure, CSR budget & budget use activities, community and finally social license) were positive and significant. The correlation statistics were computed using SPSS 20.0 version. The findings indicate that a significantly strong positive correlation was found to exist between the CSR strategy and the CSR practices of the university ($\rho=0.543$).

The findings also indicate a largest positively correlation between labor pressure and the CSR practice of Jimma University ($p=0.595$) and then community enforcement and the CSR practice of the university ($p=0.584$).

There was also a strong correlation between the CSR budget & budget use activities and the CSR practices of Jimma University ($\rho=0.528$). And in this research, the least correlation exists between social license and the CSR practice of Jimma University. Finally this finding reveal that the CSR practices of Jimma University increases proportionately when the university formulate better strategies on its CSR implementation; when the employees of the university put a pressure to exercise its CSR well, when the budget and budget use on CSR were enough & clear and finally when community enforcement and social license increases.

The other inferential statistics analysis in this study was multiple regressions. Multiple regression is a widely used to estimate the size and significance of the effects of a number of independent variables on a dependent variable (Neale, Eaves, Kendler, Heath, & Kessler, 1994). Before a complete regression analysis can be performed, the assumptions concerning the original data must be made (Sevier, 1957).

The assumptions of Multiple Regression that were identified, as primary concerns, in this research include Multi co linearity, Normality, linearity and Homoscedasticity. Here under, there were diagnostic tests (assumptions under linear regression) that were used to decide whether multiple linear regressions model was appropriate to the study.

4.4.1 Multi co linearity Test

Co linearity occurs when two or more independent variables contain strongly redundant information. If variables are collinear, there is not enough distinct information in these variables for the multiple regressions to operate correctly. A multiple regression with two or more independent variables that measure essentially the same thing will produce errant results and this is called a problem of multi co linearity.

Different scholars recommend different levels of correlation coefficients of independent variables to predict the presence of multi co linearity problem in a certain research; among those, Malhotra (2007) suggested that the problem of multi co linearity may exist when the coefficient of correlation among independent variables is greater than 0.75 where as Cooper & Schindler (2009), revealed that if the correlation coefficient is above 0.8, there was a problem of multi co linearity in the research.

In this study the correlation matrix for the independent variables, as indicated in the table 4.13 above, showed that the highest correlation is 0.538 observed between the CSR strategy of the university and the CSR budgeting process and budget use of the university. Hence, there is no correlation above 0.75 or 0.8; it can be concluded that there was no multi co linearity problem in this research. Ideally, independent variables are more highly correlated with the dependent variables than with other independent variables.

Co-linearity Statistics

Model	Tolerance	VIF
CSR strategy	0.630	1.587
Labor Pressure	0.581	1.720
CSR Budget	0.586	1.706
Community Enforcement	0.657	1.522
Social License	0.751	1.331

Dependent Variable: CSRpractice

Tolerance and Variance inflation factor (VIF) for independent variables were other methods of testing multi co linearity problem. According to (Keith, 2006), Tolerance (calculated as $1-R^2$ for each variable) measures the influence of one independent variable on all other independent variables. If the value of tolerance is less than 0.10, it shows that the multiple correlations with other variables were high and there was a possibility of multi co linearity problem in the research.

The other one was the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). According to (Keith, 2006; Shieh, 2010), the rule of thumb for a large VIF value is 10. When a predictor variable has a strong linear association with other predictor variables, the associated VIF is large (above 10) and is evidence of multicollinearity problem (Shieh, 2010). Small values for tolerance and large VIF values show the presence of multicollinearity (Keith, 2006).

As it was depicted table 4.14B above, the tolerance value for each independent variable was above 0.10 and the VIF value for each independent variable was below 10. Therefore, the tolerance and VIF test methods of testing the multi co linearity of the study showed as there was no multi co linearity problem in this study.

4.4.2 Normality of Residuals (Normality Test)

To be sure that the model is a good one, it is important to examine the residuals.

According to Darlington, (1968) the differences between the values of the outcome predicted by the model and the values of the outcome observed in the sample are known as residuals. Normality can further be checked through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that show distribution.

The residuals should follow a normal distribution about the predicted dependent variable with a mean score of 0 and standard deviation of 1. A mean of 0 indicates the line is in the middle of the points. Once again, some are above and some are below. The normal

distribution was shaped like a bell—it is symmetric, and most points were in the middle, with fewer and fewer farther from the mean. And the bell shape means that most points were close to the line, and there were fewer points farther from the line.

The histogram and p-p plot depicted in figure 4.1 below shows that, the residuals seem normally distributed and the residuals were distributed with the approximate mean value of 0 and standard deviation of 0.993 which was approximately 1. Thus, the model fulfilled the assumption of normally test.

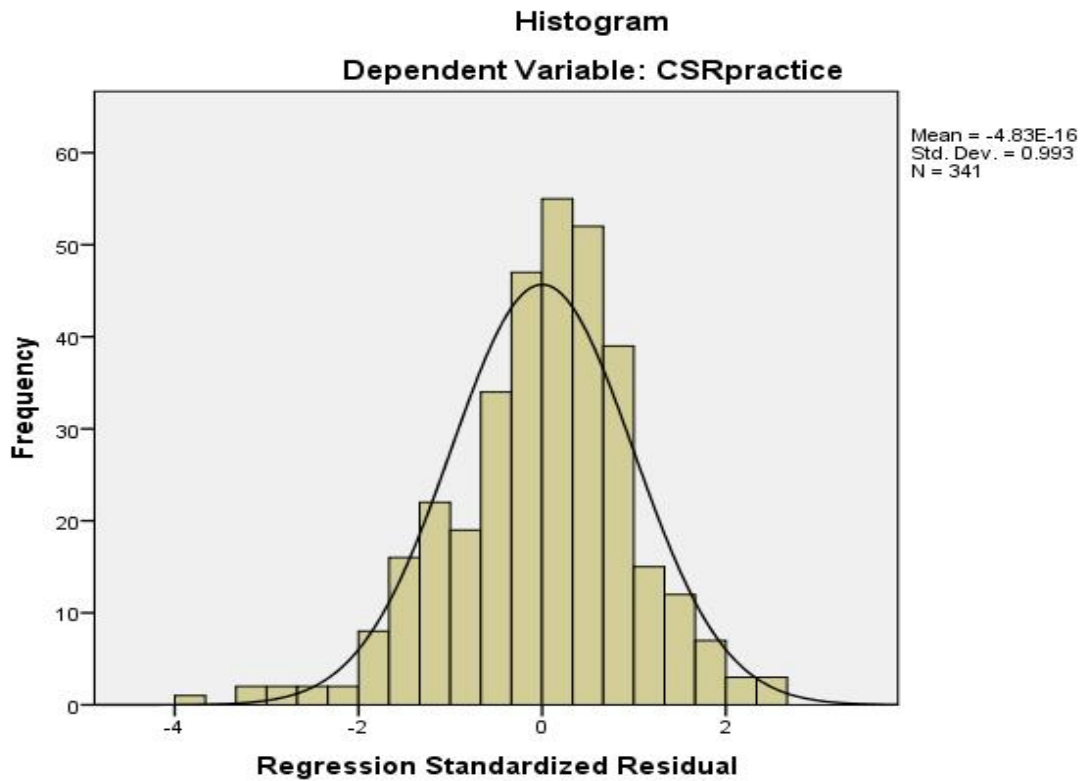


Fig. 4.1: Histogram of Residuals

4.4.3 Test of linearity

According to (Darlington, 1968), Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002).

This diagnostic test of linear regression assumes that the residuals should follow a straight-line in the Normal Probability Plot indicating that the relationship between the independent and dependent variable of the study was linear. As shown in figure 4.2 below, the points lie in a reasonably straight diagonal line from bottom left to top right; it seems the linear regression fit the data on a straight line which confirmed existence of linearity.

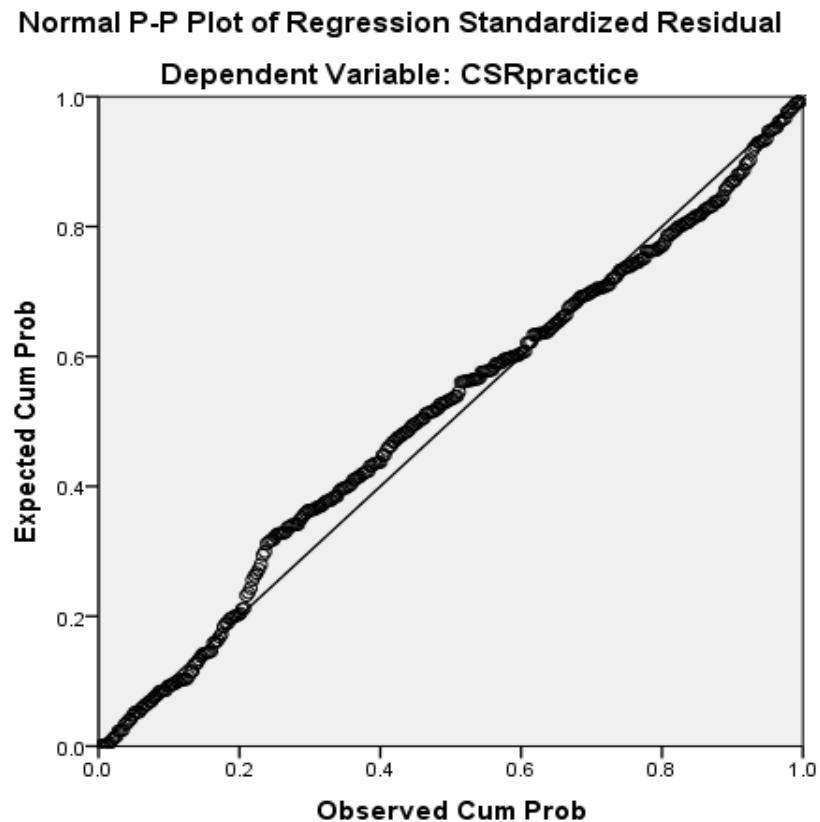


Figure 4.2 Normal P-P plots of residuals

4.4.4 Homoscedasticity Test

The assumption of Homoscedasticity refers to equal variance of residuals across all levels of the independent variables (Osborne & Waters, 2002). Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Specifically, statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. If the residuals do not have a constant variance, it is said to be heteroscedastic. As it can be seen from the scatter plot shown below, the error term seems normally distributed.

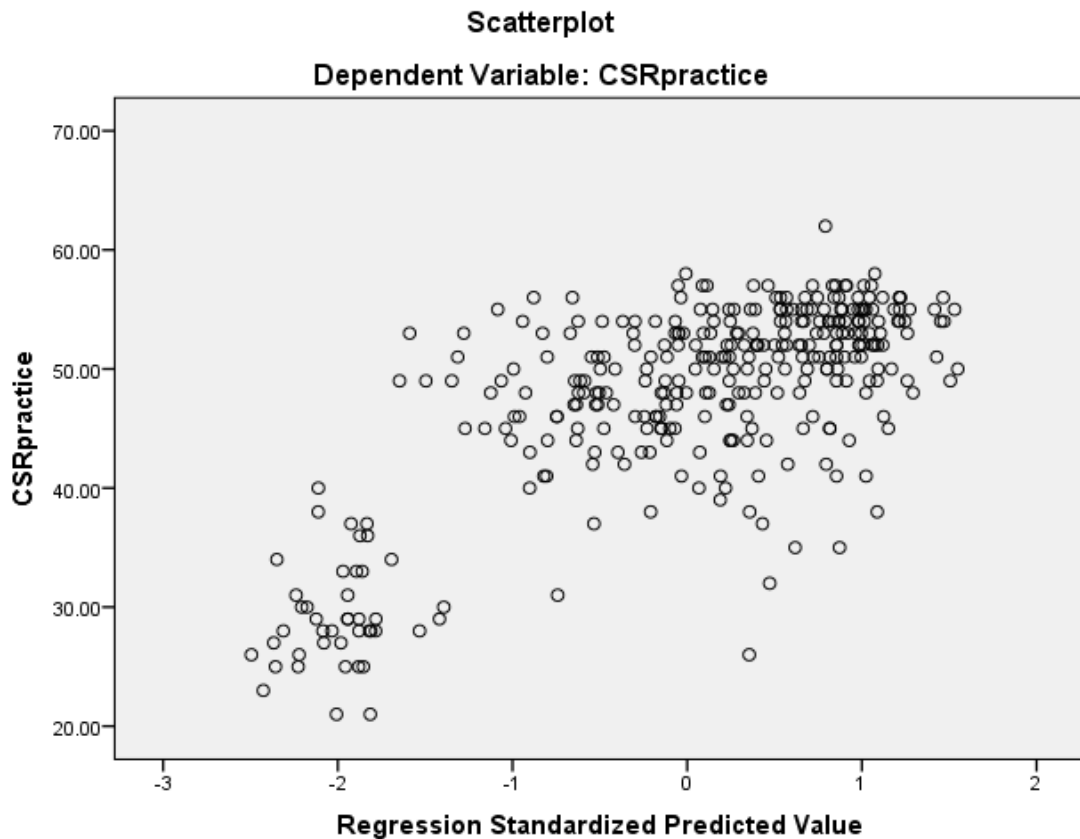


Figure 4.3 Homoscedasticity Test

Hence the above diagnostic tests of the assumption of multiple linear regressions were satisfied; the linear regression model was applied in the research as follows

Table: 4.14. Regress CSR practice (as dependent variable) on the selected variables (as independent variables) using multiple regressions.

In a multiple linear regression, more than one independent variable is included in the regression model. As we discussed earlier, multiple regression examines how two or more variables act together to affect the dependent variable.

A. Model Summary

Model	R	R square	Adjusted R2	Std. Error of the Estimate	Sig.
summary	0.727	0.528	0.521	5.93	0.000

The Model Summary of the above table shows that the R-square was 0.528; meaning 52.8% of the variation in the CSR practice of Jimma University can be explained by the independent variables selected in this research. The remaining 47.2% can be explained by other factors that are not in the model. It was also discovered that all the selected independent variables in this research do play a pivotal role in determining the CSR practice of JU because the relationship is significant (all the independent variables were with the value less than 0.05).

B. coefficients of Regression

Coefficients	Model	Unstandardized Coefficients		Standardized Coefficients		Sig
	Variables	B	Std. Error	Beta	T	
	CSR strategy	0.149	0.034	0.204	4.315	0.000
	Labor Pressure	0.186	0.036	0.254	5.170	0.000
	CSR budget & budget use	0.086	0.036	0.119	2.434	0.015
	Community enforcement	0.184	0.031	0.275	5.944	0.000
	Social License	0.062	0.027	0.100	2.308	0.022

Predictor: (constant) the CSR strategy, labor pressure, CSR budget & budget use, community enforcement and social license.

The Unstandardized coefficient of an independent variable (also called B or slope) measures the strength of its relationship with the dependent variable (CSR practice); this means, the variation in the CSR practice of the university corresponds to the variation in the independent variables. A coefficient of 0 means that, the dependent variable do not consistently vary as the independent variables varies. In that case, it can be concluded that there is no linear relationship between the variables. In this research model, the coefficient for the CSR strategy of the university was 0.149; the coefficient for the Labor Pressure was 0.186; and the coefficient for CSR budget & budget use, Community enforcement and Social License were 0.086, 0.184 & 0.062 respectively. So, for a certain variation in each independent variable as stated above, there was a consistent variation in the CSR practice of Jimma University.

The standardized beta (β) coefficient column also showed that the contribution that an individual variable makes to the model. The beta weight is the average variation the dependent variable (CSR practice) increases when the independent variables (the CSR strategy of JU, the pressure from employees of the university, CSR budget & budget use, community and social license) increases by one standard deviation (all other independent variables are held constant). thus, the largest influence on the CSR practice of JU is from the Community Enforcement factor (0.28), the next is the labor pressure factor (0.25) and then the university's' CSR strategy factor (0.20). On the other hand social license with the beta value 0.10 is the poorest predictor of the CSR practice of Jimma University when it is compared with the other explanatory (independent) variables under this study. Table 4.15 above further shows that all the explanatory (independent) variables included in this study can significantly explain to the variation on the dependent variable at 95% confidence level.

4.5 Discussion and finding of the study

From the overall analysis of the study results the following major findings were summarized:

The finding of this research revealed that Jimma University has better practice related to the long term training and skill development of employees and enhancing the work-life balance of employees through different mechanisms like by considering flexible working hours; but the university practices related the health and safety of employees poorly.

This finding was concurred with the previous study on the topic was the findings of Anupam S. and Ravi K. (2012) study on 12 large scale organizations in India by focusing on health, education and environment. The result indicates that the selected organizations are practicing CSR via the selected CSR standards including labor treatment. These organizations were trying to provide different services such as education and training for their skills and long-term career, health care & safety facilities and work life balance.

The analysis of the respondent response result indicates that Jimma University has open and continuous dialogue with the local community on adverse issues (e.g. accumulation of waste outside the university). The University also accept the fundamental right of individuals and complies with the basic principles of human and democratic rights with were formulated by the local, federal and international governments and organizations. It was also revealed that the university is working for the protection of environment by complying with the rules and regulation of the country. The university is transparent in its activity like during hiring and promotion; accountable to the results of its decisions and activities done and finally the university is working to reduce and avoid corruption in the university.

In line with the above finding, William and Jose (2009), shows as the CSR standards focuses on many aspects of life such as human rights, treatment of labor, the environment, health, fighting corruption and transparency in their research. The findings of the study show that organizations are under obligation to respect and promote human rights; protect& preserve the environment in their operations.

the finding of this study also revealed that the current CSR strategies of Jimma University cannot address almost the major needs and expectations of internal and external stakeholders of the university and this was because of the employees of the university were not active participants in the CSR strategy formulation; and there were satisfactory activities related to the controlling and evaluation of the CSR practices undertaken by the university and there was also continuous and periodic budget use report on the CSR practices of the university.

Employees of the university affect the CSR practice in different ways like by asking the university to fulfill different services and to arrange conditions for employees who want to implement their entrepreneurial skill in their job. But they doesn't have an impact on the CSR practice of the university by enforcing the university related to environmental protection and waste management practices to create better working environment and forcing to give local services.

the local community have a positive impact on the university's CSR practice by initiating and appealing the university to give support on the indentified problems in the community. The findings also indicate a largest positively correlation between labor pressure and the CSR practice of Jimma University ($p=0.595$) and the least correlation exists between social license and the CSR practice of Jimma University (0.426).

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The study has highlighted the relationship between the CSR practice of Jimma University and the five major factors or determinants; the determinants were the CSR strategy (internal management), Labor Pressure, the CSR budget & budget use process of the university, Community Enforcement and finally the Social License. Based on the analysis and interpretation, conclusion and recommendations of the study were presented in this chapter. Here under, On the basis of the findings the following conclusions were forwarded.

Jimma University practices labor standard of CSR practice in terms of skill and long-term career development and work-life balance. In line with the fact that employees were deemed to be very important stakeholders, the university undertakes CSR activities for the benefit of employees. In relation to this labor standard of CSR practices, Jimma University should consider which activities should come first and which are next. The most familiar activities in relation to employees should be a commitment to the health and safety of employees but, according to the respondents' response, the university performed poorly related to the health and safety of employees whereas, as per the explanation of the university's research and community service office senior director, the university is working on this by arranging health packages to protect the health and safety of employees to ensure the better functioning of the university's routine activities as well.

The participant employees of this research indicates that Jimma University practices the community welfare dimension of the CSR practices in terms of various community services, dialogue with the local community and local purchase. Regarding local purchase, the university has purchasing policies (in favor of the local community) under which local purchase will be made. Especially, materials and supplies which can be purchased locally were supplied by the local suppliers and it was through an open competitive bid which gives all the potential suppliers a chance to supply.

With the reference to the analysis, Jimma University is also practicing CSR via environmental protection, reasonably. The university practices environmental protection activities in the community, which are parts of environmentally - friendly tricks. Activities which were made by the university related to environmental protection and agriculture were described in the CSR practice report of the university as it was presented in the appendix part of this research.

According to the analysis of the respondents response rate, Jimma University also practices the human right dimension of CSR better by promoting & accepting the human and democratic rights of individuals and taking actions to avoid discrimination and prevail justice through aiding the justice sector by giving free legal consultation services for the community in all directions of, especially, jimma zone (see the report in the appendix part).

The respondents' levels of agreement indicated that the university was practicing the accountability; transparency and anti-corruption dimension of its CSR practice entirely or satisfactorily. As it was indicated in the analysis part of the research, it can be concluded that in general Jimma University was practicing CSR activities to the internal and external neighborhood community satisfactorily.

With reference to the determinants of CSR practices of Jimma University, employees were not agreed about the university's internal management which is directly related to the community service (CSR strategy) and the respondents revealed that the strategy that Jimma University is implementing was not appropriate and that cannot address the diversified demand of the university's stakeholders and this was because the strategies were made only by the top management and no chance was given to lower employees to participate in formulating the strategies. Whereas, the university's research & community service director explained that the strategies that Jimma University was implementing was compatible to its structure and capacity to implement its CSR activities and the strategies were our core values to deliver community services effectively as well as efficiently. From these two different ideas, it can be concluded that the university follows strategies that were appropriate to its structure and this appropriateness of the strategy

can be evidenced by the CSR activities performed by the university; but the process of CSR strategy formulation could not fully include the participation of the grass root employees which in turn limit the strategy's answerability of expectation of stakeholders of the university. As it was shown in the analysis part of the research, employees put a pressure on Jimma University to fulfill different services and arranging conditions for employees to implement their entrepreneurial skills and abilities. Whereas, employees did not force the university to give local services & related to environmental protection and waste management practices to create better working environment. Based on the respondents' response rate, it can be concluded that the CSR practices of the university were highly affected by the pressure comes from the employees.

It can be also concluded that the budgeting process and budgeting system was not clear and transparent and also the Periodic budget use report was not available to employees of the university but the Budgeting process and budget use of community service of the university was subject to tight controlling and evaluations as well as the structure for getting budget for community service was too much bureaucratic and difficult.

According to the response of the university's research and community service senior director and employees of the university, it can be concluded that the CSR practices of Jimma University have been increased overtime as the local community enforces to take part in the activities of the outside community. The final determinant of the CSR practice of the university was social license and based on the analysis made above, it can be concluded that the government of Ethiopia especially ministry of education have impact on the CSR practice of the university. NGOs and international organization do have an impact on the university's CSR practice.

As it was indicated in the inferential statistics, the CSR practice of the university increases as the determinants selected in this research increases (see the correlation & regression part). In other words; the existence of the above determinants in the university affects the CSR practice positively. These factors were also critical in the determination of the optimality of the university directly or indirectly. The growing interest among employees, community, and governmental and non-governmental organizations in the performance and significance of CSR determines CSR practices.

5.2. Recommendation

On the basis of analysis and its findings, the following recommendations have been given:

In relation to labor treatment, it is advisable to the University if it continue the activities in a more advanced manner to achieve high level of performance in its CSR practices and to guarantee the effective and efficient performance of the university's routine activities. Especially, to protect workers' health, it was better for the university to give attentions in securing the safety and health conditions of its employees. And to enhance the work-life balance for employees of the university, it ought to arrange flexible working hours which considers the employees' personal life out of work place and finally, in order to improve and update the knowledge and skill of employees, trainings and awareness creative workshops should be facilitated.

Since the extent of CSR practices of the university corresponding to community welfare was appreciative, the activities or performances of Jimma University and other higher education institutions need to continue in more progressive manner. Related to the accountability, transparency and anti-corruption dimension or standard of the CSR practice of Jimma University, even if it had made satisfactory practices, it is better to the university to design and implement its code of conduct in a way that it is compatible with laws and rules of the constitution and anti-corruption rules.

In order to implement its CSR activities well, it is advantageous to the university to have strategies which were formulated by the full participation of employees of the university to address all the needs of stakeholders. The structure and bureaucracy for getting the already budgeted money for the CSR activity of the university need to be reasonably short and clear in order to encourage employees to undertake CSR activities on behalf of the university.

5.2.1 Recommendations for Further Studies

The topic is a good one but because of its scope (such as the study did not include workers who were neither of academic nor administrative staffs like laborers, cleaners and technicians & etc; and the study could not include students) there was a need for further research. There could be different perceptions about the determinants & CSR practices of the university among the above listed population which was not included in this research with case study in the Jimma University.

Regarding the determinants of the community service practices of the university, since the determinants which were analyzed in this research work had only 52.8% of impact on the community service practices, the remaining 47.2% of the variation in the community service practice of the university was due to other factors. So, it was recommended for the future researchers to include those factors which were not included in this research like age & size of the university, media, community service skill and others in order to fully address the determinants of the community service practices of the university.

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APPENDIXES

APPENDIX I

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MPM PROGRAM

(Questionnaire for employees of Jimma University)

Introduction

Dear respondent, I am a post graduate student in the department of management, Jimma University. Currently, I am undertaking a research entitled “**Assessing the factors that affect practices of corporate social responsibility in Jimma University**”. The purpose of this questionnaire is to collect data for a research work titled here above. Corporate social responsibility can be defined as a process of making activities towards employees, the community and the environment responsible.

The objective of this study is to assess the condition of corporate social responsibility practices and also to identify its determinants. You are one of the respondents selected to participate on this study. I confirm you that the information you provide will be kept confidential and only used for the academic purpose. Thus, your free will and cooperation in giving the reliable information is worth for the success of this work.

General Instruction:

- Your participation is voluntary
- Guarantee you that your responses will not be disclosed to any one
- Do not write your name on the questionnaire
- Please simply tick the most appropriate responses for you and your enterprise

Thank you for your cooperation in advance!

Part I. Demographic Characteristics

1. Name of Faculty/college _____

2. Staff type: 1) academic staff 2) Administrative Staff

3. Sex: 1) Male 2) Female

4. Age: 20-30 years 31-40 years 41-50years above 50 years

5. Experience: 0-5 years 6-10 years 11-15 years 16-20 years
Above 21years

6. Level of education:

Below diploma Diploma Bachelor Degree

Masters PhD and above

Part II: Questions related to the practices and factors affecting the practice of corporate social responsibility in Jimma University

The table below contains probable factors which influence the company to practice corporate social responsibility. If you perceive that a single factor affects the corporate social responsibility practices of your company complete the form below using five point Likert scale. Use tick circle.

Where: 1=strongly disagree; 2 =disagree 3= neutral; 4= agree & 5=strongly agree

No	Statements	Rating				
		1	2	3	4	5
I	<i>Questions related to CSR practices of Jimma University (dependent variable)</i>					
1	Jimma University encourages its employees to develop real skills and long-term careers (e.g. via training).	1	2	3	4	5
2	The university has suitable arrangements for health and safety that provide sufficient protection for its employees.	1	2	3	4	5
3	Jimma University actively offers a good work life balance for its workers, for example, by considering flexible working hours.	1	2	3	4	5
4	The university does not encourage its workers so that they develop real skills and long-term careers.	1	2	3	4	5
5	Jimma University offers services for local community (e.g. financial aid and training).	1	2	3	4	5
6	The university tried to purchase locally.	1	2	3	4	5
7	The university has an open dialogue with the local community on adverse issues (e.g. accumulation of waste outside the university).	1	2	3	4	5
8	The university did not offer any service for local community.	1	2	3	4	5
9	Jimma University complies with the environmental laws, rules and regulations to promote environmental protection.	1	2	3	4	5
10	The university promotes environmental awareness by providing information to their employees to enhance their understanding of	1	2	3	4	5
11	Jimma University tires promote the protection human rights in Ethiopia.	1	2	3	4	5
12	The university takes adequate procedures against discrimination. (E.g. women, ethnic group).	1	2	3	4	5
13	Jimma University contributes nothing to human rights in Ethiopia.	1	2	3	4	5
14	The university is also develops a sense of being accountable for the results of its activities.	1	2	3	4	5
15	It is transparent in the activities that the university is involved. (For example in hiring).	1	2	3	4	5
16	It ties to avoid or reduce corruption.	1	2	3	4	5

No	Statements	Rating				
		1	2	3	4	5
II	<i>Questions related to determinants(independent variables) of corporate social responsibility practices of Jimma University</i>					
A	implementing suitable strategy on community service					
1	JU have strategies which are compatible with its structure and capacity to implement CSR well.	1	2	3	4	5
2	Employees of the university are active participants in strategy formulation concerning community service.	1	2	3	4	5
3	Alternative strategies on CSR were always open to discussion before they are adopted.	1	2	3	4	5
4	The current CSR strategy of JU addresses the issues needed to be addressed to answer the demands of its stakeholders.	1	2	3	4	5
B	Labor pressure					
1	Employees continuously force the university to fulfill different services.	1	2	3	4	5
2	Employees try to apply their entrepreneurial skills in the work place by asking their respective boss to arrange conditions on.	1	2	3	4	5
3	Employees' pressure on the university related to environmental protection and waste management practices to create better working environment is strong and continuous.	1	2	3	4	5
4	Jimma University is enforced by its employees to service the local community.	1	2	3	4	5
5	The CSR practices of the university are highly affected by the pressure comes from the employees.					
C	Community service budgets and budget use					
1	The budgeting process and budgeting system is clear and transparent.	1	2	3	4	5
2	Periodic budget use report is available to employees of the university.	1	2	3	4	5
3	Budgeting and budget use of community service of the university is subject to tight controlling and evaluations.	1	2	3	4	5
4	The structure for getting budget for community service is too much bureaucratic and difficult.					

D Community enforcement						
1	The local community enforces Jimma University to take part in problem solving activities in the community.	1	2	3	4	5
2	The community directly or indirectly ask the university to intervene on activities that requires professional skills (e.g. via training & consultation).	1	2	3	4	5
3	The CSR practices of Jimma University have been increased overtime as the local community enforces to take part in the activities of the outside community of the university.	1	2	3	4	5
E Social license						
1	The government of Ethiopia enforces universities (like JU) to undertake CSR activities by using incentives (e.g. financial and non-financial incentives).	1	2	3	4	5
2	International organization such as UN, ILO, and other governmental and non-governmental organizations influences CSR practices of the university.	1	2	3	4	5

Interview guidelines

Interview for Jimma University research and community service office:

- 1.** What services does Jimma University deliver to its employees internally and to the community in neighborhood of the university?
- 2.** in what areas of service delivery that the university mainly focuses?
- 3.** Explain the following factor for the CSR practices of the university and also how they affect it?
 - impact of implementing suitable strategies on community service practices
 - impact of labor pressure on community service practices
 - impact of Community service budgets and budget use on community service practices
 - impact of community enforcement to community service practices
 - impact of social license on community service practices of the university
- 4.** What do you think about the measures to be taken to minimize the impacts of those factors for further better community service delivery by the university?

Interview for jimma zone education and agriculture & environmental protection bureaus:

- A.** What is your attitude towards corporate social responsibility?
- B.** Do you think that organizations in Ethiopia are aware of their social responsibility and what is the current condition in this issue in Jimma zone especially related to your sector?
- C.** Is there any activity made by Jimma University and if yes, in what areas the university engages mainly and also areas that the university poorly participated?
- D.** What do you think about the reason why the university participates poorly, if any?
- E.** What will you suggest/ future plan/ to improve the university's Community Service activities in the future?

APPENDIX II

Proportional sample size determination

Sampled administrative or academic employee for each college = no of administrative or academic employees in each college multiplied by their respective staff total no of employees in the university then divided by the total no of employees as a whole in JU

College	Administrative employees	Academic employees	Sampled Administrative employees	Sampled Academic employees
College of Health science	164	617	9	32
College of social science & Humanities	77	194	4	10
Jimma institute of technology	962	452	51	23
College of business and economics	110	98	6	5
College of agriculture & veterinary medicine	542	185	29	10
College of education & Behavioral science	49	52	3	3
Jimma university specialized hospital	1330		70	
College of natural science	125	193	7	10
College of law & Governance	30	54	2	3
Main campus	2359		121	
Library		12		2
Sub- total	5748	1857	302	98
Grand total	7,605		400	

APPENDIX III

The Community Service practice report of Jimma University in 2007 & 2008E.C

Here under, the CSR practice of Jimma University in 2007e.c and 2008e.c related to agriculture, justice, health, environmental protection and others was presented,(from the CSR practice report of JU).

<i>no</i>	<i>Main Service type</i>	<i>Work area</i>	<i>No of service users</i>	
			<i>2007 E.C</i>	<i>2008E.C</i>
1	Services delivered through JU specialized hospital	Jimma town, Jimma Zone and neighborhood regions	389,086	472,943
2	Services delivered related to agriculture and environmental protection	Jimma town and Jimma Zone woredas	7,533	9,792
3	Free legal counseling service	Jimma town and Jimma Zone woredas	7,206	8,466
4	Services delivered for governmental and nongovernmental organizations	Jimma town and Jimma Zone woredas	782	882
5	Services delivered in collaboration with other organizations	Jimma town and Jimma Zone woredas	184	225
<i>Grand total</i>			404,791	492,308

