

An Exploratory Study on the Viability of Corporate Social Responsibility Practice in Ethiopian Universities: Bule Hora University

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Abstract

Purpose: The aim of this research is to develop a theory, model and terminology that fit the Ethiopian Universities; by exploring facts from the CSR practice that held in Bule Hora University since its establishment.

Methods: The researcher adopts qualitative research approach to attain its objective. The relevant data collected through in-depth-interview from the respondents of the research. These are the University V/ Presidents, college deans, HoDs, students and community members addressed for the data collection purpose. The respondents are plotted by using the combination of the purposive and simple random sampling techniques. The data analysis has been done through the software called QDA light version 12.2. with Constant Comparative Analysis (CCA) to build the substantive theory and model.

Results: The research finding yield major results with regard to the practice of CSR in BHU. The results are focused on six different categories. These themes are knowledge meaning of CSR, practicability of CSR (various sub themes), CSR expectation, the changing scenarios in CSR practice, types and role of stakeholders, and terminology. The study reveals that there are bottleneck in the implementation of the concept CSR in BHU context such as lack of awareness, absence of comprehensive guideline to lead the tasks, there is no specific theory and model for the universities, etc. As a result, this study proposes three models. These are model for the USSR pyramid, USSR stakeholders' model and USSR model.

Practical implications: The studies have various implications for different stakeholders of the concept. The study addresses for policy makers, regulators, MoSHE, Ethiopian Universities, etc. It implies to formulate policy, regulation framework, procedures, rules, and policy implication framework. Moreover, for the Ethiopian Universities it has shown to maintain synchronized effort to use and disseminate the new CSR model and terminology.

Originality/Value: The study has its own original features other than prior researches that have conducted in the area. Newness of this specific article is new CSR terminology, CSR model, CSR stakeholders' model and CSR pyramid that fit to the Ethiopian Universities.

Keywords: CSR • University • Model • USSR

Introduction

Corporate Social Responsibility is a concept that determines for the social sustainability, sustainable development and corporate governance at various levels. This CSR practice and concept are applicable for the corporate organizations; however it is becoming an issue of all the public development enterprises, Non-governmental organizations and Universities as well.

Corporate Social Responsibility is the corporate business practice that determined to make their working area smooth for the business. Corporate Social Responsibility (CSR) is not yet defined in a single statement and generally accepted disclosure.

The person who considered as the 'Father of Corporate Social Responsibility' in the modern-day, H. R. Bowen in his book titled Social Responsibilities of the businessman, states the concept of CSR as "the obligation of the businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of

the objectives and values of our society".

According to the (EU Commission, 2002), the concept of CSR is defined as it is a free will of business enterprises to cooperate with their stakeholders in social and environmental issues in their overall operational activities. Corporate Social Responsibility is a pertinent issue for corporate business enterprises than ever before. The issue of Corporate Social Responsibility (CSR) is a growing concern and there is an inherent increase of interest in CSR studies and it is gaining much attention the area has become highly relevant and CSR has impacts on an organization's reputation, commitment, and performance.

The practice of Corporate Social Responsibility has a significant effect on different aspects of society, the organization, and stakeholders' performance and privilege. For the sake of the organization, it's considered as "The relationship between brand image and CSR is the strongest for familiarity, not for favorability; that is if the company is well known in its community, its CSR activities will strengthen its brand image more than they would if the company were less known". States that the importance of the Corporate Social Responsibility (CSR) for the corporate business to build its good image in the working community Corporate business enterprises inculcate the concept and practice of CSR in their strategic orientation because it impose positive influence on the reputability, brand recognition, look good not always necessarily because of it contributes for the enhancing social welfare [1].

Today in Ethiopia more than 44 Universities are engaged in the operational activities of teaching and learning. The intake capacity has risen by four times than before ten years. This implies that there is significant number of working group accommodated by Higher Education Institutions. The universities have responsibility to maintain the ethical, moral, social, economic and political situation of the coming Ethiopia. Therefore, it is the

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important area that should be taken care of it to make better. There are different activities that are expected to attain the objectives of Universities other than teaching and learning. Amongst these activities; CSR is the one. However, CSR is implementation in various universities is in its embryonic phase.

Bule Hora University is one of the emerging Universities in the country. Since its establishment the University endeavors for the success of its establishment objective. There are three pillar objectives that are expected to be performed by the Ethiopian Universities. One of the three objectives focuses on the community service that is done by the University to the community that accommodates the University.

In Ethiopia Corporate social responsibility the implementation is at the infant stage, unlike the concept that has rooted a long period of time. The concept and the practice is much in a severe situation in higher educational institutions. The participants who were in the data collection doesn't know the meaning exactly and recognize any activities that has been done by the University in the CSR package.

Universities are the powerhouse for the development and prosperity of a nation, especially in developing countries like Ethiopia. Universities' establishment objective is to serve the community and maintaining the nation's future by cultivating skilled and knowledgeable entrepreneurs, rational, and reasonable politicians, energetic and caring medical professionals, moral and ethical teachers into the demanded circle of a country. However, Higher education institutions are consolidated to the normal business scenario; making money and building brand became the pillar motive for the Universities. This situation tends to make students and their families as mere customer or client. To mitigate the crisis regarding Universities failed to do so, there should be a Corporate Social Responsibility framework that would be applicable and fit for the University set up.

The implementation of the Corporate Social Responsibility concept for the ordinary business is in its infant stage unlike the rest of the world practiced and recognized the concept since 1920. When it becomes to the University it doesn't have a clear understanding of the meaning and conceptual framework of Corporate Social Responsibility. Corporate Social Responsibility is considered as the duties and practice done by the research and community service program of the University. However, the concept and practice of Corporate Social Responsibility are far-reaching than the activities taken over by the research and community service.

Unfurnished meaning and conception of Corporate Social Responsibility in Universities; it is not yet clearly stated those stakeholders for the Universities CSR practice. States the components of stakeholders for CSR practice "Internal and external stakeholders are there and consist of employees, managers, owners, suppliers, customers, society, government, creditors and shareholders". The stakeholder description more tends to the traditional corporate business enterprises. Therefore, it is not effective when it's implemented in the Universities set up and needs to have a CSR stakeholder model for the Universities.

The corporate social responsibility pyramid stated upheld by consisting of economic, legal, ethical and philanthropic components respectively from broader to narrower. As it is notorious higher educational institutions established not to make mere business in the community.

"Considering students as a customer of higher education institutions to buy those goods and services is a sin". If this is the case the economic components of the corporate social responsibility pyramid how it could embody the Universities' CSR pyramid.

The Nobel Prize winner in economics, Milton Friedman, defended in a famous and provocative article that profit maximization should be the sole objective of businesses. This disclosure may be working for the traditional corporate enterprises but not for the higher education institutions. To make the community, society and a nation in the safest hand and to maintain good tomorrow by today we should consider the activities of the Universities beyond the economic motive and reward. Because it determines the nation's

development and individual's prestige in a nation "The society is the ultimately endure of good or bad behavior and action of the students for the higher education institutions after their graduation". Therefore, the concern is the University's focus should be aligned other than the economic motive and it needs to state in which component the Universities focus should on.

Materials and Methods

The corporate social responsibility pyramid

A four-part conceptualization of CSR included the idea that the corporation has not only economic and legal obligations, but ethical and discretionary (philanthropic) responsibilities as well. CSR can be described by identifying four different kinds of responsibilities that companies have toward their stakeholders: economic, legal, ethical and philanthropic. These four responsibilities create the CSR pyramid which describes how companies take responsibility and contribute to society by taking different actions. The components of CSR can be described as required economic and legal responsibilities, expected ethical responsibilities and desired philanthropic responsibilities.

Economic responsibility

In the beginning, businesses were created as economic objects intended to provide goods and services to social customers. Before it was anything else, business organization was the basic economic unit in our society. The primary motive was to establish as the primary motivation for entrepreneurship. Businesses were created to produce goods and services that consumers wanted and needed. Carroll explains that it is important for corporations to perform reliably to maximize earnings per share and to earn as much profits as possible. Furthermore, the author stated its importance that CSR lies in keeping a durable and competitive position on the market, to reach a high level of operation efficiency and to have a successful organization by being defined as one consistently profitable corporation.

Legal responsibilities

Explains that it is essential for a corporation to perform consistently with expectations of government and law and comply with different states, federal, and local principles. His further list that it is essential to be an honest corporation and successful organization that defined as one and that achieves its legal responsibilities. Carroll also explains that it is essential for a corporation to provide goods and services that at least reaches up to the minimal law regulations.

Ethical responsibilities

Carroll defined five different components regarding the ethical responsibilities and the first one treats the importance, like the other responsibilities, in a manner consistent with expectations of social morals and ethical norms. Good Corporation is being defined as doing what is expected morally or ethically, and that is very essential according to. According to Carroll the last component in the ethical responsibility is the importance that corporate integrity and ethical behavior go beyond simple agreement with laws and regulations.

Philanthropic responsibilities

Importance lies in the fact that corporation performs consistently with the philanthropic expectations of society. It is also essential to aid fine and performing arts and that managers and employees take part in voluntary activities within their local communities. It is also essential to support private and public educational institutions and to help voluntarily those projects that improve a community's 'quality of life'. Strategic philanthropists argue that, although philanthropy may not generate direct economic returns, it will enhance the firm's long-term competitive position through intangible gains in reputation and employee loyalty.

Research gap in prior research

The research gap is knowledge, empirical, evidence, methodological, population, theoretical, practical knowledge gap that determine the current researcher to make this specific research unique from the prior researches. Some of the research gaps can be identified before the researcher went to the data analysis and get findings. Some research gaps are melded with the new research data and the research findings. Among different types of research gaps the following are gaps associated with this specific research. The study has observed the following gaps with the previous researchers with respect to this research which have been described below.

Empirical gap

The review of prior researches shows that plenty of studies are carried out in the area of Corporate Social Responsibility all around the globe. However, most of the researches focused on a particular theme, among these; assessment of CSR practice in a given corporate business enterprises. In today the traditional business has been changed to globalization scenario in which accommodate local private companies, public owned and multinational companies in to the business environment. Therefore, the practice of CSR concept is a must than a choice.

The other thematic area is impact of CSR in the financial, marketing, and human resource; those researchers' focuses on CSR practice with regard to the performance of business enterprises. The parameters are high profitability, good reputability and brand, recruitment and retention of talented employees in the company; as a result winning the competitive advantage.

The effect of CSR in the mining industry in the livelihood and its impact on the environment various African Nations is an issue for most of disputes in African nations, issue of social welfare and environmental protection in Europe and rest of the world. The growing scenario of the CSR implementation; the implementation of CSR is becoming inevitable by the management of the organization to ensure corporate sustainability, social responsibility and corporate citizenship.

The scopes of most researches are in limited in specific areas rather than the holistic approach of Corporate Social Responsibility concepts; like model development and conceptual framework for various settings. The Corporate Social Responsibility practice and conceptual framework in the Universities is mislaid down.

Knowledge gap

There are a few pieces of research that were conducted in the area of Corporate Social Responsibility practice in Universities in Europe, Africa and Ethiopia in qualitative research design. Those erstwhile researches were focused on the assessment of the practice of Corporate Social Responsibility in Universities. This shows the narrower version of CSR in organizations.

Rather, there is a huge misconception on the Corporate Social Responsibility practice and related issues for Universities; like the meanings of stakeholders, the University CSR model, the University CSR pyramid and contextualized CSR for Universities especially for Ethiopian Universities.

Therefore, this research provides new insights to fill the research gap that is related to the above mentioned basic conceptual scenarios in addition to the research that is conducted by.

Moreover, there are some researchers who have tried to address the basic practice of CSR in Universities; like "Corporate Social Responsibility in Higher Education Institutions: Istanbul Bilgi University Case" conducted research regarding CSR in Ghana Universities. But, mostly focuses on the practice, challenges, and benefits of CSR. The issue of naming, CSR Model, Stakeholders Model and CSR pyramid for the Universities is not yet addressed and stated (Figure 1).



Figure 1. The knowledge gap summary framework, 2020.

The figure shows how the statement of the problem synthesized from the broader to narrower concept regarding to show the hub of the research problem. This specific research differently will provide an implication to policy brief for the Ethiopian Universities and MoSHE than the other researches that were conducted previously. This may makes the research special from the prior researches conducted in the area of CSR.

Methodological gap

The components of the research methodology of the current study are closer to prior research methodology that has been used in the area. Even if the research is similar; the research design for individual researcher can't be the same. Each research and researcher has entertained its own feature and paradigm in its research design. This specific research may have faced a methodological gap with the prior studies mentioned as follows [2-5].

The first gap may relate to the research design; which is qualitative research. Most of the researches that have been conducted in CSR are concerned for cause and effect analysis. Therefore, the current research uses qualitative research design and other features of the research design.

The second methodology gap is; this specific research may vary with those prior researches that have been conducted in qualitative research design with some parts of the research design. For example, the current study needs to collect primary data from different respondent's types by in-depth interview. However, the other prior researchers were collect data only from the University higher official's only interview as primary data source. In this situation the researcher supposed to use some more types of respondents to assure the data trustworthiness and the quality of data will be enhanced.

The sampling techniques that are used by the prior researchers may vary in a certain structures. The quantitative researches were used statistical representation as a parameter for to measure sufficiency of data.

Sampling in qualitative studies is typically emerging, meaning that strategies and goals are subject to change based on ongoing reflections, data analysis, and tentative hypotheses that are formed in the course of study.

Here in the qualitative data the design not supposed to consider the statistical representation of the sample rather the data saturation take in to consideration. So, there is a gap in the methodology of the current research and the prior studies that may create variation on the final finding of the research.

Population gap

When there is a population that is or was considered as a study population in the current or prior research but not yet considered under the study population or sample is called the population gap in the current specific research. In this specific study the researcher excluded part of population from the study sample once again or for the first time. Because, specifically in the qualitative research use purposive sampling; that doesn't give equal chance for the study area population.

Research Design

Method: The study adopts qualitative research method to address the specific objectives of the study. Qualitative research is more humanistic and focuses on individuals' insight. Qualitative research is stated as "Qualitative research is a form of social action that stresses the way people interpret and make sense of their experiences to understand the social reality of individuals."

Approach: The qualitative research method has various options to conduct research on the field. Qualitative research comprises of the following methods: logic, ethnography, discourse analysis, case study, open-ended interview, participant observation, counseling, therapy, grounded theory, biography, comparative method, introspection, casuistry, focus group, literary criticism, meditation practice, historical research, etc. Among all the above options to conduct qualitative research; the researcher preferred to use a case study qualitative research approach.

Case study qualitative research approach is defined case study as a method involving systematically gathering enough information about a particular person, social setting, event, or group to permit the researcher to effectively understand how the subject operates or functions. In case study when the author believed that there are facts that deviate with the existing theory; that is a prerequisite to change the existing theory or to have new one.

Stated six different types of case studies that may or may not contribute to theory building. The researcher will use one type of case study that enables to deal with specific phenomenon and theory building, its 'building block'.

Source of data

This specific study employs both primary and secondary data from both sources. The primary data of the study will be collected from the Bule Hora University community; the top management (Presidents), Middle-level management (College deans and directors), Lower level management (HoDs) employees (academic and administrative staffs), and students.

The data will be collected from different segments of the University community that has a chance to express his/her feeling openly in different perspectives.

"interpretivism has been described as a belief that people create meaning as they interact with the world around them and that meaning is highly subjective depending on what individuals place up on it."

Secondary data is the data in which already gathered and manipulated by prior research for other purpose. This type of data will be collected from different published and unpublished documents that are available in hard and electronic format in the University and different electronic sources. The reports will give us the picture that the University is doing right now as CSR and the expected level of standard that supposed to reach by the University.

Data collection methods

In qualitative research, there are three prominent data collection techniques. These are interview, observation and focus group discussion. Among these various types of data collection tools, the researcher has used in-depth interviews for the primary data collection purpose. In depth interviews are most appropriate for situations in which you want to ask open ended questions that elicit a depth of information from relatively few people (as opposed to surveys, which tend to be more quantitative and are conducted with larger numbers of people).

Sampling design

The research deploys a purposive, random convenience and theoretical sampling technique to determine the sample amongst the total population. Theoretical sampling technique used when the process of data collection for generating theory whereby the analyst jointly collects, codes, and analyzes his data and decides what data to collect next and where to find them, in order

to develop the theory as it emerges". Purposive and convenience sampling techniques are sampling techniques that are considering appropriateness of the respondent knowledge and its accessibility. Purposive sampling will be used to identify and put presidents, HoDs and students in to the study sample. Convenience sampling will be used to identify the sample size of employees and community (Table 1).

Table 1. Sample Size determination table.

S.N.	Respondent type	Number of respondent	Remark
1	Vice Presidents	4	Saturated
2	HoDs	2	
3	Student	1	
4	Community member	1	
Total		8	

Data collection procedures

The researcher will prepare and disseminate a confirmation letter for the potential respondents. Later the researcher will prepare an interview questions and topic guide in depth interview will be conducted by having an informed consent with the participants. This is mainly based on the belief that this approach will allow respondents to describe and analyze their experiences or feelings in their own words without being constrained by any form of framework. The in-depth interview will take 20-30minutes with each participant. The questions sought to probe the topic more deeply. In doing so, the CSR practices of the University as claimed by itself and as witnessed (explained) by the communities, both internal and external has explored.

Data analysis techniques

The comparative method of data analysis is typically used for theory building but it is appropriate for much of the inductive method of data analysis take place in qualitative research. This method involves transcribing all the data sources, including field notes, into raw data. All data transcriptions should be photocopied with originals stored in a safe place, unaltered. The photocopies of the raw data are then used for analysis.

The data collected from the field analyzed under all the rules and procedures in the context of comparative method analysis. The data analysis has been supported by QDA light qualitative data analysis software package.

The researcher has come up with a Substantive theory. It is an empirical theory expected from a comparative analysis of data. The process of theory building would take four independent stages in this approach as comparing incidents, integrating categories, delimiting theory and writing theory.

Data validity and reliability

In the data analysis of the research, the researcher should ensure viable techniques to ensure data validity and reliability to maintain data quality. States four conditions that considered to development of research quality in the case study of CSR. These are construct validity, internal validity (for explanatory or causal case study only), external validity and reliability. The researcher tempted to use triangulation, standardized interview procedures, get feedback from the participants, etc. to maintain data trustworthiness and reliability. Therefore the following table shows all the data validity and reliability assurance techniques that were used in the

research data collection and analysis phases. Among all the data validity techniques triangulation will be used more frequently. Triangulation can be manifested in this specific research through source and method (Table 2).

Table 2. Adapted from Beverland and Lindgreen (2010, p. 57), yin (2003).

Design test	Theoretical explanation of the concept	Case study tactic	Phase of research when tactic occurs
Construct validity	To secure that correct operational measures have been established for the concepts that are being studied	1. Triangulation through cross checking different sources of data	Data collection/ analysis
		2. Allowing the interviewee the transcribed data sheet and draft report	Data collection/ Data analysis/ report compilation
Reliability	Demonstrating that the findings from a case study can be replicated if the case study procedures are followed	1. A standardized interview protocol.	Data collection
		2. Maintain a extant literature	Data collection

Ethical consideration

The study tried to implement core universal ethical principles through respecting participants of the study, enhance their helpfulness and ethical treatments of participants of the study by having informed consent and voluntary participation. Autonomy and dignity of research participants ensured to protect them from the expatriation of their vulnerability. That is their rights to privacy and confidentiality will be protected. With respect to justice, the study has treated each person in accordance with what due to him or her. The study also considered prohibitions against fabricating, falsifying or misrepresenting research data, and it promotes the truth and avoids error.

Results

CSR meaning according to the participants

As the study tried to state in the prior parts, the concept CSR is new and contemporary for the nations like Ethiopia. Therefore, the consciousness about the meaning of CSR in Bule Hora University is not yet defined in its full version in all participants groups. Most of the respondents argued that their knowledge regards the CSR is limited and they thought that it's a commitment of businesses to the community (PA1, PA3, PA4 and PA7). Among the participant one respond as follows:

"I have read some documents on the issues of CSR. I think CSR means organizations commitment to benefit the community that it operates. Or it is may be a package that maintain mutualism between the organizations and the community. Or it is a two way activity between the organization and community."

On the other hand, some of the respondents (PA2, PA5 and PA6) reacts that corporate social responsibility is doing a business by abiding law, rules and regulations to make the environment healthy by providing appropriate upkeep towards the community the business is activated.

"Understand from the term its business enterprises' obligation to make their business in the ethical, moral and legal framework to protect the communities' wellbeing through provision of support and assistance and it's the issue of development."

CSR practice in the eyes of participants

The respondents are eligible to address practice of CSR practice if

they are exposed and experienced for at least some of the pillar activities. CSR practice could be manifested through one of these sub-themes; CSR is reality, the activities of CSR, importance of CSR, the dominant activities of CSR and CSR policy in the Bule Hora University.

CSR is a reality

The result shows there are various activities that are well thought-out as CSR in the University since its establishment. However, the participants recognized it in different terminology that already exists as 'community service'. Through it there are various community base activities are taken over to address and solve the society's problem.

"Yes! There are different activities that are considered as CSR is a reality in University. Those activities are matched with the ethical, philanthropic and legal pillars of the CSR." (PA 5)

"As far as I know the term CSR is not applicable for our University. But we have different activities that can be considered as CSR activities." (PA 2)

Therefore, the existence of CSR practice in BHU has two folded meaning. One is the term CSR is not yet implemented and recognized in the University structure; the other paradigm is there are various activities that seem CSR practice in the University through the community service and technology transfer unit [6,7].

The activities of CSR

As agreed by most of the respondents participated in the interview (PA2, PA3, PA4, PA5, PA6, and PA7); there are different undertakings by the University through the community service and technology transfer and administration and student service. Those activities may categorized as maintaining livelihood, charity, scholarship, provision of public goods, conflict prevention and resolution, environmental protection. These all CSR does by the University lay its hand on enhancing the living standard of inside and outside University inhabitants. To substantiate the above summary of the transcribed data here are quotation of a participant put as follows:

"However, the effort is fractured and we are betrothed in providing scholarship in degree, masters and Ph.D. programs for more than 250 students from both Zonal administrations, endowment of short term entrepreneurship and bookkeeping trainings, provision of job and job opportunities for those who are prearranged by the government agencies, provision of chairs, computers and accessories to the country side general schools, intervene in environmental protection in a place like Finchawa, Negele and Abaya through Community Based Environment Protection Initiative." (PA 2)

"The University is engaged in different design and architectural works of different projects. The major design and architectural activities of the University for the Community Projects are; design for the Gedaa Cultural Center; Me'ee bokko Cultural Centre design; Suro Memorial Statue design for those who were massacred in the Dergue regime; bridge and rural road design for the city administration; donation of chair, blackboard; and computer for schools, employ part timer staff for Bule Hora Preparatory School, construction material and cash for newly established general schools, etc." (PA 4)

Beside this, some of the respondents agreed that the University still dearth in endeavoring the ethical, moral and legal issues that have faced by the University community. Universities are expected to maintain and produce students; responsible to make them skilled knowledgeable and professionals. The invisible product of a University, knowledge, may be the most common powerful element in the culture of a society. It may affect "the rise and fall of professions and even of social classes, of regions and even of nations".

Universities became a place where highly susceptible for most of the ethical, moral and legal drawbacks are nourished and disseminated specifically to the community and to the nation in general. One of the respondents perceives this issue by saying;

"Universities are fretful not to produce unadorned product like; goods and services. The expected output from universities is more than this; it's a matter of producing responsible and competent citizens. Universities committed to produce those who will maintain a nation and produce much of our mere products....the community norm specifically youth and teen agers are going to change their life styles and their originality. Therefore, the University should do something on those ethical issues. The society value should be protected and the student's ethics should be maintained. The University should think about the business enterprises that are inaugurated nearby the University compound." (PA3)

Maintaining ethical and moral values has its own impact in ensuring a legal community that concerned not to violate law and not to be corrupted.

The dominant activities of CSR

The result that extracted from the respondents of the study with regard to the question; "which activities are performed and expected to be performed in CSR practice?" revealed the results that enable the researcher to identify the major activities done by the University and which activities are dominant in the University. The result shows that there are eight categories of activities that are performed by the University; scholarship, maintaining livelihood, providing public goods, Legal, charity, ethics and moral, environmental protection, and conflict prevention and resolution.

"I preferred that the University work on ethical issues, poverty reduction, compliant with legal procedures, etc." (PA3)

"Are different activities that are considered as CSR in universities. Those activities are matched with the ethical, philanthropic and legal pillars of the CSR." (PA5)

Among the above stated activities of the University the participant's response has revealed the following hierarchical result. Maintaining livelihood, ethics and moral, charity, legal, basic public service, scholarship, conflict prevention and resolution and environmental prevention takes ascending to descending order respectively. As a result, these independent activities have put under the four pillars of CSR practice; these are economic, legal, ethical and philanthropic (Figure 2).

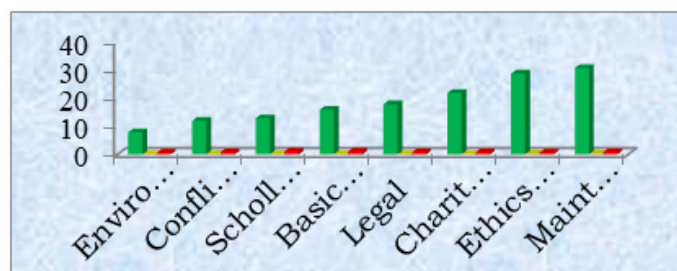


Figure 2. Dominant CSR activities Source: primary data 2020, Results of QDA.

Note: (■) Count; (■) % codes

As seen in Figure 2, the economic pillar that is determined for shareholders interest in terms of maximizing their profit doesn't take as a major concern for the respondents; contrary the others charity, ethical and moral, scholarship and legal has taken the rank respectively.

Public Universities not expected to get their working capital and capital project execution source from their business oriented activities. Rather institutions have brought their investment from the general public; from the government in the form of budget. (PA5)

The importance of CSR

Importance of CSR concept and practice in the universities is agreed by almost all participants (PA1, PA2, PA3, PA4, PA5, PA6, PA7, and PA8). According to the perception of the respondents of the study; the importance of CSR practice for Bule Hora University was stated in two paradigms; internal and external. They mostly thought that importance the CSR

concept is external rather than internal. The external importance of CSR is manifested thoroughly by long term change in the life of the community by maintaining human capital, sharing knowledge (technical assistance), redistributing resources [8].

"To reallocate resources and to address the community's needs through various reasonable and rational activities; the CSR concept is vital. These benefits may not be in terms of money and in quantitative terms, rather the results are long term and it's qualitative. As a result of structured CSR in universities, the result is the enhancement of the standard of living of the community in the long run." (PA6)

When the results have been compared which reveal from the prior theories that has been observed by various researchers; the CSR practice implemented by corporates mostly for the benefit of the internal stakeholders especially for the shareholders to maintain the goodwill, brand recognition and increase the share price of their stock. Companies engaged in CSR practice to take a competitive advantage through increased sales and market share, improved brand positioning, improved image and clout, increased ability to attract, motivate and retain employees. The optimal result that expected from these all reasons to implement CSR is maximizing the profit of the company's profit and shareholders dividend.

However, the University has done and should have to done on the bases of moral and ethical obligations and it's an established goal for them.

"Community service practice of the University is aligned with the establishment objective of Universities. Universities are not striving to attain maximization of profit. Rather, the purpose of them focuses on the skill and knowledge development to maintain privileged society and nation. The budget that allocated for the community service is not enough and little to perform all the issues that are expected from the unit." (PA6)

CSR practice policy

As per the interview result shows there is no guideline in the name of CSR and to rule the practice of CSR. But, various activities that are taken over through the community service and technology transfer and administrative and student service have their contextualized guideline (PA2, PA4, PA5 and PA6). The evaluation criteria for either scholarship programs; Beriso Dukale and Administrative employee's scholarship and management decision minutes for charity and community service projects are the prominent ones.

"There is no guideline for the term CSR, but we have already set and guided by a document that is specific for each activity. For example; we have a guide line and evaluation criteria for the scholarship program, and for other works." (PA4)

"We have rules and regulation for the activities that are performed through University Community consortium. Those activities have their own guideline and procedure like; the Beriso Dukele scholarship. The scholarship guideline has evaluation and eligibility criteria for the potential candidates. Moreover, BHU also provide 80% Scholarship opportunity for the administrative staffs by allowing them only to pay 20% of the total educational cost; its stated in the guideline" (PA5)

The researcher compares the result obtained from this specific research with the prior findings and literature. As it is stated in the introductory part of the research; the concept of CSR is new for Ethiopia. Therefore, it's tough to get structured CSR implementation policy in the strategic plan of the companies and organizations. However, Addis Ababa University and Ethiopian Airlines already launch their social responsibility policy and CSR policy incorporated respectively and incorporated in their strategic plan.

Therefore, the University incorporate objectively designed guideline only for the scholarship grant and the other tasks done depends up on the context of the phenomenon that happened at specific time. All the respondents agreed on having feasible, structured and consistent guideline that could able to stalemate all activities in one CSR package.

CSR needs to be

According to the data collected from the respondents; CSR practice is expected to contribute for the sustainable development of the community by employing it in different awkward annexes of the society. The contribution to sustainable change or development may be ensured; maintaining ethics and moral values on the students, teachers, employees and community; resolute to pull out people from their traumatic life by providing basic necessities, intervening in emergency services, activating environmental protection projects, ensuring law and legality, mitigating corruption and its consequence, minimizing conflict, last but not most important is providing up to the standard education for the generation who is responsible to make tomorrow. If these will happen at any level of achievement; the University also gets implied benefits.

"I expect positive outcomes from CSR concept by intervening on the life of people who can easily get sat in the road side for the whole day for nothing, getting children on the street is not a big deal to snatch or beg for their food, a hassled mothers who take her child on her shoulder and fought to see tomorrow are some common hurting situation for the whole community in every part of the country, and become very sever in the country side. I know it's devastating in its nature but, we can change life of one or two."(PA3)

"My expectation is CSR practice in Bule Hora University to address the major communities' social, economic and political problems and providing potential solution for those problems. Our community is suffering from unemployment, pot water, health and medication, road accessibility, food insecurity, conflict, displacement, etc." (PA2 and PA4) (Figure 3).

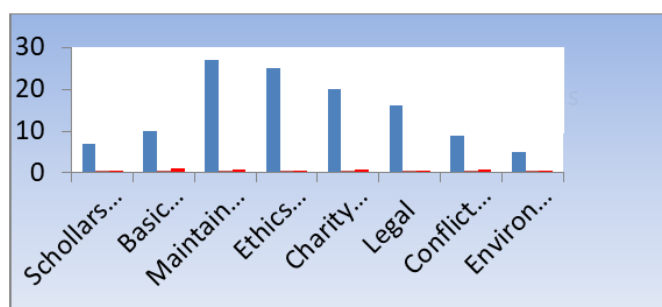


Figure 3. Expectations of CSR to be... Source: from primary data: 2020.

Note: (■) Count; (■) % cases

CSR practice enhancement: Belief of participants

The researcher tried to know the belief of the participants about the enhancement of the CSR practice now and for the last two years. Most of the respondents said that "there is a positive change in one of the activities that performed by the University; that is Scholarship program. In addition to this the teaching and learning process shows improvement." The respondents couldn't say any positive or negative change that they have recognized for the last few years.

"The rate and type of providing scholarship increase significantly for the last two years. The trend shows that from 15 undergraduate study scholarships in 2011 E.C. to 280 undergraduate, postgraduate and Ph.D. programs. The other activities are not significantly improved."(PA2)

In terms of the provision of the quality education there is significant change when we have compared with the last three years. The size of scholarship provided in the last two years this year the scenario has shown increment. (PA6)

Comparing the result with the prior period there are some positivity; even if it is not enough to declare it's in a good track. Of course, there are various reasons that need to be defined as a cause for insufficient performance through different study; other than reasons that are identified in this study; absence of guideline and strategic orientation, lack of clear

understanding of the concept, absence of models that fit to the University, absence of clear term that is appropriate for Ethiopian universities, etc.

CSR practice stakeholders: In universities

Stakeholders are those interested parties internal/ external, economic/ social and has a right to involve in the decision making process of the company or the organization they might be individuals, groups, firms or an entity argued that stakeholders are managers, suppliers, employees, financiers, stockholders, and local communities.

The result yield from the data collected from the participants of interview shows that there are various stakeholders for the CSR practice in the Universities. The respondents have also categorized the stakeholders in to three classifications; internal, external and internal and/or external. As it is mentioned by the respondents these are the most prominent stakeholders like; students, academic and administrative staffs, management of the University; community, MoSHE, governmental agencies (at various levels), NGOs, religious institutions, community based institutions, media agencies, and industries respectively. In addition, the respondents revealed that how the stakeholders would be involved in the CSR practices in the University.

"Government agencies starting from the Kebele to Federal to make the concept and practice levy in sustainable ground, other universities in Ethiopia and abroad because knowledge is diffused, NGOs that contribute in technical assistance and financial assistance because Universities have faced financial shortage to excel in the area, research centers in National and International level to share knowledge and technical assistance, students are the integral part for the attainment of the concept by intermingled with the University strategy, ethical conducts, and moral values, teachers to contribute their maximum in teaching and learning and to attain nation-building through their effort. Business enterprises also take their own share towards the attainment of CSR concepts by providing internship programs and employment opportunities at their graduation. So, it contributes to their competence and employment." (PA5)

The existing theory of stakeholders for the corporate business enterprises exclude most of the stakeholders that are mentioned by the respondents. The primary stakeholders of the corporate business enterprise have the upper hand to decide over the existence and dissolution of the entity these are; shareholders, investors, customers, suppliers, and employees. However, in the case of University the existence is determined by the both internal and external parties; and the lion share is taken by the external stakeholders. Resource related commitment is also taken by the external stakeholder it is the government and partially it's from the community.

"Public institutions have brought their investment from the general public. The public has paid and contributed from the resource that has made by farming, trading, and employment through high frustration and pain."(PA5)

In the University context, there is no mere customer; because, there is no also mere product that would be delivered after a given process. Therefore, we need to disclose students and families instead of customers in the corporate business stakeholder description.

"Universities are fretful not to produce unadorned product like; goods and services. The expected output from universities is more than this; it's a matter of producing responsible and competent citizens."(PA3)

Therefore, the theory and model of CSR in the corporate business enterprises scenario and in the Universities has a huge difference. To reconcile these differences the researcher will propose a stakeholders model for University in this study.

CSR term: Participants' attitude

All respondents of this study have agreed in one word; the terminology 'corporate' in CSR is not appropriate for the governmental organizations especially for the universities. Because, the term corporate represents and used in the business environment and it consists of shareholders, profit,

competitive advantage, etc. Whereas, the ultimate establishment objective of University is to change individuals, community and national level living standard through nourishing knowledge and skill that is necessary and important to attain the objective; not to maximize shareholders capital.

"Here I am not clear about the term CSR; if its name tied up with the word 'Corporate' it acumens with business. But we are discussing about the University social responsibility practice and experience. So, how it's applicable for the University?" (PA1)

"The spirit of CSR term is for the business enterprises. The terminology is also enacted for business enterprises. For this reason, the terminology is better to be changed in to the term that is compatible and expresses the Ethiopian universities feature."(PA4)

As the researcher compares the data pattern of the respondents; all have agreed on the inappropriateness of the term 'corporate' among them one of the respondents proposed the terminology that he feels to the Ethiopian Universities.

"So, it's better to make the terminology with regard to sustainability and University context than the business one; because rescue people from poverty and its sway is an issue of sustainable effort and commitment. Therefore, the naming is better to be 'Sustainable University Social Responsibility' (SUSR)."(PA2)

One of the respondents also discloses that the level of practice and implementation of CSR concept in non-business organizations may depends upon the terminology. This is purported as follows:

"In my opinion the naming may affect its implementation in the Universities and other governmental organizations."

The respondent perception for the term CSR in University and other public organizations has an impact on its implementation. However, this relationship needs to be proofed by other researchers quantitatively. Based on the findings as above, the study proposes the following CSR Models; USSR pyramid, stakeholders and USSR model.

Portfolio and summary of the results

As the researcher tried to describe the data results in the above section; the results shows the perception, experience, attitude, and beliefs of the respondents regarding the CSR meaning, practice, stakeholders, and terminology of CSR. As per the result that has been noted above; the following summary has been made. The dominant activities in the University (Figure 4).

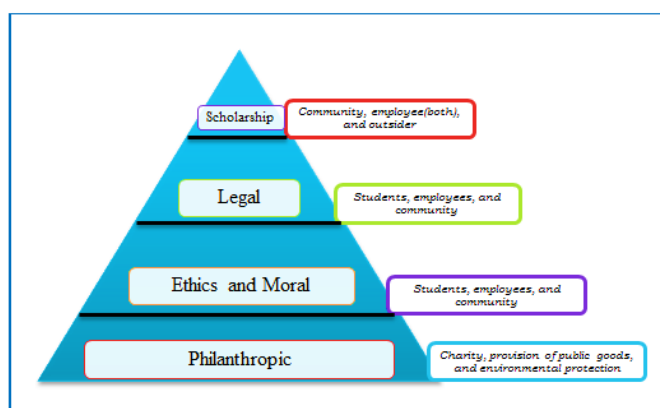


Figure 4. Proposed USSR pyramid (Researchers proposition).

Source: Primary data and prior model, 2020, Results from QDA.

The stakeholders of USSR model

The stakeholders are those who are involved directly or indirectly in to the success of social responsibility in University. The following figure depicts the proposed model of stakeholders for the University. These are

categorized in to two parts; internal and external stakeholders. The external stakeholders are again classified into sub parts, these are; primary and secondary external stakeholders (Figure 5).

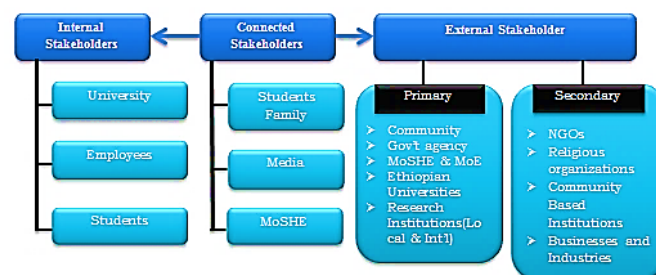


Figure 5. The stakeholders Model for USSR (Proposed by the researcher).

Source: Based on the primary data, 2020, Results from QDA.

The USSR model

Finally, the overall picture of the USSR (University Sustainable Social Responsibility) is shown by the following; that consists of the basic terms and concepts that are gathered from the field. The basics are; Internal and external stakeholders, expected contributions/benefits of the USSR practice (Figure 6).

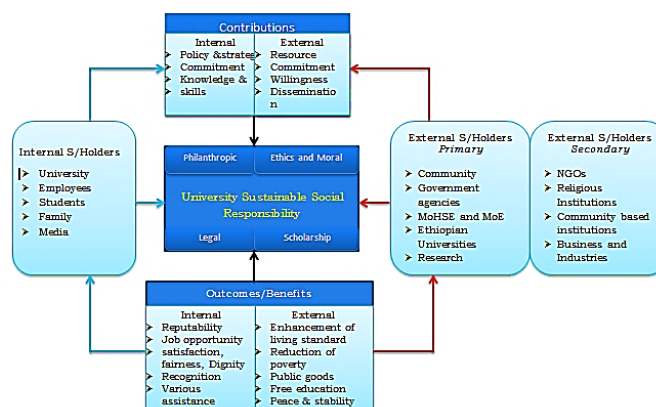


Figure 6. The USSR Model (Proposed by the researcher).

Source: Based on the primary data, 2020.

Discussion

At the end of the research finding the terminology that has been used for the corporate organizations the so called CSR (Corporate Social Responsibility) has been replaced by USSR (University Sustainable Social Responsibility). Changing the term has various reasons that are raised as an important in the implementation and practice of social responsibility concept in non for profit organizations [9,10].

Among the specific objectives of the research; to propose a term that fits the context of Ethiopian University has done partially by proposing the USSR. It will give a chance to adopt the concept independently and clearly in the Ethiopian Universities. In addition, it will factor those Universities already engaged in the practice to enhance in structured and known manner.

Stakeholders of the USSR have defined clearly through the data analysis of the study. The study revealed a result that supports prior studies and models adopted by different authors and scholars. Though, there are new features that are included under the stakeholder's structure or model proposed other than the previous models. The model stated has also the contribution and expected outcomes to and from the USSR practice in the University.

The CSR or the proposed USSR has their commonalities in the categorization of activities in the practice. The huge difference lies in the objective of the organizations that practice the concept of social responsibility. Business enterprises are the one which aims at maximizing the profit and shareholders benefit. Whereas, public organizations especially Universities are by far different from this motive. Therefore, the researcher can identify new insight which can only be the activities of USSR not in the general CSR practice; like scholarship.

For the smooth implementation and wise use resources concepts should be disseminated in appropriate manner for the stakeholders who supposed to involve in the implementation and practice. In this specific research, the concept of CSR practice not well known and understood especially respondents from the community and students. Participants from the academic wing and the top officials relatively equipped with the issues with regard to the CSR activities and concepts. This research finding has agreed and substantiates researches that are conducted in the prior period in Ethiopian context.

Importance of the social responsibility practice is not questioned by any one of the participant who gave interview data in the study. Those importance that are revealed by the respondents categorized as social, economic, political and sustainability.

Conclusion

The study still raises various questions and poses several challenges for the implementation and practicability of USSR in the Ethiopian Universities. The challenges that makes things though for the government and MoSHE is the newness of the concept, lack of awareness in the University community, absence of theory, model and terminology that fits Universities in general and Ethiopian Universities specifically. However, the findings brought some propositions that shall be used to implement the social responsibility practice in Universities. According to the result from the primary data collected; the knowledge with regard to the University community for the concept CSR is not as expected, the activities of CSR is embedded by the other University wing that is the Community service. For this reason, the CSR practices are considered as Community service and Community service work considered as CSR. The University is less structured in having guideline for the activities doing for the internal and external stakeholders.

The researcher concludes that the USSR would be able to change the paradigm of a nation in various aspects. So, the researchers and other stakeholders need to involve in the generalizability of the results brought by this specific research.

Declarations

Implication for the Upcoming researches in the area

The results from a qualitative research need to be approved by the research that uses different quantitative techniques and by taking large sample size to get more scientific results. The concept of USSR has its impact not only the in the University community, the inhabitants in the University and a region that the University is operating; rather the effect is visible in all over the country in which the students went for job or to maintain their livelihood.

Therefore, CSR/USSR, is the potential issue to explore and brought changing concepts to the policy makers and for the government agencies.

Competing interest

No one has any conflict of interest with regard to this research article. I have done the research paper with all the management members of the University and with their full consent to provide all the relevant data.

Author's contributions

All the research process has been accomplished by the researcher. All process from problem identification, data collection, data analysis till the write up done by the researcher effort.

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