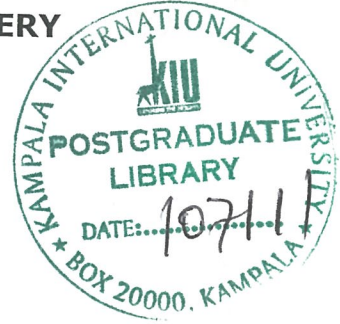


**ASSESSMENT OF THE RELATIONSHIP BETWEEN CORPORATE SOCIAL  
RESPONSIBILITY AND QUALITY SERVICE DELIVERY  
IN KAMPALA INTERNATIONAL UNIVERSITY**



**A Dissertation**  
**Submitted to the**  
**School of Postgraduate Studies**  
**Kampala International University**  
**In Partial Fulfillment**  
**Of the Requirements for the**  
**Masters of Business Administration**

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2006.

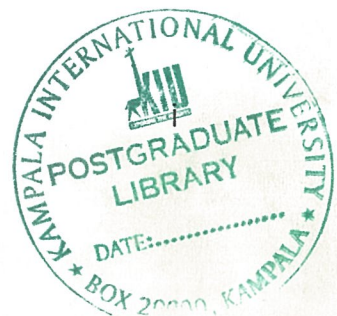
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**OCTOBER 2006**

## DECLARATION

I, Gulebyo Muzamir Said declare that this dissertation is my original work and has never been submitted in any academic institution for any academic requirement or even published as a normal publication.

Signed... M. Said .....

Date... 31/10/06 .....





## APPROVAL



This work has been done under the supervision of Dr. Olwor Sunday.

**DR. OLWOR SUNDAY**

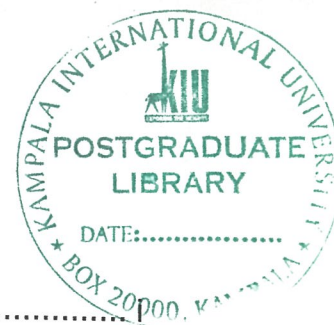
Signature.....

Date.....

## **DEDICATION**

I dedicate this work to all the people who have helped me through out the process of writing this research.





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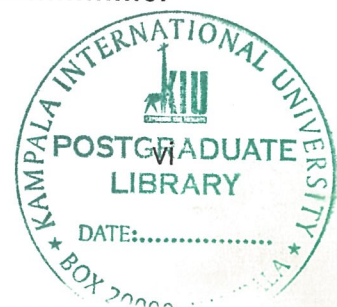
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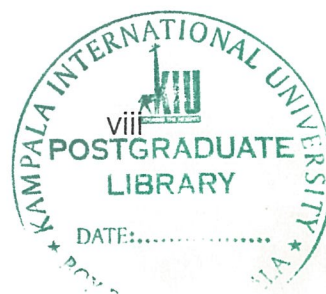
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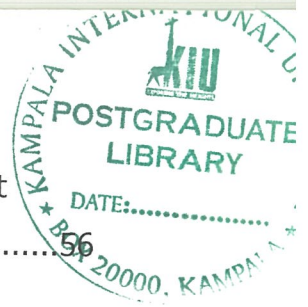


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## ACRONYMS

*CSR- Corporate Social Responsibility*

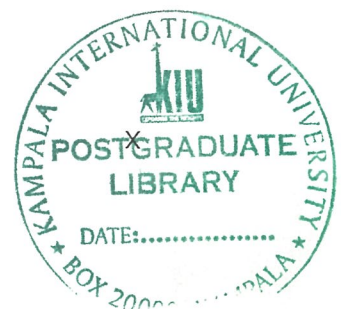
*KIU-Kampala International University*

*LC-Local Council*

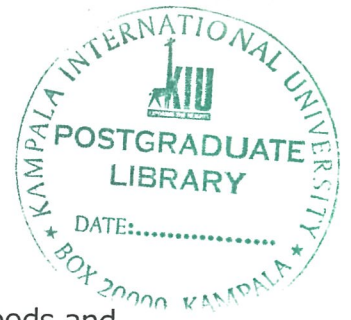
*NCHE- National Council for Higher Education*

*PC-Population Census*

*RDC-Resident District Commissioner*



## DEFINITION OF TERMS



The following terms are defined as used in this study:

Business firm-is any organization that strives for profits by providing goods and services that meet consumer needs. (William et al, 1996).

Corporation – is a form of legal business entity separate from owners or share holders with indefinite life beyond that of share holders, and with liability of share holders only limited to the extent of their investment (Stephen etal, 2002).

Corporate Social Responsibility- is the duty expected of a business firm to society it operates in and all other stake holders. (Thomas etal, 1993).

Profile of Respondents – are the characteristics of the people who participate in the research in the terms of age, gender, and education. (Kothar, 2003).

Quality service delivery - is a degree to which a service meets its specifications, with emphasis on meeting the customer needs and expectations.

(Christopher, 2001).

Stakeholders- are those people and groups/ organizations that affect or can be affected by an organization's decisions, policies, and operations.

(James et al, 2002).

## ABSTRACT

This study assessed the relationship between corporate social responsibility and quality service delivery in Kampala International University (KIU) based on the stakeholder theory. The researcher chose KIU in particular, because it is one of the new private universities in Uganda and it is entering a sector, which has been dominated by the government sector. The university's success depends on how well it satisfies its stakeholders and how it delivers to them quality services. Almost all new organizations have a challenge of delivering quality services as consumers, end users needs keep changing. One of the issues in determining quality service delivery is the perception of corporate social responsibility.

The general objective of the research was to assess the relationship between corporate social responsibility and quality service delivery in KIU.

The specific objectives of the research were to determine the importance of corporate social responsibility to KIU, to determine the level of corporate social responsibility of KIU to its stakeholders, to establish the nature and determinants of quality service delivery in KIU.

The scope of the study focused on issues concerning students, parents or guardians, immediate community, shareholders of KIU, government agents such as National Council for Higher Education, environmental issues of the university.

KIU is located on Ggaba road in Kansanga parish of Makindye Division in





Kampala. The study is limited to the time KIU got its operating license in 2004 up to 2006.

This research used a descriptive study design using stratified random sampling. Data was collected using different instruments that included Questionnaires, oral interviews and observation. Data was analyzed manually and expressed in tables, bar graphs and pie charts as summary for the data.

The findings of the research revealed that corporate social responsibility and quality service delivery are related and if corporate social responsibility is practiced by an organization to satisfy its stakeholders, the organization there by also delivering quality in its services by so doing.

The research recommends that; Kampala International University should frequently carry out social audits or carry out surveys to know how well or poorly it is doing with its different stake holders, it should always design pragmatic, problem solving academic programs, put in place yard sticks for top management, lecturers and other concerned people to evaluate their roles in corporate social responsibility and quality service delivery, the university should put in place a complaint handling office and an ethics office, organize regular meetings with its stake holders such as students, parents or guardians, immediate community and National council for higher Education and other government agents to keep abreast with what is required of it from such stake holders.



## **CHAPTER ONE**

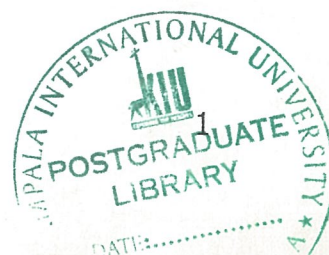
### **GENERAL INTRODUCTION OF THE STUDY**

#### **1.0 Introduction**

This chapter looks at background of the study, problem statement, objectives of the study, research questions, scope of the study, significance of the study and theoretical framework.

#### **1.1 Background of the study**

Financial success of a corporation is no longer the sole measure by which a corporation is judged. A corporation is meant to create wealth for every member of society while caring to improve the lives of the people of the communities it operates in, as it avoids polluting the environment it operates in, while it abides by laws and regulations that govern the conduct of business, offer customers quality products or services, treat employees fairly and engage in fair competition. According to James et al (2002), corporations should use their power and money to voluntarily influence for broad social purposes by giving aid to society's needy persons and groups rather than just aiming at profits alone for a business. This can be done by developing paternalistic programs to support the disadvantaged and the poor members of society through educational, health services and other forms of charity, regularly consulting its stakeholders on matters of its business operations to investigate how the company's operations affect its neighborhood. It also needs to consult suppliers, consumer groups and regularly





distribute consumer and employee surveys to know how well or poorly the company was doing. In so doing, the business is said to be practicing CSR to its stakeholders.



## **1.2 Problem statement**

Most new corporations have a challenge in delivering quality services as quality is determined by the end user, yet the consumer needs keep changing. One of the issues in determining quality service delivery is the perception of corporate social responsibility. According to (Peter 1997), successful corporations often act in a socially responsible manner, in so doing they deliver quality services and satisfy all its stakeholders.

This research assessed the relationship between corporate social responsibility and quality service delivery in Kampala International University (KIU).

The researcher chose KIU in particular because it is one of the new private universities in Uganda entering a market that has been dominated by government sector and KIU's success depends on the ability of the university meeting the expectations of the stakeholders.

## **1.3 Objectives:**

### **1.3.1 General objective**

This study assessed the relationship between corporate social responsibility and quality service delivery in Kampala International University (KIU).

### **1.3.2 Specific objectives**

1. To determine the importance of corporate social responsibility to KIU.
2. To determine the level corporate social responsibility of KIU to its stakeholders.
3. To identify factors that affect the corporate social responsibility in KIU.
4. To establish the nature and determinants of quality service delivery in KIU.

### **1.4 Research questions**

What is the importance of corporate social responsibility to KIU?

What is the level of corporate social responsibility of KIU to its stakeholders?

What major factors affect corporate social responsibility in KIU?

What is the nature and determinants of quality service delivery in KIU?

### **1.5 Scope of the study**

This study focused on Corporate Social Responsibility issues concerning students, employees, Parents or guardians, the immediate community of the university, government agents, owners or shareholders, and environment issues of Kampala International University.

The university is located 3 kilometres on Ggaba road in Kansanga parish of Makindye Division in Kampala district. This research limits is limited to the time KIU got its operating license from the National Council for Higher Education (NCHE) in 2004 up to 2006.





## **1.6 Significance of the study**

The findings of this study shall be used by the different universities officials to evaluate the corporate social responsibility of their universities to their stakeholders to help them make informed decisions.

The findings of study shall be used by the government to know the significance of certain universities as government makes policies on these universities depending on the corporate social responsibility of these universities to government and other stakeholders.

Future researchers shall use the findings got from this research as future references as they do their researches in this topic or related topics.

The findings of this research shall be used by the different stakeholders to know the duty expected of a university to its different stakeholders.

## **1.7 Theoretical framework**

This research is based on the Stakeholder theory of Edward Freeman as quoted by Laura (2000), which asserts that corporations have ceased to be merely legal devices through which the private business transactions of individuals may be carried on. That a corporation has acquired a larger significance; in fact, it has become a method of property tenure and a means of organizing economic life.

A corporation or business firm has stakeholders, that is, groups and individuals who benefit from or are harmed by, and whose rights are violated or respected by the corporate actions. The stakeholders include suppliers, customers, employees,

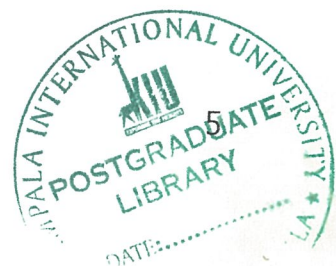
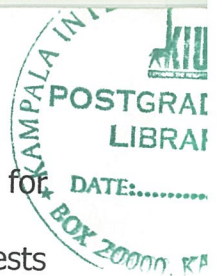


stockholders, and the local community, as well as management in its role as agent for these groups. A corporation has a duty to serve society as well as the financial interests of stockholders/ owners; as such, managers should be concerned with the social responsibility of their firms because the company has a right to exist depending on the responsiveness to the external environment of the business. Business should evolve to meet changing social standards because a responsive corporate policy may enhance a firm's long-term viability.

For a company to maximize shareholder's wealth, it should act in a socially accepted manner because when a company behaves in a socially responsive manner, there are many benefits that accrue to it directly and indirectly.

Likewise James et al (2002), asserts that a business firm does not function in a vacuum; it exists to serve, depends on its environment, cannot be separated from it, and therefore has a responsibility to ensure its wellbeing. Not only stockholders / owners and employees separate the environment, but external stakeholders such as customers, unions, suppliers, competitors, government agencies, local communities and society also separate it in general.

Customers, suppliers, government agencies, unions, competitors, local communities and the general public all expect (and demand ) that the firm satisfy their claims in a responsible manner.



In general, stockholders/ owners claim appropriate returns on their investment, employees expect to be treated fairly and with respect, customers want quality in service and products they pay for to be worthy the money they pay for those products or services and products and services which are safe for use, suppliers seek dependable buyers, governments expect the business to follow legislations and laws governing the operations of those businesses, unions seek fair benefits for their members, competitors expect fair competition, local communities expect the firm to be a responsible citizen while conducting its business, and general public expects the firm's existence to improve the quality of the community it operates in.

A corporation that fails to give priority to social responsibility may experience a crisis that diminishes the company performance or threatens the company's survival. If the stakeholder theory is to be consistent with the principles of corporate effects and rights, then its purpose must take into account Kant's dictum of respect for persons. The very purpose of the firm is to serve as a vehicle for coordinating stakeholder interests. It is through the firm that each stakeholder group makes its self better off through voluntary exchanges. A corporation serves at the purpose of its stakeholders, and none may be used as a means to the ends of another without full rights of participation in any decision that affect any shareholder. The stakeholder theory was adopted because this theory gives a normative account of how corporations ought to treat various groups critical for corporate success, describes the corporation and gives the implications of management to a corporation.





Where as Donaldson (1989), criticizes the stakeholder theory that it is often difficult, if not impossible to satisfy all stakeholders as a business takes a decision. It is better than the traditional theories of corporate social responsibility like the classical theory that states that a business has only one social responsibility that of maximizing profits for the shareholders. Velasquez (1992) criticizes the classical theory that this theory that there are some activities that have no market price like friendship, health to mention but a few.

Neo classical theory that argues that in pursuit of profits, a business should oblige to obey a moral minimum by doing good to prevent harm to any one or to repair harm inflicted.

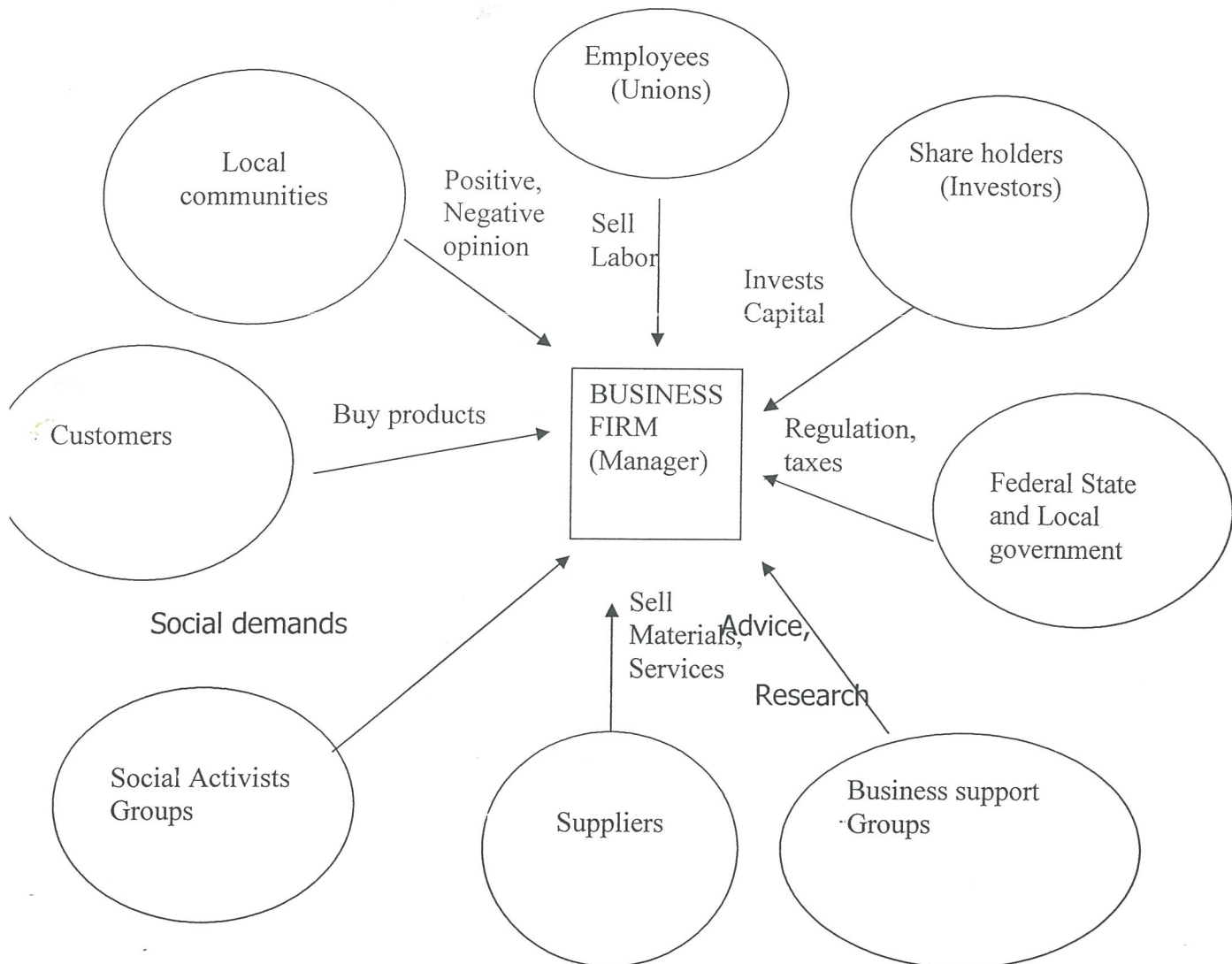
Green (1994), criticized this theory that there are many components of human happiness and consumers can demand things like drugs, cigarettes but ethically they are not acceptable even if they make people happy.

Nexus-of- contract theory or contract theory that argues that corporate social responsibility arises from terms and conditions of a contract between business and society. Contract theory is however, criticized by Hoffman (1986), that it does not specify the initial assumption and conditions out of which the contract emerges and it does not specify the rights and responsibilities that emerge under the contract.



**Figure 1.**

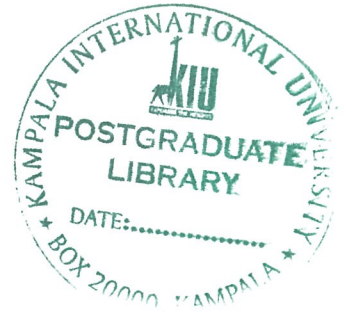
**A corporation and its stakeholder relationships**



**Source: Thomas and Lee (1995)**

This figure explains the relationships of the different stakeholders to a business firm as earlier explained above.





## **CHAPTER TWO**

### **REVIEW OF THE RELATED LITERATURE**

#### **2.0. Introduction**

This chapter introduces and defines the stakeholder concept, the concept CSR, the importance of CSR and arguments against it, and major factors that affect CSR the concept of quality service, determinants of quality of a service and the importance of quality service delivery.

#### **2.1. Stakeholders' Concept**

According to William et al (1996), every decision that managers make and every action that an organization takes affect those around it. In a similar manner, the business is affected by those who contact with it.

You may not have realized that as a customer of a business, you are one of the many key stakeholders of that business you influence the volume, colours, and options to be produced as you make purchases. As a resident of the community in which the business operates, you are still another stakeholder of the business since you are affected either positively or negatively by the actions of the business firm.

Competitors are other stakeholders of the business as they affect prices, designs, and distribution of products or services.

Government is yet another stakeholder as it is involved in products, employee, and environmental safety regulation making. The government actually expects a business firm to abide by government laws and regulations as it conducts business activities.

Unions, (which are recognized organizations that represent a company's or organization's or industry's workers) are also other stakeholders as they affect wages and working conditions of the employees as these unions advocate for salaries and wages worthy the efforts and time an employee puts in and safe employee working conditions. Suppliers are yet other stakeholders as they affect the costs and in turn prices as suppliers can cause prices to increase if they do not supply on and in the amounts required at that time because it is almost impossible to find a self-sufficient firm. Business firms purchase inputs from suppliers and transform them to create products or services. Universities, Business colleges, and other firms supply human resources. Raw materials are obtained from distributors, whole sellers, trading houses, miming companies while capital is supplied by banks, individual investors and venture capitalists (money lenders).

All the above stakeholders expect the business to take into their concerns while it does its business operations.



James et al (2002), states that business relationships go beyond those primary involvements to others in society. Secondary interactions and involvements occur when other groups express interests in or concern about the organization's activities.



Secondary stakeholders are those people and groups affected directly or indirectly by the company's primary activities and decisions. Secondary stakeholders include the general public, various government levels of management, social activists groups and others.

By calling these interactions and stakeholders secondary, does not mean they are less important than the business firm's primary relationships with society. It only means that they occur as a result of the normal activities of conducting business.

Primary and secondary areas of involvement are not always sharply distinguished, often one shades into the other. For instance, while the safety or environmental effect of a product use (an automobile) is a primary concern to a customer, the cumulative effect of the use of the product may represent a secondary safety or environmental concern for the entire community as the net effect is to enhance life in the broadest possible way as the quality of life is defined by society. Owners are interested in realizing a return on their investment. Customers, suppliers are interested in exchange of goods and services. Government, public interest groups, local communities have another sort of relationship with the company; their stake holding is broader than financial relationship with the company. They wish to protect the environment, assume human



rights, or advance other broad social interests so managers need to track these interests with great care as the different stakeholders have different types and power in the existence of a business firm.

## **2.2. Concept of Corporate Social Responsibility**

A holistic approach to social responsibility requires the company to understand its social responsibility both internal social responsibilities of a business as well as and external social responsibilities. It is good business sense to be socially responsible while demonstrating awareness of environmental and stakeholders concerns. A business firm should be responsive to social needs and concerns by improving the societies in which they operate in.

According to Kakuru (2005), Corporate Social Responsibility hereafter (CSR) calls upon a business firm to address societal issues, which go beyond the scope of the firm's activities. For instance a business firm participating in social and general welfare programs. Where as these programs are beneficial to society, they may appear irrelevant to individual firm. This raises a question whether it is justifiable to commit a firm's resources in these programs but the business firm should weigh the benefits of being socially responsible as this can be translated into cash flows because of improved corporate image.

Elaine (2000), states that being socially responsible is being all responsible. It means considering consequences of ones actions, and being accountable for them. The



institutional goals need to be subordinated to wider social or moral goals. Social responsibility is contentious stake holding which affects the way business is conducted in relation to committing all their resources to charity or to health care, to education, to sports or to agriculture to help the people in the neighborhood of the business.

Peter (1997), asserts that corporate social responsibility aims at fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease of use for product and product safety, environmental care, care for minimum working conditions. Therefore, social responsibility of a business is consists of providing quality services and goods to the public without endangering either basic well being or common future as it responds to moral demands.

Likewise, Canon (1994), states that a firm should pursue its goals while being socially, economically and legally responsible which means it should be held accountable for any of its actions that affect people, their communities and their environment; as such a business should avoid causing harm to people and society it operates in.

The responsibilities of a business should be blended into a comprehensive corporate strategy while not losing sight of any of its obligations as being socially responsible as a business requires balancing the benefits to be gained against the cost s of achieving those benefits. It requires a business firm to be socially responsible to survive in the long run as the world is becoming a global village with such technology as global



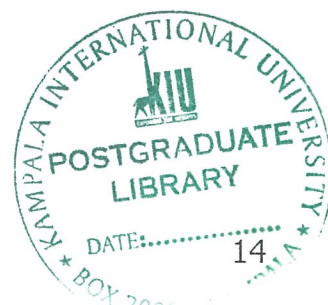
computer networks, instantaneous e-commerce transaction which has made the getting of information easy.

Francis (2001), states that CSR is the concern a business has for the welfare of the society. A socially responsible business balances the profit motive of a business with the interests of other stakeholders while making business decisions. If society prospers, also does business and business should contribute to resolving the paradoxical riddles of in society for a business to survive and thrive in the long-run.

Likewise, Donaldson (1989), states that corporate social responsibility aims at fully satisfying agreed consumer requirements, which include consumer care, expressed by satisfying demand for ease of use for product and product safety, environmental care, care for minimum working conditions.

A business organization should commit itself to reduction of personal and environmental damage, being accountable to the society it operates in.

So responsibility requires entrepreneurs to commit themselves to agreed moral demands which severely limits or harms the ability of the business not only to the inside of the company, but also the end users and all stake holders. Social responsibility of a business consists of providing quality services and goods to the public, without endangering either basic public well being or common future as it responds to moral demands.



Where as Richard and Fred (2000), asserts that a business should contribute to human rights, education, welfare and vitalization of communities around businesses as such businesses prudently use resources while competing freely and fairly. A business should protect and, where possible improve the environment and promote sustainable development. A business should not participate in bribery, money laundering, or corrupt practices, or trade in business condoned by the community like drug trafficking, organized crime to mention but a few.

Customers need to be treated with dignity and fairly in all aspects whether they buy your products or services directly from you or otherwise get them in the market and there is need to give customers the highest quality products and services consistent with their requirements and worth of their money.

Employees also need to be treated with dignity and employee interests should be taken seriously. providing jobs according to workers skills and compensating them fairly improves their productivity, be honest in communications with employees and be open in information sharing, listen to their concerns and where possible, act to employees suggestions, ideas, requests and complaints; engage in good faith negotiations when conflict arises, avoid discriminatory practices and guarantee equal treatment and opportunity in areas such as gender, age, race, religion, promote in the business it self the employment of differently able people in places of work where they can genuinely be useful, protect employees, from avoidable injury and illnesses in the work place, encourage and assist employees in developing relevant transferable skills and

knowledge and work with governments , employee groups or other agencies in addressing problems faced.

Suppliers and sub contractors should be on mutual respect and there should be fairness truthfulness in all activities including pricing, licensing and rights to sell or to make sure that business activities are free from coercion and unnecessary litigation, to foster long term supplier relationship in return for value, quality and reliability. Suppliers should be paid on time and in accordance with agreed terms of trade, seek, encourage and prefer suppliers and sub contractors whose employment practices respect human dignity. There should be trust to honour investors/ owners who should have a professional and diligent management to secure a fair and competitive return on owners' investment as they disclose relevant information to investors fairly and freely as by law.

John (2000), states that business firms have not one but many different kinds of responsibilities, including economic and legal responsibilities. Corporations have an economic responsibility to produce goods and services and provide jobs and wages to work force while earning a profit. Economic responsibility also includes the obligation to seek out supplies of raw materials, to discover new resources, technological improvements and to develop new products.

Legal responsibilities of the business include acting as a fiduciary or trust, managing the assets of the corporation in interest of shareholders, but as well as having legal responsibilities to employees, customers, suppliers, and other parties. A business should respond to greater societal expectations because corporate social responsibility is







expressed as a voluntary assumption of responsibility that goes beyond purely economic and legal responsibilities of the business firm. Corporate social responsibility involves bringing corporate behavior up to a level where it is congruent with the prevailing social norms; values and expectations of performance and a corporation should address social problems as it does its business profitably.

### **2.3. Forms of Corporate Social Responsibility**

According to Geoffrey and Ferrell (2003), the social performance of a company has several dimensions: corporate philanthropy, corporate responsibility and corporate policy.

Corporate philanthropy, which includes charitable donations to non-profit groups of all kinds. Strategic philanthropy involves companies making long term commitment to one cause and is not limited to large corporations only but is also a necessity for small businesses too.

Corporate responsibility, which involves every thing from hiring minority workers to making safe products, minimizing pollution, using energy wisely, providing safe work environment, among other things.

CSR further entails corporate policy, which refers to the position a firm takes on social and political issues like offering voluntary work whenever it is needed to solve a social problem because a business may be pushed out of business if it ignored its CSR to its stakeholders.

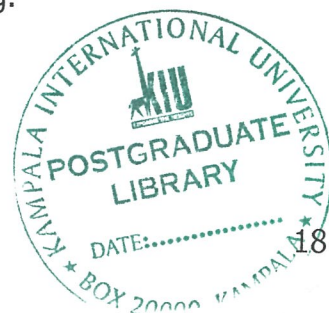


John et al (2003), states that corporate social responsibility takes various forms and names, depending on the organization. The most common among them include; workplace welfare, environmental stewardship, community engagement, governance and market place responsibility.

Work place welfare means ensuring that the employees welfare and rights are catered for and respected, while upholding their responsibility to supply labor to the firm, they should be in turn be enumerated, respected an accorded opportunities for development. It also involves labor relations, diversity and human rights, equal opportunities, work life balance, training and education.

Environmental stewardship means considering direct impact of the firm and those of the firm's product. The impact of product is assessed through the life cycle analysis. The impact of the business is considered against the broader ecological system with in which the business operates. Issues in environmental stewardship include; energy conservation, emissions, waste impact of the core products or packaging, raw materials, biodiversity and water.

Community engagement is another form of corporate social responsibility. This involves community investment, employee volunteering and charity giving.





A good community engagement program should involve institutional development of the community organizations to ensure long term sustainability.

A business should act responsibly, respecting not only law, but also fulfilling legitimate expectations that society has for them. The expectations of a business to society go beyond short-term profit maximization. What people expect is for a business to behave in a responsible way in communities they operate in, treat their employees fairly, respect and maintaining the environment, demonstrate sensitivity to the problems of others, disadvantaged people in the world, building trust with its stake holders and increasing long term share holder value for the survival and success of the business.

Likewise De George (1990), states that a businesses' long-term competitiveness depends on how it embraces societal challenges rather than dismissing them of as some one else's problem because societal contract is part and parcel of a business. A business should balance the need for long term viability and the prosperity of society and environment on which it operates for it be competitive and have financial gains in the long run for sustainability of the business and to be of economic value by promoting development socially and economically, as it provides new jobs, creates new markets, and prevents conflict directly and indirectly, as well as preserving the environment, however, there is no generally agreed on forms of corporate social responsibility.

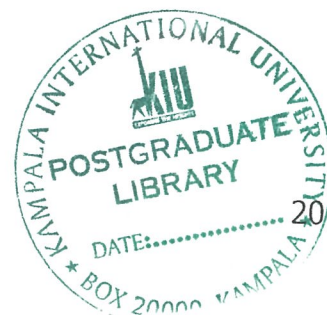
## 2.4. Importance of CSR and arguments against CSR

According to Craig as quoted by (Laura, 2002), there are several benefits if a company practices corporate social responsibility while it conducts its business activities, these include:

It balances corporate power with responsibility as power and responsibility go together because businesses committed to social responsibility are aware that if they misuse power they have, they might lose the business they currently have altogether.

Promotes Long - term profits for the business as it creates wealth for all stakeholders, making the business sustainable in the long run as the business survives and even thrives. For instance, Johnson & Johnson Company had take a radical decision to absorb short-term costs by recalling all its *Extra - Strength Capsules* in order to ensure the safety of its consumers after the product was linked to several consumer deaths resulting from cyanide poisoning, even though the company's production process was never found to be defective. Customers rewarded Johnson & Johnson's responsible actions by continuing to buy its products, and in the long run the company once again became profitable.

It corrects social problems caused by business as a business compensates society for harm it has caused. When a firm pollutes the environment, the clean up of the mess is its responsibility. If the consumers are injured due to a product defect, the





manufacturer is responsible. If the business does not voluntarily recognize its responsibility, the courts often step in to represent society and its interests.



Discourages government regulations, as a socially responsible business is not so much regulated in doing its business as voluntary social acts may head off an increased government regulation as the business accomplishes a public good as well as its private endeavors. Government regulations tend to add economic costs and restrict flexibility in decision-making.

Enables a firm to respond to changing stake holder's demands as the public, now more than ever, expects higher levels of social performance from a business in terms of cleaner environment, safe products, fairness at work place, privacy protection and other social; issues and concerns of the business. Businesses clearly are challenged to more quickly and accurately respond to these changing demands made by stakeholders.

Whereas Milton (1990), states that a corporation or a business cannot have responsibilities more than profit maximization for the stock holders, even in its vague sense, before you do good you must be well and practicing CSR has disadvantages it is associated with, and these include:

Even though corporate social responsibility is well intended, such social activities lower business's efficiency and profits, depriving society of higher level of economic production needed to maintain every one's standard of living as the business uses some



of its resources for social purposes. The firm's costs may be higher than necessary, resulting into lower profits. Consequently, Shareholders may have to receive a lower return on their investment.

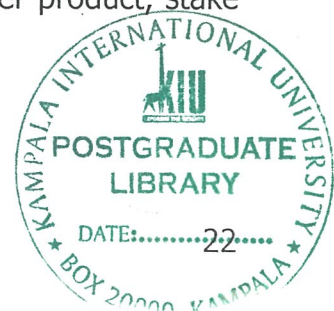
It imposes unequal costs among competitors as the costs of operations for socially responsible companies increase. For instance, in global perspective, laws and rules differ from one country to another.

By one nation, requiring higher and more pollution control standards, stricter job safety rules, or more stringent pre- testing of consumer products than another, it increases the costs of operations for socially responsible companies.

It places responsibility on business rather than individuals for the wrongs made by decision makers in an organization. For example, an entire company is held liable for a wrong policy or decision made by its employee in promoting or carrying out a policy, which places added burden to business at excessive cost.

It imposes hidden costs, which are passed on to the stakeholders, as many social proposals undertaken by a business do not pay in their economic sense; some one has to pay for them.

Ultimately society pays all costs because socially responsible businesses try to recover all their cost in a way, either through increased prices for the consumer product, stake





holders may have to receive lower dividends, and employees may have to be paid less in order to cover the expense on corporate social responsibility.

It requires social skills, which a business may not have because business people are not trained to solve social problems. They may know about production, marketing, accounting, finance, information technology, and personal work, but may not know other issues such as world poverty. So putting business people in charge of solving social problems may lead to unnecessary expensive and poorly concaved approaches, as business analyst may be tempted to think that the methods, which have succeeded in normal business operations, will also be applicable to complex social issues. For instance, management methods appropriate to an auto manufacturing plant might be ill-suited to running a school or drug- treatment agency.

## **2.5. Factors that affect the level of CSR**

According to Samuel (2000), factors that affect the level of CSR among other things include:

Amount of profits got by a business firm affect how a business firm practices CSR, because as a business firm practices CSR it all involves spending money, which has to be derived from the profits a business firm earns. If a business does not earn much profit it may become hard to keep giving back to the community in terms of CSR when there is no source and way of replacing back what is spent on CSR.

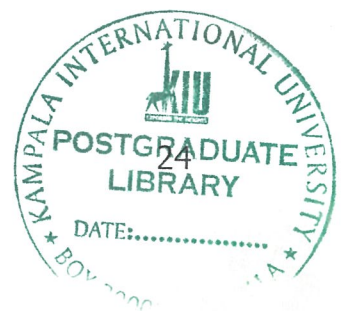
Amount of competition being faced by a business firm also affects how it practices CSR.

If a rival company, which is giving a lot, is challenging a business firm back to the community in terms of CSR. Then the other companies in the same line of business would not like to be left out, specifically if the company giving back to the community is benefiting a lot or most likely to benefit from it in terms of customer loyalty, reduced government regulations.

Company policy also affects how the company practices its CSR. A company policy in most cases dictates CSR practiced by a business firm; if a business firm sees it in line of their company policy in engaging in a particular activity which gives back to the community in terms of CSR then it will find no problem in going on with such an activity. Different companies practice different forms of CSR such as Sponsoring programs they see much needed by their communities like constructing for them houses, giving the poor clothing, giving a hand in educating the needy, giving to disadvantaged members of the community

Regulations and rules governing operating of business affect how a business firm practices CSR.

If the rules and regulations are so strict that a company practices CSR in one way or the other, then the business firms will be left with no option but to practice CSR, but if there are no strict rules and regulations for a business to practice CSR while conducting





its business activities, then a business firm will not feel much obliged to engage it self in CSR but will only do it when it wishes and if resources allow.

## **2.6. Concept of Quality Service**

According to Christopher (2001), quality of a service is a degree to which a service meets its specifications, with emphasis on meeting the customer needs. In other words it is the degree to which a service satisfies the needs and the expectations of the user. Where as according to Juran as quoted by Dale (1999), quality of a service is fitness of that service for use.

## **2.7. Determinants of service quality**

According to Clark and Johnson (2000), Consumers view quality of a service in terms of certain dimensions. The determinants of service quality include: ability of a service to fulfill consumer needs or problem, ability to use the service without any danger, risk or doubt, ability of a service to be easily accessible to the service users, and the ability of the service to be offered to day and there after whenever a consumer needs it.

Where as according to Roland et al (1999), some times service quality is just perceived, in which is the consumer assumes an impression about a service and that the services are judged by their brand names, advertising to mention but a few.





According to the Education White Paper (1989), the national objectives and goals of Higher Education in Uganda include; creating national wealth to the economy by improving the quality of life of the people as it equips them with skills required for economic development, to create a sense of service, duty and leadership for in civic, social, community and national affairs as well as promoting academic and intellectual excellence, and developing awareness and concern for protection of the environment.

## **2.8. Importance of Quality Service Delivery**

According to Chaudhary (1999), quality service delivery by an organization has the following advantages:

It creates a company a reputation. A good company reputation is an asset for the company because every organization has a reputation for quality, be it good or bad. Quality will show up in perception about the firm's products, employments and suppliers relationships

Quality service delivery increases market share because satisfied customer will buy more and recommend the service to another consumer.

Improved quality can lead to improved market share and cost saving, which both affect profitability as improves the reliability, conformance, fewer defects and consequently lower costs of business operation.

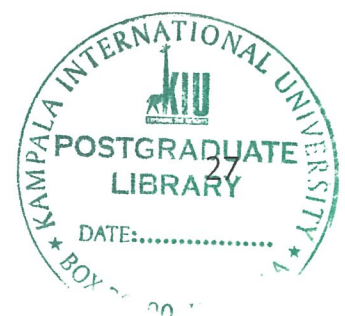
Quality service delivery (service reliability), reduces court costs resulting from paying of damages because courts of law hold every organization liable for damages or injuries resulting from the use of their services.

International implications because in this technological edge, quality is an international requirement as well cooperate concern for both company and the country in which the business is situated in because for a business firm to compete in the global economy. Where the every international company's products must meet quality and price expectations in the international arena for it to remain competitive.

Quality management enables an organization to be more profitable since quality improvement results reduced rework, reduction in scrap, better utilization of tools and equipment, and less work in process inventory, which in turn led to higher productivity. Minimization of costs in the service delivery improves profit margin. The production of quality services improves the market shares because a satisfied customer will buy more and recommend the service to another customer.

Quality service delivery enables the effective utilization of resources. More services are produced for a reasonable amount of expended resources.

Productivity and quality management enables the public to realize better social benefits through increased public revenue form the organization.





Quality service delivery provides an organization with higher real earnings for the employees. The reduction in costs of service delivery can allow increase in wages without significantly offsetting gains of the business.

Where as Ranjan (1997), warns that quality service delivery involves a high cost in terms of supervision to ensure quality service in the firm that intends to deliver quality services.

## **2.9. Relationship between corporate social responsibility and quality service delivery**

According to Rodney and Denis (2003), corporate social responsibility and quality service delivery are one and the same. As the organization puts efforts to serve its stakeholders, it offers quality services in so doing. This is because, practicing corporate social responsibly, end-user is offered quality services.

Like wise Snider et al (2003), assert that in this century, all organizations should endeavor to align their efforts and capabilities on corporate social responsibility and total quality management as the success and competitiveness of every organization depends on how well it manages corporate social responsibility and total quality.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

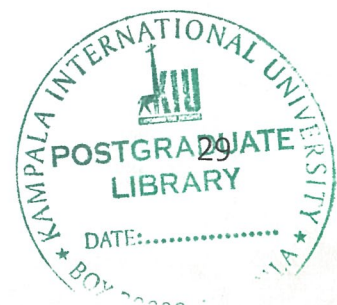
This chapter discusses the research design, population, sampling procedures, instruments, data collection procedures, data type and source, statistical treatment of data and limitations of the study.

#### 3.1 Design

According to Ghosh (1999:207), a research design is a plan of the proposed research work; it is an arrangement of conditions for collection and analysis of data in manner that aims at making the research relevant.

This study employed descriptive survey method to assess the relationship between Corporate Social Responsibility (CSR) and quality service delivery in Kampala International University (KIU). The design was preferred because it would collect original data of the population, and because there was limited time and resources.

Stratified random sampling was used to choose the respondents who included students, employees, parents, guardians, immediate community, government agents and environmental activists.





### 3.2 Population

According to Kakoza (1996), a population is a group or category of human beings, animals, or others, which have one or more characteristics in common as the target population of the universe.

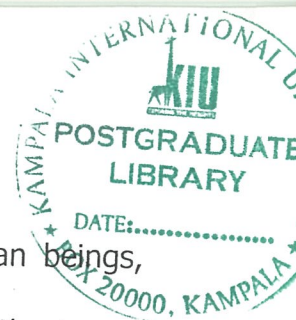
The researcher interviewed 399 respondents out of a total population of 316,305 people to collect data to assess the relationship between CSR and quality service delivery in KIU in Makindye Division.

The respondents were people above 18 years in and around KIU in Makindye Division of Kampala district. The number of respondents interviewed was got from the PC report of 2002.

### 3.3 Sampling procedures

According to Kakoza (1996), a portion of the population selected for the purposes of researching the characteristics of the whole population is called a sample. Sampling refers to the procedure used to arrive at this; it refers to the manner in which the members of the population are selected as part of the sample. Sampling offers advantages such as enabling the researcher to deal with a greater range of issues in a greater depth than would have otherwise been possible, it also minimizes the cost of doing research if the whole population is considered.

The descriptive stratified random sampling method was used to select the 399 respondents from the total population of 316,305 people in the 21 parishes of Makindye



Division. 19 respondents were chosen from each of the 21 parishes of Makindye Division by lottery method to come up with the 399 respondents but only 254 returned the questionnaires.

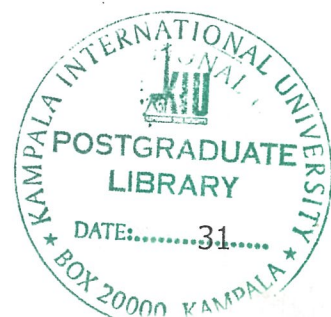
### **3.4. Instruments**

The research used Open – ended (researcher-made) questionnaires, observation, and oral interviews methods were used to assess the relationship between CSR and quality service delivery in KIU.

According to (Jack and Norman, 2000), a questionnaire is a set of questions to be answered by the subjects of the study.

The advantages of using a questionnaire method are that it saves time, it was convenient to respondents as it is filled by the respondents during their own free time, it also reduces bias because of its systematic presentation and it enables the researcher to collect a wide variety of information from respondents, especially if Open-ended questions given the respondent write his or her idea(s).

According to Williamson (1990), observation is the conscious examining of something under study by care fully watching, and noting what one sees or observes. It is not only limited to seeing but it involves hearing, smelling, touching and tasting while in the field.





The main advantage of observation method is that the one is able to gather first hand information from the field as the researcher is able to observe things than just being told.

Observation method is also advantageous as it can be used to get some information that cannot be revealed by the respondents which they may think is confidential or some times the respondents may be not articulate enough but one can observe and understand what was going on.

According to Kothar,(2003), oral interview is the conducting of a research by asking oral questions by the researcher to the respondent and the answers are recorded by the researcher or some one else the researcher has entrusted to carry out the research. The advantages oral interviews are that the interviewer can clarify any question that are obscure or ambiguous and can also can ask the respondents to expand on the answers that are particularly important or revealing, and it enables the researcher to read body expressions of the respondents where a meaning can be deduced. However, oral interview method has some disadvantages which include; the presence of the interviewer may inhibit respondents from saying what they really think, it takes much longer time to carryout research than when a questionnaire is used, and it also allows flexibility to the respondents as it gives the respondents another interview mode to enable them to participate in the research which they could have missed.



### 3.5 Data Collection Procedures

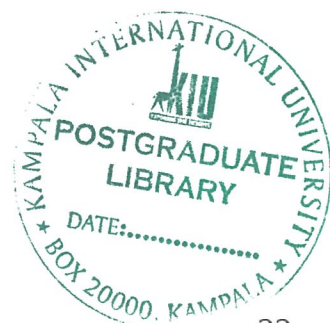
The researcher took an introduction letter from Kampala International University School of postgraduate Studies to the Deputy R D C Makindye Division and L.C. 3 Chair person of Makindye division requesting for permission to consult the different people in and around Kampala International University (KIU), for a research to assess the relationship between Corporate Social Responsibility and quality service delivery in KIU. After which the researcher waited for approval.

Upon approval a schedule was prepared and pre-tested before administering it to the chosen respondents to see how effective the questions were in collecting information needed from the respondents. After the respondent were given research questionnaires to fill in at their own time.

After which the data was collected, processed, statically treated, interpreted the results, arranged the data in order and finally summarized the data.

### 3.6 Data type and source

This research study used primary data got from the field (using administered questionnaires, oral interviews, and observation) and secondary data was got from the review of company reports, manuals and other documents from libraries and internet sources.





### 3.7 Limitations of the research

Corporate social responsibility is understood differently by different people and it takes different forms making it difficult to research on it. Quality is understood differently by different people and quality can only be judged by the end-user so what is viewed as quality by one person might not be viewed as quality by another person. This also was a limitation to this research.

Some of the respondents were not willing to share with the researcher some information, which they thought were confidential to them, but the researcher promised to keep the information safe with great confidentiality.

Language barrier caused a problem where some of the respondents could not express themselves well and some times misunderstood the questions so the researcher had to help the respondents to interpret the questions.

Limited literature on corporate social responsibility in the university library and other libraries around made study to be only restricted to use a few literature materials the researcher managed to access.

### 3.8 Data Quality Control

The great need for quality data made the researcher to employ quality checks such as the use of methodological triangulation that is the use of several research



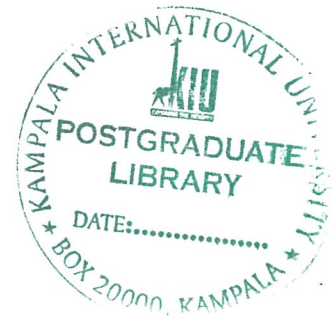
methodologies in the research study.

The researcher also pre-tested the research instruments such as the questionnaires before actually taking it in the field. This was to make sure that the quality of data collected by the questionnaire was of great quality.

The research ensured that the respondents participated fully in the exercise and drop out rates were fully minimized. The researcher also ensured a good representative of the respondents across the age, gender and other variability was taken into in choosing the sample population.



**CHAPTER FOUR**  
**PRESENTATION, INTERPRETATION AND**  
**ANALYSIS OF THE RESEARCH FINDINGS**



**4.0. Introduction**

This chapter discusses at length on the research presentation, analysis and critical interpretation of the research findings regarding the relationship between corporate social responsibility and quality service delivery in Kampala International University, here after (KIU).

Questionnaires were distributed to respondents who included students, parents or guardians, employees, immediate community members of KIU and government agents.

399 questionnaires were distributed but 254 were answered and returned. This represented 64% of the response rate. The questionnaires were open –ended (researcher made).

These questionnaires had two sections of which the respondents had to tick the option of choice and also had to fill in their opinions in the open- ended questions.

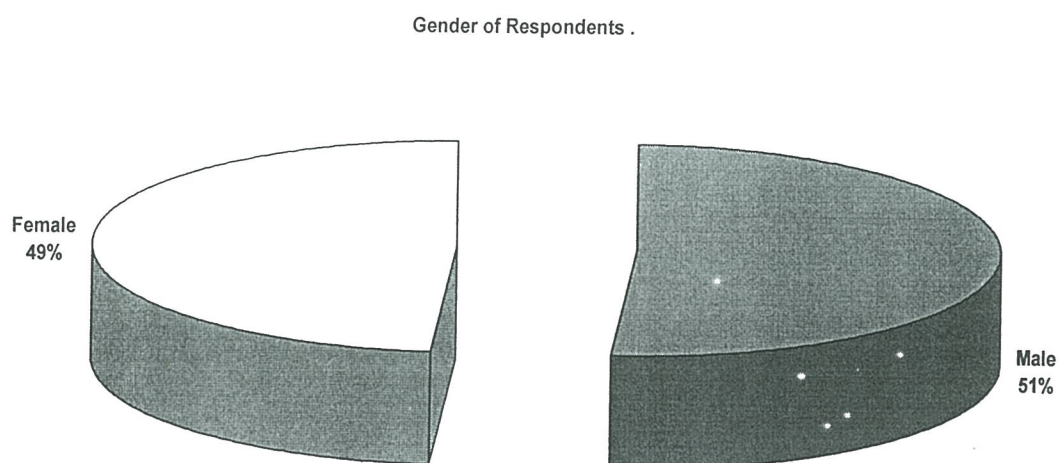
#### 4.1. Gender of the respondents

**Table 1. Gender of respondents**

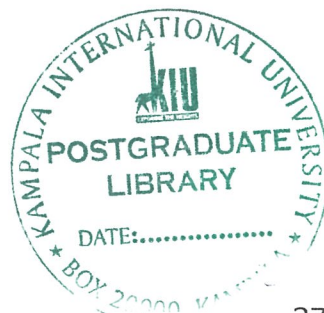
GENDER	FREQUENCY	PERCENTAGE
Male	130	51
Female	124	49
<b>TOTAL</b>	<b>254</b>	<b>100</b>

Source: Field data.

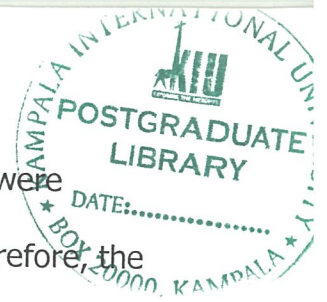
**Figure 2: Pie Chart Showing Gender of Respondents**



Source: Field data.







The research established that 51% of the respondents were male and 49% were female. This showed that there was gender balance in the respondents. Therefore, the responses got from the study were of great value in the study of the relationship between CSR and quality service delivery in KIU.

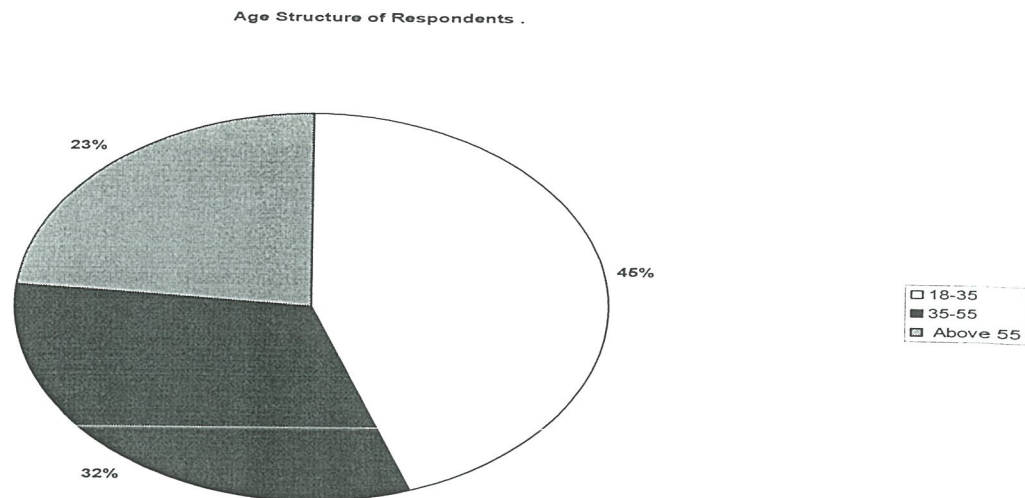
#### 4.2 Age Structure of the respondents

**Table 2. Age structure of respondents**

AGE	FREQUENCY	PERCENTAGE
18-35	113	45
35-55	82	32
Above 55	59	23
<b>TOTAL</b>	<b>254</b>	<b>100</b>

Source: Field data.

**Figure 3: Pie Chart Showing Age Structure of Respondents**



Source: Field data.

The majority of the respondents were of the age category of 18 -35 years old, who were represented by 45%, while 32% of the respondents were of the age of 35-55 and 23% were above 55 years old. This made it easy it easy for the questionnaires to be filled that yielded to good results from the study as the youths are ambitious and eager to learn. Most the respondents being youthful made it also clear that while KIU practices its CSR and quality service delivery it should take special concern for the youth as it also caters for other age categories of other stake holders.



### 4.3. Educational qualification

Table 3. Educational qualification of respondents

OPTION	FREQUENCY	PERCENTAGE
A	11	4
B	55	22
C	69	27
D	96	38
E	23	9
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

A- Doctorate of philosophy

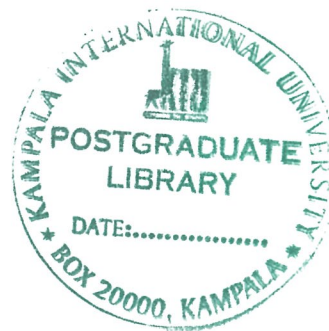
B- Masters

C- Bachelors

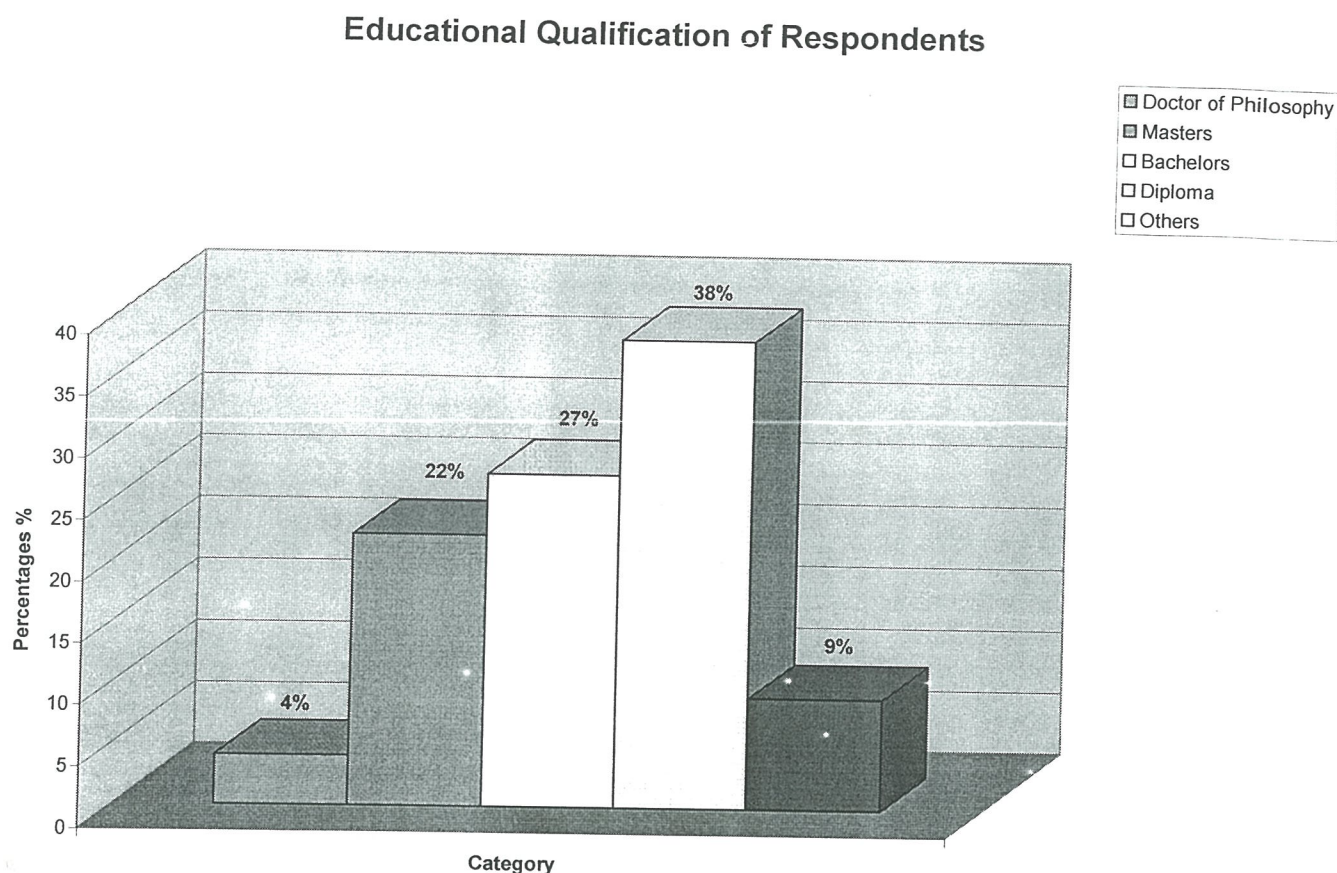
D- Diploma

E- Others

Source: Field data.



**Figure 4: Bar Graph Showing Educational Qualification of Respondents**



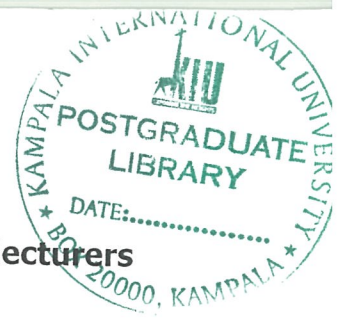
Source: Field data.

The research revealed that 4% of the respondents had doctorates of philosophy, 22% had masters, 27% had Bachelors, 38% had diplomas and 9% of the respondents had qualifications below diplomas as the educational qualification they had attained.

Such a sample size of literate respondents contributed to the positive achievement of meaningful results from the study. Educated respondents can easily interpret questions and give relevant right answers in the study.







**4.4. Respondents' rankings of service delivery in KIU in terms of lecturers being articulate in explaining issues**

**Table4. Rankings of service delivery by respondents in terms of lecturers of KIU being articulate in explaining issues**

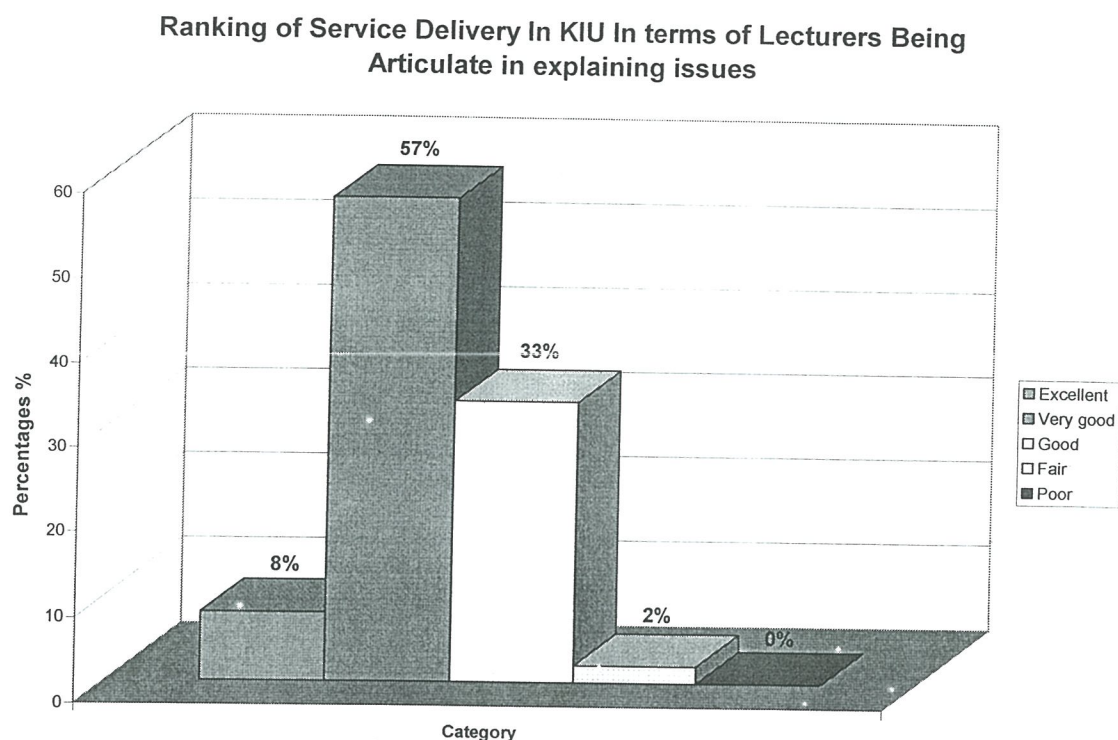
OPTION	FREQUENCY	PERCENTAGE
A	21	8
B	146	57
C	84	33
D	3	2
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

**KEY**

- A- Excellent
- B- Very good
- C- Good
- D- Fair
- E- Poor

Source: Field data.

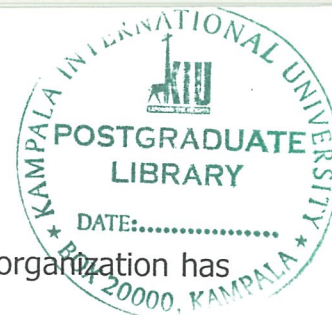
**Figure 5: Bar Graph Showing Rankings of Service Delivery in KIU in Terms of Lecturers Being Articulate**



Source: Field data.

Majority of the respondents ranked KIU lecturers to be very good in articulating issues who were represented by 57% , while 8% of the respondents ranked KIU's lecturers as very excellent in articulating issues, while 33% ranked the lecturers as good in articulating issues, while 2% ranked the lecturers in articulating issues as fair, while 2% ranked KIU's lecturers as being very poor in articulating issues where one of respondents who asked not to be named said some of the lecturers use wrong methods in lecturing yet students have different learning abilities which need to be considered when choosing a lecture method.





As mentioned by Chaudhary (1999) that quality service delivery by an organization has advantages and that a good company reputation is an asset. Quality is also showed up in the perception about the company's products, employments and suppliers.

Majority of the respondents ranking KIU lecturers to be articulate which is an asset for the organization and a sign of quality service delivery.

#### **4.5. Respondents' rankings of service delivery in KIU in terms of lecturers' handling exams and course works**

**Table 5. Rankings of service delivery by respondents in terms of KIU lecturers handling exams and course works**

<b>OPTION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
A	87	34
B	82	32
C	46	18
D	39	16
E	-	-
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

#### **KEY**

A- Excellent

B- Very good

C- Good

D- Fair

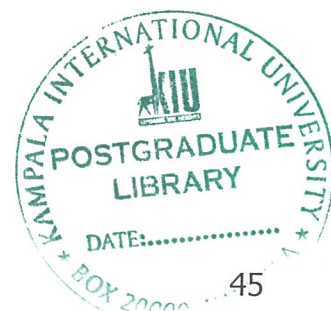
E- Poor

Source: Field data.

Majority of the respondents who were represented by 34% of the respondents revealed that exams and course handling by the lecturers in KIU is excellent; while 32% say it is very good, while 18% say it is good, 16% say it is fair.

Majority of responses showing that exams and course works are handled excellently is a sign of quality service delivery is noted by Christopher (2001) that is the ability of a service to meet its speciation with emphasis to satisfy customer needs. However, some students complained that there are cases when they are given different marks from what they actually got and some times some of the lecturers under mark them whenever there is any disagreement between the student and the lecturer.

Students also went further to say that their marks are some times released very late.





#### 4.6. Respondents' rankings of service delivery in KIU in terms students complaints handling

**Table 6. Rankings of service delivery in KIU by respondents in terms students' complaints handling**

OPTION	FREQUENCY	PERCENTAGE
A	50	20
B	126	50
C	48	19
D	30	11
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

A- Excellent

B- Very good

C- Good

D- Fair

E- Poor

Source: Field data.

Majority of responses represented by 50% ranked service delivery in KIU in terms of complaint handling as very good , while 20% Of the respondents ranked service delivery in terms of students complaint handling as excellent, while 19% ranked it as



good, while 11% as fair. This is a sign of quality service delivery as noted by Christopher (2001), that quality service delivery is the ability to satisfy customer expectations and needs.

#### 4.7. Respondents' rankings of service delivery in KIU in terms academic programs being offered

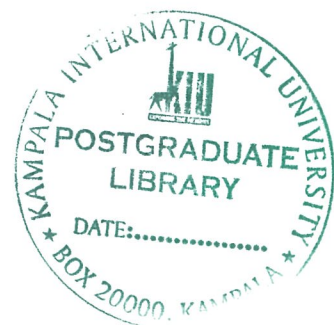
**Table 7. Rankings of service delivery in KIU by respondents in terms academic programs being offered**

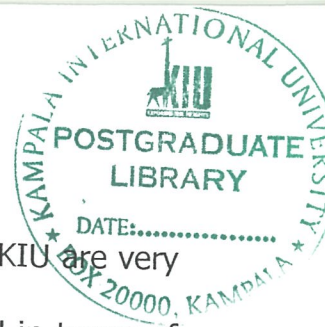
OPTION	FREQUENCY	PERCENTAGE
A	43	17
B	101	40
C	84	33
D	26	10
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

- A- Excellent
- B- Very good
- C- Good
- D- Fair
- E- Poor

Source: Field data.





40% of the responses revealed that academic programs being offered by KIU are very good, while 17% of the respondents ranked quality service delivery in KIU in terms of academic programs being offered as excellent, while 33% say it is good and 10% of the respondents say the academic programs being offered by KIU are poor.

This revealed that KIU delivers quality services in terms of the courses they are offering if they can meet and satisfy the needs and expectations of their customers as noted by Christopher (2001). Although according to one respondent who asked not to named said the university should not only be money oriented but should also get the best lecturers around instead of mostly relying on its former graduates as lecturers because as students they pay 100% of the university, they also expect 100% in terms service from the university.

#### **4.8. Responses on if the respondents have ever benefited from the existence of KIU**

**Table 8. Responses on if the respondents have ever benefited from the existence of KIU**

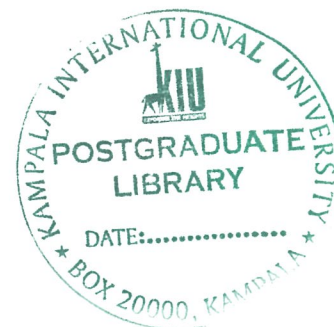
<b>OPTION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
A	181	71
B	73	29
<b>TOTAL</b>	<b>254</b>	<b>100</b>

## KEY

A- Yes

B- No

Source: Field data.



Majority of the responses that represented 71% of the respondents revealed they have ever benefited from the existence of KIU in one way or another where as 29% indicated that they have never benefited from the existence of KIU.

This showed that the university has really tried to give back to the community in terms of CSR as noted by Francis (2001) that as socially responsible business should help society to prosper by solving paradoxical riddles in society.

### 4.9. Responses on how the respondents have you benefited from the existence of KIU

**Table 9. Responses on how the respondents have benefited from the existence of KIU**

OPTION	FREQUENCY	PERCENTAGE
A	58	33
B	41	16
C	122	48
D	33	13
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>





## KEY

A- Scholarships

B- On job training and promotion

C- Quality social problem solving academic programs

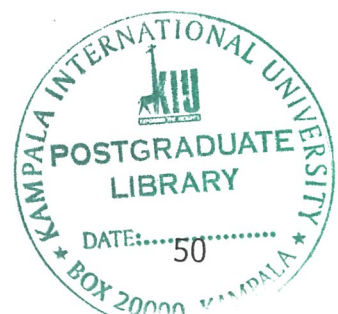
D- Sponsorship of community events

E- Others

Source: Field data.

Majority of the respondents who were represented by 48%, revealed that they have benefited from the existence of KIU in terms quality social problem solving academic programs, while 33% of the respondents indicated that they have benefited from KIU's existence in terms of scholarships, while 16% indicated that they have benefited in terms of promotion on job training, while 13% indicated that sponsorships of community events.

This concurs with John et al (2003), that states that CSR takes various forms and names, depending on the organization, but the most common include workplace welfare, environmental stewardship, community engagements, governance and market place responsibility.



#### 4.10. Responses on how KIU treats its employees

Table 10. Responses on how KIU treatments its employees

OPTION	FREQUENCY	PERCENTAGE
A	46	18
B	130	51
C	54	21
D	15	6
E	9	4
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

A –Excellent

B –Very good

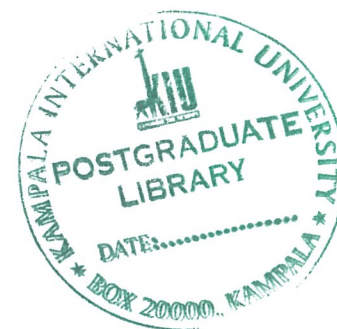
C –Good

D – Fair

E-Poor

Source: Field data.

Majority of responses who were represented by 51% revealed that KIU's employee treatment is very good, while 21% indicated KIU's employee treatment is good, while 6% say KIU's treatment of its employees is fair, 18% of the respondents say KIU treats its employees excellently, while 4% showed that employees in KIU are treated poorly.



This also concurs with John et al (2003), that states that Work place welfare means ensuring that the employees welfare and rights are catered for and respected, while upholding their responsibility to supply labor to the firm, they should be in turn be enumerated, respected an accorded opportunities for development. It also involves labor relations, diversity and human rights, equal opportunities, work life balance, training and education.

However, some respondents who requested not be named, revealed that some times employees are dismissed unfairly without terminal benefits when ever they disagree with the top management of the university and where as KIU car loan scheme, scholarships for junior lectures are appreciated by its employees but some employees indicated that other types of loans like housing loans, actual cash loans would be better introduced too because some of the employees are not interested in cars.

**4.11. Responses on how KIU treat students**

**Table 11. Responses on how KIU treats of its students**

OPTION	FREQUENCY	PERCENTAGE
A	69	27
B	80	31
C	73	29
D	22	13
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>



## KEY

A –Excellent

B –Very good

C –Good

D – Fair

E-Poor

Source: Field data.

Majority of responses that were represented by 29% indicated that KIU students receive very good treatment, while 27% of the respondents indicated that KIU treats its students excellently, while 31% indicated that the students receive very good treatment, while 13% say students in KIU receive fair treatment.

This concurs with James et al (2002), who states that a business firm exists to serve its different stakeholders and has a responsibility to ensure their well being.

But some respondent who asked not to named said the students are some times dismissed from the university without giving them chance to be heard, although to some extent students have freedom to do most of the things of their choice.





#### 4.12. Responses on how KIU treat parents or guardians

Table 12. Responses on KIU's treatment of parents or guardians

OPTION	FREQUENCY	PERCENTAGE
A	82	32
B	77	30
C	83	33
D	12	5
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

A –Excellent

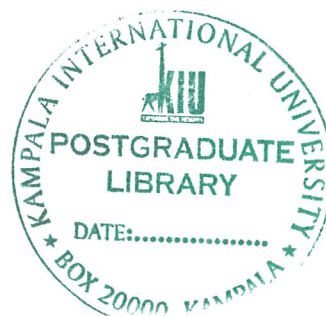
B –Very good

C –Good

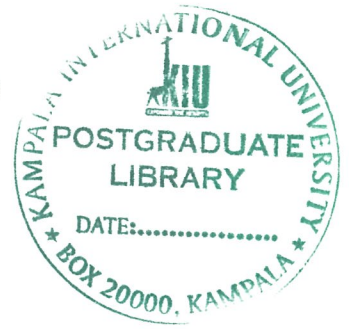
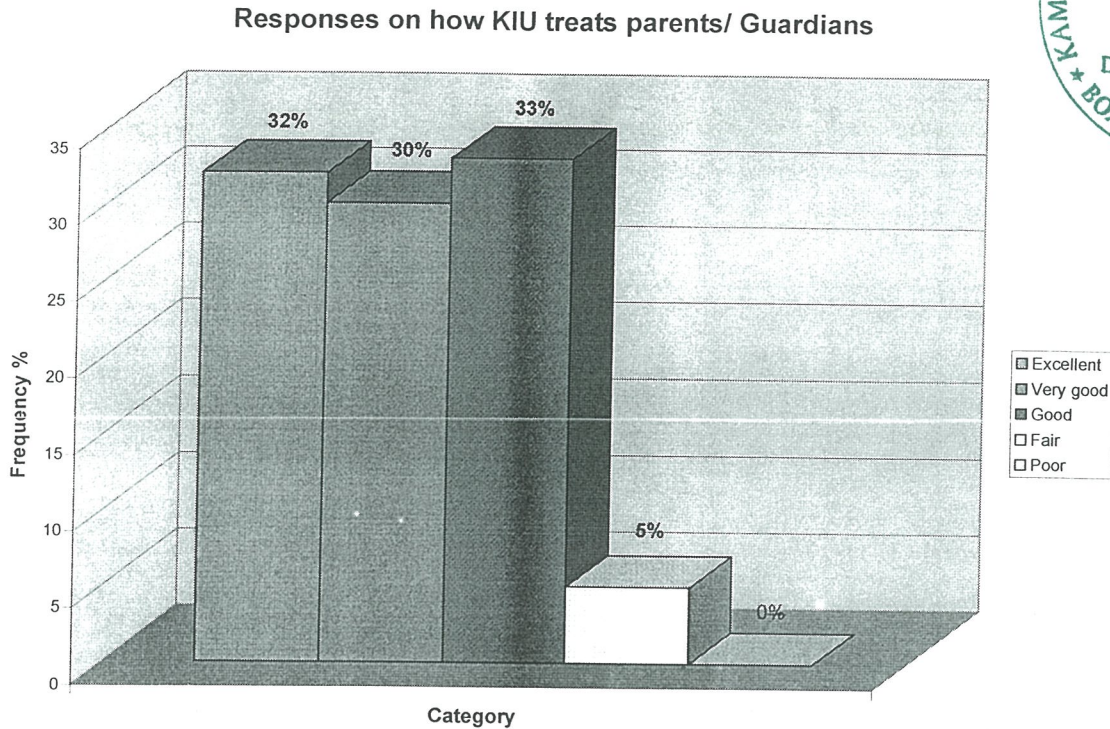
D - Fair

E-Poor

Source: Field data.



**Figure 6: Bar Graph Showing How KIU Treats Parents/Guardians**



Source: Field data.

Majority of the respondents, who were represented by 33%, indicated that KIU treats parents and guardians in a good way, while 32% of the respondents indicated that guardians and parents receive excellent treatment, 30% indicated that parents or guardians receive very good treatment, while 5% indicated that parents or guardians are treated fairly.

This shows that KIU is practicing CSR and also delivery quality to its stakeholders as noted by James et al (2002), that a business firm exists to serve its different stakeholders and has a responsibility to ensure their wellbeing. This also revealed that

KIU delivers quality services in terms of the courses they are offering if they can meet and satisfy the needs and expectations of their customers as noted by Christopher (2001).

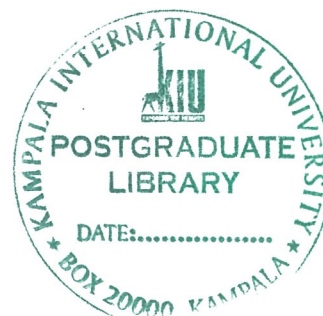
#### 4.13. Responses if KIU keeps government regulations and laws governing its operation

**Table 13. Responses on if KIU keeps government regulations and laws that govern its operation**

OPTION	FREQUENCY	PERCENTAGE
A	61	21
B	75	30
C	76	30
D	27	11
E	15	5
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

- A –Excellent
- B –Very good
- C –Good
- D – Fair
- E-poor





Source: Field data.

21% of the respondents said KIU's keeping of regulations and rules governing its operation as excellent, while 30% said it was very good, while another 30% said it was good, while 11% said it was fair, where as 5% said it was poor.

#### 4.14. Responses on KIU's return on investment for its share holders or owners

**Table 14. Responses on KIU's return on investment for its shareholders or owners**

OPTION	FREQUENCY	PERCENTAGE
A	97	38
B	81	32
C	73	29
D	3	1
E	-	-
<b>TOTAL</b>	<b>254</b>	<b>100%</b>

#### KEY

A –Excellent

B –Very good

C –Good

D – Fair

E-Poor

Source: Field data.



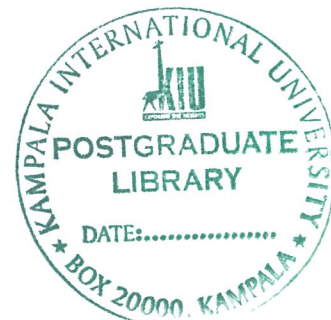
Majority of the respondents who were represented by 38% indicated that KIU's returns on investment for the share holders is excellent, while 32% indicated that it was very good, while 29% indicated that it was good, where as 1% of the respondent indicated that the return on investment was fair because KIU students enrollment was increasing and with short existence, it has been able to build western campus in Bushenyi, a branch of the main campus which shows it is doing well.

This is in agreement with Laura (2000), who states that shareholders or owners expect a business firm to give them returns on their investments.

#### 4.15. Responses on KIU's impact on the environment

**Table 15. Responses on if KIU preserves the environment while it conducts its business operations.**

OPTION	FREQUENCY	PERCENTAGE
A	68	27
B	72	28
C	68	27
D	31	12
E	15	6
<b>TOTAL</b>	<b>254</b>	<b>100%</b>



## KEY

A –Excellent

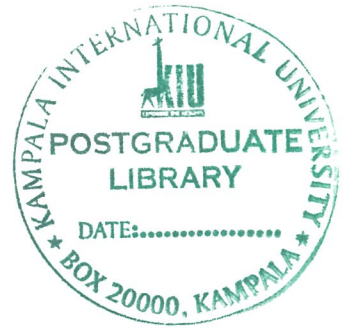
B –Very good

C –Good

D – Fair

E-poor

Source: Field data.



Majority represented by 28% indicated that KIU's impact on the environment was very good, while by 27% indicated that KIU's impact on the environment was excellent, while 27% good, 12% indicated that the impact was fair where as 6% indicated that KIU's impact on the environment is poor.

John et al (3003) noted that CSR involves environmental stewardship meaning Considering direct impact of the firm and those of the firm's product. The impact of product is assessed through the life cycle analysis. The impact of the business is considered against the broader ecological system with in which the business operates. Issues in environmental stewardship include; energy conservation, emissions, waste impact of the core products or packaging, raw materials, biodiversity and water.

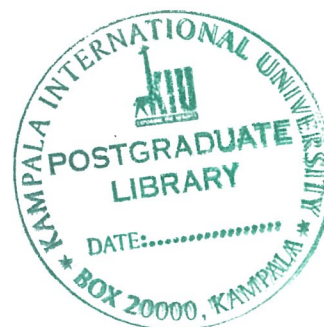
Likewise, Laura (2002), states that when accompany pollutes the environment, the clean up of the mess is its responsibility.

However, KIU's disposable of the used polythene bags was revealed by the study to be poor as these polythene bags were said to be seen all over the compound, and the used chemicals from the science laboratories were also just poured anywhere the cleaner felt like.

#### **4.16. Factors affecting CSR in KIU**

**Table 16. Rankings by respondents on factors affecting the way KIU treats its students, parents or guardians, shareholders, abides by rules and regulations as governing its activities, the way it treats its employees and how it preserves the environment.**

<b>OPTION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
A	62	25
B	97	38
C	31	12
D	64	25
<b>TOTAL</b>	<b>254</b>	<b>100%</b>



## **CHAPTER FIVE**

### **CONCLUSION, RECOMMENDATIONS AND AREAS OF FUTURE**

#### **RESEARCH**

##### **5.0. Introduction**

The chapter presents the summary of the research findings, conclusion, and recommendations based on findings of the research and areas of further research.

##### **5.1. Summary of research findings**

###### **Level of Corporate Social Responsibility (CSR) of Kampala International University (KIU) to its stakeholders**

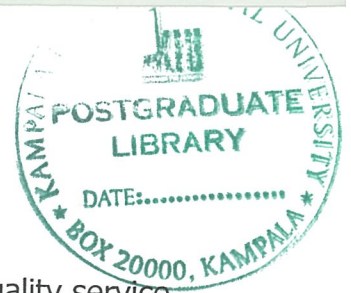
The findings of the research reveal that KIU has really tried to do well in terms of CSR. This was exhibited by majority of the responses of the respondents that indicated that they have benefited from the existence of the university, that employees are treated well, treats its students very well, treats parents/ guardians well, that the university keeps government regulations and laws that govern its operation/ that the returns on investment for shareholders was excellent, that KIU's impact on the environment was very good though there were cases of environmental pollution in terms of polythene paper disposal, and used chemicals from the laboratories, complaint handling as very good, quality of academic programs being offered as very good.

###### **Factors affecting CRS**

The findings of the study revealed that there are several factors that affect the level of social responsibility at KIU and these include the amount of profits the university gets as CSR involves spending money which has to be derived from the profits a business earns, amount of competition being faced especially if the company giving back to the community in terms of CSR is getting customer royalty, government regulations in place, which compel a company to practice CSR or not, company policy where, a company







## 5.2. Conclusion

The research findings revealed that corporate social responsibility and quality service delivery are closely related and go together. If corporate social responsibility is well practiced, it also helps the organization in delivering quality services. According to Snider et al (2003), in this century, all organizations should endeavor to align their efforts and capabilities on corporate social responsibility and total quality management as the success and competitiveness of every organization depends on how well it manages corporate social responsibility and total quality.

## 5.3. Recommendations

Based on the findings of research, the following recommendations are given to KIU:

Should put in place a compliant centre to handle customers and service related issues. According to Roland et al (1999), 90% of the customers who complain come back if their complaints are answered. Therefore, if customer complains he is giving you a second chance to be served. KIU should use this approach to serve its customers (students) better as this approach provides an opportunity for their customers (students) to be heard if there is any grievance or suggestions, and to address their grievances there and then, if any.

Should put in place an Ethics office to train employees and handle ethical issues of the university since ethical standard go hand in hand with quality service delivery.

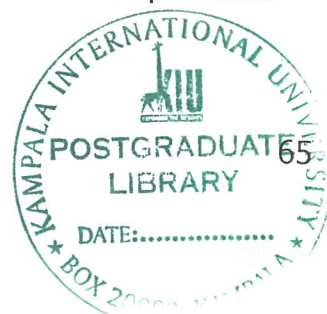
Even if it is taught in the different courses but employees need to be constantly reminded of ethical issues together with other major objectives of the organization.

The university should train employees to understand the mission of the organization and the objective of quality when it comes to quality service delivery and corporate social responsibility so that they can know their role in the organizational mission and objective by taking them for seminars or workshops.

The university should carry out frequent social audits or surveys to know how well or badly they are doing to their different stake holders such as students, parents, guardians, immediate community to mention but a few so that it can come up with ways how it relate better with them.

The university should offer qualitative social problem solving academic programs, which suit the demands in the job market, by ever designing academic courses that fit the changing job market.

The university should define service yardsticks once customers' expectations are known. Yardsticks should be determined and decisions taken regarding to how the service needs to be delivered for the university to achieve a competitive advantage. Service yard sticks should maintain superior quality to achieve productivity where by standards should be quantified to the extent possible to help the service providers





like lecturers and university top management and other concerned people to evaluate performance against the set yard sticks.

The university should offer quality academic courses to its students so that the students get the value for money they spend on studying those courses. Having quality mentioned in the mission statement of KIU is not enough but the university should walk the talk of quality service delivery.

The university should motivate its employees to practice corporate social responsibility as it practices quality service delivery. This can be done by the organization providing best possible working conditions, offering educational training for its workers, putting in place a reasonable and proper system for promotion, transfer and termination of employees, putting in place proper recognition, appreciation and encouragement of special skills and capabilities of workers, because the success of an organization depends to a very large extent on the morale of the employees and their whole-hearted co-operation. Yet employees' morale depends on discharge of the organization's responsibilities to employees and to the employer-employee relationship.

The university should provide prospective students with sufficient and relevant information about the courses and other services the university is offering, and should avoid misleading, false or deceptive advertisements.

The university should organize regular meetings with its stakeholders such as employees, students, parents or guardians, immediate community, National Council for Higher Education and other government agents, to know exactly what those different stakeholders expect of KIU.

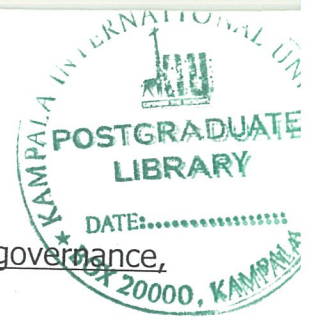
#### **5.4. Areas of future research**

Research can be done in the relationship between corporate social responsibility and employee performance.

Further research can also be done in management perception of service quality and customer perceptions of service quality.







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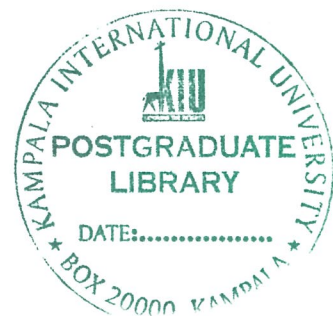
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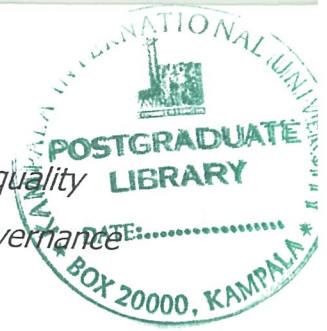
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APPENDIX A: TRANSMITTAL LETTER



KAMPALA  
INTERNATIONAL UNIVERSITY

P.O.BOX 20000  
KAMPALA- UGANDA.  
TEL:-041-266813

OFFICE OF THE ASSOCIATE DIRECTOR  
SCHOOL OF POST GRADUATE STUDIES

5<sup>th</sup> August 2006

To: The Deputy Resident Commissioner  
Makindye Division  
Kampala

**RE: RECOMMENDATION FOR GULEBYO MUZAMIR SAID (MBA/8416/DU)**

The above mentioned is our student in the School of Post Graduate Studies. Currently, he is offering a Masters in Business Administration (MBA Marketing).

Samuel is currently doing his research on "The assessment of the relationship between Corporate Social responsibility and Quality Service delivery in Kampala International University)".

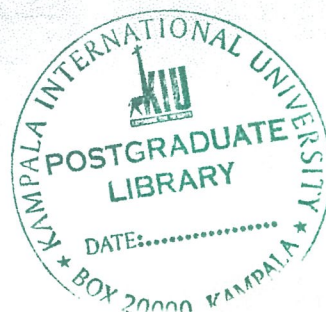
Any assistance accorded to him will be highly appreciated.

Thank you for your services.

  
DR. ANGELITA PESCADERO-CANENE  
ASSOCIATE DIRECTOR-SPGS



Accepted





The study is entirely meant for academic purposes; therefore, feel free to avail all relevant information since the information got shall be treated with ultimate confidentiality. Thank you so much for your maximum co-operation.

Others

2. How would you rank service delivery in KIU in terms of lecturers' ability to articulate issues?

---

- Excellent ☐
- Very Good ☐
- Good ☐
- Fair ☐
- Poor ☒

3. How would you rank service delivery in KIU in terms of lecturers' ability handling course works and exams?

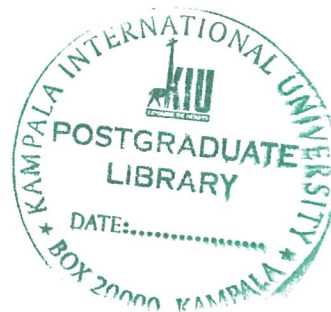
---

- Excellent ☐
- Very Good ☐
- Good ☐
- Fair ☐
- Poor ☒

4. How would you rank service delivery in KIU in terms of complaints management?

---





Excellent ☐

Very Good ☐

Good ☐

Fair ☐

Poor ☒

5. How would you rank service delivery in KIU in terms of quality for the academic programs being offered?

---

Excellent ☐

Very Good ☐

Good ☐

Fair ☐

Poor ☒

6. (a) Have you ever benefited from the existence of KIU?

---

Yes ☐

No ☒

(b) If yes, how have you benefited from its existence?

---

Scholarships ☐

on job training and promotion ☐

- Quality Social problem solving academic programs ☐
- Sponsorship of community events ☐
- Others (Please specify below) ☐
- 

7. If no, how would you want the KIU's existence be of benefit to you?

Scholarships

- on job training ☐
- Social problem solving academic programs ☒
- Sponsorship of community events ☐
- Others (Please specify below) ☐
- 

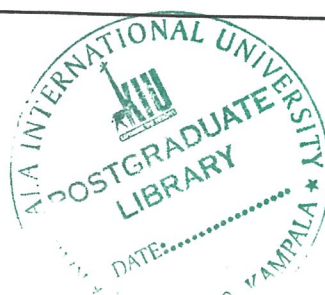
8. How would you comment on KIU in terms of

(a) Treatment of its employees

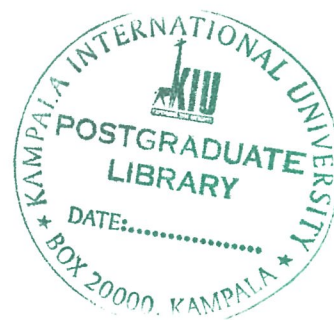
- Excellent ☐
- Very good ☐
- Good ☐
- Fair ☐
- poor* ☒

Why do you say so about KIU's treatment of employees?

---







(b) KIU's relationship with its parents or guardians

- |           |                                     |
|-----------|-------------------------------------|
| Excellent | <input checked="" type="checkbox"/> |
| Very good | <input type="checkbox"/>            |
| Good      | <input type="checkbox"/>            |
| Fair      | <input type="checkbox"/>            |
| Poor      | <input type="checkbox"/>            |

Why do you say so about KIU's relationship with parents or guardians?

---

(c) KIU's relationship with its students

- |           |                                     |
|-----------|-------------------------------------|
| Excellent | <input type="checkbox"/>            |
| Very good | <input type="checkbox"/>            |
| Good      | <input type="checkbox"/>            |
| Fair      | <input type="checkbox"/>            |
| Poor      | <input checked="" type="checkbox"/> |

Why do you say so KIU's relationship with its students? \_\_\_\_\_

---

(d) KIU's keeping of government regulations and laws governing the conduct of its business activities.

Excellent ☐

Very good ☐

Good ☐

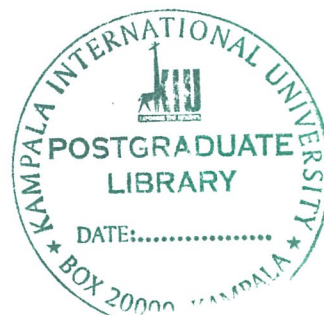
Fair ☐

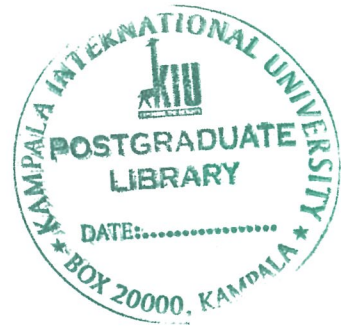
Poor ☒

---

Why do you say so about KIU's way of keeping government regulations and rules that govern the conduct of its business activities?

---





(e) KIU's impact on the environment

- |           |                                     |
|-----------|-------------------------------------|
| Excellent | <input type="checkbox"/>            |
| Very good | <input type="checkbox"/>            |
| Good      | <input type="checkbox"/>            |
| Fair      | <input type="checkbox"/>            |
| Poor      | <input checked="" type="checkbox"/> |
- 

Why do you say so about KIU's impact on the environment?

---

(f) KIU's impact on the society it operates in terms of improving their lives of people in and around it.

- |           |                          |
|-----------|--------------------------|
| Excellent | <input type="checkbox"/> |
| Very good | <input type="checkbox"/> |
| Good      | <input type="checkbox"/> |
| Fair      | <input type="checkbox"/> |
| Poor      | <input type="checkbox"/> |
-

(g) KIU's returns on investment for the owners or share holders.

Excellent ☐

Very good ☐

Good ☐

Fair ☐

Pocr ☐

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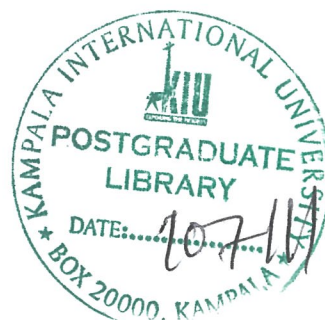
Why do you say so about KIU's return on investment for the share holders?

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9. Do you think factors like amount of competition being faced, amount of profits being got, company policy, rules and regulations governing operating a business affect the way a business firm treats its students, employees, parents or guardians, owners, how it keeps rules and regulations governing the conduct its operation, how it preserves the environment.?

Yes ☐

No ☐





10. If yes, rank these factors in order you think they affect the way KIU treats its students, parents or guardians, owners, how it abides by rule and regulations governing operating of a business, the way it treats its employees, suppliers, owners, how it preserves the environment.

Rules and regulations in place governing operating of a business ☐

Amount of profits being got ☐

Amount of competition being p faced ☐

Company policy ☐

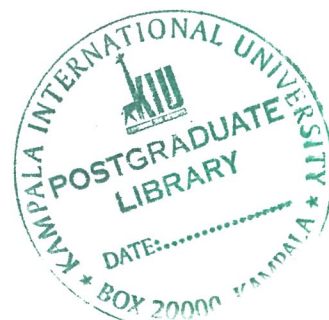
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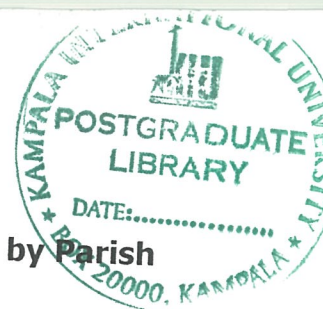


### APPENDIX C : Table Showing Profile of Respondents

Category	Frequency	Percentage %
<b>Age</b>		
18-35	113	45
35-55	82	32
Above 55	59	23
<b>Total</b>	<b>254</b>	<b>100</b>
<b>Gender</b>		
Male	130	51
Female	124	49
<b>Total</b>	<b>254</b>	<b>100</b>
<b>Educational Qualifications</b>		
Doctorate of Philosophy	11	4
Masters Degree	55	22
Bachelors Degree	69	27
Diploma	96	38
Other Qualifications	23	9
<b>Total</b>	<b>254</b>	<b>100</b>

Source: Field data





# APPENDIX D: Table Showing Population of Makindye Division by Parish

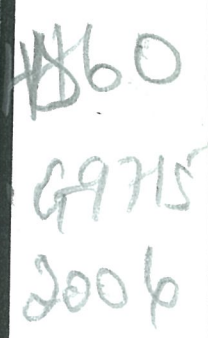
Parishes	Male	Female	Total
Nsambya Railways	1,944	1,942	3,887
Nsambya Central	18,811	20,247	39,059
Nsambya Estate	248	252	400
Makindye I	6,827	7,305	14,132
Makindye II	6,945	7,989	14,934
Kibuye I	11,479	12,823	24,302
Kibuye II	3,731	4,580	8,311
Kansanga	9,097	8,755	17,852
Kabalagala	6,159	6,514	12,673
Lukuli	7,729	8,231	15,960
Luwafu	5,435	5,820	11,271
Katwe I	4,687	4,841	9,518
Katwe II	5,710	5,897	11,607
Kibuli	11,495	11,383	22,879
Wabigalo	9,340	8,824	18,164
Bukasa	9,584	10,778	20,362
Kisugu	8,968	8,618	17,814
Ggaba	9,997	10,592	20,589
Buziga	9,552	9,754	19,212
Salama	5,221	5,521	13,381
<b>TOTAL</b>	<b>152,959</b>	<b>160,667</b>	<b>316,305</b>

Source: Makindye Division Three Year Development Plan 2005/06-2007/08

# APPENDIX E: THE MAP OF MAKINDYE DIVISION



Makindye Division, Kampala District



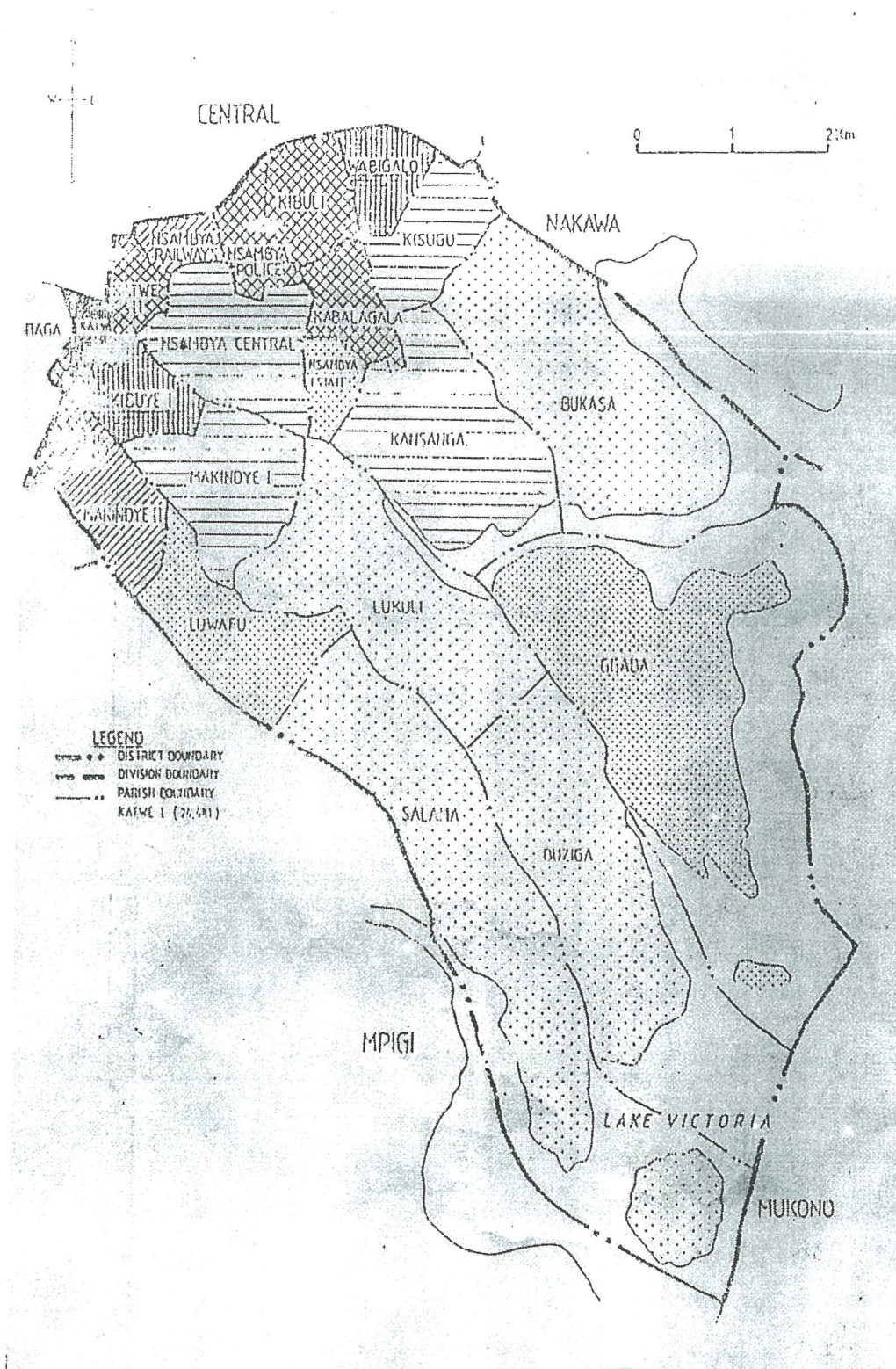
Year Development Pla





# APPENDIX E: THE MAP OF MAKINDYE DIVISION

Makindye Division, Kampala District



Source: Makindye Division Three Year Development Plan 2005/06-2007/08



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