

Internal Corporate Social Responsibility Practice, Challenge and the Effect on Employee Engagement: The case of BGI Ethiopia

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ABSTRACT

The purpose of this study was to examine the Internal CSR Practice and the effect on Employee Engagement in BGI Ethiopia and the challenges faced on implementation are also examined in this study. Finding ways to attract and retaining a dedicated staff additionally determining working conditions that stimulate employees to give their best is becoming challenging in today's business. In regard to research design both Descriptive and Explanatory research design was applied for analysis. The study used mixed approach of the quantitative and qualitative research techniques. Both secondary and primary data source were used to answer the research questions. Primary data was collected through Standard and adopted questionnaire measured by five-point likert scale and semi structured interview. The secondary data were used as supplemental of primary data collected from web and publications carried by BGI Ethiopia. The target population of this study is the permanent employees of BGI Ethiopia working on the main factory located in Addis Ababa among the entire branch with the highest number of employees. Stratified sampling technique was applied to collect data from different strategic business division. Additionally purposive sampling was used to select concerned department heads to conduct interview. Questionnaire was distributed to 272 respondents further Simple random sampling technique was used to determine the study sample subjects. Data Analysis was accomplished by descriptive and inferential statistical analysis using SPSS 23. In Inferential statistical analysis Pearson Correlation and multiple linear regression analysis tools were employed. The Findings show that all independent variables dimensions of internal CSR; Commitment to Internal CSR Practice, Human Right Practice and labor practice have positively affected Employee Engagement of BGI Ethiopia, at $P < 0.01$. Finally, the study concludes that Employee Engagement is affected by Internal CSR. The finding of the study implies there is effective CSR Practice and challenges faced during implementation of internal CSR is that the firm lack a clear guidelines & standardized reporting mechanism to evaluate the CSR performance. Based on the finding the researcher recommend that BGI Ethiopia should prepare a clear CSR guideline and reporting mechanisms so as to act accordingly and evaluate CSR performance to enhance Employee Engagement.

Key words; BGI Ethiopia, Challenge, Employee Engagement, Guideline, Internal corporate Social responsibility,

DECLARATION

I declare that the research Report entitled “ **Internal Corporate Social Responsibility Practice, Challenge and the Effect on Employee Engagement: The case of BGI Ethiopia**” submitted to Research and Postgraduate Studies’ Office of Business and Economics College is original and it has not been submitted previously in part or full to any university.

Date: _____

CERTIFICATE

We certify that the Research Report entitled “ **Internal Corporate Social Responsibility Practice, Challenge and the Effect on Employee Engagement: The case of BGI Ethiopia**” was done by **Ms. Frehiwot Tadesse** for the partial fulfillment of Master’s Degree under our Supervision.

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ACRONYMS

CSR: Corporate Social Responsibility

EE: Employee Engagement

ANOVA: Analysis of Variance

CHAPETER ONE

1.1. Background of the study

Corporate social responsibility (CSR) strategy has become a global issue today and has been recognized as an important element in organization. CSR as a concept it is where by business reexamine the concern of the public by being accountable for the bearing of their doings on customers, suppliers, employees, shareholders, communities and other stakeholders including their environment in which this responsibility shows that the organizations have to fulfill with legislation and voluntarily take initiatives to improve the well-being of their employees and their families as well as for the local community and society at large (Ismail, 2009).

Manpower is a key to achieve operational excellence and currently it is a major challenge for business organizations is to attract and retain highly qualified and motivated employees also improve employee work engagement. Relative measures focusing on Internal CSR that can help businesses to attract and retain competent work force is needed (EU Green Paper, 2001).

It's clear that employees are among the greatest asset in any organization and also organization successes mostly rely on the satisfied and engaged workforce. It is very important for an organization to have more engaged and committed workforce to perform better, those employees who are less engaged to their work would like to voluntarily leave as compared to those employees who were more engaged to their work (Santoso, 2014). Employee engagement is the struggle of a firm which effect the commitment of employees related to job role and influence on the behavior of employees (Brammer, Millington, & Rayton, 2007).

According to Tahir, Sadaf , Jianhong , Sandra , Amira and Muhammad (2019) described a positive and significant effect of CSR activities on employees' attitudes and behavior's Scholars from different are now focusing on individual level CSR perspectives as it play a vital role in transforming CSR into favorable organizational outcomes including work engagement in addition to this the article also demonstrate a positive effect of CSR on job outcomes such as job satisfaction and work engagement. Moreover CSR has been adopted to help firms face pressure from stakeholders to focus on developing a better understanding of significant influence of engaged employees on the outcome of the business (Sadaf et.al. 2019).

This can reflect that CSR it's not only useful in drawing capable employees but also retaining employees who are currently working. Until now, little is known about why, how, and when employees are engaged by CSR in which the study is going to explore how BGI Ethiopia participates in corporate social responsibility in the scope of improving the well-being of their employees by focusing only on the effects of internal corporate social responsibility (CSR) on employees engagement.

There has not been a strict as well as documented guideline exercised by the government in order to control both local as well as multinational companies working in various industries on their CSR practice (Embet, 2018) For that reason the challenge associated on implementing Internal CSR practice is also assed in this study.

CSR in Ethiopia is in infant stage and it is philanthropic in nature Therefore, the study is certainly worthy of research as many Ethiopian organizations are beginning to practice corporate social responsibility and also it is very timely given the current government's interest in engaging private businesses towards social and civic activities.

1.2. Back ground of the Organization

Based on web and publication BGI Ethiopia it is stated that towards the end of 1997the brewery and beverage production wing of Castel Group was established as BGI Ethiopia P.L.C in the town of kombolcha (wollo). It was established to facilitate private investments in the brewery sector which was the first of its kind in Ethiopia. BGI Ethiopia established the first privately owned brewery which was officially inaugurated, producing two brands. BGI Ethiopia purchased the historic St. George Brewery and the iconic St. George Beer brand and it's the first brewery built from the ground up by BGI Ethiopia. With it being a highly recognized brand in Ethiopia beer market. After privatizing the St. George Brewery, BGI Ethiopia invested heavily on several renovation, modernization, and expansion projects to bring the old brewery, the quality of its products and the competency of its workforce to international standards.

BGI Ethiopia also invested significantly in leading unique marketing campaigns and corporate social responsibility schemes, which were non-existent in the industry during that time. Several product innovations were also introduced, including the first pasteurized draft beer. BGI Ethiopia is one of the foremost brewing and Beverage Company in Ethiopia.

Several expansion and modernization projects continued inaugurated its third and largest state of the art brewery in the town of Hawassa also continued to expand its products portfolio by introducing new beer brand which was the first of its kind in the country. BGI Ethiopia has also ventured into the winemaking business, building and operating the first privately owned winery and vineyard in Zeway town. BGI managed to acquire full ownership of Raya Brewery and also Zebidar Brewery beer brands family when the company acquired the shares of UNIBRA (Belgian brewing giant).

BGI Ethiopia is also increasing and diversifying its contributions to the socio-economic development of the country. BGI Ethiopia strongly believes that creating strong businesses through investments and building better communities are not conflicting goals but are essential ingredients for long-term success and sustainability. This core principle has been the driving force behind BGI Ethiopia's successful Corporate Social Responsibility Schemes and campaigns, benefiting communities in all parts of the country. As part of the community, BGI Ethiopia understands the many challenges communities face day-to-day. Starting internally with the employees also partners and strive to tackle these challenges through active involvement of constantly investing heavily in funding and sponsoring diverse activities, projects, organizations, associations and individuals that are contributing towards the development of communities and building a better tomorrow for the new generation.

1.3. Statement of the problem

The interaction of the organization with the external environment and integration of the business operation accordingly is crucial. Corporate social responsibility (CSR) promotes a vision of business responsibility to an extensive range of stakeholders, besides shareholders and investors.

Key areas units of concern are environmental protection and the welfare of employees, the community and civil society in general, both now and in the future. The idea of CSR is underpinned by the concept that firms can no longer act as isolated economic entities functioning in detachment from broader society, CSR ISSD Org, (2013) Manufacturing industry plays a significant role in the economic development of any country, creating employment opportunity is among the major role. Nowadays from the beverage industry the beer industry is among the most competitive industry.

Most of organizations in the beer industry are participating in CSR as it is an important source of competitive advantage to the extent that it improves their overall reputation and credibility. CSR is also exercised because customers as well as governments present-day are claiming more ethical behaviors from organizations (Sungwon Yoon and Tai-Hing Lam, 2013).

According to Greening and Turban (2000) companies with positive corporate social performance status have the ability to attract quality workforce with improved employee work engagement. Balancing CSR with the interests of employees requires leaders to identify CSR policies that fit the needs of the community and employees (Carroll, 1991). Business cannot function if employees and environment are affected; therefore the study gives its contribution on how seeking to balance the welfare of social motives and return motives, besides the study investigates CSR practice of BGI Ethiopia and how the company is integrating the business practice with CSR concepts. The proposed study specifically contributes towards exploring the effect of internal CSR practices on Employee Engagement.

This flourishing of the Ethiopian beer industry and growing in diversified products with its complex networks From Supplier to end user CSR has become an essential element of the alcohol industry's self-representation and image in the competitive environment (Fentaye & Rama 2016). BGI Ethiopia is among BGI Ethiopia is one of the competitive and foremost brewing in Ethiopia known to its CSR Schemes.

The reasons or drive behind social responsibility towards human capital is that it is commonly acknowledged that human resources are the most important asset in any organization. In a turbulent environment characterized by high staff turnover, human resources practitioners' major challenge is to find ways of attracting and retaining creative and dedicated staff committed to the organization and to determine which working conditions stimulate employees to give their best, to be engaged also to go beyond what is expected to high quality performance standards (Arnold, Wilmar, Michael and Toon, 2008). The human capital is built from the employee competency and employee retention, Hence it is the backbone for organizational success it can be used as a competitive advantage for this dynamic business environment to cope up with a change it should supported by employing more skilled and motivated employees.

In BGI Ethiopia it shown that employees' turnover rate was somewhat increasing and commitment were also found to be insufficient. This has been one of the major reasons that motivated this research to consider in analyzing the effect of Internal CSR on Employee Engagement.

To the knowledge of the researcher, researches and articles pertaining the practices and effects of internal corporate social responsibility (CSR) on Employee Engagement were limited research studies found in Ethiopia. Although there are few studies on corporate social responsibility undertaken in Ethiopia context but the study focus were on external Stakeholders. To name few research studies undertaken in Ethiopia particularly to the brewery industry are, Fentaye & Rama (2016) study focus on perception of local community on CSR, Kesto & Ravi (2017) study focused on CSR practice and stakeholders awareness, Henok (2019) & Embet (2018) a study focusing on CSR practice and barrier in implementing CSR, Ezana (2014) a study focusing on stakeholders perception of CSR, and Selam (2017) study focus on effect of Corporate Social Responsibility Practices on Customer Satisfaction. These studies attempted to investigate the practices of CSR, focusing on limited stakeholders while focusing with External CSR.

Knowing that there is lack of more complete understanding of why and how employee's engagement is affected by Internal CSR practice in Ethiopia; due to research gap found regarding the effect of CSR and Employee engagement in Ethiopian context. Therefore, aware of the limited research studies and to fill the gap, the researcher approached by incorporating corporate social responsibility practice focusing on employee and the Effect on employee engagement.

Therefore, this study assesses the challenges in implementing of internal corporate social responsibility program in BGI Ethiopia. The purpose of this research paper is to study the effect of Internal Corporate Social responsibility on Employee engagement. This study contributes to fill the gap by exploring the kind of internal corporate social responsibility activities to emphasis on in order to positively engage employees

1.4. Basic Research Questions

1. What are the internal corporate social responsibility (CSR) practices of BGI Ethiopia?
2. What are the challenges faced in implementing Internal CSR?

3. What is the effect of internal corporate social responsibility (CSR) practice on employee's engagement in BGI Ethiopia?

1.5. Objectives of the Study

1.5.1. General Objective of the study

The major objective of the study is to assess the internal Corporate Social Responsibility practices, challenge and the effect on employee engagement in BGI Ethiopia.

1.5.2. Specific objectives of the study

The specific objectives of the study are;

- To examine the internal CSR practice of BGI Ethiopia
- To investigate the challenges faced in implementing internal CSR
- To appraise the effect of Internal CSR practice on employee engagement

1.6. Significance of the study

The general purpose of this study is therefore to analyze whether or not CSR could be considered beneficial also to uncover the challenges in adopting the program from the company's perspective and form a baseline for further research to make a positive contribution which can bring change on economic, environmental or social advantages that can also be used by the organization for competitive purposes, such as improving employee engagement and better employee working conditions.

The main purpose of this study is to give a better understanding for companies on the effect of internal CSR and how to design CSR efforts when it comes to improving employee work engagement. This study assesses the internal CSR practice of BGI Ethiopia and mainly focus on investigating the internal CSR practices of BGI Ethiopia by generate evidence on the contributions of internal CSR to the well-being of the employee and also to examine the challenges that hinder the adoption of CSR program. The study specifically sheds light on the effect of Internal CSR to retain a satisfied work force and improved employee Engagement.

The results of this study benefit policy makers who could use the findings to set CSR guidelines. The study also helps to understand the effect that engaging in social activity has on BGI Ethiopia

towards enhancing employee engagement. Based on the finding the company can find itself where it is in terms of exercising internal CSR practice and can take corrective action if necessary.

The study findings also enrich the discussion on CSR and contribute to the existing theories and literature. Finally, the findings of the study could benefit students and researchers since it adds to the knowledge and practice in internal CSR and effect on Employee Engagement which could also be used as a basis for further research in CSR.

1.7. Scope of the study

This study tries to assess the internal CSR practice, challenges and the effect on employee engagement in BGI Ethiopia. From the overall CSR practice; this study focusses only on investigating the effect of internal CSR practice on employee work engagement due to the broad nature of CSR the researcher didn't include other areas other than internal dimension of CSR and the implication of CSR towards the company.

BGI Ethiopia has employees working in various cities in Ethiopia, but the research is limited only on Employees located in Addis Ababa Ethiopia. Among all the factories of BGI Ethiopia which are located in different cities of Ethiopia the factory located in Addis Ababa have many employees comparing with that of the factories located in various cities.

1.8. Organization of the Study

The study is organized in to five chapters. The first chapter focuses on the introduction and background of the study in this chapter, the main design of the study being highlighted.

The second chapter is Review of related literature, various literatures concerning with the study variables is presented and therefore conceptual frame work was developed.

In the third chapter, the research design and methodology of the study is presented. Particularly, the third chapter explains the research design, methodology & Instruments used, data sources, data collection technique and reliability testing are presented.

In the fourth chapter per the collected data, findings and analysis of the study are presented. Finally, the fifth chapter Summarized and point out conclusions of the study and succeeding recommendations are presented.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. The Concept of Corporate Social Responsibility

According to the EU Commission, corporate social responsibility (CSR) is defined as concept whereby companies take part community and environmental concerns in their business processes and in their relations with their stakeholders on a voluntary basis, (EU Commission, 2001).Corporate social responsibility is a responsibility in which corporation emphasizes both in making money and in interacting ethically with the surrounding community. CSR is consider as program which is on a voluntary basis particularly as an idea whereby businesses consider the interests of society by taking responsibility for the effect of their activities on stakeholders such as customers, shareholders, communities, employees, and the environment in all parts of their business (European Commission 2002).

This responsibility is perceived to go further than the legal responsibility to put up with by legislation and appreciates organizations voluntarily taking steps for the advancement of employees, society and environment. According to (Blowfield and Frynas ,2005) defined corporate social responsibility as an umbrella concept that refers to the practices fulfilling responsibility of contributing positively to society and environment beyond its legal requirements and also has a responsibility regarding the parties with whom it do business and developing long term relationships with the society (Blowfield and Frynas ,2005).

CSR are activities that are practiced by organizations which have a positive impact to the growth and development of society at large. In the past, many organizations were seen to be insensitive to the societal need and have caused much of to the environment. As mostly business organizations ultimate objective has been on how to make profit and maximize shareholders wealth. However having only profit motive by neglecting about the societal need cannot achieve long-term business objectives and corporate social responsibility should be aligned with the strategy of business operation of the organization (Jenkins, 2009).

Organizations should articulate a relevant CSR philosophy based on the scope and reach of the business and incorporate CSR in the long-range strategic planning to guarantee continuity and

commitment; constantly communicate the results of the ongoing efforts to all the stakeholders and publicly celebrate the successes finally they should use the energy, initiative and commitment to develop, integrate and implement CSR programs as it does for the other core business of the firm (Gustafson , 2006).

According to guidelines of ISO (the International Organization for Standardization) 26000:2010 “corporate social responsibility (CSR) is the accountability of an organization concerning the impact of its actions and decisions at a societal and environmental level. This involves demonstrating transparent, ethical behaviors and protocols which contribute to a more sustainable development.” CSR takes thought stakeholders prospects and is combined through the organization practices in compliance with applicable laws (ISO 26000, 2010).

2.2. Development of Corporate Social Responsibility

According to Carroll (2015) the most important pioneers to the CSR movement led the way to the emergence of social movements like the civil-consumer and women’s rights including other environmental engagements which have shown sign to find the roots of CSR. These movements were driven by the rising expectations of consumers, employees and citizens, who shaped the idea those companies, had responsibilities towards a wider set of stakeholders (Carroll, 2015). According to Carroll, (2008) the two most important alternative themes to CSR developed in the 1980s was stakeholder theory and business ethics. A unique contribution to CSR occurred in the 1990s, where the concept of CSR was proposed to serve as a base point for complementary concepts, such as corporate social performance, sustainability, stakeholder theory, business ethics and corporate citizenship (Carroll, 2008).

With increasing global support the concept has spread to the newly emerged business practices, many new companies chose to start implementing CSR strategies and managed to succeed in creating a competitive advantage leading to CSR becoming one of the hottest topics among business managers (Carroll, 2008).

2.3. Dimension of CSR

There are many available options on how to group different activities of corporate social responsibility. There are two most agreeable dimensions categorizes CSR practices in to internal and external practices (Obeidat, 2016)

2.3.1 Internal Dimensions of CSR

CSR practice which are directly related with the physical and psychological working environment of employees.

According to Nancy (2004) human capital is one of the most important factors for the success organizations and high levels of CSR make employees to belong to the organization and society. Human Resource Management is currently, a major challenge for business organizations is to attract and retain highly qualified competent and motivated employees. A Job applicant and employee perception of an organizations corporate social responsibility are greatly determined by relative measure including employee learning and empowerment, the fairness of organizations actions towards them. Because business performances of a firm are more depends on the activities of its employees (Nancy, 2004).

An internal dimension of CSR refers to socially responsible practices within the business it operates which mainly encompasses about employee's wellbeing/health and safety. Dirk and Jeremy, (2004), in their study of CSR standards, described labor treatment seeing that fair wages, working time and conditions, healthcare, redundancy, protection against unfair dismissal among the few from internal CSR practices have been key issues to which CSR policies have been addressed. Work safety and health measures have a direct impact on the efficiency and productivity of the workers which are mainly enforced through legislation or law of the country (Dirk and Jeremy, 2004).

There is range of research existing that shows that corporate social responsibility has positive impact on the HR practices creating climate of trust, motivating employees, increased efficiency and promoting effectiveness of communication within an organization (Jenkins, 2009). According to Segal, Sobczak and Triomphe, (2003) occupational health and safety is an important aspect of corporate social responsibility as it is used to measure the overall progress of an organization. Work safety and health measures have a direct impact on the efficiency and productivity of the workers that improved occupational health and safety leads to improved productivity and reduction in cost of employment. Health and safety are mainly enforced through legislation or labor law of the country (Segal .et.al 2003).

Among the seven standardized core subject's organizational governance; human rights; labor practices; the environment; consumer issues; and community involvement and development. That should be addressed by organizations which are provided in the ISO 26000 guideline for social responsibility (2010), which this research attempts to use only Internal CSR baseline for assessment.

2.3.1.1 Organizational Governance -practicing accountability and transparency at all levels of the organization; using leadership to create an organizational culture which uses core values of social responsibility when making business decisions; the first one is Recruitment and integration which includes Sources and forms of recruitment with required skills with a measures of equality in work also measures of non-discrimination (ISO 26000, 2010).

2.3.1.2 Human Rights: an organization should respect human rights and recognize both their importance and their universality. An enterprise should respect act accordingly and also promote the rights set out in the “International Bill of Human Rights”. In situations where human rights are not protected, an organization should take steps to respect human rights and avoid taking advantage of these situations (ISO 26000, 2010).

2.3.1.3 Labor Practice: providing just, safe and healthy conditions for workers; engaging in two-way discussions to address workers' concerns, Investment in the workers in Professional training, Reward system, Career management, Conciliation of work and family (ISO 26000, 2010).

2.3.2. External dimensions of CSR

The objective of many firms is to sustain in the business and to achieve the objective of the firm. CSR activities concerning labor, customers, community and the environment are key elements to sustain and to achieve its objectives. CSR External dimensions refer to the practices concerning the external stakeholders which goes beyond the premises of the business into society and is concerned with a variety of stakeholders (Obeidat, 2016).

Responsibility towards the Community Companies depends on the health, stability, and prosperity of the communities in which they operate, certainly influences its competitiveness. Environmental and Ecological aspects of CSR Environmental concern and sustainable

development are a key pillar of the corporate social responsibility (Majid, Yasir & Arshad, 2013).

Business organizations are also responsible for the harmful impacts of their operations noise, pollution and waste disposal. Quite a few companies have found that improving environmental performance may also have beneficial effects on the company itself as it plays crucial role in building a public image which can attract customers (Majid et.al 2013).

These kinds of improvements as well as the investments behind them are often referred to as win-win good for both the environment and profitability of the company (Majid et.al 2013). According to Thornton, Gunningham and Kagan (2005) businesses are prompted by legal and social sanctions. They further proposed that businesses which are not complying with these laws face negative publicity which may affect stakeholders of the business and result in reduced market share. Organization contribution through taxes makes major contributors to the well-being of the area surrounding their operations Taxes have a significant impact on the creation and distribution of wealth (Thornton et.al, 2005)

The Multiplier Effect is expressed in these circumstances its known that the economic performance of a company has both direct and indirect impacts on its employees, local governments, customers, suppliers, and the communities in which the companies operates. Numerous organizations are becoming progressively active in addressing social concerns and being accountable for the social effects the company has on people even indirectly. This includes the people working within the company, in the supply chain of the company, in the community and as customers in which means the whole lot of stakeholder Thornton, Gunningham and Kagan (2005)

2.4. Approaches to Corporate Responsibility

According to the traditional view of the corporation, it exists for money-centered perspective, insofar as business ethics are important and civic responsibilities as part of their daily operation. Now there are large sets of issues that need to be confronted and managed outside of and independent of the struggle for money (Phillips, 2003).

Broadly, there are three theoretical approaches to these new responsibilities; corporate social responsibility Pyramid, the triple bottom line and Stakeholder theory.

2.4.1 Carrol CSR Pyramid

The public at large have expectation regarding on social, ethical and environmental expectations on organizations. Many companies are now appealing in corporate social responsibility merely to catch up with these expectations. Considering an organization being part of wider social and economic system implies that these effects must be taken into consideration, not just for cost and value created in the present but also for the future of the business (Phillips, 2003).

Carrol CSR Pyramid shows how corporation act together with its surrounding public. The theory is composed of four obligations that form a base for the business's responsibilities toward society. Economic responsibility as first step in applying CSR is to enroll in business operations and to make money As a result, create employment opportunity, deal with so many stakeholders and a business will succeed its CSR economic responsibility. Legal responsibility reflects businesses must respect laws and regulations. Ethical responsibility states that corporations must perform as a good citizen in its society. In philanthropic responsibility the businesses corporations are participate on voluntary basis on what is desired by their society (Pavlo & Mohamad, 2019)

2.4.2 The Triple Bottom Line

According to Slaper and hall, (2011) TBL theory the most important for a company is to achieve sustainable profits so as the business to perform and be stable for long term. Additionally achieving surrounding societal needs and environmental sustainability is a must in the triple bottom line CSR framework. Corporations must give courtesy to environmental changes and obey the environmental laws which is not because they're legally required to do so, but the preservation of a livable planet is a direct obligation within the triple-bottom-line (Slaper & Hall, 2011)

2.4.3 Stakeholder Theory

Stakeholder theory suggests that goals of a corporation can be only achieved by balancing the interests of different groups of stakeholders such as employees, suppliers, employees, shareholders and the public at large. The theory helps to identify the association between stakeholder management and the CSR. In order to apply Stakeholder Theory companies must sick ways in harmonizing the interest of stakeholders who are interested in maximizing profits,

to other stakeholders as people in the nearby area, individuals whose lives are affected by the business acts (Freeman , 2010)

2.5. How to maintain Sustainable Internal CSR Program?

McWilliams and Siegel (2001) have also described that employees are one major group of stakeholders demanding CSR. Among the drivers of employee engagement are appraisals, efficient communication, developing career, bonuses, and work life balance opportunities, working conditions, job satisfaction, immediate management and team work which are among the internal CSR practice implemented by the organization (Robinson et al., 2007).

According to Nancy (2004) stating the role of human resource in taking part of developing CSR culture in organizations highlighted that with the growing importance of human capital as a success factor for organizations, the role of HR leadership has become more critical in leading for better understanding of organizations on the value of CSR and how best to strategically implement CSR policies and programs. Companies need to incorporate CSR into their organizational culture and need to tie it with operating policies for satisfying both external and internal stakeholders' demands (Nancy, 2004).

2.6. Issues and challenges in implementation of CSR in Alcoholic beverage industries

Lindorff et.al, (2012) suggest that even companies in controversial sectors (gaming, alcohol, tobacco, abortion, prostitution, etc.), also known as “sin-companies” in the literature, are able to contribute to society in the same manner as companies conducting business in mainstream sectors. Thus, not only mainstream business sectors, but also controversial business sectors, can realize benefits from high-quality CSR performance (Lindorff et.al, 2012). Superior CSR performance is likewise associated with good corporate governance, leading to better social and environmental performance, which results in several benefits for the public companies (Malik, 2015).

With improved public awareness of the serious harm caused by alcohol consumption and also the prospect of adverse implication on profits, a growing number of beer industries are competing with each other to adopt CSR strategies in attempt to portray themselves as good corporate

citizens. Even though the alcohol industry's CSR practice remain questionable as it contradicts between the industry claims of responsibility and their continuing promotion of the product.

The alcohol industry most likely uses CSR as a public relation strategy to promote their product rather than addressing the health impact and inherent in alcohol product (Sungwon et.al, 2013).

2.7. Employee Engagement

According to Bakker and Schaufeli (2008) note that engaged employees are more creative, more productive, and more willing to go the extra mile. An engaged employee is familiar with business perspective and works along with colleagues to progress performance within the job for the benefit of the organization. Companies should launch a two-way relationship between the employer and the employee to boost engagement (Robinson et al., 2007).

Engaged employees perform their duties with internal driven motives by being psychologically and emotionally focused. With high level of creativity, feeling and encouragement which enables them to see a better way to perform the tasks and to make effective decision for the organization ultimate goal. The results of engagement include improved productivity and a reduction in turnover. Organizations need engaged employees that are willing go beyond expectations.

As engaged employees affect an organization's bottom line, additionally makes better decisions and are more adept at problem-solving, which also leads to greater organizational efficiency Robert J.Paul Brian P. Niehoff, William H. Turnley, (2000)As the organization improves, workers' perception of their organization also improves causing their engagement with the company to increase. There are external factors that can affect the level of satisfaction for workers, an individual's characteristics such as gender, ability, health, education level and age can influence satisfaction. Other studies have found in the workplace, women are typically more satisfied than men; more tenured workers are more satisfied than their juniors.

2.8 Dimension of employee work engagement

2.8.1 Vigor: refers to energy, mental resilience, determination and investing consistent effort in job (Rayton and Yalabik, 2014). Vigor is one of the aspects of work engagement that implies high levels of energy and mental resilience while working. There is also a determined

investment in the actual work, together with high levels of persistence even when faced with difficulties (Rayton and Yalabik, 2014).

2.8.2. Dedication: is about being inspired, enthusiastic and highly involved in job (Rayton and Yalabik, 2014). Dedication is an individual's deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job (Song et al., 2012).

2.8.3. Absorption: refers to a sense of detachment from surroundings, a high degree of concentration on job and a general lack of conscious awareness of the amount of time spent on the job (Rayton and Yalabik, 2014). It is described with the characteristics of concentration and being occupied in , whereby passing time is intangible and being detached from the job has some difficulties for them more likely expressed in to pleasurable to have job experience for individuals (Rayton and Yalabik, 2014).

2.9. The role of Internal Corporate Social Responsibility on Employee Engagement

The degree to which a company realizes benefits from its CSR activities can be moderated by several contingency factors, where the most important of these are characteristics of the company, such as the company's reputation, and the industry which it operates in Scarlett, A. (2011).

The large extent of potential benefits a companies can yield by engaging in specific CSR initiatives, the most common ones: expanded improve employee work engagement, attract, motivate, and retain a satisfied work force, improved employee productivity, decreased turnover, enhanced operating efficiency, generate positive publicity and media opportunities, improved relations with regulators, society, and other stakeholders. Driven by CSR initiatives give competitive advantages to the companies which helps to attain higher market value and help improving profitability as well as economic value, both in the short run and long run (Yusri and Amran 2012; Scarlett,2011).

Properly implemented CSR practice brings a diverse business benefits like Employee engagement. Job goals that are challenging, but perceived by the employee as attainable and

worthwhile will have a motivating effect for employees. By providing a clear mission and expectations, an organization can offer more freedom to employees to do the work with individual style. This will further engage employees and yield better results for the organization (Brewer & Selden 2000).

2.10. Empirical Reviews

According to Lew, (2011).suggested approaches such as excellence based recruiting, fair performance assessment practice, good communication, pleasant working environment and opportunity for training and development may contribute to reinforce organizational commitment also develop better commitment among its employees.

Kweyama, Cassim, , Munapo, & Mutambara, (2015) titled Impact of corporate social responsibility on employee engagement: A case of Eskom in South Africa indicating the positive relationship between CSR and EE which implicate that there is significant impact of CSR on the organization's standing and making the engagement level higher. The recommendation addressed is that management are required to integrate CSR with their strategic decision making process and involving employees will progress the level of engagement (Kweyama, et.al, 2015).

Pedro Ferreira and Elizabeth Real de Oliveira (2014) discussed that the study results indicates that there are no statistically significant differences in levels of engagement between employees exposed to external and internal CSR practices by adding that CSR practices to employees can enhance engagement and when considering engagement Internal CSR play an important role to promote more engagement than external CSR (Pedro, et.al, 2014).

Embet (2018), on its study discussed the challenge that most company's faced in implementing CSR program due to lack of awareness and perception of the stakeholders, lack of separated regulations and policies from the company and the government are among the challenges raised in the study and recommended that organized reporting instrument and strategies as well as policies has to be developed According to Shaukat, Qiu, and Trojanowski, (2016) states that any organization having CSR awareness and practices is likely to exhibit better working environment and social performance. Which helps best to understand which CSR activities work best for the organization and if groups of employees were excited by which type of CSR initiative (Shaukat et.al, 2016).

According to Khalid et al. (2015), on its study on Relationship between organizational commitment, Employee Engagement and career satisfaction, the study result indicated that contemporary organizations rely on their employees for long-term success thus managers have recognized the value of involving all stakeholders, employees in the organization's short and long-term strategies. Claiming that employees in overall favor to work for organizations that involve them in the business decision making process help to keep employees with growing interest. According to the study conducted by Bakker et.al, (2008) describe that motivating employees to work proactively and collaborate smoothly with others also to be committed to high quality act standards is becoming one of the priority tasks for organizations.

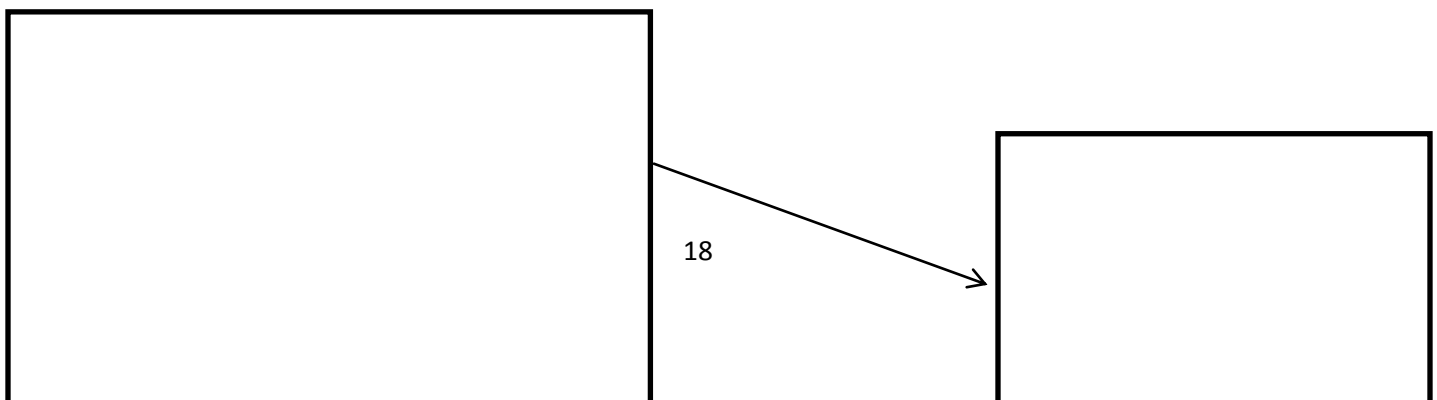
The guidelines of ISO 26000 describes that an early/traditional notion of social responsibility centered on giving to charitable causes. It is not unusual to observe this notion among some individuals and organizations even in present days in the Ethiopian context (ISO 2600, 2010). To the knowledge of the researcher in Ethiopia there are few studies regarding CSR undertaken in brewery industry and mostly focused on external stakeholders. There is a limited Research studies in Ethiopia regarding Internal CSR and effect on employee engagement.

2.11. Conceptual Framework

The aim of this study to analyze the effect of Internal Corporate Social Responsibility Practice on employee engagement it is shown in the below conceptual frame work. In this study, the internal CSR rater is measured under the three core subjects of CSR like Internal CSR commitment, human rights Practice and Labor Practice (Employee & Employment relationship, Health and Well-being Skill development) and which a firm provided to their employees is considered as independent variables which help to analyze the CSR practice. To determine the effect of CSR on Employee engagement, Engagement rater is measured based on the dimensions of employee engagement components like Vigor, Dedication and Absorption which are considered as dependent variable.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



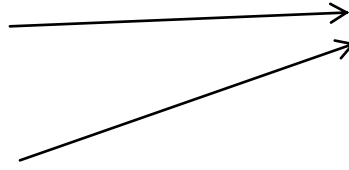


Figure 1 conceptual Framework

Source: Modified based on ISO guideline for Social Responsibility (2010)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

To accomplish the research objectives the researcher used both descriptive and explanatory research design. Descriptive research design and explanatory research design is relevant for this kind of study as the purpose of the study happens to be precisely descriptive of situation and analysis of the relationship between the variables (Kothari, 2004)

A descriptive type of research design is used in order to describe and to determine by providing additional information on the company's Internal CSR practice. The reason why the researcher prefer to use descriptive research design is the study involves analyzing of numerical data and also application of statistical test which involves investigation of quantitative phenomena.

Explanatory research designs were also used to implicate the relationship of internal CSR practice on employee work engagement. The reason of using explanatory design in this research study is as this type of design mostly involves qualitative phenomena which help to examine qualitative properties and relationship of the study variables. Explanatory research designs were used to examine the influence of Internal CSR on Employee Engagement.

This study used mixed approach both quantitative and qualitative measurement methods. The reason why the researcher prefers to uses both qualitative and quantitative approach is to fill the gap of one approach by another approach.

The qualitative measurement were used to assist in explaining and interpreting the findings which was gathered through interview while the quantitative measurement were also used to analyze questionnaire results and develop mathematical model.

3.2. Target Population

Even though CSR takes wide range of stakeholders besides shareholders and investors the key areas of concern which demand CSR are the wellbeing of employees (McWilliams and Siegel, 2001).

The study is conducted at BGI Ethiopia, Factory located in Mexico square, Addis Ababa. The selection is made due to mainly as it has large number of employees comparing with that of branch factories also convenience and ease of access of the required population subject to the study. The factory has total of 1,005 employees for Addis Ababa branch including permanent and seasonal employees which is 950 permanent and 55 seasonal employees.

3.3 Methods of Sampling

However, the study did not consider seasonal employees. The reason why the researcher preferred to focus on permanent employees of a population is that the researcher believes that it will best enable to examine the study on how the Internal CSR activities has made them to be engaged. The researcher used 950 employees as a target population. Therefore, the researcher applied stratified sampling technique to collect data from different strategic business division of the company to get effective representative of targeted population. For conducting questionnaire clerical and administrative staff employees are used excluding members of Executive team, out of the permanent employees 100 of them are members of Executive team and 850 employees who are working in different divisions were included in the sample frame.

To increase the representativeness of the sample concerned department heads was selected from among the members of executive teams for conducting Interview due to their relevance to the study using purposive sampling which is a non-probability sampling technique. The interviewees

were selected purposively because these individuals were supposed to provide detail information as they are experienced and knowledgeable about the issue under investigation

In this study among the types of non-probability sampling/Purposive sampling/ were used to conduct interview considering that the concerned department heads of BGI Ethiopia are considered as key informant about Internal CSR. Purposive sampling method is used when elements are selected due to a specific purpose, usually because of their unique position (Schutt, R. K. 2011). Basically the targeted department heads are those associated with the study in which the researcher believe are ideal candidates to respond the research interview questions and are with the experience and knowledge.

To determine the sample size Taro Yamane (Yamane, 1973) statistical sample size determination formula were used with 95% confidence level, (that the characteristics of the data collected will represent the characteristics of the total population) developed to determine the study's sample size which helps to generate accurate information and 5% confidence interval (margin of error) accuracy required for any estimates made from the sample). Therefore the total sample size is 272.

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

$$n=850/1+850 (0.05)^2$$

$$n=850/1+850 (0.0025)$$

$$n=850/3.125$$

$$n= \mathbf{272}$$

The sample size is determined to be 272, Out of the sample, Probabilistic sampling /simple random sampling technique/ was further used to determine the study sample subjects from employees for conducting questionnaire as employee has an equal chance of being chosen.

Moreover three concerned department heads are selected using purposive sampling to conduct key informant interview which helps to understand the internal CSR is practice of company to know the management side, as the practice is also assessed using questionnaire to get the employee side. In addition to this challenges faced in implementing Internal CSR is also assessed using the interview.

3.4. Data Source

The study used both primary and secondary data. To get firsthand information, key informant interview and standard questionnaire are used as primary data, collected directly from employees. The secondary data were used as supplemental of primary data collected from various sources of web and publications carried by BGI Ethiopia.

The researcher believed questionnaire is best way that it can reach many respondents additionally the title is sensitive as the participants might face difficulties to expose their true feeling.

The researcher believed interview can provide first hand data and having the secondary data as a supporting helps to get an-depth data.

3.5. Data Collection Instrument

The researcher used the two basic data collection instruments from employees and management through Key Informant Interview (KII) and questionnaire.

The questionnaire instrument was grouped in to two parts the first part of the questionnaire consisted of questions concerning demographic information of respondents and the second part is structured with five scaled qualitative containing questions which are intended to measure the two core subjects of Internal CSR and to rate Employee Engagement. To measure core subjects of Internal CSR an adopted questionnaire was developed based on the issues provided in the ISO 26000 and to rate Employee work Engagement standard questionnaire was used based on The Utrecht Work Engagement Scale UWES (Schaufeli and Bakker 2003), UWES were measured by 5 points frequency scale.

Furthermore a structured key informant interview was obtained with management of related department heads to understand how the internal CSR is practiced at company level and the challenges faced in implementing Internal CSR.

3.6. Procedures of Data Collection

The data collection procedure contained of the following three steps. First, approval for collaboration to provide the essential information for the study was obtained. Second, the constructed questionnaire was distributed for the nominated sample respondents. Finally the distributed questionnaire was collected and Key Informant interview were directed, that was the completion of data collection process

3.7. Data Analysis Technique

After collecting the necessary data, the data were interpreted, checked for consistency and analyzed by using Statistical Package for Social Sciences (SPSS).The scoring of questionnaire were analyzed by Using descriptive statistical tool the information were summarized to describe the quantitative information in the form of measures of central tendency, like frequency distributions, percentiles and mean value to understand, group and find patterns were used to describe the central position and standard deviation to describe the demographic characteristics.

In addition to this inferential statistical analysis, Pearson correlation and multiple liner regression tool was employed. A correlation analysis statistical tool was applied to examine the relationship between CSR practices with employee's work engagement. Moreover a Regression analysis was conducted to determine the effect of independent variable (Internal CSR) on dependent variable (Employees' Engagement).

The reason of using a correlation and regression analysis is to express the extent and direction of relationship between dependent and independent variable. Interview results with supplemental of secondary data gathered from web and publication of BGI Ethiopia is analyzed using Narrative analysis.

3.8. Variables of the Study

Internal Corporate Social Responsibility (Commitment to Internal CSR(x1), Human Right Practice (x2) & Labor Practice (x3)) is identified as independent variables in conducting the analysis while employees' engagement (Vigor, Dedication Absorption) as dependent variables.

3.9 Specification of the research Model

To examine the effect of Internal Corporate Social Responsibility on Employee Engagement the following linear regression model was developed. Multiple regression model equation for linear relationship for among variables is.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_p X_p + \varepsilon$$

Where, Y represents Dependent Variable

X's represents Independent Variable

β_0 . Is the intercept

β 's. Is the unknown regression Coefficients.

ε . Is the error (residual)

Based on the above, the model is modified based on the research variables. So to examine the effect of internal corporate social responsibility on employees Engagement the following equation were employed. Multiple Regression technique employed to analyze the relationships among two or more variables and estimate β 's in the equation

$$EE = \beta_0 + \beta_1 CCSR + \beta_2 HR + \beta_3 LP + \varepsilon$$

Where, EE= Employee Engagement (Dependent Variable)

β_0 . Is the intercept

$\beta_1 CCSR$ =the partial change in Employee Engagement due to change in Internal corporate social responsibility practice commitment while other things remain constant

$\beta_2 HR$ =the partial change in Employee Engagement due to change in Human Right Practice while other things remain constant

$\beta_3 LP$ = the partial change in Employee Engagement due to change in Labor Practice while other things remain constant

ε . Is the error (residual)

3.10 Validity and Reliability

Validity and reliability must be addressed in every study because the accuracy, trustworthiness and integrity of the data depend on it. A quantitative study is objective, measurable and enables a broad and comprehensive coverage a strong validity increases the generalizability of the study (Gudjonsdottir&Jujubova, 2015).Therefore, this study addressed validity through the review of literature and adapting instruments used in previous research and by pilot testing of the research instrument with experts and make necessary adjustment.

Validity of an instrument is how accurate the instrument is in obtaining the data it intends to collect (Mugenda and Mugenda 2003). To measure the consistency of the scores obtained, and how consistent they were for each individual from one administration of an instrument to another and from one set of items to another, the study used Cronbach's alpha α (a measure of the internal consistency of the questionnaire items) using data from all the respondents.

Distinct reliability tests for each of the variables were calculated. The vital statistic in interpreting the reliability of the scale was the alpha listed under the reliability co-efficient section at the end of the output.

CHAPTER FOUR

DATA ANALYSES, RESULTS AND DISCUSSIONS

4.1. Introduction

In this chapter, the study attempted to inspect internal CSR practice, challenge and effect on Employees Engagement. Therefore, the findings of the study are presented and analyzed in this chapter. The Likert scale questionnaire were developed in five point scales rating order from one to five; where 1 represents strongly disagree, 2 represents Disagree, 3 represents Neutral, 4 represents Agree and 5 represents strongly agree.

Descriptive statistics were carried out and the study also used correlation analysis to measure the degree of association between the variables under consideration .Additionally Regression Analysis were also used to test the effect of independent variable on dependent variable. 272 questionnaires were distributed to employees and 269 (99.26%) questionnaire were successfully filled also three selected department heads were interviewed and used for analysis. The collected

data for questionnaire were analyzed using SPSS 23 software version and interview result was analyzed using narrative analysis and demographic part of the interviewee respondents was summarized with demographic data of questionnaire respondents.

4.2. Reliability & Validity Test

The reliability of the data in this study was assessed by Cronbach Alpha. According to Bruin, (2006) the value of coefficient alpha ranges from zero (no internal consistency) to one (complete internal consistency); accordingly, the alpha coefficient were 0 .919, suggesting that the items have relatively high internal consistency which implies that that a reliability coefficient of .70 or higher is considered “acceptable”.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.919	35

Data Source: Own Survey 2020 SPSS output

The reliability of the questionnaire that was used for data collection is used to understand the opinion of respondents must provide credible information. The reliability statistics using Statistical package for social science (SPSS) were used with the help of Cronbach Alpha it was detected that 35 item of question was 0.919 and this value is above 0.8 that means the results is considered to have very good reliability. Content validity of the instrument was tested by academician and practitioners by sending the early draft, based on the feedback modification were made and at the end the final instruments were used to gather relevant data. Other things remain constant a higher Cronbach alpha shows the internal consistency of measurement resulted if the data is normally distributed.

4.3 Demographic Profile of the Respondents

The demographic profile of the respondents is presented in this section. The personal profiles of the respondents were analyzed as per their age, gender and of years of Service in the organization. Descriptive statistics were performed on the demographic variables as a means of describing the respondents.

4.2.1 Gender

Table 2: Gender Frequency Distribution

		Frequency	Percent
Valid	Male	162	59.6
	Female	110	40.4
	Total	272	100.0

Data Source: Own Survey 2020 SPSS output

The above indicate Gender frequency distribution for both the questionnaire and interview respondents (of the selected three department heads). The analysis shows, from the targeted respondents 162 employees (59.6%) are male and the remaining 110 employees (40.4%) are female. The researcher believes that the enterprise uses a responsible recruitment practices.

4.2.2. Age

Table 3: Age Frequency Distribution

		Frequency	Percent
Valid	18-25	78	28.7
	26-35	137	50.4
	36-45	42	15.4
	.ABOVE45	15	5.5
	Total	272	100.0

Data Source: Own Survey 2020 SPSS output

The above indicate Age frequency distribution for both the questionnaire and interview respondents (of the selected three department heads). The analysis shows, from the targeted respondents 137 employees (50.4%) of the respondents are from age 26-35, 78 employees (28.7 %) of the respondents are between 18-25 age category, 42employees (15.4%) of the respondents are between 36-45 age category and the remaining 15 employees (5.5%) respondents are above 45 category. The researcher believes that the respondents are matured

enough to provide reliable answer for the question raised. As the result indicates the enterprise have 50.4% in active age group (26-35) and have the potential to play role in the production of the organization if managed properly.

4.2.3 Year of Service

Table 4: Year of service Frequency Distribution

	Frequency	Percent
Valid 1-3	67	24.6
4-6	124	45.6
7-9	65	23.9
10YEARSANDABOVE	16	5.9
Total	272	100.0

Data Source: Own Survey 2020 SPSS output

The above table shows year of service distribution for both the questionnaire and interview respondents (of the selected three department heads), the samples were divided into four groups according to the number of years they are working on the current organization;

Group1 :(1 – 3 years), Group 2 :(B. 4 – 6 years), Group 3 :(7 – 9 years) and Group 4 :(10 years and above) the number respondents whose experience in percentage under G1: (24.6%), G2: (45.6%), G3: (23.9%) and G4: (5.9%). This shows that the employees desired to work within the current organization based on percentage result shown can imply that working environment is good.

4.4 Assessing the internal CSR practice & Employee Engagement level

The following table shows frequency distribution and percentage for commitment to Internal Corporate Social Responsibility.

Table 5: Commitment to internal corporate Social Responsibility Frequency distribution

	Frequency	Percent
Valid Strongly Disagree	4	1.5
Disagree	28	10.4
Neutral	46	17.1
Agree	139	51.7

Strongly agree	52	19.3
Total	269	100.0

Data Source: Own Survey 2020 SPSS output

It is shown that a total of 71% respondents “agree” (51.7%) and “strongly agree” (19.3%), on the contrary, a total of 11.9% “disagree” and “strongly disagree” and the rest (17.1%) are “neutral” that the organization is committed towards Corporate Social Responsibility. From this we can conclude that most of the respondents agree that the enterprise is committed to internal corporate social responsibility.

The table listed below (Table 6) the general perception of the respondents regarding the selected dimension, the researcher has summarized the measures with the respective frequency and mean. Thus, the mean as supporting to the frequency result indicates to what extent the sample group averagely agrees or disagrees with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

Table 6: Descriptive analysis on Internal Corporate Social Responsibility Analysis of Independent Variable

	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean
	1. Human Rights Dimension of InternalCorporate Social Responsibility						
1	The organization assesses how its existing and proposed activities may affect human rights.	7.00	27.00	62.00	116.00	57.00	3.70
2	The organization has an effective grievance (compliant) resolution mechanism	4.00	26.00	75.00	124.00	40.00	3.63
3	The organization treats its employees respectfully at all level	18.00	25.00	64.00	117.00	45.00	3.54
	Human Rights Aggregate result	9.67	26.00	67.00	119.00	47.33	3.63
	2. Labor practices Dimension of InternalCorporate Social Responsibility						
	2.1 Employee and employment relationships Dimension of Labor Practice						
4	The organization give equal opportunities in selecting, testing and hiring qualified applicants.	13.00	32.00	96.00	87.00	41.00	3.41
5	The organization give its employees equal opportunities in promotion and benefit.	19.00	44.00	70.00	98.00	38.00	3.34
6	Recognition of employees based on job performance is provided.	8.00	38.00	80.00	96.00	47.00	3.51
7	Respect the family responsibilities (work life balance) of employees is provided by giving reasonable working hours based on labor law.	9.00	40.00	61.00	104.00	55.00	3.58
8	Rights and obligations are distributed for both employers and employees.	9.00	37.00	54.00	119.00	50.00	3.61
	Employee and employment relationships Aggregate result	11.60	38.20	72.20	100.80	46.20	3.49
	2.2.Health and well-being Dimension of Labor Practice						
9	Workers are protected from risks to health caused by working conditions.	6.00	17.00	52.00	114.00	80.00	3.91
10	The safety of workers is a high priority with management.	7.00	25.00	47.00	122.00	68.00	3.81
11	The organization Provides safety equipment needed for prevention of occupational accidents and dealing with emergencies.	3.00	23.00	54.00	102.00	87.00	3.92
12	The organization Provides training needed for prevention of occupational accidents and dealing with emergencies.	6.00	19.00	50.00	115.00	79.00	3.90
	Health and well-being Aggregate Result	5.50	21.00	50.75	113.25	78.50	3.89
	2.3.Employee benefit Dimension of Labor Practice						
13	The organization I work for, the overall benefits are satisfying.	7.00	23.00	70.00	121.00	48.00	3.67
14	Fair compensation for work of equal value is provided.	11.00	36.00	72.00	90.00	60.00	3.57
	Employee benefit Aggregate Result	9.00	29.50	71.00	105.50	54.00	3.62
	2.4. skill Development Dimension of Labor Practice						
15	The policies of the organization encourage employees to use and develop their skills/ability.	6.00	13.00	87.00	126.00	37.00	3.65
16	The organization provide opportunities for career advancement.	7.00	28.00	69.00	113.00	52.00	3.65
17	The organization provides with access of important job specific training for employees.	4.00	27.00	68.00	120.00	50.00	3.69
	skill Development Aggregate Result	5.67	22.67	74.67	119.67	46.33	3.66
	Labor Practice Aggregate Result	6.72	24.39	65.47	112.81	59.61	3.66

Data Source: Own Survey 2020 SPSS output

Since the nature of the data is ordinal, the mean doesn't exactly represent a specific level of agreement in the likert scale rather it tell us the average or the central point for most of the responses. So the mean is used in align with frequency, as we can see in the table above the mean is above 3.5 indicating that most of the responses tend to be "agree. Table 6 above summarizes the reactions of respondents on the various question items that were later associated to the various dimensions of Internal CSR Practice addressed in this study.

It is shown in Table 6 above that a total of 62% respondents "agree" (44%) and "strongly agree" (18%), on the contrary, a total of (13%) "disagree" and "strongly disagree" and the rest (25%) are "neutral" Regarding Human Right practice. The mean score also shows for Human Right Practice is relatively High mean values ($M=3.63$). This result indicates that the BGI Ethiopia has an effective mechanism on how to protect Human Right Practices. This implies the majority of the respondents agree that the existing activity is assessed whether it is affecting human right, the organization has effective compliant resolution mechanism and treats its employee respectfully at all levels.

Labor Practice the Second dimension of Corporate Social Responsibility is represented by four dimensions. The first dimension of labor practice is employee and employment relationship, It is shown in Table 6 above that a total of 55% respondents "agree" (37%) and "strongly agree" (17%), on the contrary, a total of (19%) "disagree" and "strongly disagree" and the rest (27%) are "neutral" the mean score also shows ($M=3.49$) The result indicates that the majority of the respondents agree that BGI Ethiopia give equal opportunity in recruitment practice, in promotion, in recognizing employees and giving reasonable working hours.

The second dimension of labor practice Health and wellbeing It is shown in Table 6 above that a total of 71% respondents "agree" (42%) and "strongly agree" (29%), on the contrary, a total of (10%) "disagree" and "strongly disagree" and the rest (19%) are "neutral" the mean score also shows ($M=3.89$) The result indicates that the majority of the respondents agree that BGI Ethiopia gives highest priority on safety of workers and employees are protected from the occupational accidents.

The third dimension of labor practice is employee benefit it is shown in Table 6 above that a total of 59% respondents "agree" (39%) and "strongly agree" (20%), on the contrary, a total of (14%) "disagree" and "strongly disagree" and the rest (26%) are "neutral", The mean score also

shows (M=3.62) The result indicates that the majority of the respondents agree that BGI Ethiopia gives a satisfying benefit and fair compensation is given for work of equal values.

The fourth dimension of labor practice is Skill development It is shown in Table 6 above that a total of 62% respondents “agree” (45%) and “strongly agree” (17%), on the contrary, a total of (10%)“disagree” and “strongly disagree” and the rest (28%) are “neutral” the mean score also shows (M=3.66) The result indicates that the majority of the respondents agree that BGI Ethiopia gives opportunity for career advancement and provide job specific training.

To summarize regarding Labor practice in aggregate It is shown in Table 6 above that a total of 64% respondents “agree” (42%) and “strongly agree” (22%), on the contrary, a total of (12%)“disagree” and “strongly disagree” and the rest (24%) are “neutral” the mean score also shows (M=3.66). This implies that the organization have an effective labor practices control mechanism that the majority of respondents agree that the organization control the labor practice in relation to work performed within the organization in providing conducive working environment.

The overall internal CSR practice that a total of 63% respondents “agree” and “strongly agree” on the contrary, a total of (12%)“disagree” and “strongly disagree” and the rest (25%) are “neutral” regarding BGI Ethiopia Internal CSR practice. Accordingly, we can see from the table, by comparing the results of the two internal CSR practice dimensions examined in this study Human Right Practice and labor practice there is no significant difference between the mean of the two they both exhibit relatively the same high mean values.

Table 7 below summarizes the reactions of respondents on the various question items that were later associated to the various dimensions of Employee Engagement addressed in this study. As we can see in the table above the mean is above 3.5 indicating that most of the responses tend to be “agree”. Additionally the mode simply shows the most frequently observed response for all the five statements under Employee Engagement being “agree”.

Table 7: Descriptive analysis on the Level of Employee Engagement of Dependent Variable

Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	
Physical Energy (Vigor)							
1	When I get up in the morning, I feel like going to work.	14	26	44	121	64	3.72
2	At my work, I feel bursting with energy.	3	23	58	134	51	3.77
3	At my work, I always persevere (continue), even when things do not go well.	6	26	62	136	39	3.65
4	I can continue working for very long periods of time	8	24	54	109	74	3.81
5	At my job, I am very mentally strong	4	15	47	132	71	3.93
6	At my job, I feel strong and energetic	9	11	53	122	74	3.90
Vigor Aggregate Result		7	21	53	126	62	3.80
Commitment (Dedication)							
1	To me, my job is challenging	16	40	46	111	56	3.56
2	My job inspires me	7	22	55	124	61	3.78
3	I am enthusiastic(excited)about my job	4	26	46	138	55	3.80
4	I am proud of the work that I do	5	15	43	118	88	4.00
5	I find the work that I do full of meaning and purpose	3	25	58	110	73	3.84
Dedication Aggregate Result		7	26	50	120	67	3.79
Occupied /Taking in/up (Absorption)							
1	When I am working, I forget everything else around me	12	33	61	107	56	3.60
2	Time flies when I am working	5	19	46	129	70	3.89
3	I get carried away when I am working	8	27	55	122	57	3.72
4	It is difficult to detach myself from my job	4	31	67	117	50	3.66
5	I am immersed/occupied in my work	1	20	49	145	54	3.86
6	I feel happy when working intensely	10	14	38	130	77	3.93
Absorption Aggregate Result		7	24	53	125	61	3.78

Data Source: Own Survey 2020 SPSS output

According to Schaufeli (2002), Vigor may be defined as "high levels of energy and resilience, the willingness to invest effort in one's job, the ability to not be easily fatigued, and persistence in the face of difficulties". It is shown in Table 7 above that a total of 70% respondents "agree" (47%) and "strongly agree" (23%), on the contrary, a total of (10%) "disagree" and "strongly disagree" and the rest (20%) are "neutral" demonstrates the response of the employees towards on their level of vigor dimension of engagement. The mean score also shows (M=3.8). This implies the majority of the respondents agree that they are willing to invest their efforts into their job, the high levels of energy and persistence in the face of difficulties.

According to Schaufeli (2002), employee dedication involves a "strong involvement in one's work, accompanied by feelings of enthusiasm and significance, and by a sense of pride and inspiration". The second dimension of employee engagement dedication, From the above table 7 validates the response of the employees towards their level of dedication they exhibit, that a total of 69% respondents "agree" (45%) and "strongly agree" (24%), on the contrary, a total of (11%) "disagree" and "strongly disagree" and the rest (20%) are "neutral" The mean score also shows (M=3.79). This implies the majority of the respondents agree that they are highly involved as well as inspired and proud about the given job.

According to Bakker, Schaufeli and Salanova, (2006), Absorption is conceptualized as a "pleasant state of total immersion in one's work, characterized by time passing quickly and being unable to detach oneself from the job" The third dimension of engagement Absorption, From Table 7 above demonstrates the response of the employees about their level of Absorption exhibit in their job, that a total of 69% respondents "agree" (46%) and "strongly agree" (23%), on the contrary, a total of (11%) "disagree" and "strongly disagree" and the rest (20%) are "neutral" The mean score also shows (M=3.78). This implies the majority of the respondents agree that they have high degree of concentration on job and are being occupied to the role they are given.

The above aggregate engagement analysis table shows that all of the three engagement dimensions were exhibited and a total of (69%) respondents "agree" and "strongly agree" on the contrary, a total of (11%) "disagree" and "strongly disagree" and the rest (20%) are "neutral" From this we can conclude that most of the respondents agree that the overall employee's engagement level is high, this implied that, the company is performing in a good circumstance in enhancing employee's engagement which is above 3.5 mean score.

4.5. Correlation Analysis

The correlation analysis is critical for understanding the degree and direction of association between internal CSR practice and Employee engagement.

Table 8: Pearson Correlation on internal CSR Practice & Employee Engagement

		Mean Employee Engagement rater	Commitment to Internal CSR practice	Human Right Practice	Labor Practice
Mean Employee Engagement rater	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	269			
Commitment to Internal CSR practice	Pearson Correlation	.386**	1		
	Sig. (2-tailed)	.000			
	N	269	269		
Human Right Practice	Pearson Correlation	.477**	.447**	1	
	Sig. (2-tailed)	.000	.000		
	N	269	269	269	
Labor Practice	Pearson Correlation	.507**	.429**	.653**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	269	269	269	269

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

Data Source: Own Survey 2020 SPSS output

Table 8 shows the correlation coefficient of the three factors measuring Internal Corporate Social Responsibility practice where all are positively correlated with Employee engagement of the enterprise within the range 0.386 up to 0.507. All are significant $P < 0.01$ levels. To further look into each factor with their coefficients which indicate the three independent variables, Commitment to Internal CSR practice ($r=0.386$), Human Right Practice ($r=0.447$) and Labor Practice ($r=0.507$). All are important determinants of Internal Corporate Social Responsibility and Significant to show the effect of Internal CSR practice on employee engagement. This implies that as the internal CSR improves, Employee Engagement also increases. To sum up this result validates that the independent and dependent variables change the same direction.

Regarding the relationship between independent variables, the above Correlation Table 8 the independent variables are correlated at $P < 0.01$ level of significance.

Commitment to Internal CSR practice has a positive relationship with labor practice and it is statistically significant with a confidence of 95 percent. This is displayed in the table as ($r=0.429$, $P<0.01$) which actually means there is true or significant correlation between the two variables.

Human Right Practice dimension shows the second positive and strong association with has a positive relationship with Commitment to Internal CSR practice with the result of ($r=0.447$, $P<0.01$). This result implied the two variables are strongly related with a confidence of 95 percent.

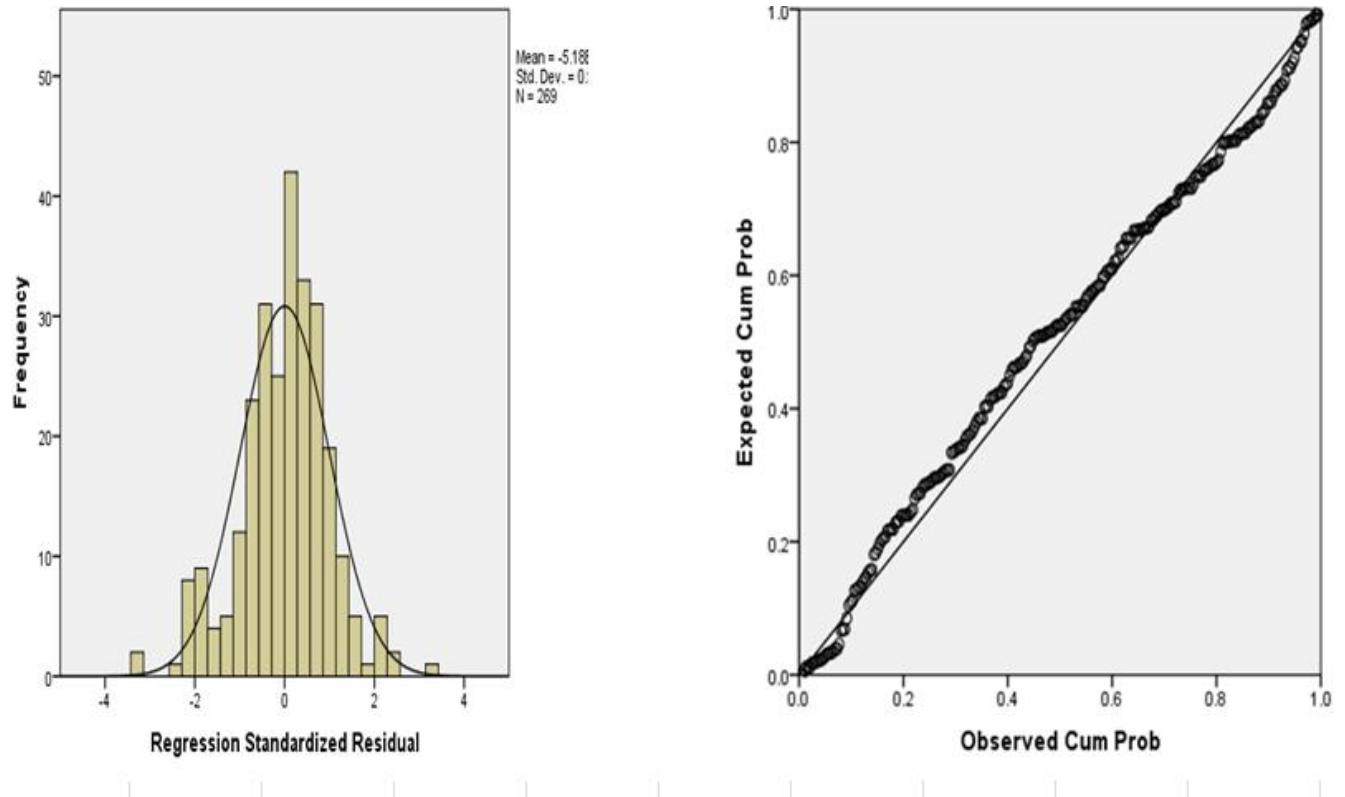
The third positively and strongly correlated dimensions are Human Right Practice and labor practice with value ($r=0.653$, $P<0.01$) and it is also statistically significant with a confidence of 95 percent. The results imply that the factors under consideration Internal Corporate social Responsibility are significant in affecting the level of Employee Engagement.

4.6. Diagnosis of Assumption in Regression

4.6.1 NORMALITY OF DATA

Before running regression analysis, it is well-known Normality of data is among the classic assumptions in undertaking the regression analysis. The normality assumption is about the mean of the residuals is zero. If the residuals are normally distributed the histogram is a bell-shaped (Yuvaraj and Ayele, 2013). Figure 2 below on the left shows that the distribution is normal curve, demonstrating that the data confirms to the normality assumption. Normality of distribution can be tested by using histogram with a normal curve which the figure below shows that the variables are normally distributed.

Figure 2: Normal Distribution Curve and Normal P-P plot of regression standardized residual



Data Source: Own Survey 2020 SPSS output

Correspondingly the above figure: 2 on the right indicates that the normal distribution of residuals around its mean of zero. Therefore the normality assumption is achieved as required based on the above two figures it can be concluded that the interpretations that the researcher gives about the population parameter from the sample is somewhat valid (Yuvaraj and Ayele, 2013).

4.6.2 Multicollinearity

Collinearity can be detected by calculating tolerance (t) indicator of how much the variability of specified independent is not explained by the other independent variable and the other test is Variance Inflation Factor (VIF) which is reciprocal of tolerance. According to Mooi and sarstedt (2011) tolerance below 0.10 and VIF above ten indicates that the multicollinearity is a problem implying that high multiple correlation with other variable. Strong relationship between

explanatory variable is unacceptable as well as it is a problem of multicollinearity (Mooi & Sarstedt, 2011)

Table 9: Collinearity test for Independent variable

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Commitment to Internal CSR practice	.768	1.303
Human Right Practice	.539	1.855
Labor Practice	.550	1.819

a. Dependent Variable: MeanEmployeeEngagement_rater

Data Source: Own Survey 2020 SPSS output

Therefore tolerance statistics helps to detect collinearity problem and the statistics result on the above table 9 indicates that multicollinearity is not the problem of the study because the two tests, tolerance level is above 0.10, which ranges between 0.539 to 0.768 and the value of VIF ranges between 1.303-1.855.

4.7. Regression Analysis

Regression analysis is a way of predicting an outcome variable from predictor variable (Andy Field, 2009). This study uses Linear regression analysis. Regression analysis will determine the linear regression equation, with the beta found to confirm a causal relationship among the dependent variable Employee Engagement (EE) and the independent variable Internal Corporate Social Responsibility (CSR) with the determinants which are: Commitment to Internal CSR practice (CSR), Human Right Practice (HR) and Labor Practice (LP) to determine the degree of influence of each factor in Employee Engagement (EE) at BGI Ethiopia analyzed using linear regression SPSS 23.0 software. The model for this regression is stated below where ϵ is coefficient interval 95%. $EE = \beta_0 + \beta_1 CSR + \beta_2 HR + \beta_3 LP + \epsilon$

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.561 ^a	.315	.307	.51675	.000

a. Predictors: (Constant), Commitment to Internal CSR practice, Labor Practice, Human Right Practice

b. Dependent Variable: Mean Employee Engagement rater

Data Source: Own Survey 2020 SPSS output

The regression model presents how much of the variance in Employee engagement is explained by the Internal CSR practice. The regression result indicates percentage variance in the dependent variable is explained by the variation in independent variable, As shown in the table 10 above, 31.5% variation in employee engagement is explained by Internal CSR practice (where by R square is 0.315 and adjusted R square is 0. 307) as shown in table 9 above and the rest variations 68.5% may be due to other factors or reasons which are not considered in this study.

The difference of adjusted R square and R square ($0.315-0.307=0.008$), imply that the whole population participates in this study and the model has been built-in then there will be 0.8% reduction in the variance of the result.

Table 11: ANOVA result of model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.515	3	10.838	40.588	.000 ^b
	Residual	70.764	265	.267		
	Total	103.279	268			

a. Dependent Variable: Mean Employee Engagement_rater

b. Predictors: (Constant), Commitment to Internal CSR practice , Labor Practice, Human Right practice

Data Source: Own Survey 2020 SPSS output

Furthermore, the ANOVA table shows the overall significance / acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value .000, which is less than $p<0.05$, implies the model is significant. This indicates that the variation explained by the model is not due to chance.

Table 12: Results of regression analysis (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.745	.188		9.263	.000
Commitment to Internal CSR practice	.109	.039	.164	2.821	.005
Human Right Practice	.171	.057	.208	2.999	.003
Labor Practice	.276	.063	.301	4.388	.000

a. Dependent Variable: MeanEmployeeEngagement_rater

Data Source: Own Survey 2020 SPSS output

As it is stated earlier in first of the chapter, this study aims to identify the effect of independent variables on the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable.

The above table 12 shows constant beta and significance level of each variable. It indicates that the three determinants of Independent Variable (Internal Corporate Social Responsibility) which are Internal Corporate Social Responsibility Practice Commitment, Human Right Practice and Labor Practice Significant at 95% Confidence Interval with a Sig. level .005, .003 and .000 respectively.

With the constant and B values are known the model will be $EE=1.745+0.109x_1+0.171x_2+0.276x_3+0.05$, which indicates that a single unit change in: Human Right Practice, Labor Practice and Internal Corporate Social Responsibility Practice Commitment will increase the Employee Engagement (EE) by 0.109, 1.71 and 0.276 and respectively.

4.8. Presentation and analysis of interviews with the secondary data

The interview questions were categorized into three categories: describing major internal CSR practice, how it is implemented at company level and the Challenges faced in implementing internal CSR. The concerned department heads were interviewed on the above main points and approached this idea by connecting CSR with corporations' value.

The response of the department heads who participated in the interview is discussed and examined with secondary resources used which are mainly from web and publications carried by BGI Ethiopia.

4.8.1. Internal Corporate Social Responsibility Practice of BGI Ethiopia

As per the interviews made with the concerned department heads of the company and as per the information put in from different secondary sources of BGI implements diverse categories of CSR activities which involve so many stakeholders are practiced.

The company considers the impact it has on local environment, employees, society at large and a responsible method to alcohol use is of the utmost importance and central to their business beliefs. The same goes to the act of all the employees at every place and any time. The one that the company is doing now is focusing on the most significant benefit which is the relationship and the human interaction with colleagues and community members that are possibly built through CSR programs ([www. bgiethiopia.com](http://www.bgiethiopia.com)).

The official said that employees are part of the broad audience and stakeholders of a corporation, thus, they can influence other potential employees and the outside in that way telling them all the bad stuff that the company is doing. Added that Internal Corporate social responsibility is critical in attracting the top talent and it's critical to retaining them. The major focuses are human rights and workplace safety both issues are vital to employee engagement additionally because of labor laws also regulatory factors.

The other focuses which the official raised are; Employees are able to feel valued through senior management's concern in employee well-being, opportunities for employees to improve skills and capabilities, employees input into department's decision making and career advancement opportunities are among the Internal Corporate Social Responsibility Practice of BGI Ethiopia.

Regarding the legal and ethical compliance - BGI Ethiopia complies with all relevant legislation of the Ethiopian Government Concerning its manufacturing process and there is a continuous staff training to keep the standard always. It also obeys to all recommendations and regulations in relation to responsible drinking and sales of the product are managed by the rules of the relevant authority (BGI Publication).

In addition to the above health and safety with a continuous staff training and certification on food Hygiene and Management, Healthy and Safety procedures is one of the qualities of the company. Concerning the relation it has with the employees the company believes that it has smooth and positive relation due to its effort to enrich its employees with training, attractive benefit and salary packages, keeping their safety and health condition.

4.8.2. Challenges Faced in Implementing Internal Corporate Social Responsibility

The department head noted that the company always has a budget for different kinds of Corporate Social Programs that will be undertaken and for those which are under operations. There are also annual programs that will be planned in advance to perform the activities which are designed in the CSR programs.

On the implementation part CSR is considered as a strong part of the organization beliefs having the department monitoring the activity in collaboration with HR department particularly, as it should be tied to policy and guide line. Unfortunately as a challenge it is mentioned that BGI Ethiopia don't have guideline and policy to tie with as the idea of giving something back is new even as the country level. The official has also stressed on the lack of clear guideline, policy and regulation from the government as well as from the company side. Meaning the company doesn't have a guideline or bound to manage its CSR program. The report regarding their activity is not presented in reporting formats rather is presented in the form of news, brochures, magazine and mostly using their website in appellation of charity given to the general public.

CHAPTER FIVE

CONCLUSION AND RECOMENDAITON

This chapter comprises the summary for the findings acquired from the analysis and discussion of the collected data, conclusions derived from the findings of the study and recommendations drawn to address the identified problems.

5.1 Summary

This study was intended to examine the internal CSR practices existing in the organization, and challenge faced in its implementation. Additionally the study assesses the effect of internal CSR practices on Employee Engagement. These relationship was examined with measurements based on the theory and adopted from literatures. Reliability and validity of the item were tested. A correlation and regression analysis was employed to explain the extent of relationship between variables of interest.

Correlation between the variables was examined and confirmed that correlation coefficient of the three factors measuring Internal Corporate Social Responsibility practice where all are positively correlated with Employee engagement of the enterprise within the range 0.386 up to 0.507. All are significant $P < 0.01$ levels. The finding of the regression analysis has also confirmed. The correlation between the independent variables all the three determinants of internal corporate social responsibility are correlated at $P < 0.01$ level of significance.

Regarding Challenges faced in implementing Internal corporate social Responsibility it is said that in terms of CSR guideline the company has tried to combine corporate social responsibility with every plan it has but there is no documented CSR framework and as well as reporting mechanism.

5.2 Conclusion

The result of the descriptive, correlation as well as regression analysis, secondary data, an interview and questionnaire on internal CSR practices and the effect on EE was summarized. On the basis of the findings the following conclusions were forwarded.

Based on the demographic results shows a responsible recruitment practices with many individual's characteristics and reasonably balanced.

According to data analyzed, there is effective Internal Corporate Social Responsibility practice in BGI Ethiopia. It was assessed using the determinants of measuring Internal Corporate Social Responsibility which are Internal Corporate Social Responsibility Practice Commitment by the enterprise, Human Right Practice and Labor Practice.

This study has also shown various sorts of non-financial ways of internal CSR practices that has direct effect to Employee engagement in addition to benefits and compensation.

The correlation result indicates that all determinates of Internal CSR are Significant to show the effect on employee engagement. It can be concluded that Internal Corporate social responsibility play significant role in Employee engagement.

According to the results of linear regression analysis regarding the effect of internal corporate social responsibility on employee engagement we can conclude that internal CSR practice has a direct relationship with Employee Engagement. This study revealed that employee's exhibit to be highly engaged in their job when there is effective internal CSR practice. Creating positive work environment is vital to enhance work engagement.

The finding of the study implies the challenges faced during implementation of internal corporate social responsibility practice is that the firm lack guideline and reporting mechanism which is designed specifically to report and measure their CSR performance.

5.3. Recommendations

Based on the strengths and gap of Internal CSR practices in BGI Ethiopia identified as a result of the assessment the following recommendations are given.

Since Internal CSR practice has a substantial effect on Employee Engagement in the areas where the enterprise is found to have a good practice and recommended to improve working conditions and well-being of employees, in addition to what they are doing currently so that to excel the level of engagement.

The study showed that employee are not only interested on the satisfying benefit and compensation package in addition to financial aspects they also strive for the non-financial sort

of ways like, having helpful working environment, supportive management promotes psychological safety, treated with respect, Promotion, recognition and carrier advancement opportunities so it is recommended to seek ways to enhance Internal CSR activities of both aspects as it helps employees to go extra mile.

CSR practice should be tied to guide line. It is advisable that to tackle the challenges for implementing CSR the enterprise should give emphasis on preparing a clear CSR guideline, and CSR reporting mechanisms and plan on how to implement and integrate corporate social responsibility practices throughout the organization based on the guideline. A guideline will help to work accordingly and also serve us bench mark to evaluate CSR performance.

5.4 Limitation of the study and Future Research

This study only focused on effect of Internal CSR practice (i.e. Internal CSR practice commitment, Human Right practice and labor practice), on Employee Engagement in BGI Ethiopia Addis Ababa Branch. So other researchers working in this area in the future can also use on other business sectors in which replication can also be tasted.

The researcher found 31.5% of variability of Employee engagement to be explained by Internal corporate social responsibility which indicates that there are other factors which are not included in this study that are responsibility to the 68.5% variation in employee engagement. So any other researcher can take a look at the rest factors for further research in this particular area.

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3. What are the challenges faced in adoption of internal corporate social responsibility Practice?

Annex II Questionnaire



JIMMA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION

LETTER OF INTRODUCTION

I am a postgraduate student of Jimma University in partial fulfillment of the requirements for the award of MBA degree. I would be grateful if you could be part of my research subjects. The questionnaire would take a maximum of 15 minute of your time. I am currently undertaking a research project on the “**Internal Corporate Social Responsibility (CSR), challenge and the effect on Employee Engagement**”.

Please recall that you are selected as a possible participant because you are an employee of this organization. Your participation in the study is completely voluntary. You can refuse to answer any of the questions and / or withdraw from the study at any time you wish with no negative consequence to you, but it would be appreciated if you fully complete it.

The research work is for academic purpose only. Any information obtained in connection with this study will remain strictly confidential, your name will not appear and your responses will not be linked to your identity at any time.

Your assistance and cooperation will be highly appreciated.

Part II: Questions related to Assessment of Internal Corporate Social Responsibility

Using the response options below, *mark “√” on the number that corresponds with how your organization is practicing Corporate Social Responsibility.*

Use the following rating scale:

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>

	CSR PRACTICE	1	2	3	4	5
1	The Organization I work for is committed to corporate social responsibility					
	1. Human Rights					
2	The organization assesses how its existing and proposed activities may affect human rights.					
3	The organization has an effective grievance (compliant) resolution mechanism					
4	The organization treats its employees respectfully at all level					
	2. Labor practices	1	2	3	4	5
5	The organization gives equal opportunities in selecting, testing and hiring qualified applicants.					
6	The organization gives its employees equal opportunities in promotion and benefit.					
7	Recognition of employees based on job performance is provided.					

8	Respect the family responsibilities (work life balance) of employees are provided by giving reasonable working hours based on labor law.					
9	Rights and obligations are distributed for both employers and employees.					
	2.1.Health and well-being	1	2	3	4	5
10	Workers are protected from risks to health caused by working conditions.					
11	The safety of workers is a high priority with management.					
12	The organization Provides safety equipment needed for prevention of occupational accidents and dealing with emergencies.					
13	The organization Provides training needed for prevention of occupational accidents and dealing with emergencies.					
	2.2.Employee benefit	1	2	3	4	5
14	The organization I work for, the overall benefits are satisfying.					
15	Fair compensation for work of equal value is provided.					
	2.3.Skill development	1	2	3	4	5
16	The policies of the organization encourage employees to use and develop their skills/ability.					
17	The organization provides opportunities for career advancement.					
18	The organization provides with access of important job specific training for employees.					

Part III: Questions related to Assessment of employees Engagement.

Job Engagement Rater Form

Physical Energy (Vigor)		1	2	3	4	5
1	When I get up in the morning, I feel like going to work.					
2	At my work, I feel bursting with energy.					
3	At my work, I always persevere (continue), even when things do not go well.					
4	I can continue working for very long periods of time					
5	At my job, I am very mentally strong					
6	At my job, I feel strong and energetic					
Commitment (Dedication)		1	2	3	4	5
1	To me, my job is challenging					
2	My job inspires me					
3	I am enthusiastic(excited)about my job					
4	I am proud of the work that I do					
5	I find the work that I do full of meaning and purpose					
Occupied /Taking in/up (Absorption)		1	2	3	4	5
1	When I am working, I forget everything else around me					
2	Time flies when I am working					
3	I get carried away when I am working					
4	It is difficult to detach myself from my job					
5	I am immersed/occupied in my work					
6	I feel happy when working intensely					



ጅማ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ፋኩልቲ

የቢዝነስ አድሚኒስትሬሽን ክፍል

የመገቢያ ደብዳቤ

እኔ የጅማ ዩኒቨርሲቲ የድህረ ምረቃ ተምህሮ ስሆን የሚከተሉት ዲግሪ ከፊል ማግኘት ማስፈራሪያን እየሰራሁ ነው። የጥናታዊ ጽሁፌ ርዕሶች አካል መሆን ቢቸሉ ታላቅ ምክንያት ይኖረኛል። መጠቀሚያ ቢባዛ 15 ደቂቃ የሚሆነውን ጊዜዎን ብቻ ይፈልጋል። በአሁኑ ጊዜ የምርምር ፕሮጀክት ላይ ስሆን ይህም በ“ኮርፖሬት ማህበራሰባዊ ሃላፊነት (ሰኔሰአር) ምክንያት እንዲሁም የሰራተኛ የሰራተኛ ተሳትፎ ያለውን ተጽእኖ” ላይ ነው።

በተሳታፊነት የተመረጠት የዚህ ድርጅት ሰራተኛ በመሆንዎ መሆኑን እባኩትን ያስተውሉ። በዚህ ጥናት ላይ የሚኖሩት ተሳትፎ ሙሉ በሙሉ በፍቃድ ላይ የተመሰረተ ነው። ማቸውንም ጥያቄዎች ላለመለስ መወሰን እና/ወይም ከጥናቱ መውጣት በማንኛውም ጊዜ የሚቻሉ ሲሆን በዚህም ምክንያት በእርስዎ ላይ ምንም አይነት አሉታዊ ተጽዕኖ አይኖርም። ነገር ግን ሙሉ በሙሉ እንዲጨምሩት ይበረታታል።

የምርምር ስራው ለአካዳሚያዊ አላማ ብቻ ነው። ከዚህ ጥናት ጋር በተያያዘ የተገኘ ማንኛውም መረጃ በፍፁም ማስገባት ሆኖ ይቆያል። የእርስዎ ስም የማይገለጽ ሲሆን ምላሾችዎም በማንኛውም ጊዜ ከእርስዎ ማንነት ጋር አይቆራኙም።

የእርስዎ ድጋፍ እና ትብብር በጣም ይበረታታል።

ክፍል 2: ከኮርፖሬት ማህበራዊ ሃላፊነት ምዝና ጋር የተገናኙ ጥያቄዎች

ከታች የሚኙትን የምላሽ አሜራጮች በመጠቀም የ“✓” ምልክት ድርጅቱ የኮርፖሬት ማህበራዊ ሃላፊነትን እንዴት እየተገበረ እንደሆነ በሚልጸው ተጓዳኝ ቁጥር ላይ ያመለክቱ፡፡

የሚከተለውን የምዝና መስፈርት ይጠቀሙ

1	2	3	4	5
በፍጹም አልሰማም	አልሰማም	ያልተወሰነ	አስማላሁ	በጣም አስማላሁ

ቁ.	የኮርፖሬት ማህበራዊ ሃላፊነት ተግባር	1	2	3	4	5
1	የምስራብ ድርጅት ለወስጥ ኮርፖሬት ማህበራዊ ሃላፊነት የጸና ነው፡፡					
	ሰብዓዊ መብቶች					
2	ድርጅቱ ነባር እና የታቀዱ እንቅስቃሴዎቹ አንዴት የሰብአዊ መብቶች ላይ ተጽእኖ ሊኖራቸው እንደማቸል ይመረምራል					
3	ድርጅቱ ብቁ የቅሬታ አፈታት ስርዓት አለው					
4	ድርጅቱ በሁሉም ደረጃ የሚኙ ሰራተኞቹን በአክብሮት ያስተናግዳል					
ቁ.	የሰራተኛ ተግባሮች	1	2	3	4	5
5	ድርጅቱ ብቁ አመልካቾችን ከመሟገጥ፣ ከመጫወት እና ከመቅጠር ረገድ እኩል እድል ይሰጣል					
6	ድርጅቱ ለሰራተኞቹ እኩል እድል በእድገት እና በጥቅማጥቅም ረገድ ይሰጣል					
7	በስራ አፈጻጸም ላይ ተመስርቶ የሚገኙ የሰራተኞች እወቅና ቀርቧል					
8	በሰራተኛ አዋጁ መሰረት ምክንያታዊ የስራ ሰዓቶችን በማቅረብ የቤተሰብ ሃላፊነቶችን (የስራ እና የህይወት ማዘን) ለሰራተኞች የሚከበር ሁኔታ ይገኛል					
9	መብት እና ግዴታዎች ለአሰሪዎች እና ለሰራተኞች ተሰራጭተዋል					

ቁ.	2.1 ጠፅነት እና ደህንነት	1	2	3	4	5
10	ሰራተኞች በስራ ሁኔታዎች ምክንያት ከሚጠቀሙ የጠፍ ስጋቶች ይጠበቃሉ					
11	የሰራተኞች ደህንነት ከአሜሪካ ዘንድ ከፍተኛ ቅድሚያ ይሰጠዋል					
12	ድርጅቱ በስራ ላይ የሚደርሱ አደጋዎችን ለመከላከል የሚዲያ እንዲሁም ለአደጋዎች ጊዜ የሚሆኑ አስፈላጊ የደህንነት መሳሪያዎችን ያቀርባል፡፡					
13	ድርጅቱ በስራ ላይ የሚደርሱ አደጋዎችን ለመከላከል እና በሚደርሱበት ጊዜ እርምጃዎችን ለመውሰድ አስፈላጊ የሆኑ ስልጠናዎችን ያቀርባል፡፡					
ቁ.	2.2 የሰራተኛ ጥቅም	1	2	3	4	5
14	በምክርቤት ድርጅት ውስጥ፣ አጠቃላይ ጥቅማጥቅሞች አመርቂ ናቸው፡፡					
15	ተመሳሳይ ዋጋ ያለው ምክንያታዊ ካሳ ለሰራተኞች ይቀርባል፡፡					
ቁ.	2.3 ከህሎት ማሰደግ	1	2	3	4	5
16	የድርጅቱ ፖሊሲዎች ሰራተኞች ከህሎት/አቅማቸውን እንዲጠቀሙ እና እንዲያሳድጉ ያበረታታል፡፡					
17	ድርጅቱ ለስራ አደገት እድሎችን ያቀርባል					
18	ድርጅቱ ከስራ ጋር ተገናኙ አስፈላጊ ስልጠናዎችን ሰራተኞች እንዲያገኙ ያቀርባል					

ክፍል 3. ከሰራተኞች ተሳትፎ ምክንያት ጋር የተገናኙ ጥያቄዎች

የስራ ተሳትፎ ምክንያት ቅጽ

ቁ.	አካላዊ ሃይል (ጉልበት)	1	2	3	4	5
1	በጠዋት ከእንቅልፌ ስነ ሳ፣ ወደ ስራ መሄድ እፈልጋለሁ					
2	በስራ ላይ ስሆን፣ በሃይል የመሞላት ስሜት ይሰጥኛል					

3	ነገሮች በጥሩ ሁኔታ ሳይከናወኑ በቀሩ እንኳን በስራ ላይ ስሆን፣ ሀልጊዜም እጸናለሁ (እቀጥላለሁ)፣					
4	በጣም ረዥም ለሆነ ጊዜ ስራዬን መቀጠል እችላለሁ					
5	በስራዬ ላይ፣ በጣም የአዕምሮ ጥንካሬ አለኝ					
6.	በስራዬ ላይ፣ ጥንካ እና ሃይል ይሰጣል					
ቁ.	ጽናት (ትጋት)	1	2	3	4	5
1	ለእኔ፣ ስራዬ አስቸጋሪ ነው					
2	የእኔ ስራ ያነቃቃኛል					
3	በ ስራዬ መጓጓዣ (ሃሴት) ይሰጣል					
4	በምስራው ስራ ከራሳት ይሰጣል					
5	የምስራውን ስራ በትርጉም እና በአላማ የተሞላ ሆኖ አገኘዋለሁ					
ቁ.	በስራ ላይ መሆን/መወሰን	1	2	3	4	5
1	በስራ ላይ ስሆን፣ አካባቢዬ ያለውን ነገር በሙሉ እረሳለሁ					
2	በስራ ላይ ስሆን ሰዓቱ ይነጉዳል					
3	በስራ ላይ ስሆን ሃሳቤ ወደስራዬ ይሄዳል					
4	እራሴን ከስራዬ ለመቀጠል አስቸጋሪ ነው					
5	በስራዬ ላይ ጠልቄ/ ተይገፎ እገኛለሁ					
6	በከፍተኛ መልኩ ስራዬ ደስ ይለኛል፡፡					