



**Corporate Social Responsibility Strategies and University Goal Achievement in Public Universities in Kwara State, Nigeria**

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**ABSTRAK**

Studi ini menyelidiki hubungan antara strategi tanggung jawab sosial perusahaan dan pencapaian tujuan universitas di universitas negeri Kwara State, Nigeria. Penelitian ini menggunakan desain korelasional dan teknik multistage sampling untuk memilih 593 responden, termasuk 465 staf akademik dan 128 staf manajemen. Kuesioner, Kuesioner Strategi Tanggung Jawab Sosial Perusahaan dan Kuesioner Pencapaian Tujuan Universitas digunakan untuk pengumpulan data. Temuan menunjukkan bahwa perguruan tinggi cukup menerapkan strategi filantropi korporat langsung untuk CSR, dengan tingkat strategi hubungan strategis yang rendah dan adopsi strategi multi-stakeholder yang terbatas. Pencapaian obyektifnya cukup tinggi. Studi ini menyarankan bahwa organisasi perusahaan yang memberikan CSR kepada universitas negeri di Kwara State harus memperkuat strategi CSR mereka, termasuk filantropi perusahaan langsung, kemitraan strategis, dan inisiatif multi-pemangku kepentingan, untuk meningkatkan pencapaian tujuan universitas. Studi ini juga menyarankan dunia usaha harus meningkatkan penerapannya dan merangkul ide-ide penelitian ketika menjalankan inisiatif CSR di universitas.

Kata Kunci: Tanggung Jawab Sosial Perusahaan, Pencapaian Tujuan, Inisiatif Universitas

**ABSTRACT**

*The study investigates the relationship between corporate social responsibility strategies and university goal achievement in Kwara State, Nigeria public universities. The research used a correlational design and a multi-stage sampling technique to select 593 respondents, including 465 academic staff and 128 management staff. The questionnaires, Corporate Social Responsibility Strategies Questionnaire and University Goal Achievement Questionnaire were used for data collection. The findings revealed that universities moderately implemented direct corporate philanthropy strategies for CSR, with a low degree of strategic relationship strategy and limited multi-stakeholder strategy adoption. The objective achievement was moderately high. The study suggests that corporate organisations providing CSR to Kwara State's public universities should strengthen their CSR strategies, including direct corporate philanthropy, strategic partnerships, and multi-stakeholder initiatives, to boost university goal achievement. The study also suggests businesses should enhance their application and embrace research ideas when running CSR initiatives at universities.*

Keywords: Corporate Social Responsibility, Goal Achievement, University Initiatives

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## INTRODUCTION

Corporate Social Responsibility (CSR) has gained significant attention in recent years, particularly in higher education. Public universities in Kwara State, Nigeria, are increasingly adopting CSR strategies to enhance their institutional image and contribute positively to their surrounding communities. The unique socio-economic and cultural landscape of Nigeria presents a unique environment for examining the role of CSR in public universities. Kwara State's diverse demographic makeup and rich cultural heritage present a unique environment for examining the role of CSR in public universities. By implementing robust CSR strategies, these institutions can leverage their resources and expertise to address local societal challenges such as poverty, unemployment, and educational disparities. Aligning CSR initiatives with the strategic goals of public universities is crucial. Effective CSR strategies can enhance institutional reputation, attract funding and partnerships, and foster community engagement among students and faculty. CSR initiatives can provide practical learning experiences that prepare students for active citizenship and professional success in a globalized world. The escalation of global challenges, such as climate change, social inequality, and public health crises, calls for a reevaluation of the roles and responsibilities of public universities. Integrating CSR into their operational frameworks can enable these institutions to not only fulfill their educational mandates but also contribute to sustainable development goals.

However, many Nigerian universities seem to be struggling to achieve these goals because of some visible problems confronting them. Ololube (2016) reiterated that the major constraint in attaining the goals of university education in Nigeria is financial constraint which made many universities in Nigeria unable to build lecture halls, staff quarters, student hostels, equip laboratories and workshops etc. This implies that for effective funding of the university system, adequate resource development through robust funding is required and needs to be provided. It is as a consequence of this that the Federal Government of Nigeria (FGN) welcomes and encourages the participation of local communities, individuals as well as corporate entities in the funding and development of educational resources in universities (Umeozor, 2023). Many business organizations in Nigeria are now occupying social responsibilities in Nigerian tertiary institutions through corporate social responsibility (CSR).

Corporate Social Responsibility is the responsibility of an organization for the impact of its decisions and activities on society that contributes to sustainable development in the areas of Education, health and rural development (Musa & Joel, 2016).

Empirical evidence according to Oshatimi and Tuoyo (2020) and Medupin et al (2018) has however shown that investments in CSR have the potential to make positive contributions to the development of society and educational development. In effect, more organizations are beginning to see the benefit of setting up strategic CSR agendas (Ezechukwu & Uzuagu, 2022). A CSR strategy is a road map for moving ahead on CSR issues. In this regard, three main strategies are used to deliver and implement Corporate Social Responsibility by most corporate entities and include Direct Corporate Philanthropy Strategy (DCPS), Strategic Partnership Strategy (SPS) and Multi-Stakeholder Strategy (MSS). Direct Corporate Philanthropy Strategy is a Philanthropy approach through which a corporate organization targets programmes that will generate the most positive publicity or goodwill for the organization in the immediate or host community. Examples of Corporate Philanthropy strategy include supporting or funding Educational initiatives, and scholarship programmes. The Strategic Partnership strategy is another social responsibility strategy used by corporate organizations. The strategic partnership strategy is a formal alliance between two or more entities which is usually formalized by one or more memorandum of understanding (MOU). The third CSR strategy studied about University goal-achievement is the Multi-stakeholder's strategy. The Multi-stakeholder strategy is a partnership initiative among different companies. In light of the foregoing, the contribution of corporate organizations through the aid of various CSR strategies cuts across different areas of resource development which include capacity building, infrastructure and facilities provision etc. The impact of these strategies in developing the physical, material and human resources towards goal achievement in public universities is very fundamental (Erllyn et al., 2022). Therefore, there is a need to study how corporate organizations are using CSR strategy for the development of key educational resources towards the goal achievement of universities.

## Statement of the problem

Corporate Social Responsibility (CSR) has gained significant importance in education, particularly in Kwara State, Nigeria. However, there is a gap in understanding how these CSR initiatives directly correlate with university goal achievement. Public universities face challenges such as limited funding, inadequate infrastructure, and lack of resources for research and development, which hinder their ability to fulfil their educational mandates effectively (Dougherty & Reddy, 2011; Kezar, 2018; Moreno & Sulasula, 2023; Soomro et al., 2024). The role of CSR strategies in mitigating these challenges and enhancing institutional performance has become a critical area of inquiry. While some public universities have begun to adopt CSR strategies, there is limited empirical evidence regarding their effectiveness and impact on overall university goal achievement. Initiatives aimed at community engagement, environmental stewardship, and social equity may not be systematically aligned with the universities' strategic objectives, leading to missed opportunities to leverage CSR for community benefit, institutional reputation, student recruitment, and stakeholder engagement. The lack of comprehensive frameworks to assess the relationship between CSR strategies and university performance further complicates the situation. Many public universities in Kwara State operate in isolation, without adequate benchmarks or guidelines to measure the outcomes of their CSR initiatives (Adeyemi et al., 2024; Buoye, 2021; Raimi, 2020). This deficiency hinders their ability to make informed decisions and allocate resources to programs that might lead to enhanced goal achievement. The perception of CSR among stakeholders, including students, staff, and the broader community, varies significantly. Some view CSR efforts as mere public relations exercises while others recognize their potential for driving real change. This disparity can lead to a lack of engagement and support for CSR initiatives, ultimately affecting their effectiveness.

Musa and Joel (2016) explored the role of corporate social responsibility in Nigerian tertiary institutions. The results of the study indicated that the sustenance of efficient service delivery and community development could be propelled through corporate social responsibility. Although the study of Musa and Joel (2016) established the impact of CSR in Nigerian Tertiary Institutions, it was undertaken in a polytechnic, not a university and not also done about goal achievement. Adewale (2022), found a significant relationship between public-private partnerships and university

goal-achievement in Universities in south-west Nigeria. This study seeks to address the critical questions: how do CSR strategies contribute to the achievement of university goals in Kwara State? What specific CSR initiatives have been implemented, and what measurable impacts have they had on university performance? The findings may also serve as a roadmap for other institutions facing similar challenges, enabling them to harness the potential of CSR as a catalyst for growth and development.

### Purpose of the study

The main purpose of this paper is to examine the relationship between corporate social responsibility strategies, and university goal achievement in public universities in Kwara State, Nigeria. Specifically, the paper aims to:

1. determines the extent to which direct corporate philanthropy strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria.
2. examines the extent to which strategic partnership strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria.
3. determines the extent to which multi-stakeholder strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria.
4. find out the level of goal achievement in public universities in Kwara State, Nigeria.
5. ascertain the relationship between corporate social responsibility strategies and university goal achievement in Kwara State, Nigeria public universities.

### Research questions

1. To what extent is the direct corporate philanthropy strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria?
2. To what extent is the strategic partnership strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria?
3. To what extent is the multi-stakeholder strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara State, Nigeria?
4. What is the level of goal achievement in public universities in Kwara State, Nigeria?

5. Is there a relationship between CSR (direct corporate philanthropy, strategic partnership and multi-stakeholder) strategies and goal achievement in public universities in Kwara State, Nigeria?

#### Literature Review

A series of research works have been carried out on the present study. A survey was carried out by Oshatimi and Tuoyo (2020) on the effects of corporate social responsibility on the performance and significant relationship between CSR and social progress. The study concluded that telecom industries in plateau states should be encouraged to expand their CSR activities by going into other areas like health, education, and charity giving, instead of focusing on one particular activity. Arato et al (2016) explored both theoretically and empirically how firms involved in CSR provide development opportunities to rural communities. The empirical research (Arato et al 2016) analysed the CSR activities of 100 firms from a variety of industries, sizes, and countries to determine the type of companies that are involved in rural development and the kind of activities they deploy. Results from the empirical research show that although rural development initiatives are not relevant for all types of companies, a significant number of firms from a variety of industries have engaged in CSR programs supporting rural communities.

John-Okeke et al (2016) examined the corporate social responsibility intervention in the development of digital libraries in Nigerian Universities. Findings show that Corporate Social Responsibility has provided vital impetus to the development of digital libraries in Nigerian universities. Onuorah and Imene (2016) examined the impact of a company's corporate social responsibility on 30 firms listed companies' ongoing concerns in Nigeria. Findings revealed that donations to education and community development positively impacted the debt ratio of companies operating in Nigeria but donations to the health development of the community had a negative effect. The study therefore suggested more partnership and participation in the corporate social responsibility of the company in community development to cushion the effect of government presence and dividend of their presence. This study adopts the descriptive research design. The population of the study covers all firms listed on the Nigerian Stock Exchange (NSE). A sample of 30 firms listed companies on the Nigeria Stock Exchange (NSE) is drawn judgmentally for study over ten (10) years

from 2006 to 2015. Data were collected annually from 30 listed companies on the Nigeria Stock Exchange (NSE). Findings revealed that donations to education and community development positively impacted the debt ratio of companies operating in Nigeria but donations to the health development of the community had a negative effect. The study therefore suggested more partnership and participation in the corporate social responsibility of the company in community development to cushion the effect of government presence and dividend of their presence.

Uzoka and Eze (2015) studied the effect of corporate social responsibilities of corporate institutions on their host institutions: A case of Ebonyi State University and Zenith Bank Plc. The study by Asogwa and Onuh (2014) examined the impact of Kogi State University on its corporate social responsibility (CSR) and the positive influence it has had on its host communities, highlighting the significant role of corporate institutions like EBSU and Zenith Bank. Findings have revealed that the University has played a considerable role in its CSR to its host communities. However, the host communities are not satisfied. The study concluded that CSR is the necessary ingredient for continued peaceful cooperation within the communities it operates and an important tool for mutual trust and goodwill between the organization and its public.

Ukpabi et al (2014) investigated the role of CSR in the attainment of organisational goals in the oil and gas industry of the Niger Delta of Nigeria. The study employed a survey method. The population for the study comprised oil and gas firms operating in Niger Delta, Nigeria. The results also indicate that a firm's active involvement in CSR has a significant contribution to its productivity and stability. Based on these findings, the study suggested that oil and gas firms should upscale their involvement in CSR by making a paradigm shift from the traditional donation of foodstuff and Christmas gifts to creating capacity that will engender independent entrepreneurial abilities, economic vision, passion and drive for self-accomplishment.

Ismail et al (2014) equally studied schools as stakeholders of corporate social responsibility programs: teacher's perspectives on outcomes in school development. The study examines types of CSR programs and the outcome on school development from the perspective of teachers. Data from a survey involving 273 teachers of schools that have participated in CSR programs,

and data from focus group discussions with two groups of teachers were used in the analyses. The results of this exploratory study show that schools gained the most from CSR programs in terms of improvement in the schools' physical infrastructure and facilities through funds provided, followed by provisions of reading materials for students and teachers in these programs. The results also revealed that the CSR programs contributed significantly to school development in terms of school living, student achievement, and school achievement

**METHOD**

The research design for this study was descriptive research of a correlational type. This design was chosen because it allows the researcher to collect quantitative data to answer the research questions raised. The target population for the study comprised 1485 academic staff and 95 management staff at the University of Ilorin (UNILORIN) and 270 academic staff and 62 management staff at Kwara State University (Kwasu) respectively. The sample for this study consisted of 306 academic staff and 76 management staff in unilorin while 159 academic staff and 52 management staff in Kwasu respectively using Krejcie and Morgan sampling table. Therefore, 593 respondents were used for this study. Data were collected using a self-developed validated pretested (Cronbach's alpha reliability coefficient value of 0.72 and 0.75) and administered questionnaires Corporate Social Responsibility Strategy Questionnaire" (CSRQ) and "University Goal Achievement Questionnaire" (UGAQ). Data collected were statistically treated with both descriptive and inferential statistics, precisely, mean and standard deviation were used to analyse the research questions one, two, and three and Data were collected using a self –developed validated, pretested (Cronbach's alpha reliability coefficient value of 0.72 and 0.75) and administered questionnaire titled Corporate Social Responsibility Strategy Questionnaire (CSRQ) and University Goal Achievement Questionnaire (UGAQ). Data collected were statistically treated with descriptive statistics precisely, mean and standard deviation mean were used to answer the research questions one, two, three and four while Multiple Regression Analysis was used to analyse research question five at 0,05 significance level. The benchmark score ranges 3.50-4.00 = High Extent (HE), 2.50-3.49 = Moderate Extent (ME) and 1.00-2.49 = Low Extent (LE).

**RESULTS AND DISCUSSION**

The results of this study were presented in Tables 1, 2, 3 and 4 according to the research question raised to guide the study. Thereafter, the results generated from the data were collated and discussed extensively.

**Research Question 1**

To what extent is the direct corporate philanthropy strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria?

**Table 1**

*The extent to which direct corporate philanthropy strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria.*

S/N	Items	Mean	Std. Deviation	Decision
1	Our organisation voluntarily engages in CSR activities about the funding of Universities to aid their development.	3.11	.58	High Extent
2	Our organisation directly implements its CSR projects by locating and supporting worthy national or state projects, especially in universities.	3.05	.55	High Extent
3	Our company through its corporate philanthropy offers scholarships to both university students and lecturers	3.02	.62	Moderate Extent
4	As part of its corporate philanthropy, our organisation is actively engaged in acts or programs to promote human capacity development in Nigerian universities	3.12	.50	High Extent
5	Through its philanthropic and charitable activities, our organisation participates/ or is participating in community activities, such as donations of equipment to universities.	3.17	.60	Moderate Extent
6	Our organization over the years has actively promoted volunteerism by conducting free training to students and lecturers in the universities.	3.09	.68	Moderate Extent
7	Our organization, through its foundation, engages in charitable donations to provide basic amenities, facilities, and infrastructure to Universities.	3.32	.55	High Extent
8	On the whole, our organisation has made voluntary donations which are directed at various projects in the University	3.42	.67	Moderate Extent
Total Mean Scores		25.3	4.75	
Grand Mean		3.16	0.59	Moderate Extent

Table 1 shows that the grand mean value of 3.16 falls within the criterion limit of 2.50 – 3.49, for the mean score's interpretation, implying that to a

moderate extent, the direct corporate philanthropy strategy is adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria.

### Research Question 2

To what extent is the strategic partnership strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria?

**Table 2**

*The extent to which strategic partnership strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria.*

S/N	Items	Mean	Std. Deviation	Decision
9	Our company partners with the State governments within the environment of business operation in the delivery of CSR	2.54	.88	Moderate Extent
10	Our company partners with the Federal government in undertaking its CSR programmes and agenda	2.19	.87	Low Extent
11	Our company partners with the government through its initiative programmes by contributing its resources towards the achievement of educational objectives.	2.82	.68	Moderate Extent
12	Our company has an MOU with the government (state and federal) in the delivery of various CSR initiatives/projects to universities within our business environment.	2.34	.77	Low Extent
13	Our company has a formal agreement with other government agencies in delivering its CSR initiatives/projects to universities within its business locality.	2.21	.84	Low Extent
Total Mean Scores		12.1	4.04	
Grand Mean		2.42	0.81	Low Extent

Table 2 indicates that the grand mean value of 2.42, falls below the criterion limit of 2.50, for mean interpretation. This indicates that the strategic partnership strategy is to a low extent adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria.

### Research Question 3

To what extent is the multi-stakeholder strategy adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria?

**Table 3**

*The extent to which the multi-stakeholder strategy was adopted by corporate organizations for the delivery of CSR to public universities in Kwara state, Nigeria.*

S/N	Items	Mean	Std. Deviation	Decision
14	As stipulated by law, CSR is incorporated into our company's annual budget.	3.32	.62	High Extent
15	Our company gives 2% of profit to the Tertiary Education Trust Fund as stipulated by the federal and state laws in Nigeria	2.58	.75	Moderate Extent
16	Our company pays its taxes regularly.	2.50	.66	Moderate Extent
17	Our company pay compulsory levies, thereby making funds available to the government to provide infrastructural facilities for Universities	2.60	.54	Moderate Extent
18	Our company engages other stakeholders in the same sector to see that the universities benefit from its CSR activities in terms of resource provisions and capacity building.	2.32	.61	Low Extent
19	Our organization collaborates with management consultants and NGOs to provide capacity-building programmes for lecturers in the Universities.	2.11	.22	Low Extent
20	Our organization collaborates with similar corporate firms to undertake specified CSR projects in the University.	1.69	.32	Low Extent
Total Mean Scores		17.12	3.72	
Grand Mean		2.45	0.53	Low Extent

Table 3 shows that the grand mean value of 2.45 falls below the criterion limit of 2.50, for the mean score's interpretation. This implies that respondents think that to a low extent, the multi-stakeholder strategy is adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria.

### Research Question 4

What is the level of goal achieved in public universities in Kwara state, Nigeria?

**Table 4**

*Overall Level of Goal Achievement in public universities in Kwara state, Nigeria.*

Indicators	Overall Mean	Std. Deviation	Grand Mean	Remark
Teaching Excellence	14.62	3.11	2.50	Moderate Level
Research and Publication Output	19.98	4.12	2.54	Moderate Level
manpower development	25.62	5.04	3.12	Moderate Level
Effectiveness of Administration	29.42	4.98	2.68	Moderate Level
Total Mean Scores	80.64	17.25	10.84	
Overall Grand Mean	20.16	4.31	2.71	Moderate Level

Statistical data in Table 4 showing the overall grand mean value of 2.71, indicates that the goal achievement in public universities in Kwara state was at a moderate level.

**Research Question 5**

Is there a relationship between CSR (direct corporate philanthropy, strategic partnership, and multi-stakeholder) strategies and goal achievement in public universities in Kwara state Nigeria?

**Table 5**

*Regression Outcome on the joint effect of CSR on goal achievement in public universities in Kwara State Nigeria.*

Model I	R=0.575	R2 =0.564	Adj.R2=0.561		
The sum of square	Df	Mean Square	F	Sig.	
Regression	3	344.652	112.273	2152.027	0.000b
Residual		18.524	666	0.182	
Total		363.176	669		
Variable	Unstandardised Sig	Std. error	Standardized	T	
	Coefficient (&)		Coefficient		
Constant	0.034 0.000	0.068		0.232	
DCPS	0.461 0.001	0.064	0.362	7.424	
MSS	0.447 0.003	0.054	0.328	9.162	
SPS	0.376 0.005	0.063	0.291	5.761	

Table 5 reveals that CSR strategies indicators of direct corporate philanthropy, strategic partnership and multi-stakeholder strategies were significantly joint predictors of university goal achievement (F=2152.027, p-value <0.0001). The predictor variables jointly contributed 56.1% to university goal achievement, while the remaining 43.9% could be attributed to other factors not researched in the present study. This is an indication that the three CSR strategies jointly have a significant impact on university goal achievement.

**Discussion**

Findings from the first research question revealed that, to a moderate extent (Grand mean of 3.16), the direct corporate philanthropy strategy was adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria. These findings agree with that of a cross-country study Maphosa and Maunganidze (2021) which concluded that in each of the five Sub-Saharan countries (Ghana, Nigeria, Cameroon, Kenya and South Africa), CSR activities were initially philanthropic and mainly focused on donations or voluntary contribution to communities in areas of identifying needs such as education, healthcare and community development. From research question 2, findings also revealed that the strategic partnership strategy was to a low extent adopted by corporate organizations in the delivery of CSR to public universities in Kwara state, Nigeria. The findings might be attributed to challenges of dicey dialogue between partnering organizations, accountability and transparency problems, poor partnership structure (Law, Monitoring and mobilization system), procedures and policies. Based on this, Onuorah and Imene (2016) suggested more partnership and participation in the corporate social responsibility of the company in delivery and implementation to cushion the effect of government presence.

The study also discovered that the multi-stakeholder strategy in research question 3, was to a low extent adopted by corporate organizations in the delivery of CSR to universities in public universities in Kwara state, Nigeria. In this strategy, although CSR to a high extent is incorporated in most company's annual budget as stipulated by Law, most corporate organizations to a moderate extent give 2% of profit to tertiary education trust funds as stipulated by the federal and state laws in Nigeria, pay their taxes regularly and pay compulsory levies thereby making fund available to the government to provide

infrastructural facilities for universities. Results from research question Four revealed that the level of goal-achievement in public universities in Kwara State was moderate. This negates Abdulkareem et al (2015) who found that university goals have been achieved to a high extent in the South-west geo-political zone of Nigeria.

Results from research question five revealed that corporate social responsibility strategies have a significant influence on university goal achievement ( $p < 0.01$ ). This implies that the higher the extent to which the studied strategies are implemented and adopted by corporate organisations for the delivery of CSR, the higher the level of goal attainment in public universities in Kwara State, Nigeria and vice versa. This however confirms the indispensable role of CSR strategies in the funding and revitalization process of public universities as well as the attainment of university goals. The result is therefore consistent with the results of a previous (Ismail et al., 2014). The study found that CSR programs contributed significantly to school development in terms of school living, student achievement, and school achievement.

## CONCLUSION

In conclusion, the direct corporate philanthropy strategy was to a moderate extent adopted by corporate organizations in the delivery of CSR, while strategic partnership strategy and multi-stakeholder strategy were adopted to a low extent and the goal achievement in public universities in Kwara State was at a moderate level. This reveals that corporate social responsibilities will go a long way in contributing to the attainment of university goals. In light of the findings, it is suggested that corporate entities enhance their application and acceptance of the researched tactics while carrying out corporate social responsibility initiatives at universities. To ensure genuine and ongoing commitment to the development of resources for effective teaching, high-quality research, manpower production, and efficient administrative support, the direct corporate philanthropy strategy the most popular way for corporate organizations to deliver CSR to universities should be strengthened. The government ought to try to encourage corporate social responsibility in the field of education by offering financial incentives to businesses so they may formulate their CSR plans. This includes tax breaks as well as the establishment of corporate social responsibility (CSR) awards, which would honour actions that prioritize the interests of universities. These awards would serve as

effective marketing tools for the participating companies and improve their standing.

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