

**UNIVERSITY COUNCIL COMPOSITION AND SOCIAL RESPONSIBILITY IN
PUBLIC UNIVERSITIES IN KENYA**

By

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MASTER OF BUSINESS ADMINISTRATION (CORPORATE MANAGEMENT)

KCA UNIVERSITY

2025

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (CORPORATE MANAGEMENT) IN THE SCHOOL OF
BUSINESS AT KCA UNIVERSITY**

FEBRUARY, 2025

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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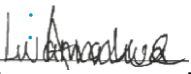
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Dr. Lucy S. Wamalwa, PhD

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ABSTRACT

Corporate Social Responsibility (CSR) plays a significant role in promoting and contributing to the attainment of Vision 2030 in Kenya. When implemented effectively, CSR can address social inequalities by supporting initiatives that focus on education, healthcare and poverty alleviation. Public Universities can support innovation and technology initiatives through research and development, partnerships with technology hubs and investment in cutting-edge technologies, contributing to Vision 2030's goals of fostering a knowledge-based economy. Public universities in Kenya have faced financial crisis due to underfunding incidences being witnessed in the country. As these universities pursue means to enhance their sustainability, one key strategy that has emerged is adoption of social responsibility. The study aimed to assess how university council composition affects corporate social responsibility in public universities in Kenya. The specific objectives pursued by the study were to assess the extent to which strategic partnership, council diversity and inclusion, council expertise and council engagement influences the performance of CSR practices in public universities in Kenya. The study was underpinned by the upper echelon, resource dependency and the stakeholder theories. This study was based on quantitative research approach employing a descriptive research design. The unit of analysis in the study was all 40 public universities in Kenya. The respondents consisted of one (1) council member and one (1) council secretariat from each university totaling to a target population of 80 respondents. The study utilized census method where information was collected from each and every unit of the elements in study population. Primary data was collected by use of a five-scale structured self-administered questionnaire. Both descriptive and inferential statistics were used to analyze the collected data and the results were presented through tables. The research discovered a significant positive association between university council composition specifically council strategic partnerships, expertise, diversity and inclusion and engagement practices and CSR practices in public universities in Kenya. Regression analysis revealed that these factors collectively accounted for 56.4% of the variance in CSR performance. The study emphasized that university council composition is critical for enhancing CSR practices within public universities. Among the variables, council expertise had the greatest impact on CSR performance, followed by engagement and strategic partnerships while diversity and inclusion had a relatively smaller influence. It is recommended that public university councils adopt policies to strengthen partnerships, expertise, and engagement while fostering diversity and inclusion to optimize their CSR initiatives. It is recommended that subsequent research explore the roles of institutional culture, regulatory frameworks and funding mechanisms in shaping CSR initiatives within public universities.

ACKNOWLEDGEMENT

All praises are due to Allah for guiding me throughout my dissertation and study. The completion of my dissertation would have not been possible without the support, encouragement and nurturing of my project supervisor Dr. Lucy S Wamalwa, PhD. and wish to extend my sincere thanks.

I would also thank my family for their moral support as well as my co-workers for their advice and encouragement

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DEDICATION

This dissertation is dedicated to my parents for educating me and encouraging me to pursue knowledge and prayers, above all to believe in Allah, the Almighty for guidance.

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ACRONYMS AND ABBREVIATIONS

CSR	Corporate social responsibility
CEO	Chief Executive Officer
CG	Corporate Governance
CBN	Central Bank of Nigeria
CSP	Corporate Social Performance
GMM	Generalized Method of Moments
NSE	Nigeria Stock Exchange
PCSE	Panel corrected standard error
PLS	Partial Least Squares
UK	United Kingdom
USA	United States of America
VIF	Variance inflation factors

OPERATIONAL DEFINITION OF TERMS

- Corporate Social Responsibility:** A self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public (Carroll, 1999).
- Council Composition:** Refers to the makeup in terms of structure and characteristics of the decision-making body in an organization (Raheja, 2005).
- Strategic Partnership:** Refers to collaboration between an organization and external stakeholders for mutually beneficial relationship and sustainability of the organization (Kale & Singh, 2009).
- Council Expertise:** Refers to the experience, knowledge, abilities, skills and other qualifications possessed by the members of the decision-making authority in the organization (Carter, Simkins & Simpson (2003)
- Council Engagement:** Involves the level of commitment and involvement of the decision-making body of an organization in performance of defined tasks and its mandate (Vafeas, 2003)
- Council Diversity and Inclusion:** Refers to the existence of the members from varied backgrounds in terms of demographic characteristics in the decision-making body of the organization, (Adam & Ferreira, 2009)

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers the background of the study, statement of the problem, objectives of the study, research hypothesis, justification of the study and scope of the study

1.1 Background of the Study

Adopting the self-policing business model known as corporate social responsibility (CSR) enables a firm to become more accountable to the public, stakeholders, and itself on social issues. Businesses are able to become conscious of their impact on the social, economic, and environmental aspects of society by implementing corporate social responsibility, also known as corporate citizenship (Fernando, Brock, and Munichello, 2023). CSR plays a crucial role in the attainment of Sustainable Development Goals (SDGs) and can have enormous influence on addressing global challenges. The significance of CSR in achieving SDGs lies in its potential to create a positive impact on society and its surroundings while aligning with the broader global agenda (UNESCO, 2014). By integrating responsible business practices and contributing to sustainable development, universities can play a crucial role in addressing the world's most pressing challenges. CSR involves institutions taking responsibility for their impact on society and the environment. These initiatives include programs that provide employment, vocational training, and support to communities in need, hence contributing to poverty reduction (SDG1). The programs can also focus on promoting gender diversity and equality within the workplace, as well as supporting initiatives that empower women and girls in communities (SDG5). Institutions can support innovation through research and development, infrastructure projects, and partnerships that contribute to sustainable industrialization (SDG 9) (UN SDGs, 2015).

Incorporating environmental, social, and governance considerations into corporate decision-making is another way to define corporate social responsibility. Global industry and academia have given corporate social responsibility (CSR) a great deal of attention in the twenty-first century (Rao and Tilt, 2017). In several sectors, board composition that takes into account diversity and variances in traits is still vital to corporate governance. Notably, through oversight of management and resource provision, board composition may influence business strategy and decision-making, much like many other corporate governance issues do. Concerns regarding the connections between board composition and corporate social responsibility (CSR) have become more prevalent recently in a number of global sectors (Adid and Xianzhii, 2019). This prompts examination of the reasons for and methods by which an organization's internal Corporate Governance procedures, such the makeup of its board, influence its social and environmental policies.

Pim (2021) examined a total of 44.690 firm-year observations in Britain from 2010 until 2019 and established a substantial positive relationship between board characteristics of gender diversity and board expertise in CSR decoupling, while board independence did not show any significant results. In China, Chen and Songkhla (2017) discovered that higher education institutions can show their commitment to social responsibility by implementing sustainable development techniques into their operations. They suggested that this be engrained as a manner of being, doing, and practicing in the university's philosophy. Every level of university operation, encompassing corporate governance, fundamental principles, and practices, should incorporate social responsibility. Based on findings from listed firms in Taiwan, controlling owners with entrenched control such as family control and the CEO/chairman duality are less likely to participate in (CSR), according to Shu and Chiang (2020). Additionally, within block shareholders

with greater shareholding including directors and major shareholders are similarly more reluctant to participate in CSR.

Similar to other regions globally, corporate social responsibility is a crucial issue for firms operating in Africa. In South Africa, which has the most advanced governance framework among developing nations, Adid and Xianzhii (2019) discovered that a number of characteristics of the board of directors, including the size, independence, and average age of the members as well as the makeup of the audit committee, had a major effect on the corporate social performance (CSP). The CSR of PLCs in Nigeria was impacted by the size, diversity, and makeup of the board. The conclusions of the study on the correlation between board attributes and CSR thereby emphasized the importance of comprehending board dynamics and their potential to impact the aspects of corporate social responsibility that have an indirect effect on the organization's corporate reputation.

Further research from Uganda shows that the composition of the board of directors impacted the CSR score across numerous sectors in the Uganda economy, where the baseline model displayed a strong positive correlation across board independence, CEO duality, women directors, and firm CSR score in the covered sectors that include the services industry, financial, manufacturing, and retail sectors (Saleh and Jurdi, 2021). Another study by Magalla (2018) that focused on Kenya highlighted that while the boards need to be responsive, accountable to the company, and responsible to the company's identified stakeholders, they also need to apply the test of fairness, accountability, responsibility, and transparency to all acts or omissions. Crucially, however, is the makeup of these boards. Good corporate governance practices, which are becoming vital tactics that public universities can use to enhance their many performance areas, including CSR, depend heavily on the makeup of the board (Karuiki, Ombaka, and Kiumbe, 2021).

1.1.1 Board Composition

Board composition can be described as the individuals on a company's board of directors who are recognized for their contributions, such as their knowledge and proficiency in management. Board composition varies widely depending on an organization's goals (Palmer, 2022). Board effectiveness can be enhanced by having a well-balanced membership that recognizes diversity in backgrounds, experiences, and skill sets. The members that make up an organization's board of directors are known for their contributions, including their management experience and expertise. This is known as the board composition. Depending on the objectives and sector of a firm, board composition changes greatly (Palmer, 2022). Board effectiveness can be enhanced by having a well-balanced membership that recognizes diversity in backgrounds, experiences, and skill sets. It provides profound understanding, a multitude of expertise, and the variety of viewpoints required for an organization to take on difficult industrial issues (Kamau, 2018).

Board composition, according to Machuki and Pokhariyal (2018), is the total heterogeneity among board members and can take on a plethora of forms, including age and nationality, task skills and relational skills, political preference and sexual preference, and religious and functional background. This diversity can be more overt in terms of educational attainment, professional experience, and organizational participation, or more covert in terms of color or ethnic background, nationality, gender, age, and other characteristics. Kenyan public universities continue to confront significant obstacles, such as shifting political landscapes, a globalized economy, and unclear future stability (Nafukho, 2018). In particular, they face difficulties associated with the increasing pace of university education, declining government support, gender disparity, inadequate research capacity, impoverished living conditions for students, and the development of HIV/AIDS (Mwiria and Ng'ethe, 2017). These difficulties call for changes in the

way the aforementioned institutions are managed, and Mwiria (2007) identified corporate governance which involves changing the makeup of the university board as the area most in need of change.

1.1.2 Corporate Social Responsibilities Practice in Public Universities

Public universities are commonly viewed as institutions not designed for business purposes which often leads to a reluctance in adopting corporate social responsibility (CSR) practices (Kinyanjui et al., 2021). This is despite the recommendations that Universities should embrace such strategies since they contribute to the economic and social development of such institutions. According to Park, Chidlow & Choi (2014), universities and other higher education institutions should implement corporate social responsibility (CSR) initiatives to gain the trust and support of both their internal and external stakeholders. Universities currently continue to face financial constraints resulting from the harsh economic conditions being experienced globally. To achieve higher performance and lessen their dependence on government funding, universities are actively pursuing various strategies, with Corporate Social Responsibility (CSR) being a key area of focus. Recently, considerable discussion has emerged regarding whether organizations should engage in social responsibility and the extent of their obligations (Visser, 2014). In Kenya, Corporate Social Responsibility (CSR) is largely viewed as the domain of profit-driven companies, particularly large corporations, which are considered better equipped to engage in such practices (Okwemba et al., 2014). Karuiki et al. (2021) have highlighted that public universities in Kenya ought to implement mechanisms that conform to corporate governance practices concerning transparency, management guidelines, and public participation in order to enhance the institutions' effective performance. Interestingly, this has had an impact on their performance in numerous domains (Lawal, 2017).

Interestingly, some Universities in Kenya have employed various corporate social responsibility strategies as a strategy to improve preface. While the above studies have pointed to low performance in terms of CSR, some universities for instance Garissa University in its CSR strategy that is part of its 2020/21 financial year embarked on the promotion of its social responsibility activities and included the engagement of the community through the office of career services in promoting career development and leadership skills among the youth and young generations in school. The outreach services include career development talks and motivational talks targeted at five secondary schools in the county. Additionally, during the 2020 AIDs Day, the University, in collaboration with the county government and the National Aids Control Council, celebrated the year of WAD by providing the less fortunate with Maisha kits in UmulKheir Orphanage in Garissa Sub- County.

1.1.3 Board Composition and CSR

The composition of a university's board significantly impacts the performance of its CSR practices. The composition of the board is a critical factor that enhance a board's ability to oversee and implement effective operations and initiatives aimed at attaining pursued goals (Karim, Manab & Ismail, 2019). By adopting a thoughtful approach to board composition, universities can better align their governance with their social and environmental responsibilities; ultimately contributing to their overall mission and the well-being of the communities they serve (Islam, French & Ali, 2022).

The strategic operations of universities along with other institutions are increasingly seen to depend on the successful execution of Corporate Social Responsibility (CSR) principles. Universities are crucial to Kenyan education, as well as to the country's social, economic, and environmental development. There is a growing expectation on Kenyan universities to incorporate

education for sustainable development (ESD) into their curricula and to adopt sustainable practices. However, the makeup of these organizations' governing boards has a big impact on how well these programs work. In determining the strategic direction and governance of universities, the makeup of the board is extremely important.

The composition of the University council should be appropriate given its critical role in determining corporate policies and practices regarding the number and location of the University, its mission, the size of its enrollment, the degree requirements, the quality standards expected of student performance, the caliber of research and public service activities, the freedom enjoyed by individual faculty members in their teaching and research endeavors, staff appointments, internal organizational structure, and the distribution of available resources and CSR approach (Karuki and Kiumbe, 2021).

As evidence indicates the significance of board composition in decision making, Kamau (2018) stressed the importance of exploring the link between gender diversity and CSR decision-making processes, which has not been quite explored by many organizations and scholars. It is anticipated that a diverse group of board members will contribute a wide range of viewpoints to the decision-making process, which is essential for voluntary and intricate decisions such as those pertaining to corporate social responsibility (Lawal, 2017). Additionally, Chen and Songkhla (2017) noted that there is substantial disagreement surrounding one of the specific features of board diversity gender and that research has demonstrated the significance of gender diversity in boardroom decision-making.

Shu and Chiang (2020) found that corporate governance is what drives managers and executives to set goals and objectives in relation to CSR, and therefore the composition of these boards is key to meeting and promoting organizations' CSR objectives across many sectors. A

considerable amount of evidence also exists suggesting that various board attributes, including board composition, board diversity, and the number of female directors, can have a significant influence on CSR.

As CSR becomes critical for organizations across all sectors, including education and institutions of higher learning (Palmer, 2022), globally, universities need to recognize social responsibility as a core organizational function and adjust their training, teaching, and educational initiatives accordingly. In order to give universities' social responsibility programs credibility in the eyes of stakeholders, corporate governance can have a significant impact on the practical strategies they choose to implement (Lawal, 2017).

1.1.4 Universities in Kenya

Under the Universities Act, 2012, public universities are governed by a Council that plays a crucial role in the overall governance, management and administration of the institution. According to Section 36 of the Act, the Council consists of nine members appointed by the Cabinet Secretary responsible for university education. These include a chairperson, the Principal Secretary in the Ministry of Education, the Principal Secretary in the Ministry of Finance and five members selected through an open and competitive process. Additionally, the Vice-Chancellor of the university serves as an ex officio member of the Council. This governing body is tasked with formulating policies, ensuring proper financial management and overseeing academic programs to align with national development goals. The Council also plays a pivotal role in appointing senior university officers and ensuring adherence to institutional objectives, making it fundamental in steering public universities toward academic and administrative excellence (Universities Act, 2012).

Kenya's higher education system has expanded over time to encompass a greater number of private and public universities (Commission for University Education, 2013). Since the mid-1980s, university education in Kenya has grown dramatically, according to Mutula (2002). Currently, there are seventy-seven (77) higher learning institutions, thirty-five (35) public founded institutions, seven (5) public university constituent colleges, one (1) public specialized degree awarding university, twenty-five (25) private chartered universities, three (3) private university constituent colleges and eight (8) higher learning institutions that are operating with letters of interim authority (CUE, 2022). The universities social responsibility to handle SDGs, climate change and sustainability is becoming relevant. For over three decades, higher education institutions (HEIs) worldwide have been at the forefront of integrating sustainable development (SD) into their operational frameworks and educational programs. This commitment has been particularly pronounced through initiatives like the United Nations Educational, Scientific and Cultural Organization's (UNESCO) Education for Sustainable Development (ESD) which coordinates efforts through the Higher Education Sustainability Initiative (HESI) (Bautista Puig, Mauleón & Casado, 2019). For instance, the United Nations Sustainable Development Goals (UN SDGs) in over 300 institutions have demonstrated their dedication to sustainability where the integration underscores how HEIs have actively shaped and led sustainable practices, promoting environmental stewardship and social responsibility (Leal Filho, 2019).

According to Thukia (2019) the Universities, by virtue of their societal role have a profound impact on their communities' economic, social and environmental dimensions. They bear the responsibility of guiding students, faculty and staff towards sustainable practices while influencing regional sustainability efforts. The breadth of sustainability integration in HEIs is extensive ranging from policy formulations and curriculum development to campus green

initiatives and participation in international sustainability charters which fosters sustainability across various levels of academic and community life.

1.2 Statement of the Problem

Public Universities in Kenya continues to face crisis hence struggling for sustainability (Nganga, 2024). This has called for need for the councils of public universities to devise strategies that helps to promote attainment of various forms of sustainability. As noted by Kinyanjui et al. (2021), Corporate Social Responsibility (CSR) is one of the areas of interest for many institutions seeking to attain sustainability. Thus, the boards of various institutions have been in the race to establish how the CSR integration will promote the overall performance in the said organizations.

Despite this fact being present in Kenyan arena, little attention evidenced by scanty studies and literature on university council composition and social responsibilities in public universities in Kenya has been evidenced. This has raised concerns given that corporate social responsibility practices are becoming more and more important for companies across the globe (Ndalahwa, 2023). However, literature on the effect of board characteristics and CSR practices have mainly focused on corporate organizations giving little attention to universities (Yiming, Xinyue & Younggeun, 2018; Rania, Ouidad, Nadia & Omri, 2021; Zhuang, Chang & Lee, 2018; Racandina & Tuma, 2017 & Wanjiku, 2019).

The effect of council composition on universities adoption of sustainable practices remains under researched hence there is need to examine the effect of council characteristics on performance of CSR practices in universities. Secondly CSR related research have mainly been carried out in developed countries (Masoud, 2017; Bhatia & Makkar, 2020; Gajadhur, 2022), very few studies have been carried out in developing economies (Ma et al., 2023; Alshbili & Elamer,

2019; Barakat, Pérez & Ariza, 2015 & Eljayash, 2015) hence there is need to carry out more research in developing economies.

The study aims to fill in the knowledge gap by examining the effect of council composition on CSR practices in public universities. If these gaps are unaddressed, the institutions of higher learning would not be able to gain sufficient public goodwill. Consequently, this would affect their enrollment rates. It is against this background that this study endeavors to evaluate the influence of council composition on performance of corporate social responsibility practices of in public universities in Kenya.

1.3 Research Objectives

The study was guided by the following objectives

1.3.1 General Objective

The study sought to establish the influence of university council composition on corporate social responsibility practices in Public Universities in Kenya

1.3.2 Specific Objectives

- i. To establish the effect of university council strategic partnerships on corporate social responsibility practices in Public Universities in Kenya.
- ii. To assess the effect of university council expertise on corporate social responsibility practices in Public Universities in Kenya
- iii. To determine the effect of university council diversity and inclusion on corporate social responsibility practices in Public Universities in Kenya
- iv. To examine the effect of university council engagement on corporate social responsibility practices in Public Universities in Kenya

1.4 Research Hypothesis

The research was guided by the following null hypotheses

H₀₁: There is no statistically significant correlation between university council strategic partnerships and corporate social responsibility practices in public universities in Kenya

H₀₂: There is no statistically significant correlation between university council expertise and corporate social responsibility practices in public universities in Kenya

H₀₃: There is no statistically significant correlation between university council diversity and inclusion and corporate social responsibility practices in public universities in Kenya

H₀₄: There is no statistically significant correlation between university council engagement and corporate social responsibility practices in public universities in Kenya

1.5 Justification of the Study

This study will be of benefit to various stakeholders in different ways.

1.5.1 University Administration

The study will provide valuable insights into how the composition of the council impacts the effectiveness of CSR initiatives. This can help the administration in strategic planning and enhancing CSR performance. Findings can aid in developing policies to optimize council composition for better governance and CSR outcomes.

1.5.2 Council Members

Council members can understand which aspects of their composition are most strongly linked to effective CSR practices. The study may highlight areas where additional training or changes in council practices could improve CSR performance.

1.5.3 Faculty and Staff

Improved CSR practices can lead to a better working environment and greater job satisfaction. Opportunities may arise for faculty and staff to engage in CSR initiatives, promoting professional growth and development.

1.5.4 Students

Students can gain practical insights and learning experiences through engagement in university CSR activities. Enhanced CSR practices can lead to improved university-community relations, benefiting students through a better campus environment and increased opportunities for community involvement.

1.5.5 Local Community

Better CSR practices can strengthen the relationship between the university and the local community, leading to collaborative projects and community development. Communities can benefit from the resources and programs provided by the university's CSR initiatives, such as education, healthcare, and environmental projects.

1.5.6 Government and Policy Makers

The study can inform government policies on higher education governance and CSR, promoting best practices across the sector. Insights into effective council composition can enhance accountability and transparency in public universities, aligning with government objectives for public sector governance.

1.5.7 Donors and Partners

Donors and partners can identify which universities are effectively using their resources for CSR, leading to more targeted and effective collaborations. By using the results, they may ensure sure that their funds is being spent appropriately and assess the influence of their contributions.

1.5.8 Researchers and Academics

The study will contribute to the academic literature on governance, CSR, and higher education management. Findings can identify new areas for research and open opportunities for further studies on related topics.

1.5.9 Overall Societal Benefits

Enhanced CSR practices contribute to broader societal goals such as sustainable development, social equity, and environmental protection. Universities with strong CSR practices can improve their reputation, attracting better students, faculty and funding, which in turn benefits society by producing well-rounded, socially responsible graduates.

1.6 Scope of the Study

The study's focused on how council composition affects public universities' CSR. For the purpose of being representative of the entire nation, this study primarily concentrated on all public universities around the nation. Public universities were chosen in light of their inadequate adoption of CSR practices. Four objectives that measure council composition served as the study's guiding principles. These included council strategic partnership, expertise, diversity and inclusion as well as council engagement. Performance of corporate social responsibility practices were measured in terms of environmental sustainability, social sustainability and economic sustainability. The study utilized both collection of primary and secondary data and focused on respondents from the council and the secretariat. The study was conducted between August and December 2024 and assessed the performance of CSR practices by the public universities focusing on key factors mainly council strategic partnerships, expertise, diversity and inclusion and council engagement.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher reviewed a few hypotheses to help understand how council composition affects public university corporate social responsibility initiatives. Furthermore, an empirical evaluation of previous research was conducted to provide additional insight into the degree to which council composition influences public university corporate social responsibility initiatives.

2.2 Theoretical Review

Osanloo and Grant (2016) define a theoretical framework as one that bolsters the main hypothesis of the study. It thereby enhances and assesses the study project. It provides the rationale for the study. The study's philosophy, methodology and epistemology are all guided by the theoretical framework (Osanloo and Grant, 2016). The research was based on the following theories.

2.2.1 Upper Echelon Theory

Upper Echelon theory was introduced by Hambrick & Mason (1984). The concept of the upper echelon pertains to senior management individuals such as CEOs and top management teams (Finkelstein & Hambrick, 1996; Finkelstein et al., 2009). The theory was built on the idea that strategic decisions in organization are connected to the background characteristics of the organization's management what was termed as Top Management Team (TMT). A Top Management Team (TMT) comprises top-level managers and directors within a company equipped with specialized expertise that helps the organization make well-informed decisions (Finkelstein and Hambrick, 1996). This expertise includes both tangible and intangible knowledge and attributes that an individual hold. Hambrick and Mason (1984) suggest that individual

characteristics and cognitions are shaped by past experiences, education, and personal values. These cognitions influence how top managers analyze and respond to situations, and ultimately, the strategies they choose for the organization (Kaplan, 2005). While experience, education and personal values are commonly believed to affect executives' decisions, further studies have investigated additional demographics and characteristics such as CEO tenure, international experience, functional background and age. The theory has received critique on its overemphasis on the personal characteristics of top management while often overlooking the influence of organizational culture and external environmental factors on decision-making.

The relevance of this theory to the current study is based on its suggestion that decisions made by top management including those related to CSR are shaped by the characteristics of the top management teams where in this case it refers to the University Council. These factors directly relate to the study's focus on how council expertise, diversity and engagement impact CSR practices. Essentially, the personal qualities of university council members influence how the institution approaches social responsibilities. Additionally, extensive research suggests that influential organizational figures at the decision-making positions play a crucial role in driving CSR initiatives (Lindgreen & Swaen, 2010; Manner, 2010; Chin et al., 2013).

2.2.2 Resource Dependency Theory

Resource Dependency Theory, developed by Jeffrey Pfeffer and Gerald Salancik (1978), posits that organizations rely on resources available to achieve their goals and effectively manage relationships with their environment. Resource dependency theory operates under the premise that businesses rely on their resources to accomplish their goals. According to this study, the board gives the company vital resources including credibility, contacts and knowledge. According to Manita, Bruna, Dangand Houanti (2018), the board of directors serves as a valuable resource for

creative and strategic thinking regarding novel growth prospects, in addition to offering counsel, direction, and support to executives. Consequently, the resources human and relational capital that the directors contribute to the board determines its efficacy. Diversity is viewed as an expert aspect that enhances decision quality. In fact, diversity promotes the network to grow by increasing the number of linkages due to the diverse makeup of the board of directors. Because of this, a board of directors with a variety of backgrounds gains from stronger connections between the business and the community it serves.

In regard to gender diversity, women can be vital in contributing particular resources to the table by increasing access to the well-established, enriched, and human capital in the literature. When a wider range of viewpoints and issues are considered and more outcomes are evaluated, decision-making can be enhanced by increasing gender diversity. Assuming gender differences in leadership styles, more women can also promote more collaborative communication among board members. Some research indicates that women have a more democratic, communal, and participatory leadership style than men.

Additionally, women's psychological characteristics enable them to minimize disparities in knowledge for the market and stakeholders. Furthermore, the inclusion of female directors on the board may be perceived as an indication of conformity with market and regulatory expectations, two key stakeholders. It implies that a more gender diverse board would imply a higher CSP. According to Jain and Jamal (2021), managers are moral beings who must make decisions regarding how to fulfill their corporate social duties. It appears possible that managers have different ideas about what constitutes responsibility and choice. Furthermore, those organizational and personal traits may be connected to these differing perspectives in ways that support a clearer expression of the requirements of corporate social responsibility.

The social role hypothesis holds that both genders behave in ways that are consistent with stereotypes and social roles. These values can be viewed as both an individual's character and the societal norms that other people expect of them. According to the social role theory, women are more sympathetic than men because they are recognized as such in many cultural contexts. Manita et al. (2018) also emphasized that the features of the practice in question influence ethical decision-making. Depending on the topic, situational and personal factors can have varying degrees of importance. As a result, the features of the evaluated practices should be considered in comparisons of ethical gender perspectives. The major challenge experienced in the application of this theory is that it may overly simplify the complex nature of organizational relationships assuming that resource acquisition alone is sufficient for survival and success without fully accounting for power dynamics and competition.

This theory guides the current study in that according to this study, the board gives the company vital resources including credibility, contacts and knowledge. The board acts as a key resource by providing access to essential external connections and insights that enhance corporate social responsibility (CSR) practices. Board diversity, whether in terms of experience, education or background, enriches the decision-making process, leading to more innovative and inclusive CSR initiatives in public universities. Additionally, the board's expertise in various fields equips universities with the necessary skills to strategically engage in CSR activities, improve stakeholder relations and address societal needs.

2.2.3 Stakeholder Theory

According to this theory, the executives of those businesses operate a network of connections that includes employees, owners, suppliers, partners in the organization and contractors. Freeman (1984) established a hypothesis that posits a company's long-term survival can only be achieved

by concentrating on giving equal value to all stakeholders. Based on the premise that companies can only be deemed successful if they provide value to most of its stakeholders, lies the thesis. Stakeholders Theory was meant to take the concerns of various concerned parties. Stakeholder theory stipulates the necessity of the representation by different concerned parties in the firm's board to enable agreements, limit conflicts, and synchronize efforts in order to attain the firms' objectives (Donaldson & Preston, 1995). The shareholder model of corporate governance is driven by the assumption that parties concerned are upright and lawfully entitled in guiding the organization given their ownership investment is considered an extension of this categories' given right to the ownership of the private property.

Given that the theory assumes that businesses can only be considered successful when they deliver value to the majority of their stakeholders, the corporate governance is critical in addressing societal need through CSR. According to the theory, organizations must create value for all stakeholders to be successful. In this context, CSR represents the university's efforts to meet the needs and expectations of its various holistic stakeholders and the broader community. Therefore, there is need to ensure that the corporates promote the CSR activities and initiatives.

The stakeholder theory asserts that management has an ethical obligation to safeguard not only the corporation but also the legitimate interests of all stakeholders, emphasizing that the interests of these stakeholders should be maximized consistently. Olatunji (2013) argues that the stakeholder concept allows management to cater to the varied needs and interests of essential groups, including capital owners, employees, customers, suppliers and emerging groups such as governments, competitors, consumers, advocates, environmentalists, special interest groups and the media, highlighting their crucial roles in the success of the business. A notable critique of stakeholder theory is that it can be difficult to balance and prioritize the diverse and sometimes

conflicting interests of various stakeholders leading to challenges in decision-making and potential for stakeholder capture or interference by powerful groups. The study is underpinned on this theory since the theory emphasis on the importance of considering the interests of various stakeholders in organizational decision-making, particularly in how universities can leverage CSR practices to create value for their stakeholders and enhance long-term sustainability.

2.3 Empirical Review

This section provides literature on studies done by other scholars based on the study's objectives

2.3.1 Council Expertise and Performance of Corporate Social Responsibility Practices in Universities

Yiming, Xinyue and Younggeun (2018) investigated the relationship between board composition and corporate social responsibility performance. Specifically, the study examined the impact of council composition by considering aspects like political experience, academic experience, overseas background, and gender diversity on CSR performance. The study showed that the political experience, academic experience and overseas background of the board members are positively related to the firm's CSR performance.

The study by Pureza & Lee (2020), on the CSR leadership for sustainable development of the Brazilian industries maintained that leadership was essential in making the CSR successful. The study concluded that organization leadership is an essential component in ensuring the sustainability of CSR in the industries. The study also concluded that for CSR initiative to succeed, the leadership of the firm should be appropriate. In the same vein, Rodriguez (2023) investigated the role of leadership on CSR in the Mexican firms where the findings of the study showed that the leadership experience and skills had significant influence in shaping the corporate governance of the organization and in turn the corporate social responsibility. Additionally, a study on the

leadership ethics and the corporate social responsibility by Gorski (2017) pointed that the success of the CSR programs is determined by presence of a type of leadership that promotes CSR's ideals with effective ethics and leadership. Poddar (2023) revealed that strong organizational culture and committed leadership significantly influence CSR performance by creating long lasting effects and commitment by the organization to the organization to the society.

In their study Harjoto and Wang (2020) investigated the board network centrality and firms' performance in terms of environmental, social and governance (ESG) practices. The network centrality was investigated in terms of the number of connections of the board members how often the firm networks with other firms and the information centrality which defined the board social (capital). The study revealed that the strong board networks brought about high social capital which increased the performance in terms of environmental, social and governance (ESG) practices of USA in firms. Usengumurenji et al. (2024) carried a study on the influence of the board leadership and the performance of the public institutions in Rwandan public sector. The study findings underscored that there is significant positive influence of the board leadership diversity and experience mainly on the leadership expertise diversity, and overall style of leadership to have a strong influence of the performance of the public institutions.

Naheed et al (2020) noted that the boards' financial expertise (BFE) had a positive influence on CSR disclosure in Chinese firms. The study noted that the board members' expertise in finance encouraged high level of disclosure which led to higher performance in CSR activities. Additionally, Li et al. (2022) analyzed financial experts of top management teams and corporate responsibilities in Chinese firms. The results showed that firms with executives with financial expertise had higher CSR performance and promoted lengthier sustainability of CSR projects. This was in congruence with Shaukat et al. (2016) who noted that board members' expertise in CSR

what they termed as the superior CSR competencies was key factor promoting the corporate social strategy and performance. According to Dharwadkar et al. (2021) on corporate social responsibility and boards on implications of legal expertise, the study revealed that the firm's governance characteristics mainly board legal expertise corresponded to effectiveness of CSR performance whereby the legal expertise helped the firms in alleviating risks and improving monitoring effectiveness in the firms. Ozdemir (2021) noted that board members experience outside the firm's functional business is likely to introduce new practices in to the firm that positively promotes CSR practices.

Alshareef (2014) evaluated the board roles performance in adoption of CSR practices; the study revealed that the appropriate mix of directors' roles in development of sound monitoring tools critically determined the adoption and effectiveness of CSR activities in Saudi listed firms. In the same vein, Al-Marri et al. (2019) revealed that management and organizational capabilities in the project management mainly in organizing, monitoring and aligning CSR activities contributed to the development of the CSR practices and their sustainability in the United Arab Emirates (UAE) firms. The findings were supported by Wahindi et al. (2022) who found that monitoring was an essential component that positively influenced the sustainability of CSR projects funded by Safaricom Limited in Kenya. Al- Shammari et al. (2022) who investigated the relationship between prior board experiences on the performance of the corporate social responsibilities in the firms, the study established that board prior CSR experiences positively influenced the firms' current CSR activities. Despite the existence of findings on the positive on the relationship between board characteristics and firm performance evidence, Chemweno (2016) investigated board characteristics and firm performance evidence from Kenya, found that the board expertise among other factors had insignificant effect on the firm performance.

The reviewed studies highlight several research gaps regarding the effect of board expertise on corporate social responsibility (CSR) practices in public universities, particularly in the Kenyan context. While existing literature establishes a positive correlation between diverse board characteristics such as political, academic, and financial expertise and CSR performance, there is a lack of focused research that specifically examines how these dynamics play out within public universities in Kenya. For instance, Yiming et al. (2018) and Naheed et al. (2020) emphasize the importance of board composition in influencing CSR initiatives, yet similar analyses in the context of higher education institutions remain scarce. Additionally, while studies like Chemweno (2016) suggest that board expertise may have an insignificant effect on firm performance, they do not specifically address how this might vary in the unique landscape of public universities, where governance structures and stakeholder dynamics differ significantly from corporate settings. Furthermore, the role of leadership styles in fostering effective CSR practices, as noted by Pureza & Lee (2020) and Rodriguez (2023), remains underexplored within the academic sector. This gap presents an opportunity to undertake the current study in the efforts to bridge the gaps.

2.3.2 Council Diversity and Inclusion and Performance of Corporate Social Responsibility Practices in Universities

Rania, Ouidad, Nadia and Omri (2021) analyzed how the board's characteristics could be associated with globally corporate social responsibility CSR and specific areas of CSR. The study's results provide strong evidence that diversity in boards and diversity of boards globally are positively associated with corporate social performance. However, they influence differently specific dimensions of CSR performance. First, the study found out that those large boards are positively associated with all areas of CSR performance, while specific and overall CSR scores are negatively associated with CEO-chair structures. Secondly, board gender diversity is positively

associated with human rights and corporate governance dimensions. Third, age diversity is positively associated with corporate governance, human resources, human rights, and environmental activities. Also, the results of this study provide evidence that outside directors care about CSR performance. Specifically, the presence of foreign directors is positively associated with environmental performance and community involvement, whereas CSR-Governance dimension is positively associated with the presence of independent directors. Regarding the director's educational level, post-graduated directors are positively and significantly associated with overall CSR score and all CSR sub-scores, except the corporate governance one. When directors have multiple directorships, they are more concerned about human resources, environmental performance, and business ethics. Finally, our findings are robust only in non-family firms. In fact, family boards are less diverse than non-family ones; specifically, they have a lower number of independent, foreign, and high-educated directors.

Boot - Bell (2018) investigated board social capital as a new mode of diversity and its influence on the corporate governance in the firm. The study pointed that the board with diverse social capital enhanced strong external linkages and information legitimacy. Furthermore, it brought out that the existence of women and minorities in the board contributed to strong social influence in addition to additional resources leading to better corporate governance performance.

Macharia (2018) carried out a study to investigate the effect of the board diversity on corporate social responsibility of the commercial banks in Kenya. The study findings established that there was strong positive relationship between the number of the female directors and the corporate social responsibility activities in the commercial banks in Kenya. According to Qian et al. (2021) on the impact of board diversity specifically on gender, nationality and independence of the board members on the financial performance on the publicly listed companies in China, the

directors of publicly listed companies had no significant influence on the firm's financial performance.

Zhuang, Chang & Lee (2018) on board composition and CSR performance, the study focused on the relationship between board aspects mainly political influence, academic experience, overseas experience and gender diversity, the study revealed that all these factors had significant positive effects on performance on CSR. The study by Lee et al. (2018) on the appreciation of upper echelon theory for CSR dimensions with reference to restaurant industry noted that the older and highly educated CEOs in addition to more experience in the years of service, they had higher level of performance in corporate social responsibility activities. Abang'a & Tauringana (2023) noted that board aspects mainly the gender diversity had significant negative effects on performance of corporate social responsibility disclosures, while board skills were insignificant in influencing the CSR activities. Al-Qahtani & Elgharbawy (2020) in United Kingdom noted that female representation in BOD positively influenced disclosure while there was performance was negatively influenced by the high percentage of directors with financial and industrial background.

Racandina & Tuma (2017) studied board diversity characteristics mainly age diversity, occupational and professional diversity as well and influence on performance of non-governmental organizations in Nairobi City County. The study contrasted by the findings by Bw'auma (2021) who noted that gender diversity had negative but significant influence on financial performance of commercial banks in Kenya. According to Liu & Zeng (2017) the age diversity was found to have negative association with the CSR performance in the Chinese listed firms. The study investigated whether the age diversity hinders the implementation of CSR performance. Gaité & Fernandez (2021) in their study on the influence on board characteristic on firm performance targeting Spanish firms, in the period of 10 years (2005- 2015) their study

revealed that the age diversity of the directors had no significant effect on the firms' performance. Additionally, the higher performance was linked with the longer duration in terms of years of experience. Nguyen & Huang (2022) studied impact of gender diversity on CSR in Taiwan firms. The finding shared high positive relationship between the high proportion of women board directors and CSR performance.

Beji et al (2021) investigated the board diversity and CSR empirical evidence from France. The study found that the age diversity positively influenced the corporate social responsibility performance. The diversity of gender of the corporate board revealed to positive influence on the CSR performance of the firms. The diversity of the board directors in terms of their nationalities was proved to have positive influence on the CSR performance. The firms that maintained mixed gender board approach had better performance in CSR done to trust that different stakeholders have will the firm (Tingbani, 2020).

In Nigeria, the study by Abiodun et al (2023) on the Board Gender Diversity (BGD) on CSR performance in Nigerian banks, the study noted that the BGDs had no significant positive effect on the CSR performance. This study concluded that the BGD did not affect the firm CSR activities. On the determinants of corporate social responsibilities for Dutch listed firms, the study noted that the women director is not associated in any way with the corporate social responsibility. Bookattaya & Omri (2021) studied impact of board gender diversity. On the corporate social responsibility and irresponsibility, empirical evidence from France, the study results showed that there was positive impact on gender diversity on CSR hence conclusion that women have stronger impact on enhancing CSR and reducing corporate social irresponsibility.

Adapa & Yarram (2020) revealed that presence of balanced board representatives' gender balance led to positive CSR activities and reduced negative controversial activities that hinder CSR

activities. In European Context Rahi (2024) notes that with approximately 30% of participation of women on boards (WOB) this positively led to effectiveness of the CSR performance. Galvao et al (2019) the factors influencing corporate social responsibility in higher education noted that the performance of the corporate social responsibilities the findings revealed that the diversities mainly women, religious students and other aspects had stronger philanthropic orientation hence influencing the CSR activities. The study conformed to Mallin & Michelon (2013) who investigated board reputation attributes and corporate social responsibility performance in USA corporate citizens and found that female directors positively influenced the performance of CSR initiatives in the firm. There are inconsistent results where Ajazi et al. (2020); Yang (2019); Loukil (2018) holds that female directors have no influence and, in some cases, lowers involvement of firm in the sustainable programs (CSR). This gap calls for critical investigation.

Study by Temile, Jatmiko & Hidayat (2018) who examined impact of board characteristics on financial performance especially Nigerian listed firms. The study pointed out that higher proportion of women in the board promoted improved financial performance of the listed firms. This contrasted Akpan & Amran (2014) who examined the influence of board characteristics is on financial performance at Nigerian listed firms. The results of the study revealed that there were negative but significant relationships between the gender diversity of the members especially women in the board.

The study by Rania et al. (2021) examined the global relationship between board characteristics and corporate social responsibility (CSR), while the current research specifically targets public universities in Kenya to assess how board diversity and inclusion affect CSR practices in this context. Boot-Bell (2018) focused on board social capital as a diversity factor influencing corporate governance, contrasting with the current study's emphasis on direct board

diversity in Kenyan universities. Qian et al. (2021) explored board diversity's influence on financial performance in Chinese publicly listed companies, whereas the present study aims to investigate its specific impact on CSR in educational institutions. Zhuang, Chang, & Lee (2018) highlighted political influence and gender diversity's effects on CSR, differing from the current research's focus on public universities. Lee et al. (2018) emphasized the role of older, more experienced CEOs in CSR, which the current study aims to contextualize within the educational sector. Al-Qahtani & Elgharbawy (2020) studied the effects of female board representation on disclosure in the UK, while the current research seeks to explore its implications for CSR practices in Kenyan universities. Liu & Zeng (2017) found a negative association between age diversity and CSR in Chinese firms, contrasting with the current study's exploration of board diversity's implications in a different cultural context. Gaité & Fernandez (2021) reported age diversity's lack of significant effect on firm performance in Spain, providing additional contrast to the current study, which focuses on CSR in public universities. Nguyen & Huang (2022) established a positive relationship between gender diversity and CSR in Taiwan, highlighting the geographical differences compared to the current research. Beji et al. (2021) found positive influences of age, gender, and nationality diversity on CSR in France, while the present study investigates these factors within the Kenyan education system. Abiodun et al. (2023) indicated no significant effect of board gender diversity on CSR performance in Nigeria, showcasing divergence from the current focus on Kenyan public universities. Lastly, the studies by Ajazi et al. (2020) and Yang (2019) present inconsistent findings regarding female directors' influence on CSR, which the current study will specifically address within the context of Kenyan public universities.

2.3.3 Council Engagement and Performance of Corporate Social Responsibility Practices in Universities

Yusoff et al. (2016) studied board engagement and strategy execution in organizations. The study found that board engagements promoted effectiveness in the strategy execution which improved the overall performance of organization. According to the study conducted by Luo et al. (2022) regarding the board internationalization and corporate social responsibility, the study showed that internationalization of the board members mainly directors enhanced CSR performance in Chinese firm during 2009- 2019 period.

Zhu et al. (2014) studied the board engagement and the performance of both for the profit and not for the profit organizations in in Canada. The study revealed that the board strategic engagement had significant positive effect on the organizational performance as it enhanced better decision-making and the organization hence overall performance of the organization. Dodd et al. (2022), examined cultural diversity among directors and social responsibility and found that cultural diversity is positively related to CSR performance.

Sun et al. (2023) maintained that cultural inclusivity and corporate social responsibility in China had more positive effect on corporate social responsibilities in firms where the results showed positive correlation and the CSR practices. The study on the roles of board in corporate social responsibility. A normative compliance perspective by Osemeke & Okere (2020), the study revealed that in Nigeria the board engagement in the oversight role in identifying and establishing the control systems that establishes the CSR activities. This promoted the Long- term survival of organization.

The study conducted by Wanjiku (2019), on the impact of corporate social responsibility on the organizational performance of the security firms in Kenya focusing on G4S company; the

study revealed that resource allocation to CSR activities by the organization helped to improve the performance of the CSR activities which resulted to improved organizational performance. Opondo (2023) noted that the implementation and performance of the CSR practices in the mining industries in the country is significantly influential by the resources averaged on the initiative. This was addition to noting that local community engagement in the management decisions greatly influenced the project performance in the mining industry.

According to Nungari (2017) on the strategic determinants of the adoption of CSR by large manufacturing firms in Nairobi City County, the study findings revealed that criticality of stakeholders' relationship (engagements) influence large manufacturing firms' participation in CSR in the organizations of the study. The study by Zahidy et al. (2019) on adoption of corporate social responsibilities in construction industry in Malaysia. The study assessed the critical success factors in the adoption of CSR in the construction of CSR in the construction industry. The study revealed that among other key factors the inclusivity of the key stakeholders significantly promoted the success of the CSR activities.

In Aayalew (2018), corporate social responsibilities determinants and challenges, the study indicated that lack of community engagement and participation. This limited the success of the CSR practices in the organization. Letangule (2013), noted that organizational policies played great role on the influence of the corporate social responsibilities in equity bank. The study aimed to analyze factors influencing corporate social responsibility at equity bank limited and was generalized in the commercial banks and banking sector. Singh & Hong (2023) revealed that the CSR practices are related to the risk management practices by the management. This implied that CSR strategic practices were linked on the firm's ability to manage potential risks. Investigating the moderating role of risk management effectiveness on CSR and corporate performance Husaini

et al. (2023) noted that the positive results of the CSR practices will only be achieved if the management is capable of running effective risk management program.

The examination of board engagement on corporate social responsibility (CSR) practices in public universities in Kenya reveals several gaps in the existing literature that this study aims to address. While studies by Yusoff et al. (2016) and Luo et al. (2022) highlight the positive effects of board engagement and internationalization on CSR performance in various organizational contexts, they primarily focus on corporate environments, leaving a gap in understanding how these dynamics play out in the public university sector. Additionally, the findings of Zhu et al. (2014) and Dodd et al. (2022) underscore the significance of strategic engagement and cultural diversity in enhancing organizational performance and CSR, yet they do not specifically investigate the unique challenges and opportunities faced by public universities in Kenya. The research conducted by Osemeke & Okere (2020) and Zahidy et al. (2019) indicates that stakeholder inclusivity and oversight roles are critical for CSR success; however, these studies are contextually limited to Nigeria and Malaysia, respectively, lacking direct relevance to the Kenyan educational framework. Studies conducted locally, for instance those by Nungari (2017), Wanjiku (2019) and Opondo (2023), primarily focus on sectors like security and mining, overlooking the unique governance and operational contexts of public universities.

2.3.4 Strategic Partnership and Performance of Corporate Social Responsibility Practices in Universities

Strategic partnership can be defined as an agreement where a company's board enters into a formal or informal arrangement with other organizations to collaborate on common business objectives. This leads to the boards ensuring that the partnership's goals are reflected in the governance and

strategic direction of the involved entities, fostering smoother communication and operational synergy across organizations (Kennedy & Keeney, 2006).

The study by Mukhongo et al. (2023) on the influence of strategic partnerships and organizational performance of broadcasters in Kenya revealed that there was strong positive correlation between strategic partnerships between organizational performances of the broadcasters in the selected organizations. Abu-Hanieh et al. (2015) conducted a study on the industry – Academia partnership for sustainable development in the Palestine. The findings of the study revealed that strategic partnership was essential for improvement of the sustainability in the organizational performance. Fasoulis & Kurt (2018), investigated the implementation of the corporate social responsibility in the marine industry. The study revealed that lack of effective policies on training and appreciation of the long-term benefits that CSR practices offers were the major implements to the corporate social responsibility engagement.

In Greece Liopa et al. (2023), investigated factors affecting the implementation of the CSR in the Health Technology, the study established that high levels of bureaucracy were the main deterrence to the success of the corporate social responsibility projects. Kopka et al. (2014), examined alliances and the corporate social responsibilities in organizations, the study found that the firms forming the alliances showed high level of commitment and attainment of the CSR objectives. Cancela et al. (2023) investigated the role of green strategic alliances and their impacts on the organizational identity and sustainability. The findings indicated that the strategic alliances have positive influence on the development and sustainability performance on the firms in Portugal and China. The findings of this study contrasted the findings by Nishof et al. (2008) that indicated partnership with other organizations have highest risk of diminishing ambitions in achieving

organizational CSR goals. The findings were justified by the fact that some firms have interests in postponing results.

Kinyanjui et al. (2018) on their study on community outreach as a CSR strategy in selected Universities. The study found that the community outreach significantly enhanced the performance of the selected Universities from the collaboration and support from the communities. Aloni et al. (2015) sought to establish benefits of involving the diverse stakeholders in organizational environmental assessment. They opined that diverse stakeholders' involvement especially the local people stood better position to provide timely information on the environmental matters thus their involvement promoted better results in Nigeria firms regarding environmental impact assessment (EIA).

Migwa & Wanjala (2019) investigated factors influencing sustainability of CSR projects in energy sector the study established that the sustainability of CSR projects is greatly attributed to the resources allocated to the projects. Additionally, it was noted that although the stakeholder engagement had positive influence on the performance it had lowest magnitude of influence of the sustainability of projects involving CSR activities. While investigating the monitoring and evaluation of CSR programs in South Africa as part of risk governance and control Ramper Spid (2015) noted that effectiveness in monitoring and evaluating the effectiveness of CSR programs resulted to effectiveness in their success. The study concluded that success in CSR programs in South African firms is greatly attributed to the monitoring and evaluation practice that has been adopted. In Vietnam, Kuhong et al. (2021) noted that stakeholders' engagement greatly influences the CSR types and in addition it leads to effectiveness in promoting reputation associated with the CSR practices. Zhao (2021) from Chinese perspective opined that the board network enhanced efficiency and effectiveness of CSR programs in the firms.

In Ghana, Adomako & Nguyen (2020) reported that inter- firm collaboration positively impacted the corporate social responsibility practices in the organization. This concurred with Pelozo & Falkenberg (2009) noted that limited collaborations with the community led to reduced effectiveness of the CSR activities. The study concluded that the collaborative involvement leads to effectiveness of the CSR programs

Mendes et al. (2023) investigated the linking between corporate social responsibility, cooperation and innovation what was termed as triple bottom line perspective. The study revealed that innovation positively relates to CSR. Additionally, it was revealed that the innovation activities increase the nature and outcomes of the CSR activities.

The study done by Pedro et al. (2018) on the effect of the public – private partnership (PPP) on the performance of the road projects in Kenya. The findings of the study revealed that there is strong positive relationship between PPP and the performance of projects in Kenya.

In accordance to Kimani (2016) who investigated the influence of the strategic collaborations and the performance of the small and the medium enterprises (SMEs) in Nairobi found that their strong positive influence of the strategic collaborations and the performance of the organizations. This study was supported by the study by John (2020) who investigated the effects of the strategic alliances on the performance of the selected public companies in the energy sector. This study revealed that strategic alliances had strong positive influence on the organizational performance of the selected firms in the study. In the study by Muthoka (2015) on the effect of strategic alliances on the performance of the supermarkets in Kenya, the study established those strategic alliances had positive influence on the organizational performance of the supermarkets.

Gutterman (2023) noted that stakeholders' engagement is an essential input that promotes the CSR. The study noted that directors and executive team must provide commitment in

continuous dialogue with all stakeholders both internal and external which is crucial in providing the input and keeping them informed on the ESG activities.

In America, Que et al. (2018), noted that the local community collaborations enhanced the effectiveness of the CSR program. In the study, it was revealed that community engagement promoted sustainable development of the program this came in the confirmation of the same vein as the study conducted by Wang et al (2016) where the findings of the study revealed that community engagement in the social responsibility activities promoted development of the sustainable programs.

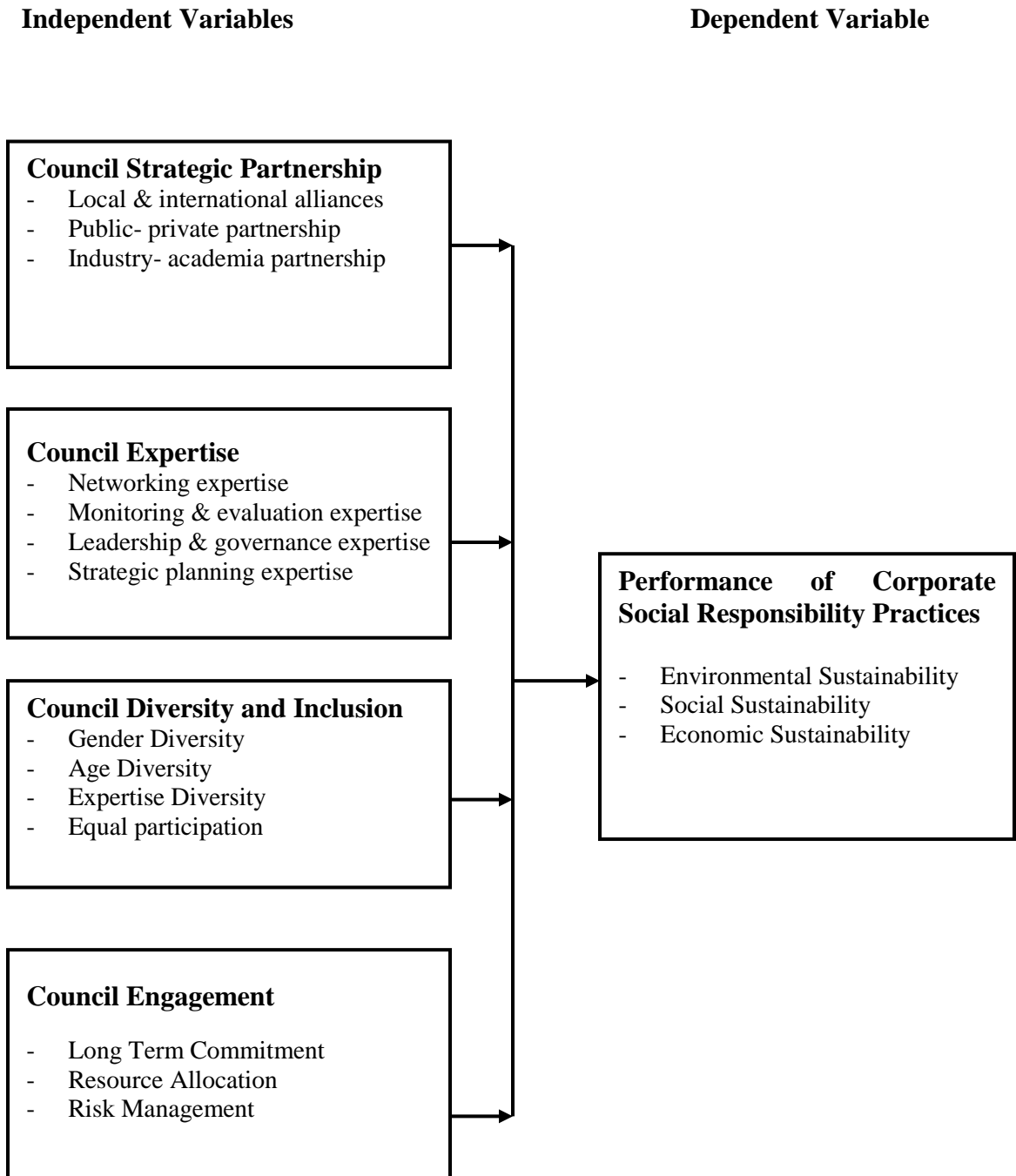
According to Emeka – Okoli et al. (2024) effective communication by the board to the stakeholders is key in driving effective CSR activities in the organization. Harjoto et al. (2019) opined that the board diversity in terms of the nationality and the education background diversity and performance of the firms in terms of corporate social responsibility (CSP). Both factors had significant effect on the performance of the selected US firms. It was concluded that increasing foreign board members in the US firms increases the firm performance.

The current study aims to bridge several research gaps identified in the existing literature on corporate social responsibility (CSR) practices, particularly within the context of public universities in Kenya. While Mukhongo et al. (2023) highlighted the positive correlation between strategic partnerships and organizational performance in broadcasters, and Abu-Hanieh et al. (2015) emphasized the necessity of industry-academia partnerships for sustainable development, the specific dynamics of board strategic partnerships in public universities remain underexplored. Previous studies, such as those by Liopa et al. (2023) and Zhao (2021), focused on various sectors but did not address how these partnerships uniquely influence CSR practices in educational institutions. Moreover, while Kinyanjui et al. (2018) found that community outreach significantly

enhances university performance, the interplay between board-level strategic partnerships and community engagement in the context of CSR has not been sufficiently examined. Additionally, studies like those by Mendes et al. (2023) and Emeka-Okoli et al. (2024) have shown the importance of innovation and effective communication in enhancing CSR, yet the specific role of board diversity and stakeholder engagement in fostering CSR within public universities is still unclear.

2.4 Conceptual Framework

FIGURE 1
Conceptual Framework



Source: Author (2024)

Corporate social responsibility (CSR) that is a self-regulating business model is becoming a critical component to corporate performance as it helps a company be socially accountable to itself, its stakeholders, and the public. Therefore, organization must consider it as critical part of corporate governance. The way the council is composed may have a significance effect on how the public universities participate in CSR. Public Universities, just like any other organizations must ensure that their councils are proper composed to effectively participate in CSR activities for the benefit of the institutions.

2.5 Operationalization of the Variables

To facilitate the transformation of the abstract notion under the study into quantifiable and observable phenomena, both the independent and dependent variables were operationalized for effective measurement through various indicators as displayed in table 1

TABLE 1
Operationalization of Study Variables

Variable	Category	Indicator	Measurement Scale	Type of Scale
Council Strategic Partnerships	Independent	Local & international alliances Public- private partnership Industry- academia partnership	Five-point Likert Scale	Interval
Council Expertise	Independent	Networking expertise Monitoring & evaluation expertise Leadership & governance expertise Strategic planning expertise	Five-point Likert Scale	Interval
Council Diversity and inclusion	Independent	Gender Diversity Age Diversity Expertise Diversity Equal participation	Five-point Likert Scale	Interval
Council Engagement	Independent	Long Term Commitment Resource Allocation Risk Management	Five-point Likert Scale	Interval
Corporate Social Responsibility Practices	Dependent	Environmental Sustainability Social Sustainability Economic Sustainability	Five-point Likert Scale	Interval

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodological approaches utilized by the study to gather data, calculate the size of the respondent sample, sample the respondents, evaluate the validity and reliability of the research instrument and analyze data.

3.2 Research Design.

Research design, according to Kumar (2011), is a plan, structure, and investigative strategy that is thought of in order to find solutions to research problems or questions. The study employed a descriptive research design in which the responses collected were described in statistical terms to express the relationship between the variables on how council composition on corporate social responsibility practices in universities in Kenya. This was based on a quantitative research approach where the responses were expressed numerically.

3.3 Target Population

A study population, according to Kombo (2006), is the total number of subjects the researcher is interested in. The unit of analysis was all 40 public universities in Kenya. The respondents consisted of one (1) council member and one (1) council secretariat from each university totaling to a target population of 80 respondents. These categories were chosen because they have adequate knowledge and experience on CSR activities by the universities and therefore, they responded to the research questions sufficiently.

TABLE 2
Target Population

Category	Target Population	Percentage (%)
Council Members	40	50%
Council Secretariats	40	50%
Total	80	100%

Source: (Commission of University Education, August 2023)

3.4 Sample Size Determination

Sampling is the process of selecting samples to represent the target population (Mugenda and Mugenda, 2003). In this study, a census approach was used since the target is small to conduct sampling. Therefore, the unit of analysis constituted all members of the target population mainly the public universities in Kenya.

3.6.1 Validity of the study Instruments

Validity is defined as the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Kerlinger, 2006). The validity of the study instruments was determined by research experts from the School of Business Studies at KCA University and the study's supervisor. The suggestions proposed were incorporated in the final tools that were administered to the respondents in the study.

3.5 Data Collection Instruments

The respondents' first-ever information was gathered for the study using primary data. The primary method for gathering information from the sampled respondents was self-administered structured questionnaires. A questionnaire is a set of questions given to a responder in order to gather statistically significant data on a topic that the researcher is interested in, Mugenda & Mugenda (2003). The closed-ended questions on the questionnaires were arranged on a Likert scale of five (5). Based on the objectives of the study, this assisted in gauging the respondents' degree of

agreement with various statements. (1- Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree. The questions were based on the research objectives.

3.5.2 Data Collection Procedures

The researcher obtained an introductory letter from the university which then granted the researcher the authority to collect data from the targeted respondents. Before conducting the study on the selected respondents, permission to conduct the research was sought from the NACOSTI office. The researcher self-administered the questionnaire to the targeted respondents. Filled questionnaires were collected using drop- pick later method.

3.6 Pilot Study

Orodho (2003) stressed that a pilot study is necessary for testing the reliability of data collection instruments. The pilot test for this research was conducted using a sample 10% of the sample size translating to 8 respondents. The sample used in the piloting was not be used in the final study. This was administered to the university management board, staff and student leadership.

3.6.2 Reliability of Research Instruments

Cronbach reliability test using SPSS was carried out to establish the reliability of the study tools. The closer Cronbach's alpha coefficient it is to 1, the higher the internal consistency reliability of a questionnaire is, reliability of less than 0.6 is poor and that in the range of 0.7 is acceptable while over 0.8 is good (Sekaran, 2003).

3.7. Data Analysis

Quantitative data analysis techniques were employed in this study. The quantitative data was evaluated by employing descriptive and inferential statistics. To determine the degree to which independent factors influenced the dependent variable, descriptive statistical analysis was employed percentages, means and standard deviations. The SPSS assisted with the quantitative

data analysis. The results were presented using tables. Multi-linear regression and Pearson correlation are two inferential statistics that were utilized to determine the type of relationship between the variables under consideration. This assisted in deriving conclusions about the nature of the relationship and how the variables relate to one another with a 95% confidence level. At a 95% confidence level and a critical threshold of $p < 0.05$, the significance level was established. The hypotheses were tested using ANOVA, where $p < .05$ resulted in the rejection of the null hypothesis and acceptance of the alternative, while a $p > .05$ resulting to rejection of alternative and acceptance of null hypothesis.

The link between independent and dependent variables were tested using the multiple linear regression model as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: -

Y = Corporate Social Responsibility Practices in Public Universities.

β_0 = intercept

$\beta_1, \beta_2, \beta_3, \beta_4$, = regression coefficients

X1= Council Strategic Partnership

X2 = Council Expertise

X3 = Council Diversity and Inclusivity

X4 = Council Engagement

ε = Error Term

3.8 Collinearity Test

The study used variance inflation factors (VIF) to ensure that there is no linear relationship between the predictor variables in this study. A VIF value that is equal to 1 indicates a lack of

correlation between the predictor variables, while a value that is greater than 5 indicates a high correlation between the predictor variables (Frost, 2020). This ensures that the estimates of the regression coefficient indicated by all the variables to be used by the study are not inflated due to co linearity. These values suggested that multicollinearity was present to some extent but remains within acceptable levels, as no variable exceeds the critical VIF threshold of 10. Therefore, the model was deemed suitable for further analysis without significant concerns about multicollinearity.

3.9 Ethical Consideration

Throughout the course of this study, the researcher guaranteed informed consent, confidentiality and originality of research. Recognizing respondents with random letters rather than by their names or descriptions helped improve confidentiality. The viewpoints submitted by respondents and their institutional identities remained confidential, instead, they were put in an anonymous manner for academic research as stipulated by the study. Respondents were asked for their informed consent before beginning the study and they were free to withdraw at any time while answering the questionnaire's questions. The study avoided use of coerced or compelled participation.

Sampled respondents were given chance to voluntarily participate in the study. Since credibility of research is very critical, the researcher did not allow or engage in any form of dishonesty, fabrication, plagiarism or any other unethical conduct during the research and where necessary consent was sought. Lastly, the researcher obtained ethical clearance to conduct the study from KCA University and also sought authorization from National Commission for Science, Technology and Innovation (NACOSTI) before embarking on data collection.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings and discussions based on the data analysis process conducted by the researcher from the data collected through the research instruments administered by the researcher. The structure of section composes the response rate from the issued research instruments, the general information providing the respondents background information, descriptive statistics, diagnostic tests and the inferential statistics structured as per the research objectives and the study variables.

4.2 Response Rate

Response rate is defined as the percentage of the actual number of the research instruments duly filled and returned by the respondents divided by the total number of all of all research instruments that the researcher actually administered. Out of the 80 questionnaires issued, 54 instruments were returned duly filled. This translated to a response rate of 67.5%. The unreturned instrument accounting to 32.25% could be linked to the temporary absence of the targeted participants during the data collection period given the nature of their work and general commitment. According to Sataloff & Vontela (2021), response rates above 50% are desirable in social science research. Mugenda & Mugenda (2013) maintained that 50% response rate is adequate, 60% is good while response rate above 70% is said to be excellent. Thus, for this study, the response rate was good for analysis and drawing valid conclusions from the study findings. The findings on the response rate are presented in table 3.

**TABLE 3:
Response Rate**

Response Rate	Frequency	Percentage (%)
Returned	54	67.5%
Unreturned	26	32.5%
Total	80	100%

Source: (Researcher, 2024)

4.3 Demographic Information

The researcher sought to establish the general information on the demographic information of the respondents mainly on their gender, age, education level, target category and the years of experience in the current position.

4.3.1 Gender Distribution of Respondents

The researcher sought to establish the gender distribution of respondents in the study. The findings revealed that the majority of the respondents were male accounting for 57.4% (31 out of 54) while females comprised 42.6% (23 out of 54). These results indicated that gender diversity and inclusivity have been maintained as the distribution does not exhibit a significant variation between male and female respondents. This balanced representation enhances the credibility and inclusiveness of the study's findings. Table 4 displays the findings based on the gender of respondents

**TABLE 4:
Gender Distribution**

Gender Category	Frequency	Percentage (%)
Male	31	57.4%
Female	23	42.6%
Total	54	100%

Source: (Researcher, 2024)

4.3.2 Age Brackets of Respondents

The researcher requested the respondents to indicate their age brackets where the findings revealed that the majority of the respondents were aged between 41 - 50 years accounting for 44.4% (24 out of 54). This was followed by those aged 31-40 years, who constituted 29.6% (16 out of 54). Respondents over 50 years made up 20.4% (11 out of 54), while those aged 18-30 years represented the smallest proportion at 5.6% (3 out of 54). The findings are presented in Table 5 below

**TABLE 5:
Age Brackets of Respondents**

Age Bracket	Frequency	Percentage (%)
18-30 years	3	5.6%
31-40 years	16	29.6%
41-50 years	24	44.4%
Over 50 years	11	20.4%
Total	54	100%

Source: (Researcher, 2024)

4.3.3 Highest Education Level of Respondents

The researcher examined the education levels of respondents to understand their academic backgrounds. The findings indicated that the majority of respondents held a Master's degree accounting for 72.2% (39 out of 54). This was followed by respondents with PhDs who constituted 25.9% (14 out of 54) while only 1.9% (1 out of 54) had an undergraduate degree while none of the respondents held secondary certificate or college certificate as the highest education level. These findings demonstrate that the respondents were highly educated with the majority possessing advanced academic qualifications. The distribution reflects a predominance of respondents with

postgraduate qualifications signifying the academic proficiency of the study population. The findings are displayed in Table 6 below.

**TABLE 6:
Education Level of Respondents**

Education Level	Frequency	Percentage (%)
Secondary Certificate	0	0%
College Certificate	0	0%
Undergraduate Degree	1	1.9%
Master’s Degree	39	72.2%
PhD	14	25.9%
Total	54	100%

Source: (Researcher, 2024)

4.3.4 Target Category of Respondents

The researcher surveyed the target category of the respondents which meant the positions held by the respondents in the universities. The findings revealed that the vast majority of respondents constituting 37.0% (20 out of 54) were council secretariat members. This was followed by 33.3% (18 out of 54) who were council members while 29.6% (16 out of 54) fell under the category of the other implying individuals who were in the acting capacity of representation. Table 7 presents the findings on the target category of the respondents.

**TABLE 7:
Target Category of Respondents**

Target Category	Frequency	Percentage (%)
Council member	18	33.3%
Council secretariat	20	37.0%
Other	16	29.6%
Total	54	100%

Source: (Researcher, 2024)

4.3.5 Length of Service in Current Position

To determine the length of service in their current positions, the researcher requested respondents to indicate how long they had worked in their current positions. The results revealed that the majority of respondents, 48.1% (26 out of 54) had served for more than 5 years. This was followed by 38.9% (21 out of 54) who had served for 2-5 years while only 13.0% (7 out of 54) had been in

their positions for less than 2 years. These findings indicate that a significant proportion of respondents had considerable experience in their roles hence had sufficient information regarding the subject matter under the study. The details are displayed in Table 8 below.

**TABLE 8:
Length of Service in Current Position**

Length of Service	Frequency	Percentage (%)
Less than 2 years	7	13.0%
2-5 Years	21	38.9%
Above 5 Years	26	48.1%
Total	54	100%

Source: (Researcher, 2024)

4.4 Descriptive Statistics as per the Study Variables

For descriptive statistics, this study employed frequencies, means and standard deviation to describe various levels of agreement to various study variables. This section provides the findings for each study variable in terms of the means and standard deviations

4.4.1 Strategic Partnership

The descriptive statistics on council strategic partnerships revealed varied levels of agreement among respondents regarding the strategic partnerships held by the targeted public universities in Kenya. On the statement that the university collaborates with organizations whose CSR goals align with its own mission and values revealed (Mean = 3.94, Std. Dev. = 0.878) indicating strong and consistent support. Further on the statement the university partnership with global organizations has helped to partnering to address international challenges such as climate change and disaster relief produced (Mean = 3.61, Std. Dev. = 1.017) reflecting moderate agreement though with slightly more variability. Mixed responses were noted for the statement the university has utilized its collaboration with government agencies and private companies to implement large-scale CSR projects where it revealed (Mean = 3.20, Std. Dev. = 0.855) while on the statement that partnering with local non-profits has helped the university to address social issues like education, health and poverty alleviation revealed (Mean = 3.35, Std. Dev. = 1.031). the respondents on the statement that the University’s collaboration with business organizations has successfully led to research on sustainable technologies and environmental conservation” received the lowest mean (Mean = 2.96,

Std. Dev. = 1.045), suggesting opportunities for improvement in this area. These results highlight positive perceptions of strategic partnerships but suggest the need to enhance collaboration in some domains. These findings have been summarized in the table 9.

**TABLE 9:
Descriptive Statistics for Strategic Partnership**

Statement	N	Mean	Std. Deviation
The university collaborates with organizations whose CSR goals align with its own mission and values	54	3.94	.878
The university partnership with global organizations has helped to partnering to address international challenges such as climate change and disaster relief	54	3.61	1.017
The university has utilized its collaboration with government agencies and private companies to implement large-scale CSR projects	54	3.20	.855
The University’s collaboration with business organizations has successfully led to research on sustainable technologies and environmental conservation	54	2.96	1.045
Collaborating with partners on research projects has helped the university to foster innovation and the development of sustainable solutions	54	3.48	.986
Partnering with local non-profits has helped the university to address social issues like education, health, and poverty alleviation	54	3.35	1.031

Source: (Researcher, 2024)

These findings agree with research by Mukhongo et al. (2023), which revealed a positive correlation between strategic partnerships and organizational performance in broadcasters in Kenya. Similarly, Abu-Hanieh et al. (2015) emphasized the necessity of industry-academia partnerships for sustainable development, highlighting the significant role such collaborations play in enhancing organizational sustainability. The results also concur with Kinyanjui et al. (2018), who found that community outreach significantly enhances university performance by fostering collaboration and support from local communities. Additionally, the findings resonate with Mendes et al. (2023), who demonstrated that innovation positively impacts corporate social responsibility practices, promoting sustainability outcomes. However, the study differs from

findings by Nishof et al. (2008), who argued that partnerships with other organizations could sometimes diminish ambitions in achieving CSR goals due to conflicting interests.

4.4.2 Council Expertise

The second objective was based on the independent variable council expertise where it was assessed through various variables. Respondents acknowledged the council's proficiency in monitoring and evaluating CSR programs with (Mean = 3.35, Std. Dev. = 0.805). However, leveraging networks and partnerships to enhance CSR efforts had the lowest level of agreement (Mean = 2.96, Std. Dev. = 0.971). The council's strong leadership and governance capabilities received the highest rating (Mean = 3.48, Std. Dev. = 0.906). Additionally, the respondents revealed council members' expertise in CSR contributed moderately to comprehensive strategy formulation (Mean = 3.06, Std. Dev. = 0.960), while their ability to navigate and mitigate risks enhanced CSR sustainability (Mean = 3.19, Std. Dev. = 0.779). Financial expertise in resource planning and allocation was also highly regarded (Mean = 3.31, Std. Dev. = 0.865). Moreover, the council's capability to build relationships with diverse groups and foster trust achieved favorable ratings (Mean = 3.28, Std. Dev. = 0.899). Similarly, community relations and communication expertise facilitated stakeholder engagement on CSR initiatives with (Mean = 3.28, Std. Dev. = 0.920). These findings have been summarized and tabulated in table 10.

**TABLE 10:
Descriptive Statistics for Council Expertise**

Statement	N	Mean	Std. Deviation
The university council exhibit skills in monitoring and evaluating the effectiveness of CSR programs	54	3.35	.805
The university council has leveraged networks and partnerships to enhance CSR efforts	54	2.96	.971
The university council has strong leadership and governance capabilities to guide CSR strategy and policy development.	54	3.48	.906
Council members' expertise in CSR, has contributed to the formulation of a comprehensive CSR strategies in the university	54	3.06	.960
The ability of the council members to navigate and mitigate risks has enhanced the overall effectiveness and sustainability of CSR practices	54	3.19	.779
The financial expertise of council members has contributed to the effective planning and allocation of resources for CSR initiatives	54	3.31	.865
Council members' expertise has helped the university to in build relationships with diverse groups, fostering trust, and ensuring that the university's CSR efforts address the needs of various stakeholders	54	3.28	.899
Council members' experience in community relations and communication has facilitated effective engagement with stakeholders on CSR initiatives	54	3.28	.920

Source: (Researcher, 2024)

The study findings on council expertise align with previous research that underscores the significance of council competence in enhancing CSR performance. Yiming, Xinyue, and Younggeun (2018) demonstrated that political, academic and overseas experiences among board members positively influenced CSR performance. Similarly, Naheed et al. (2020) and Li et al. (2022) emphasized that financial expertise in resource planning significantly enhances CSR disclosure and sustainability, consistent with the high regard for council financial expertise in this study. The results also resonate with studies emphasizing the importance of leadership in CSR. Pureza & Lee (2020) and Rodriguez (2023) highlighted that leadership experience and governance capabilities are pivotal for CSR success and sustainability. Furthermore, Gorski (2017) and Poddar (2023) found that ethical and committed leadership strongly influenced CSR performance,

aligning with the council's role in fostering trust and stakeholder engagement. Additionally, the study supports the conclusions of Harjoto and Wang (2020), who identified board networks as critical for CSR success through social capital. Finally, the findings echo Wahindi et al. (2022) and Al-Marri et al. (2019), who emphasized the importance of monitoring in ensuring CSR sustainability, consistent with the council's proficiency in evaluating CSR programs. Despite these consistencies, Chemweno (2016) found inconsistent results where their study suggested insignificant effects of board expertise on firm performance.

4.4.3 Council Diversity and Inclusion

The third objective of the study was to determine the effect of university council diversity and inclusion on corporate social responsibility practices in Public Universities in Kenya. On the first statement, it was revealed that the balanced representation of men and women on the council was positively rated (Mean = 3.26, Std. Dev. = 0.994). The statement on including members from diverse ethnic and cultural backgrounds received a higher rating (Mean = 3.74, Std. Dev. = 0.873). The respondents also agreed that incorporating members with diverse professional backgrounds boosted CSR initiatives (Mean = 3.65, Std. Dev. = 0.894). The statement on creating an environment where all council members feel empowered to share their ideas had the highest rating (Mean = 4.02, Std. Dev. = 0.921). The respondents on the council's ability to value different viewpoints and encourage open dialogue received high level of rating (Mean = 3.69, Std. Dev. = 0.820), while providing meaningful opportunities for member engagement in CSR discussions and initiatives received favorable responses (Mean = 3.67, Std. Dev. = 0.801). The findings have been summarized in table 11

**TABLE 11:
Descriptive Statistics for Council Expertise**

Statement	N	Mean	Std. Deviation
The university balanced representation of men and women on the council has boosted CSR programs	54	3.26	.994
Including members from different ethnic and cultural backgrounds has brought varied perspectives on CSR activities	54	3.74	.873
Including members with various professional backgrounds has boosted university's CSR initiatives	54	3.65	.894
Creating an environment where all council members feel empowered to contribute their ideas and perspectives has promoted CRS activities in the university	54	4.02	.921
The university council's ability of valuing and respecting different viewpoints and encouraging open dialogue has promoted CSR programs	54	3.69	.820
The university council provide support and opportunities for all members to engage meaningfully in CSR discussions and initiatives	54	3.67	.801

Source: (Researcher, 2024)

The findings based on this objective are consistent with Rania, Ouidad, Nadia and Omri (2021), who found that diversity in board characteristics, including gender, age, and educational background, positively influenced CSR performance globally. Similarly, the study's emphasis on gender diversity and professional inclusion echoes the findings of Macharia (2018), who identified a strong positive relationship between female directors and CSR activities in Kenyan commercial banks. The positive effects of creating an inclusive environment for sharing ideas also concur with the results from Boot-Bell (2018), who emphasized the role of diverse social capital in enhancing governance and CSR. However, the study's findings differ from those of Abiodun et al. (2023), who found no significant impact of board gender diversity on CSR performance in Nigerian banks. Additionally, the study's focus on ethnic, cultural and professional diversity contrasts with studies like those of Liu and Zeng (2017), who reported a negative relationship between age diversity and CSR in Chinese firms. The results also do not concur with the findings of Lee et al. (2018), who

highlighted the importance of CEO experience in CSR performance, as this study did not find such a pronounced emphasis on leadership experience.

4.4.4 Council Engagement

To examine the effect of university council engagement on corporate social responsibility practices in Public Universities in Kenya, the researcher investigated the variable through targeted statements. The findings showed that the council is instrumental in developing policies to guide CSR initiatives as indicated by a high mean score (Mean = 4.00, Std. Dev. = 0.911). It was revealed that the council actively contributes to the formulation of comprehensive CSR policies (Mean = 3.54, Std. Dev. = 1.041). The results of findings brought out the council's role in providing oversight to ensure adherence to CSR policies as reflected in favorable ratings (Mean = 3.80, Std. Dev. = 0.786). Additionally, it was unearthed that the council engages in the allocation of financial resources to support CSR programs (Mean = 3.44, Std. Dev. = 1.160). The findings also indicated significant roles of the council's involvement in fostering relationships with diverse stakeholders (Mean = 3.54, Std. Dev. = 1.041). Furthermore, the council's role in communicating the university's CSR efforts was positively rated (Mean = 3.63, Std. Dev. = 0.875). Transparent communication about CSR goals, progress and outcomes was also highly rated (Mean = 3.65, Std. Dev. = 0.731). Lastly, the findings showed that the council fosters a culture of innovation in CSR practices (Mean = 3.48, Std. Dev. = 0.986). The findings were represented in table 12

**TABLE 12:
Descriptive Statistics for Council Engagement**

Statement	N	Mean	Std. Deviation
The council is responsible for developing policies that guide CSR initiatives	54	4.00	.911
The council actively contributes to the formulation of comprehensive CSR policies	54	3.54	1.041
The council provides oversight to ensure adherence to the policies on CSR policies	54	3.80	.786
The council is fully engaged in the allocation of financial resources to support CSR programs	54	3.44	1.160
The council has played a role in fostering relationships with various stakeholders, including local communities, businesses, and government entities	54	3.54	1.041
The council plays a role in communicating the university's CSR efforts to stakeholders	54	3.63	.875
The council has ensured transparent communication about the goals, progress, and outcomes of CSR initiatives	54	3.65	.731
The council fosters a culture of innovation in CSR practices.	54	3.48	.986

Source: (Researcher, 2024)

The findings of this study agree with the research by Yusoff et al. (2016) and Luo et al. (2022), who investigated the role of board engagement in improving CSR performance in organizations. Both studies emphasized the positive impact of board involvement on overall organizational performance, a finding that resonates with the active role of the university council in driving CSR initiatives. The results are also consistent with those of Zhu et al. (2014) and Dodd et al. (2022), which highlight the significance of strategic engagement and cultural diversity in enhancing organizational outcomes, aligning with the council's contributions to CSR policy development and stakeholder engagement. Furthermore, the study's findings align with Osemeke & Okere (2020) and Zahidy et al. (2019), who underscore the importance of stakeholder inclusivity and oversight roles for CSR success, although their studies were conducted in Nigeria and Malaysia, respectively.

4.4.5 Performance of CSR Practices

The respondents were asked to indicate the extent to which they agreed with various statements on the performance of CSR practices. The findings revealed that the university has successfully achieved environmental sustainability in the surrounding environment, with (Mean = 2.76, Std. Dev. = 1.181). Additionally, the university has implemented viable projects in the local surrounding community, with (Mean = 2.67, Std. Dev. = 1.064). Regarding economic sustainability, the university was perceived to have achieved it with (Mean = 2.74, Std. Dev. = 0.935). However, the university's employment of members from the surrounding community had the highest mean score (Mean = 3.94, Std. Dev. = 0.960), indicating a strong performance in this area. The findings have been displayed in table 13

TABLE 13:
Descriptive Statistics for Performance of CSR Practices

Statement	N	Mean	Std. Deviation
The university has successfully achieved environmental sustainability in the surrounding environment	54	2.76	1.181
The university has implemented viable projects in the local surrounding community	54	2.67	1.064
The university has successfully achieved economic sustainability in its operations	54	2.74	.935
The university has employed members from the surrounding community	54	3.94	.960

Source: (Researcher data, 2024)

4.5 Diagnostic Tests

Diagnostic tests are statistical procedures used to validate regression analysis by assessing assumptions like normality, multicollinearity and heteroscedasticity thus ensuring data reliability and model accuracy for reliable predictions.

4.5.1 Test for Normality

The normality of the dataset was assessed using Shapiro-Wilk test which evaluate whether the data conforms to a normal distribution. According to the Shapiro-Wilk test, a statistic value close to 1 and a p-value greater than 0.05 suggest normality, whereas a p-value below 0.05 indicates significant deviation. The Shapiro-Wilk test results indicate that all variables have p-values greater than 0.05, suggesting that the data is normally distributed. Specifically, council engagement (p = .195), council expertise (p = .272), council diversity and partnership (p = .302), strategic partnership (p = .850), and performance of CSR practices (p = .300) meet the assumption of normality. This supports the validity of subsequent parametric analyses. The findings on test of normality were presented in table 14.

**TABLE 14:
Tests of Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
Strategic Partnership	.971	53	.850
Council Expertise	.863	53	.272
Council Diversity and inclusion	.918	53	.302
Council Engagement	.840	53	.195
Performance of CSR Practices	.850	53	.300

Source: (Research data, 2024)

4.5.2 Tests of Multicollinearity

The test of multicollinearity examines the correlation among independent variables to ensure they are not excessively interrelated, which could distort regression results. Multicollinearity refers to a situation where independent variables in a regression model are highly correlated, potentially distorting the estimation of coefficients. The Variance Inflation Factor (VIF) is used to test multicollinearity with values above 10 indicating severe multicollinearity, necessitating corrective measures such as removing problematic variables. In this study, the Variance Inflation Factor (VIF) and Tolerance values were used to assess multicollinearity among the predictors. The results

showed that all variables have VIF values below 10, with Strategic Partnership (3.326), Council Expertise (5.253), Council Diversity and Inclusion (4.091) and Council Engagement (4.296). These values suggested that multicollinearity is present to some extent but remains within acceptable levels, as no variable exceeds the critical VIF threshold of 10. Therefore, the model is deemed suitable for further analysis without significant concerns about multicollinearity. The results of the test are shown in table 15.

**TABLE 15:
Test of Multicollinearity**

Variable	Tolerance	VIF
Strategic Partnership	.301	3.326
Council Expertise	.190	5.253
Council Diversity and Inclusion	.244	4.091
Council Engagement	.233	4.296

Source: (Research data, 2024)

4.5.3 Test of Heteroscedasticity

The test of heteroscedasticity examines whether the variance of errors is constant across all levels of the independent variable. If the p-value is greater than 0.05, it indicates no significant heteroscedasticity implying that the error variance is uniform hence ensuring reliable regression results. The results of the study indicated that the $p\text{-value} > 0.05$. The results suggest no substantial variation in the residuals affirming the assumption of homoscedasticity. Further, the Durbin-Watson statistic of 1.823 in the model suggested that there was no significant autocorrelation in the residuals, as the value is close to 2, indicating that the assumption of independent errors holds true. The results are presented in table 16 below.

**TABLE 16:
Test of Heteroscedasticity**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751 ^a	.564	.529	.57905	1.823

Source: (Research data, 2024)

4.6 Reliability Results of Research Instruments

The reliability analysis confirmed that all variables in the study were highly reliable, with Cronbach's alpha values exceeding the acceptable threshold of 0.7. Strategic partnership had an alpha of 0.926, council expertise 0.915, council diversity and inclusion 0.922, council engagement 0.920 and performance of CSR Practices 0.945 demonstrating strong internal consistency across all measures. Table 3 displays the results form reliability test.

TABLE 17
Reliability Results

Variables	Cronbach's Alpha	Conclusion
Strategic Partnership	.926	Reliable
Council Expertise	.915	Reliable
Council Diversity and Inclusion	.922	Reliable
Council Engagement	.920	Reliable
Performance of CSR Practices	.945	Reliable

Source: Research Data, 2024

4.7 Inferential Statistics

The study utilized inferential statistics to draw conclusions on the relationships between the independent and the dependent variables. This was mainly the Pearson correlation analysis (r), analysis of variance (ANOVA), model summary and regression analysis are provided in this section.

4.7.1 Correlation Analysis

Correlation analysis examines the strength and direction of relationships between study variables. The Pearson correlation coefficients were computed and presented in a correlation matrix in table 18. The results in the table indicate significant positive correlations between the independent variables and the dependent variable, with all p-values at 0.000, showing high statistical significance. Among the correlations, council expertise has the strongest relationship with CSR performance ($r = .716$), followed by council engagement ($r = .697$), strategic partnership ($r = .688$) and council diversity and inclusion ($r = .674$).

**TABLE 18:
Correlation Results**

		Strategic Partnership	Council Expertise	Council Diversity and Inclusion	Council Engagement	Performance of CSR Practices
Strategic Partnership	Pearson Correlation	1	.802**	.790**	.769**	.688**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		54	54	54	54
Council Expertise	Pearson Correlation		1	.836**	.856**	.716**
	Sig. (2-tailed)			.000	.000	.000
	N			54	54	54
Council Diversity and Inclusion	Pearson Correlation			1	.807**	.674**
	Sig. (2-tailed)				.000	.000
	N				54	54
Council Engagement	Pearson Correlation				1	.697**
	Sig. (2-tailed)					.000
	N					54
Performance of CSR Practices	Pearson Correlation					1
	Sig. (2-tailed)					
	N					54

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (Research data, 2024)

4.7.2 Analysis of Variance

The ANOVA examines whether the independent variables (predictors) have a statistically significant effect on the dependent variable. A significant result indicates that at least one of the predictors is significantly associated with the dependent variable. From the findings as illustrated in table 19, the ANOVA results suggest that the regression model is statistically significant meaning that the independent variables (strategic partnership, council expertise, council

engagement, council diversity and inclusion) have a significant impact on the performance of CSR Practices. The low p-value (0.000) supports the rejection of the null hypothesis, confirming that at least one of the predictors is significantly related to the dependent variable.

TABLE 19:
Analysis of Variance Results
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	21.279	4	5.320	15.865	.000 ^b
1	Residual	16.430	49	.335		
	Total	37.708	53			

a. Dependent Variable: Performance of CSR Practices

b. Predictors: (Constant), Strategic Partnership, Council Expertise, Council Diversity and Inclusion, Council Engagement

Source: (Research data, 2024)

4.7.3 Model Summary

The purpose of the model summary is to evaluate the fit of the regression analysis model through assessing the relationship between the predictors and the dependent variable. The R value of 0.751 indicates a strong positive correlation between the predictors and the dependent variable. The R² value of 0.564 shows that 56.4% of the variation in CSR practices is explained by the independent variables demonstrating a significant model fit. The adjusted R² value of 0.529 accounts for the number of predictors, revealing that 52.9% of the variation is explained after considering model complexity. Finally, the standard error of the estimate of 0.57905 indicates that the model's predictions are close to the observed data, further reflecting the model's good fit. The findings have been presented in table 20.

**TABLE 20:
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.529	.57905

a. Predictors: (Constant), strategic partnerships, council expertise, council diversity and inclusion and council engagement

4.7.4 Regression Analysis

Regression analysis examines the relationship between a dependent variable and multiple independent variables, estimating coefficients that show the effect of each predictor. Results demonstrated a positively significant relationship between strategic partnership and performance of CSR practices (β 0.287, P 0.008). This indicates that a one-unit increase in strategic partnership would enhance CSR performance by 0.287 units. Outcomes also revealed a positively significant correlation between council expertise and CSR performance (β 0.303, P 0.025), meaning that an increase in council expertise by one unit would improve CSR performance by 0.303 units. Additionally, results showed a positively significant relationship between council diversity and inclusion and CSR performance (β 0.102, P 0.039), suggesting that a one-unit increase in diversity and inclusion would lead to a 0.102 units improvement in CSR performance. Finally, a significant positive relationship was observed between council engagement and CSR performance (β 0.239, P 0.003), demonstrating that enhancing council engagement by one unit would result in a 0.239 unit increase in CSR performance.

The regression model derived is as follows:

$$Y = 0.184 + 0.287X_1 + 0.303X_2 + 0.102X_3 + 0.239X_4$$

Where:

Y = Performance of CSR Practices

X₁ = Strategic Partnership

X₂ = Council Expertise

X₃ = Council Diversity and Inclusion

X₄ = Council Engagement.

**TABLE 21:
Regression Coefficients
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.184	.431		-.428	.000
1 Strategic Partnership	.287	.206	.240	1.398	.008
Council Expertise	.303	.247	.266	1.230	.025
Council Diversity and Inclusion	.102	.217	.090	.473	.039
Council Engagement	.239	.220	.212	1.086	.003

a. Dependent Variable: Performance of CSR Practices

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides summary of the findings, conclusions drawn based on the findings then recommendations for policy based on the conclusions and lastly the recommendations for future research.

5.2 Summary of Findings

The general objective pursued by the study was to establish the influence of university council composition on corporate social responsibility practices in Public Universities in Kenya. The study sought to investigate the council strategic partnerships, expertise, diversity and inclusion and engagement practices and how they related to CSR practices in the targeted institutions.

5.2.1 Council Strategic Partnerships and CSR Practices

The first objective of the study was to establish the effect of university council strategic partnerships on corporate social responsibility practices in Public Universities in Kenya. Correlation analysis revealed a significant positive relationship between strategic partnerships and CSR performance ($r = .688$, $p = 0.000$), confirming that strong partnerships contribute positively to CSR outcomes. Regression results demonstrated that a one-unit increase in strategic partnerships leads to a 0.287-unit improvement in CSR performance ($\beta = 0.287$, $p = 0.008$). These findings confirm that strategic partnerships play a vital role in enhancing CSR practices in Kenyan public universities. Based on these findings, the null hypothesis (H_{01}) was rejected and the conclusion was made that university council strategic partnerships significantly influence CSR practices in Kenyan public universities.

5.2.2 Council Expertise and CSR Practices

The second objective aimed to assess the effect of university council expertise on CSR practices in Public Universities in Kenya. Correlation analysis indicated the strongest relationship between council expertise and CSR performance ($r = .716$, $p = 0.000$), emphasizing its critical role in driving CSR initiatives. Regression results showed that a one-unit increase in council expertise results in a 0.303-unit improvement in CSR performance ($\beta = 0.303$, $p = 0.025$). This underscores the importance of leveraging council expertise to strengthen CSR practices in public universities. With this significant relationship, the null hypothesis (H_{02}) was rejected and the conclusion was made that university council expertise significantly influences CSR practices in Kenyan public universities.

5.2.3 Council Diversity and Inclusion and CSR Practices

The third objective sought to determine the effect of university council diversity and inclusion on CSR practices in Public Universities in Kenya. Results revealed a significant positive correlation between diversity and inclusion and CSR performance ($r = .674$, $p = 0.000$). Regression analysis further indicated that a one-unit increase in diversity and inclusion improves CSR performance by 0.102 units ($\beta = 0.102$, $p = 0.039$). These results highlight the importance of promoting diversity and inclusivity within university councils to enhance CSR outcomes. Therefore, the null hypothesis (H_{03}) was rejected and the conclusion was made that university council diversity and inclusion significantly influence CSR practices in Kenyan public universities.

5.2.4 Council Engagement and CSR Practices

The fourth objective was to examine the effect of university council engagement on CSR practices in Public Universities in Kenya. Correlation analysis demonstrated a significant positive relationship between council engagement and CSR performance ($r = .697$, $p = 0.000$). Regression

results confirmed that a one-unit increase in council engagement leads to a 0.239-unit improvement in CSR performance ($\beta = 0.239$, $p = 0.003$). This finding emphasizes the need for active council engagement to drive effective CSR practices in Kenyan public universities. Based on this evidence, the null hypothesis (H_{04}) was rejected and the conclusion was made that university council engagement significantly influences CSR practices in Kenyan public universities.

5.3 Conclusions

From the findings of the study, the researcher made conclusions based on the study variables.

5.3.1 Council Strategic Partnerships and CSR Practices

The descriptive statistics on university council strategic partnerships in public universities in Kenya showed generally positive perceptions with certain areas reflecting strong support and others indicating opportunities for improvement. Respondents expressed strong agreement that the university collaborates with organizations whose CSR goals align with its mission and values suggesting a solid foundation for strategic partnerships. There was moderate agreement regarding the university's partnerships with global organizations to address international challenges such as climate change and disaster relief but with some variability in responses. Mixed responses were noted for the university's use of collaborations with government agencies and private companies for large-scale CSR projects as well as partnerships with local non-profits to tackle social issues. The lowest levels of agreement were observed in the university's collaborations with business organizations on research related to sustainable technologies and environmental conservation. These results suggest that while there is positive engagement in strategic partnerships, there are opportunities to strengthen collaborations in certain areas particularly with businesses and non-profits to further enhance CSR practices.

5.3.2 Council Expertise and CSR Practices

The findings as revealed by descriptive statistics on council expertise pointed out various areas where respondents perceive the council to be proficient in managing CSR activities. The highest rating was for the council's strong leadership and governance capabilities indicating its effectiveness in guiding CSR strategy and policy development. Respondents also recognized the council's ability to monitor and evaluate CSR programs as well as their financial expertise in planning and allocating resources effectively. However, leveraging networks and partnerships to enhance CSR efforts received the lowest rating indicating an opportunity for improvement in this area. Other notable strengths included the council's expertise in risk mitigation which contributed to CSR sustainability and its ability to build relationships with diverse groups fostering trust. Furthermore, the council's community relations and communication skills facilitated effective stakeholder engagement in CSR initiatives. While the council's expertise was viewed positively in several domains there remains room for improvement, particularly in the area of leveraging external networks and partnerships.

5.3.3 Council Diversity and Inclusion and CSR Practices

The findings from the study on council diversity and inclusion demonstrate that a diverse and inclusive university council plays a crucial role in enhancing CSR practices within public universities in Kenya. Respondents consistently rated positively the council's efforts in balancing gender representation, incorporating members from diverse ethnic and cultural backgrounds and including various professional perspectives. These factors were all seen as contributing to the success and development of CSR initiatives. The highest rating was given to the council's ability to create an environment where all members feel empowered to share ideas, which directly supports a more collaborative and effective CSR strategy. Additionally, the council's capacity to

value different viewpoints and foster open dialogue was regarded as a key factor in promoting CSR activities. These findings suggest that a university council's commitment to diversity and inclusion not only enriches CSR initiatives but also strengthens the overall governance and decision-making processes, ultimately leading to more impactful and sustainable CSR practices.

5.3.4 Council Engagement and CSR Practices

The findings on council engagement in CSR practices in public universities in Kenya reveal that the council plays a critical role in guiding and supporting CSR initiatives. It is highly involved in developing policies, providing oversight and ensuring the adherence to CSR guidelines, with strong agreement on its contributions to policy formulation and oversight. However, the council's engagement in allocating financial resources for CSR programs received a slightly lower rating, suggesting room for improvement. The council's role in fostering relationships with diverse stakeholders and ensuring transparent communication about CSR goals and progress is also highly valued. Additionally, the council encourages a culture of innovation in CSR practices, though there is potential for further enhancement in this area. It can be concluded that despite the results suggesting that the council's engagement in CSR is instrumental in driving the success and sustainability of CSR initiatives, there are opportunities for enhancing its role in fostering innovation and maximizing the impact of these programs.

5.4 Recommendations

The study revealed that council strategic partnerships in public universities in Kenya positively influence CSR practices. However, the research suggests that universities should enhance their collaborations with business organizations, government agencies and non-profit organizations. It is recommended that university councils create policies that promote stronger, more diverse partnerships, especially focusing on sustainable technologies and environmental conservation

research. Universities should also prioritize expanding collaborations with global organizations to address pressing global challenges such as climate change and disaster relief, to further improve the effectiveness of their CSR initiatives

The study found that council expertise positively influences CSR practices, with strengths in leadership, governance, and financial management. However, the council's ability to leverage external networks and partnerships for CSR efforts needs improvement. The researcher recommends that university councils invest in capacity-building programs aimed at strengthening their ability to utilize external networks and partnerships. This can be achieved by developing formal guidelines for engaging with external stakeholders and collaborating with academic institutions, businesses and non-profits.

The study also found that council diversity and inclusion significantly contribute to effective CSR practices. In light of this, the research suggests that public universities develop internal policies and cultural frameworks that encourage council diversity, with a focus on gender balance, ethnic representation, and professional inclusivity. Universities should adopt strategies to enhance the diversity of their councils, ensuring a wider range of perspectives in decision-making processes. This will not only enrich CSR initiatives but will also improve governance and the overall strategic direction of the university, making CSR efforts more impactful and sustainable.

The study revealed that council engagement in CSR practices plays a vital role in shaping successful CSR initiatives. While the council is highly involved in policy formulation and oversight, its engagement in financial resource allocation for CSR programs needs strengthening. The researcher recommends that university councils develop clear frameworks for allocating financial resources to CSR programs, ensuring that these resources are used efficiently to meet

strategic CSR goals. Additionally, the council should foster a culture of innovation by encouraging the exploration of new and creative approaches to CSR.

5.5 Recommendations for Future Research

The research findings indicate that university council composition significantly influences CSR practices in public universities in Kenya, accounting for 56.4% of the variation in CSR practices. Future studies should aim to investigate the remaining 43.6% of the variance to identify additional factors that contribute to CSR practices. It is recommended that subsequent research explore the roles of institutional culture, regulatory frameworks and funding mechanisms in shaping CSR initiatives within public universities.

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APPENDIX I: RESEARCH QUESTIONNAIRE

SECTION A : GENERAL INFORMATION

Dear Sir/ Madam

I am conducting a study on “*University council composition and social responsibility in Public Universities in Kenya. The purpose of this study is to obtain an in-depth understanding of the university council composition and social responsibility in Public Universities in Kenya.*”

Please read carefully and provide appropriate answers by ticking [√] or filling in the appropriate blanks. The information obtained from this questionnaire will be treated with the utmost confidentiality.

1. Gender : Male Female

2. Age : 18-30 years 31-40 years
41-50 years Over 50 years

3. Highest Education level: Secondary Certificate College Certificate
Undergraduate Degree Master’s Degree
PhD

4. Please specify the target group

Target Group	Please Tick your Category [√]
Council member	
Council secretariat	
Other	

5. How long have you worked in your current position?

Less than 2 years 2-5 Years Above 5 Years

SECTION B: PERFORMANCE OF CSR PRACTICES BY THE UNIVERSITY

To what extent do you agree with the following statements on the influence of council composition and social responsibility in public universities in Kenya

Key: 1 - Strongly Disagree, 2 - Disagree, 3 – Not Sure, 4 - Agree, 5 - Strongly Agree

Statement	1	2	3	4	5
Effect of Council Strategic Partnership on CSR Practices					
The university collaborates with organizations whose CSR goals align with its own mission and values					
The university partnership with global organizations has helped to partnering to address international challenges such as climate change and disaster relief					
The university has utilized its collaboration with government agencies and private companies to implement large-scale CSR projects					
The University’s collaboration with business organizations has successfully led to research on sustainable technologies and environmental conservation					
Collaborating with partners on research projects has helped the university to foster innovation and the development of sustainable solutions					
Partnering with local non-profits has helped the university to address social issues like education, health, and poverty alleviation					
Effect of Council Expertise on CSR Practices					
The university council exhibit skills in monitoring and evaluating the effectiveness of CSR programs					
The university council has leveraged networks and partnerships to enhance CSR efforts					
The university council has strong leadership and governance capabilities to guide CSR strategy and policy development.					
Council members’ expertise in CSR, has contributed to the formulation of a comprehensive CSR strategies in the university					
The ability of the council members to navigate and mitigate risks has enhanced the overall effectiveness and sustainability of CSR practices					
The financial expertise of council members has contributed to the effective planning and allocation of resources for CSR initiatives					

Council members' expertise has helped the university to in build relationships with diverse groups, fostering trust, and ensuring that the university's CSR efforts address the needs of various stakeholders					
Council members' experience in community relations and communication has facilitated effective engagement with stakeholders on CSR initiatives					
Effect of council diversity and inclusion on CSR practices					
The university balanced representation of men and women on the council has boosted CSR programs					
Including members from different ethnic and cultural backgrounds has brought varied perspectives on CSR activities					
Including members with various professional backgrounds has boosted university's CSR initiatives					
Creating an environment where all council members feel empowered to contribute their ideas and perspectives has promoted CRS activities in the university					
The university council's ability of valuing and respecting different viewpoints and encouraging open dialogue has promoted CSR programs					
The university council provide support and opportunities for all members to engage meaningfully in CSR discussions and initiatives					
Effect of Council Engagement on CSR Practices					
The council is responsible for developing policies that guide CSR initiatives					
The council actively contributes to the formulation of comprehensive CSR policies					
The council provides oversight to ensure adherence to the policies on CSR policies					
The council is fully engaged in the allocation of financial resources to support CSR programs					
The council has played a role in fostering relationships with various stakeholders, including local communities, businesses, and government entities					
The council plays a role in communicating the university's CSR efforts to stakeholders					

The council has ensured transparent communication about the goals, progress, and outcomes of CSR initiatives					
The council fosters a culture of innovation in CSR practices.					

Performance of CSR Practices in the University

Statement	1	2	3	4	5
The university has successfully achieved environmental sustainability in the surrounding environment					
The university has implemented viable projects in the local surrounding community					
The university has successfully achieved economic sustainability in its operations					
The university has employed members from the surrounding community					

APPENDIX II: WORK PLAN FOR THE STUDY

	DURATION		
ACTIVITIES	Jan – Aug. 2024	Sept. – Dec. 2024	Jan - Feb. 2025
Proposal Writing			
Questionnaire Design			
Proposal Defense			
Data Collection			
Data Analysis			
Report Writing			
Dissertation Defense			
Dissertation Corrections and Final Submission			

APPENDIX III: BUDGET FOR THE STUDY

Particulars	Amount (Kshs)
Travelling & Accommodation Expense	30000
Stationery	10000
Data Analysis Expense	20000
Airtime & Internet Costs	10000
Typing, Printing and Photocopying of instrument	15000
Publishing	15000
Contingency	9000
Total	99000