

***CORPORATE SOCIAL RESPONSIBILITIES PRACTICES
IN MANUFACTURING INDUSTRIES: A CASE STUDY ON
EAST AFRICA TIGER BRANDS INDUSTRIES PLC.***

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Master of
Business Administration (MBA)*

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November, 2020

DECLARATION

I, Haimanot Natea, declare that this work entitled “*corporate social responsibilities practices in manufacturing industries: a case study on east Africa Tiger Brands Industries plc.*” Submitted to Research and Postgraduate Studies’ Office of Business and Economics College is an outcome of my own effort and study. All sources of materials used for this study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor. This study has not been previously submitted for any degree in this University or any other University. It is meant for the partial fulfillment of the MBA in Management Degree.

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CERTIFICATION

We certify that the Research Report entitled “*corporate social responsibilities practices in manufacturing industries: a case study on east Africa Tiger Brands Industries PLC*” was done by **Mr. Haimanot Natea** for the partial fulfilment of Master of Business Administration (MBA) Degree under our supervision.

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ABSTRACT

The purpose of this thesis under the title “corporate social responsibilities practices in manufacturing industries: a case study on East Africa Tiger Brands Industries PLC” is to explore and revisit the strategy of the East Africa’s corporate social responsibility in and around its Bishoftu base, whether it establish smooth relationship between the company and the community around. Evidences show despite existing initiatives corporate social responsibility practices of most firms in Ethiopia is not systematically developed and supported with policies and strategies to encourage key stakeholders participation, and consequently is not appropriately managed. Its broad and vital positive socio-economic impacts have been diminished and narrowed, to merely appear as a good gesture and handover. For example, most employees and operating area community members of East Africa Africa Tiger Brands Industries PLC believe that the company’s CSR endeavor is a response to governmental and CBO’s needs based call which limited the effort simply as the company’s promotional platform. Therefore, the general objective of this study is to investigate the CSR initiatives of Ethiopian firms by giving special focus to stakeholders and legitimacy theories. This study is a descriptive study which used semi-structured interviews and focus group discussions to collect data from respondents selected based on purposive sampling techniques. The data collected from in-depth interviews were analyzed using qualitative analysis methodologies. In this paper, it was identified that the practice of CSR has a lot of shortcomings. Hence, the transformative issue/role of CSR which is very vital in all ethical business operation activities and its capacity to promote societal belongingness that meant to play an enormous role in sustaining the business is overlooked. Finally, based on the findings of the descriptive study both theoretical and practical recommendations are suggested. This study, therefore, contributes a lot to the improvement of current CSR practice and further research work on the topic by providing indicative solutions for companies and stakeholders.

Key words: Corporate social responsibility, Manufacturing industries, East Africa Tiger Brands Industries, Development

ACKNOWLEDGMENT

I would like to thank Jimma University, College of Business Administration for giving the opportunity to peruse my MBA study. My gratitude likewise goes to my advisors Mr. Yoseph Tilahun and Aregu Asmare for their constructive and invaluable feedback all through my research work. This research work would not have been possible without the persistent guidance, encouragement and professional advice of my advisors.

Lastly, my thanks extend to management of East Africa Tiger Brands Industries PLC, employees and neighborhood communities, for their continued support in data collection and above all their disposition all through my research work.

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

In current competitive world, there is a growing awareness that companies cannot operate in isolation from the wider society in which they are located (Ketchen Jr, Hult, & Slater, 2007). This entails that modern organizational management focuses on intangible factors in order to compete and differentiate their products in an operating environment. Therefore, reputation of the corporation is often the most important factor in gaining a competitive advantage, as considering the interest of operating society and adhering to corporate social responsibility (CSR) is crucial business success factor (Aras & Crowther, 2008).

The phenomenal rise to CSR practical prominence in the 1990s and 2000s suggests that it is relatively new area of academic research. However, the scholarly literature dates to at least the 1950s and commentators or business have written about the subject for considerably longer. Yet the basic question at the heart of CSR are as old as business itself, since it holds the answer for existing questions such as, what is a business for and what contribution does it make to society (ibid)

Corporate Social Responsibility is a concept that indicates the responsibility of businesses in the society, in which it operates or resides even if it has various definitions articulated by many academicians. As expressed by Handy (2002) still there is a serious debate on the standard definition and conceptualization of corporate social responsibility, among many authors in the subject matter. However, as commonly understood the CSR concept is deals with social, environmental and altruistic behavior of companies business activities while interacting with their stakeholders on a voluntary basis (Hohnen & Potts, 2007).

For a company being socially responsible does not mean it is achieving its legal obligation, rather it goes beyond that fulfillment and it require to work on moral obligation such as charitable giving,

volunteering in the community, investing socially and environmentally friendly way and to play an increasingly active role in the welfare of society. In general, social responsibility includes “beyond law” commitments and activities (Hohnen & Potts, 2007). Companies are categorized as “socially responsible entities” when they consider economic, social environmental and ethical issues as their business strategies and inevitable activities. It is quite beyond being formally implemented domestic and international laws and economic duties (Camilleri, 2017).

If companies properly understood and implemented the CSR proved to be a win-win approach that benefits both company and the operating community (Chiu, 2016; Kurschner, 1996). Undoubtedly, companies get long lasting good image in the minds of stakeholders (Carroll & Buchholtz, 1989), which help them to be competent enough in the competitive world. As companies discharge their CSR activities, they positively impact on sustainable economic development of the nation in general and to the local communities in particular (Sexsmith & Potts; ZADEK).

Nowadays, the growth of foreign direct investment in developing countries make CSR a serious agenda and it is gaining much attention (Abdul & Ibrahim, 2002) as investing companies began to consider and realize the interest of local groups beside their own shareholders, in order to be competent and sustainable in the competitive world (Ketchen Jr et al., 2007). Currently, environmental pollution, dynamics of societal interest, change in market situation and other related elements forced the business world to more sustainable alternatives. These factors forced operating companies to recognize the importance of acting in a responsible way in their day to day activities through acting and reacting to the interests of stakeholders (local communities, employees, customers, suppliers, etc.) by assigning a reasonable amount resource in cash or in kind to public welfare, charity, education and other philanthropic activities, which enhance the degree of corporate social responsibility (Barrena-Martínez, López-Fernández, Márquez-Moreno, & Romero-Fernández, 2015).

In addition to the growing trend that companies tried to improve their CSR activities, many countries have a wide range of laws, at national or regional levels that enforce business organizations to embark on CSR related duties that ensure protection of the environment, safeguard human health and welfare, and ensure sustainable development. Ethiopian Environmental Proclamation no 295/2002, 299/2002, 300/2002 and 513/2002; and labor

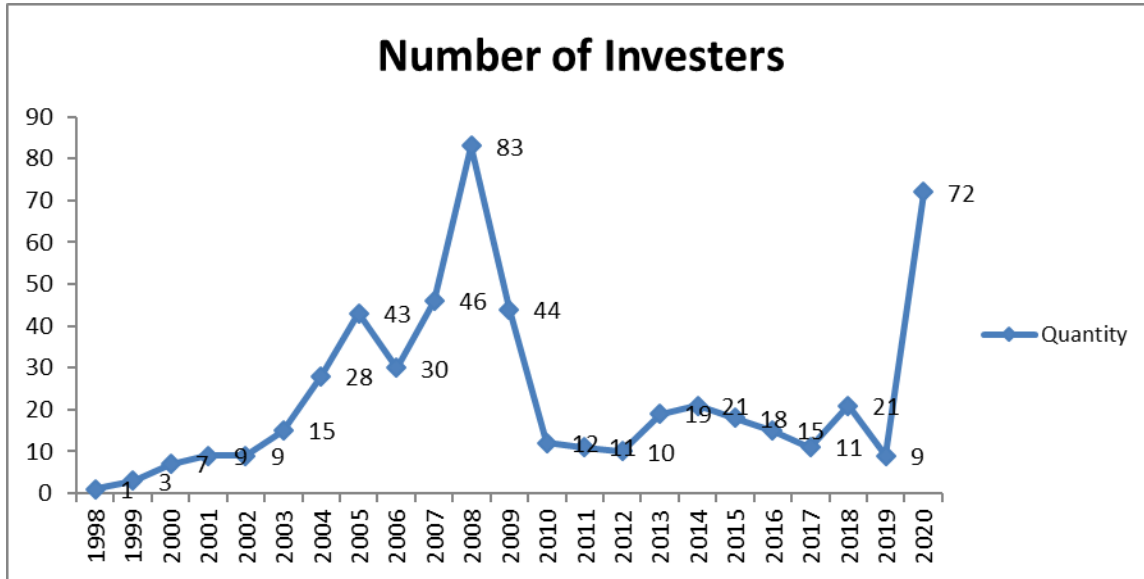
proclamation 1156/2019 and regional governments for instance have been anchoring environmental law and legislation for the same (Oromia region environmental proclamation number 177 of 2012). As far as CSR topic is concerned, various studies have been conducted by scholars but when we see the emphasis given to the issue, it still needs further research especially in developing countries like Ethiopia that focus how companies illustrate ethical and responsible behavior in their day to day operational activities. As written in different articles CSR issue inclined more to western context. Thus, studies are expected to contextualize to our case to fill the existing gaps. As (Deyassa, 2016) indicated in his research titled “CSR from Ethiopian perspective”, that CSR is a new idea in Ethiopia. Hence, more and more research is required in Ethiopia to bolster manufacturing industries capacity in discharge their responsibility and grow in their business through responsive CSR activities.

Based on all this analysis and existing reality the status of CSR practice and management in Ethiopia would have to be carefully and all roundly treated by researchers from different angles. In order to understand corporate social responsibility from already established CSR theories, stakeholder theory is reviewed in this study. Thus, it is needed to find an appropriate balance between the interests of the stakeholders and those of directing the organization’s activities. This research focus to investigate and understand how firms in Ethiopia manufacturing industry adopt CSR practices.

1.2. BACKGROUND OF THE ORGANIZATION/ STUDY AREA

The study is conducted in Bishoftu town, which is located 80451-80471 North latitudes and 380561-390 East longitudes. It is situated 47 km south East of Addis Ababa, and 52 km from Adama City to the North West. In the North the city is bordered with Yerer Silassie, in the south with Wedo and Keta Jara, In East with Kaliti and in west with Dire town and peasant association. According to the data obtained from the population projection made by Bishoftu Finance and Economic Cooperation office, the city has a total population of 205,858 by 2020/21. From the total population 100,898(48.5%) are males and 104,959(51.5%) are females. In addition, the city is endowed with many volcanic crater lakes such as Bishoftu, Hora Arsade, Cheleleka/ seasonal/, Kuriftu, kilole, Green lake and Babogaya. It is one of the area where big companies such as dairy farm and manufacturing industries are flourishing.

Figure 1: Investment flow to Bishoftu town during 1998-2020



Source: -Compiled from *Bishoftu city Investment office, 2020,*

The company selected for the study is East African Tiger Brands Industries. This firm is located in Bishoftu town. In 1997, East Africa group (Ethiopia) PLC developed an industrial park in a 20.6 hectares of land with investment capital of 676,946,000, about 47 km south East of Addis Ababa. Within the year 1997, it was equipped with adequate infrastructure road, power, communication links, central warehouse weigh-bridge and water. The industrial park incorporated some of the major industries owned by the group such as the biscuit lines, macaroni line, supplementary food line, soap and detergent lines, printing and packaging lines, and the tea blending and packing facility.

In 2011, East Africa group (EAG) formed a joint venture partnership with tiger brands, a leading South African FMCG’s company, in order to upgrade its capacity and remain competitive in the long run by being able to upgrade the necessary capacity, do major expansions works, and also taking into consideration the significant knowledge and technology transfer it will gain from the

partnership to help develop new green field and new products, which will significantly contribute to the value addition to its current product lines. This newly formed joint venture entity was established as East African Tiger Brands Industries PLC (here after East Africa). In 2016, EAG has acquired Tiger brand share in EATBI.

Currently East African Tiger Brands Industries PLC continues to engage in the manufacturing of the same line of consumer goods. EATBI currently employs around 1000 employees greatly contributing to reducing the countries unemployment challenges.

The main business unit of the firm is home care unit, personal care unit, food factory and tea and packaging with annual turnover of around one billion Ethiopian birr.

1.3. STATEMENT OF THE PROBLEM

Business organizations produce goods and encourage new technology innovations to benefit society from it. Beyond the production of beneficial goods and services to the society any company's reputation is highly related to its responsiveness to operating community socio-economic needs. Therefore, to gain this reputation, companies should perform their social responsibility consistently, which win the public support (Crowther & Seifi, 2011), by understanding that any actions which a company performs have positive or negative effect to internal and external environment within which that organization resides.

As the National Academy of Sciences (2007) publication noted the very principle of CSR is to balance and integrate the economic, social, and environmental responsibility in order to minimize harm, optimize societal benefits, and provide and generate wealth. However, instead of achieving this balance many corporations are accused and increasingly faced with major distrust by the broad public. In Ethiopia case after 1991 it adopt mixed capitalism economic model and allowed big private sectors and foreign direct investment to operate, with the intention of creating jobs, raise export, foreign earnings, and furthermore, technology transfer; yet as (Dadi, Stellmacher, Azadi, Abebe, & Senbeta, 2018) explored most companies bring negative impacts such as environmental pollutions, farm land eviction and further poverty, which end up in forgoing in intended positive impact on workers and the local community at large. That kind of overlooking societal needs complemented with political dissent may result in rioting at industrial areas especially towns

surrounding Addis Ababa like Bishoftu, Burayu, Sabata, Legatafo, Adama, Sululta etc. In support of this (Ghrmay, 2013) in his research titled “The nature of Corporate Social Responsibility in Ethiopian Business context” indicated that, Ethiopia practice CSR initiatives on the economic aspect. The legal and ethical responsibilities are the least in terms of practice as it is common in other African countries.

From what has been cited, it is very clear that corporate social responsibility’s economic and social benefit to its employees and local community could not be exploited without investigating the current CSR practice legal and strategic challenges. Hence, this research plans to carry out an descriptive investigation by taking Africa Tiger Brands Industries PLC as a case study.

Finally, in undertaking this research manufacturing companies CSR motives and management strategies, diagnosed compared to global common practices, as the study helps to knowledgably link those best practices of CRS with the business sustainability efforts of current practices in Ethiopia.

RESEARCH QUESTION

Based on the backgrounds of the study and statement of the problem, the following major research question and specific research questions were formulated.

1.3.1. MAJOR RESEARCH QUESTION

How the stakeholders of East Africa Tiger Brands Company S.C does assessed the factory’s corporate social responsibility practice and what kind of practice commonly constitute the CSR involvement?

1.3.2. SPECIFIC RESEARCH QUESTIONS

The following secondary questions will also be tackled appropriately:-

1. How does the company discharge its CSR activities to its internal and external stakeholders?
2. What are the motivating factors for East African Tiger Brand to adhere its CSR initiative?

3. How the company safeguards/conserves the ecological and social environment?
4. What understandings and strategies' are adopted by the company management to practice its CSR?

1.4. OBJECTIVE OF THE STUDY

1.4.1 GENERAL OBJECTIVE

The main objective of this study is to examine the corporate social responsibility practice of East African Tiger Brand S.C and implicate its findings to manufacturing industry on corporate social responsibility specifically focused on employees and nearby communities.

1.4.2 SPECIFIC OBJECTIVE OF THE STUDY

1. To examine how the industry discharged its CSR activities to its internal and external stakeholders.
2. To assess what internal and external factors driving the company CSR practices
3. To establish the link between the legal and ethical obligations of sustainable company with East Africa Tiger Brands PLC environmental and social responsibility activities.
4. To find out what systems placed by the company management deal with its crucial corporate social responsibility.

1.5. SIGNIFICANCE OF THE STUDY

The practical significance of this thesis is that it will offer meaningful suggestions for companies, on how to improve their corporate social responsibility practices by indicating and identifying common CSR implementation gaps and areas of improvement. It could also serve as an initiator for management strategies to engage stakeholders in planned manner. Through adoption of research findings from the case company it could also implicate similar company problems and to propose practical solutions to CSR practices for others.

1.6. SCOPE OF THE STUDY

The research is conducted in Bishoftu town, taking East Africa Tiger Brands Industries as case study, which comprises four business units' home care unit, personal care unit, food factory and tea and packaging. The study carried out on limited stakeholders such as Employees and local communities. Other stakeholders, which could be indirectly affected by the companies are not consisted in this research. In terms of task, it focuses on identifying existing CSR practices and major gaps. Accordingly, the research recommendations and conclusions are given based on the identified company and stakeholders.

1.7. ORGANIZATION OF THE STUDY

This research is organized in to five chapters of introduction, review of literatures, research methodology, results & discussion and conclusion & recommendations. The introduction part consists of background of the study, problems statement, objectives, significance and scope of the study. Chapter two includes review of the literature that consists of theoretical and empirical evidences. The third chapter incorporates the detailed research design and methodology in general. It explains the research design, source and type of data, target population and sampling design, data collection instruments /tools, data analysis techniques and presentation, Chapter four presents details of result and discussions. In this chapter empirical findings that contain data are presented to find answer to the research questions. The data analysis results are presented using descriptive method. The final chapter on conclusions and recommendations summarizes key findings, recommendations and future research course.

CHAPTER TWO:

LITERATURE REVIEW

2.1. CORPORATE SOCIAL RESPONSIBILITY DEFINED

In defining CSR there was confusion and controversy among practitioners and scholars. It is an evolving concept that currently does not have a universally accepted definition (Carroll, 1979; Hohnen & Potts, 2007). It is defined differently by different writers and organizations. We can see a great deal of variation in different authors' assumptions about what firms should be responsible for. (Friedman, 1970) contends that "the social responsibility of the firm is to increase its profit; (Davis, 1973) argues that CSR requires "consideration of issues beyond the narrow economic, technical and legal requirements of the firm. For instance, one of the first writers on the topic of Corporate Social Responsibility(CSR) had linked this debatable concept with philanthropy and discretionary spending(Carroll, 1979).

This term is mostly used when evaluating the effect of business on society. As Walton wrote in his book called "corporate social responsibility", he expressed that social responsibility is more of voluntarism than coercion(Walton, 1967). CSR is a holistic understanding of all the impact of the corporation and an awareness that the corporation has some responsibility to a wide range of stakeholders concern (Ketchen Jr et al., 2007). Some of these theoretical proposals may seem more significant than others. As a matter of fact, the earliest contributors on the subject had associated CSR with corporate philanthropy, stewardship principle and business ethics (Ibid). Numerous definitions have been proposed for corporate social responsibility, in terms of scope, breadth that moves from specific aspect of CSR to several elements has been observed. Some of the definitions are discussed here under:

According to (Majone, 2002) CSR is a concept whereby companies integrate social and environmental concern in their business operations and in their interaction with their stakeholders on a voluntary basis. In addition (Carroll, 1979) also state that; "business encompasses the economic, legal, and discretionary or philanthropic-expectations that society has of organization

at a given point of time” philanthropic was defined as being a good corporate citizen and improving the quality of communists’ life, ethical responsibilities included being ethical, while legal responsibilities are related to obeying the law, and economic responsibility contained being profitable.

In modern commercial area, companies and their managers are subjected to well publicize pressure to play an increasing active role in the welfare of society (Balabanis, Phillips, & Lyall, 1998). (Hohnen & Potts, 2007) articulated that firms can contribute to their own wealth and to overall societal wealth by considering the effect they have on the world at large when making decisions.(Barnett, 2007) point out that CSR “encompasses not only what companies do with their profit, but also how they make them.” It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impact, as well as their relationship in all key spheres of influence: the workplace, the market place, the supply chain, the community, and the public policy realm”’.

Global Sullivan Principles of Corporate Social Responsibility were first drafted in 1977 for American corporations operating in South Africa by Sullivan and later amended in 1997. This is based on principles such as human right, equal opportunity, respect for employees’ freedom of association, employees; right to increase skill and capabilities, occupational health and safety, and fairness in the workplace.

(Moir, 2001) suggested that CSR incorporated “employee relations, human right, corporate ethics, community relations and the environment. The world Business Council for Sustainable Development (Development, 1999) defined CSR as “the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large”. Here to support the (McWilliams & Siegel, 2001) claimed that CSR is “action on the part of a firm that appears to advance the promotion of some social good beyond the immediate interest of the firm/shareholder and beyond legal requirements”’.

Global Sullivan Principles of Corporate Social Responsibility were first drafted in 1977 for American corporations operating in South Africa by Sullivan and later amended in 1997. This is

based on principles such as human right, equal opportunity, respect for employees' freedom of association, employees; right to increase skill and capabilities, occupational health and safety, and fairness in the workplace.

The five dimensions and example phrases of CSR

The dimensions of CSR	What the definition refers to	Typical phrases used in the definition
The environmental dimension	The natural environment and 'sustainability' of business practice	'a cleaner environment' 'environmental stewardship' 'environmental concerns in business operations'
The social dimension	The relationship between business and society in general	'contribute to a better society' 'integrate social concerns in their business operations' 'consider the full scope of their impact on communities'
The economic dimension	Socio-economic or financial aspects, including describing CSR in terms of its impact on the business operation	'preserving the profitability' 'contribute to economic development'
The stakeholder dimension	Considering all stakeholders or stakeholder groups	'interaction with their stakeholders' 'how organizations interact with their employees, suppliers, customers and communities' 'treating the stakeholders of the firm'
The voluntariness dimension	Actions not prescribed by law. Doing more that you have to.	'based on ethical values' 'beyond legal obligations' 'voluntary'

Source: Pearson, (2010:634) 'Operations and CSR

2.2. DRIVERS OF CSR

Entity behaves in responsibly way in absence of legal requirement for many reasons. According to (Graafland & Mazereeuw-Van der Duijn Schouten, 2012) there are three reasons or motive for CSR to put into practice the first one is financial reason or extrinsic motive and the second one is ethical or moral reasons i.e. intrinsic motive. The third is altruistic (Graafland & Mazereeuw-Van der Duijn Schouten, 2012). From this, we can generalize that company engages in CSR activities for two solid reasons, known by the term extrinsic and intrinsic Entity's extrinsic motives stem from the need to earn reward or avoid something unpleasant, while intrinsic motive describe the company as merely concern for the cause and outcome of their CSR activities. Mixed motives unfold as win- win situations, where both society and the company benefits (Du, Bhattacharya, & Sen, 2010).

2.3. THEORIES FOR CSR

CSR is expressed in different tested and accepted theories by scholars and practitioners. Some of the key theories includes, game theory, resource based theory, social contract theory, agency theory, legitimacy theory, institutional theory and stakeholder theory (Freeman & Reed, 1983); (Oliver, Rust, & Varki, 1997; Scholte, 2005);(Campbell, 2007; Jordan, 2013). As this research deals with the relation between company and its stakeholders, particularly employee, environment and society at large, the researcher believes that the stakeholder and legitimacy theories would by large help to achieve the objective of the thesis. Description and implication of these theories is summarized here under.

2.3.1. STAKEHOLDER THEORY

Stakeholder theory is an organizational management theory developed, by R.E. Freeman and his contemporaries; to build a case why businesses should consider the interests of the organization's stakeholders in partnership. Freeman (1984) identifies stakeholders as actors such as customers, employees, suppliers, competitors, [policy makers and regulators, interest groups], the media and the community. Although, the traditional view of organizations, sees their primary function was maximizing the financial returns of the owners (Friedman, 1970), the stakeholder theory takes an extended perspective of organizations through time, by considering the increased demand of stakeholders; as many stakeholders have begun putting pressure on organizations to change accordingly (Warhurst, 2005; Heap, 2000). As a result, organizations have started to pay more attention to their stakeholders' interests and manage it by engaging them in partnership (Googins&Rochlin, 2000).

Stakeholder approach as a theory is very much concerned about active management of the business environment, relationships and the promotion of shared interests in order to develop business strategies. Abzug and Webb (1999: 420) explained the theory as "we can think about stakeholder theory as an encompassing (macro) theory that helps to bring institutional, competitive, and dependence forces and competitive forces into a unified theory". Freeman (1984) also noted that the organization's continued legitimacy and survival depends on simultaneously managing these different and often conflicting interests. On the other hand, since stakeholders' expectations are constantly changing over time, dialogue identified as essential element in sensing their changing demands; different communication strategies

ranging from low levels of intensity where information flows in just one direction, to highly interactive engagements where stakeholders are directly involved (Waddock, 2002; Morsing & Schultz, 2006), are proposed to meet changing demands of stakeholders. Mitchell et al. (1997) in their attempt to identify stakeholder importance, proposed a model based on three dimensions; 1st the stakeholder's power to influence the firm, 2nd the legitimacy of the stakeholder's relationship with the firm, and 3rd on the urgency of the stakeholder's claim on the firm.

Stakeholder concept gave rise to heterogenic theoretical developments, which have been summarized in Donaldson and Preston (1995) article, "The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications". They suggested that the stockholder theory in literature can be seen from normative, instrumental and descriptive approaches. Normative approach, explains identification of moral or philosophical guidelines linked to the activities or the management of organization; Instrumental approach, study the organizational consequences of taking into account stakeholders in management, by examining the connections between the practice of stakeholder management and the achievement of various organizational governance goals; and finally Descriptive approach, aims to understand how managers deal with Stakeholders and how they represent their interests.

With regards to this Phillips (2003), generalize the approaches of stakeholder theory as they provide a vehicle for connecting ethics and strategy, in that firms diligently seek to serve the interests of a broad group of stakeholders to create more value over time. This stakeholder based perspective of value is important from a managerial perspective because managers tend to focus their attention on things that lead to higher performance, based on what actually gets measured (Kaplan & Norton, 1992; Sachs & Riihli, 2011). Thus, they need to understand if the interests and demands of the stakeholders are not adequately met, they can withdraw their support from the firm, thereby impairing its capacity to generate and distribute wealth.

Thus, stakeholder theory framework in this study helps to explain, how CSR involve people, groups and other organizations from its environment, to fulfill resource needs and to secure required acceptance and legitimacy in their activities. Stakeholder theory's potential link of companies with stakeholders can be considered potentially beneficial stakeholder management approach, because it can involve a high degree of information, knowledge and resource exchange.

The normative approach of the theory, holds the potential to explain how companies need to give due consideration to identify and engage their stakeholders, as failure and ignorance to the ethical and moral values of stakeholders in their CSR management strategy.

Therefore, stakeholder theory holds great potential to explain the increased interest of collaboration in partnerships between companies, employees and local communities; in addition, it gives managers the information they need to engage stakeholders where they are and enhance managerial ability to use such insights to create more value.

2.3.2. LEGITIMACY THEORY

Legitimacy theory implies that organizations continually seek” to ensure” that “their activities are acceptable” to the society (Wilmshurst and Frost, 2000). Since an organization relies on societal resources that can be put into alternative uses, society evaluate the usefulness and legitimacy of the organizations activities (parsons, 1956, noted in Tsang, 1998) and hence the need to practice such activities with the sole purpose of enhancing its legitimacy. Therefore, it might be self-destructive for the organizations in the long run if they ignore societal problems. It, therefore, is important that organizations are committed to fulfilling their legal responsibilities and ethical or moral obligations at the level of society (Papasolomou-Doukakis et al, 2005).

2.4. POLICY & REGULATORY FRAMEWORK- GENERAL OVERVIEW

2.4.1 ETHIOPIAN CONSTITUTION

The Constitution of the Federal Republic of Ethiopia, adopted in August 1995, has a number of provisions, which have direct policy and legal relevance to environmental protection matters in connection with development projects.

The concepts of sustainable development and environmental rights are entrenched in the rights of the people of Ethiopia through Articles 43 and 44. Among the important principles stated in the Constitution are the citizens’ right to development and to live in a clean and healthy environment, the duty to protect the environment, and the people’s right to full consultation and expression of views in the planning and implementation of policies and projects that affect them directly.

The other important policy document is the Environmental Policy of Ethiopia (EPE) (Authority, 1997), which has an overall policy goal to improve and enhance the health and quality of life of all Ethiopians, to promote sustainable social and economic development through sound management and use of natural, man-made and cultural resources and their environment as a whole.

Therefore, companies are expected to operate in accordance with the Ethiopian EPA, corporate environmental policy and Performance Standards on Social and Environmental Sustainability.

2.4.2 NATIONAL POLICIES

2.4.2.1 THE ENVIRONMENTAL POLICY OF ETHIOPIA (Authority, 1997)

The policy provides a number of guiding principles that indicate and require a strong adherence to sustainable development, and a high commitment to, among other things, the need:

- To ensure that environmental impact assessments consider not only physical and biological impacts but also address social, socio-economic, political and cultural conditions;
- To ensure that public and private sector development programs and projects recognize any environmental impacts early and incorporate their containment into the development design process;
- To recognize that public consultation is an integral part of EIA and ensure that EIA procedures make provision for both an independent review and public comment before consideration by decision makers; and
- To ensure that an environmental impact assessment always includes mitigation plan for environmental management problems and contingency plans in case of accidents;

This policy sets the scene for developments and projects within Ethiopia, particularly those of national significance. The policy underpins the regulatory requirements for EIA and pollution control and requires developers to aspire to the highest international standards of environmental and social management for project development.

2.4.2.2 THE INVESTMENT PROCLAMATION NO. 37/1996(Proclamation)

The proclamation provides the power of allocating land for investment operation to the regional governments. It lays down major framework for the use of rural land for natural resources development and conservation, which may not be allocated for private investment especially on that of the peasant holding. Furthermore, the provision of this proclamation states that the investors shall submit the development proposals on the land utilization plan by ensuring that the venture will not disrupt environmental security and shall be accepted to the public.

2.4.2.3 LABOUR PROCLAMATION (NO. 377/2003)

This proclamation highly emphasizing that an employer should take the necessary measures to safeguard the health and safety of his workers. The employer shall in particular: comply with the occupational health and safety requirements provided for in this proclamation.

- Take appropriate steps to ensure that workers are properly instructed and notified about the hazards of their respective occupations and the precautions necessary to avoid accident and injury to health.
- Provide workers with protective equipment, clothing and other materials and instruct them of its use etc.

In general, to ensure workers safety and job security the need to respect this proclamation has been clearly stated.

2.4.2.4. PUBLIC HEALTH PROCLAMATION (FNG, 2000)

In addition to the occupational health and safety measures and precautions indicated in the labor laws, this public health proclamation underscores the need for avoiding machineries or instruments that can generate excessive noise or minimizing the effects by the use of noise reducing apparatus or instrument. In addition, the proclamation prohibits:

- The discharge of untreated liquid waste generated from septic tanks, seepage pits and industries into water bodies, or water convergences.

- The disposal of solid, liquid or any waste in a manner, which contaminates the environmental or affects the health of the society.

2.4.2.5. ENVIRONMENTAL REGULATIONS

The Environmental Protection Organization Establishment Proclamation No. 295/2002(No, 2002) The proclamation establishes a system that enables coordinated but differentiated responsibilities among environmental protection agencies at Federal and Regional levels. The proclamation stipulates the need for the establishment of sectoral and Regional Environmental Units and Agencies. The principal organization responsible for environmental protection is the Environmental Protection Authority (EPA), which operates at both Federal and Regional levels.

2.4.2.6. ENVIRONMENTAL POLLUTION CONTROL PROCLAMATION NO. 177/2012:

This Proclamation states "No Person or establishment shall pollute or cause any other person to pollute the environment by violating the relevant environmental standards." Environmental standards specified in the proclamation include:

- Standards for the discharge of effluents into water bodies and sewage systems;
- Air quality standards that specify the ambient air quality and give the allowable amounts of emission for both stationary and mobile air pollution sources;
- Standards for the types and amounts of substances that can be applied to the soil or be disposed of on or in it;
- Standards for noise providing for the maximum allowable noise level taking into account the settlement patterns and the availability of scientific and technological capacity in the county; and
- Waste management standards specifying the levels allowed and the methods to be used in the generation, handling, storage, treatment, transport and disposal of the various types of waste.

The EISR includes several management plans to address standards specified in the Proclamation and to mitigate the impacts of the Unit on the environment.

2.4.2.7. SOLID WASTE MANAGEMENT PROCLAMATION NO. 513/2007(Ethiopia, 2007):

The solid waste management proclamation stipulates, among others, that « Each Region or administration unit shall set its own schedule, and based on that, prepare its solid waste management plan and report implementation. It further spells out that each administration unit shall ensure that measures are taken to prevent pollution from mishandling of solid wastes. Similarly, existing institutional arrangements overseeing the environmental performance of the industry were summarized.

2.4.2.8. The Environmental Impact Assessment Proclamation No. 299/2002 and 176/2012

The proclamation for EIA as a mandatory legal prerequisite for the implementation of major development Units, programs and plans. Environmental impact assessment is used to predict and manage the environmental effects that a proposed developmental activity could bring about some drawbacks and risks. The design, sitting, construction, operation as a result of its modification or termination intends and thus helps to bring about intended development. This proclamation is a proactive tool and a backbone to harmonizing and integrating environmental, economic, cultural, and social considerations into a decision making process in a manner that promotes sustainable development.

2.5. EMPIRICAL REVIEW

As revealed in various Literatures and empirical evidences, there are significant difference in concept and practice of CSR in developing and developed countries. As cited in, (Tsamenyi, Enninful-Adu, & Onumah, 2007) indicated that developing countries industry environment is not the same as in developed countries and major issues affecting CSR practice also vary widely according to local environment. Under- developed capital markets, weak legal controls and investor's protection, and economic or political uncertainty often stand in the way of CSR engagement of corporations (Tsamenyi et al., 2007). (Majumdar & Amin, 2008) in their research

titled “Challenges of the corporate Social Responsibility Practice in Developing countries” expressed that CSR practice of developing countries is not adequately described by existing global models. They also added, in developing countries, most corporations view philanthropic engagement as their major CSR activity and mostly engage in profit maximization (ibid). Ethiopia has similar state of affairs related to CSR. (Tekleab, 2016) research witnessed this truth. He stated in his finding “discharging social responsibility practice is highly influenced by the socio-cultural and religious practices in Ethiopia. Such practice is considered as philanthropic support or spiritual endeavors (Tekleab, 2016).

Described by (Ghrmay, 2013) in Ethiopian context the practice like many other African countries is on the economic aspect of the CSR and such emphasis may be at the expense of other dimensions. Also he added such a situation how we can reconcile the different components is the major challenges that need to be addressed. As per the discussion of CSR in Ethiopia it is clear that the legal and ethical responsibilities are the least in terms of practice as it is the case in most of African countries context.(Deyassa, 2016) in his research in titled “CSR from Ethiopian Perspective” pointed out the concept of CSR is new in Ethiopia its functioning has already started in Multinational companies and NGOs formally and a very few in national companies informally. According to him companies and organizations in Ethiopia, they have no good tradition of corporation and dialogue with their stakeholders. (Potluri & Temesgen, 2008) in their research identified the discrepancy of opinion between Ethiopian marketers and interest groups like employees, customers and general public on CSR. One side majority of the companies were saying confidently about their socially responsible actions towards all interest groups; on the other crucial interest groups like employees, customers and general public also expressed their immense dissatisfaction towards Ethiopian companies and its policies, procedures, programs and strategies on CSR. The study also shows that there is a similar status regarding CSR in developing countries

CHAPTER THREE:

RESEARCH DESIGN AND METHODOLOGY

3.1. RESEARCH DESIGN

In order to make a timely, reliable and significant finding, the research employs, descriptive qualitative case study design that helps to describe specific situation using interview and focus group discussion and document review (Crossman, 2020). Triangulation from different sources employed. Respondents are asked to describe the overall practice of CSR in manufacturing industry. The research design is framed in such a way that findings and results of the different respondents were cross-checked and verified. It shall employ a methodology that focuses on gathering information on existing practices of CSR at different level through qualitative research method. It is structured in such a way that narrative descriptions of people's thoughts and opinions about their experiences, attitudes, and beliefs is explained in the research study (Abate & Venta, 2018).

3.2 SOURCES OF DATA & DATA COLLECTION TECHNIQUES

The industry selected for this study is East Africa Tiger Brands Industries PLC. Hence, management team of the company, employees and the surrounding community have been considered as data sources for the study. Major instruments employed to collect data includes interview and focus group discussions. Furthermore, observation and document analysis are employed to triangulate findings obtained through interview and focus group discussions. These methods are instrumental to gather firsthand data on existing CSR practices.

Respondents are chosen purposefully, based on their knowledge of the subject matter, who are affected by the firm practices positively or negatively, and related to the industry one way or another. In addition to interview, available additional documents and archival records of the case

organization that related to CSR used along with observation in order to enhance the reliability of the gathered data through interview and focal group discussion.

3.3. TARGET POPULATION & SAMPLING METHODS

Purposive sampling employed in order to engage those with improved understandings of CSR and those who are highly impacted by the company. Target populations of the study are 778 permanent employees of the company and 200 households around it. Nevertheless, as the study finding is destined to inform future actions of similar companies in the future, the target population is foreseen to benefit more population.

A more recent, and particularly spirited, discussion of these issues centered on a paper by (Fugard & Potts, 2015), in which a statistical calculation of sample size for qualitative research is proposed. A back-and-forth debate ensued within the pages of this journal, with responses from (Emmel, 2015), (Hammersley, 2015), (Braun & Clarke, 2016). Prominent among these critiques was the argument that determining sample size a priori is inherently problematic in qualitative research, given that sample size is often adaptive and emergent, and – particularly if based on a grounded theory approach – adopts the principle of saturation. Saturation is operationalized in different ways (Sim, Saunders, Waterfield, & Kingstone, 2018), but broadly speaking it guides data collection and/or analysis either in terms of ‘informational redundancy’ (Hagaman & Wutich, 2017) or in relation to the theoretical insights that develop as data accrue (O’reilly & Parker, 2013). In this way, sample size is decided a posteriori. For some (Fusch, Fusch, & Ness, 2018), saturation is an essential element within qualitative research, implying that sample size should always be determined by this means.

A number of authors have proposed rules of thumb for sample size in qualitative research, and the researcher also used this method for his sampling techniques. It is qualitative research based on methodological considerations and past experience with similar studies; this approach is reflected in one journal’s policy on sample size for grounded theory studies (Dworkin, 2012). These rules of thumb recommended for grounded theory studies range from five to 35 and those for single case studies from four to 30.

Based on this rules I used 78 sample sizes. 32, 16, and 30 from workers, member of management and farmers respectively, more specifically the firm has 18 management members and 16 of them were participated in face-to face interviews. Similarly, 32 employees constituted from four business units participated in focus group discussion in a group of eight from each unit. On the other hand, 30 surrounding community members have been involved in the focus group discussions.

3.4. DATA ANALYSIS & PRESENTATION

As the study used qualitative data, there is less numerical data, instead focuses more on aspect of practical experience descriptively (Abate & Venta, 2018). Data is analyzed according to research questions, theories selected, and a frame of references driven from the literature. The findings of the study are presented narrative with relevant data in such a way that readers could easily comprehend the outcome of the study to give information for readers.

CHAPTER FOUR:

RESULT AND DISCUSSION

4.1. CORPORATE SOCIAL RESPONSIBILITY PRACTICE IN THE INDUSTRY

4.1.1. COMPANY'S CORPORATE SOCIAL RESPONSIBILITY IN PRACTICE FROM MANAGEMENT'S PERCEPTION POINT OF VIEW

In order to react claims of stakeholders and implement CSR to the expected level, companies are required to clearly recognize CSR; hence they adopt standing mechanisms to mainstream it to their system. Accordingly, various interview sessions have been carried out to discern management team knowledge and understanding of CSR. Nearly, all respondents define CSR similarly and associated with: "support" and "donation" The person designated as corporate social responsibility focal point pointed out that CSR activities commenced since its inception. He stated CSR as *"an action performed by the company to support or benefit local communities and society at large from good will of the company"*

Based on the respondents' reply, one can easily discern that senior management understanding of CSR is highly reflected with corporate philanthropy, which is the early definition of CSR that ignore the basic essence of the term as(Ketchen Jr et al., 2007). They perceive it from the perspective of the giving by the company and do not apprehend the mutual benefits of CSR for the company. Likewise, the management scope of understanding is narrowed down to giving out and do not hold the long-standing environmental, social and economic gains.

The management were asked "whether there is yearly budget and employees are assigned to deal on CSR initiatives or not". The respondents replied that the company does not specify earmarked

budget for CSR on a yearly basis and has not been comprised in their plan for the same. Nevertheless, the company customarily accepts support requests from the community, do evaluation and extend its support based on the yearly profit generated and will of stakeholders. There is one focal person who is responsible for managing CSR initiatives and the position is labeled as “Corporate Social Responsibility and PR Manager”. Placement of the focal person is indicative of the organizations willingness to witness CSR initiatives. However, this assignment being an on-top obligation on the other hand, is symptomatic of the company’s inadequate institutional capacity to engage in it expressively. According to the focal person and other respondents, the most frequently adopted model of CSR is supporting the community for communal holidays festivity such as “Irreecha” great cultural heritage where “Oromo” and other people celebrate at the beginning of the Ethiopia New Year (September). Other commonly practiced CSR practices include purchase of scholastic materials for needy children, maintenance of infrastructure around local communities, support for various government, non-government organizations can be mentioned despite done sporadically. CSR budget, services type and beneficiaries of the researched company are elucidated in the table here under.

Table 2: CSR budget expenditure, services type and beneficiary number and type over time.

S. N	Social service provided	Year	Cash in birr	Estimate of beneficiaries	Recipient
1	24 hour water supply	1997-2019	24 million	50,000	Community
2	Primary school	2007	700,000	700	Community
3	Blanket and sheet for Bishoftu hospital	2017	400,000	50,000	Community
4	Cleaning material for Bishoftu hospital	2017	460,304	-	Hospital
5	Road construction		5,480,785.08		Com. &factories

6	House construction for 2018/19 Ethio- Somali displaced community	3.5 million	50 household	Displaced Oromo community
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Source: - East African Tiger Brands Industries PLC (annual report 2020)

The management team was asked whether CSR policy in place or not in the company. They replied that the company did not have a policy that directs and frame CSR initiatives except planning on annual base. The plan by itself has not been primed with justifiable budget and indicative itemized cost, taking into account the felt needs of the community. They have been practicing CSR with little touch or no policy undermining the company's limitation for progressive development guided through policy and strategy. Generally, it does not fulfill the basic contents of CSR policy, which serves as guiding paper to practice, monitor, and report CSR activities among stakeholders.

A socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profit for its stakeholders, takes into account employees, suppliers, dealers, local communities, and the nation (Carroll, 2008). The management were also asked "How do you describe the CSR engagement of your company? They replied that it is engaging different areas such as environment protection by planting trees, livelihood, infrastructure rehabilitation, job creation and others. The company planted trees more than what has been planned and the obligation put on the agreement with government. According to the government investment policy, investors shall have the obligation to plant 2% of the land taken from the commission. The company has covered 15.9 % of the land with plants showing superb accomplishment in this aspect.

Any person engaged in any field of activity which is likely to cause pollution or any other environmental hazard shall, install a sound technology that avoids or reduces, to the required minimum, the generation of waste and, when feasible, apply methods for the recycling of waste (Haylamicheal & Desalegne, 2012). Respect to this point, interviewee claimed that the company has built waste water treatment which they considered as initiative taken by the company to work in environmental friendly through reduce the impact of pollution caused by influents discharged from home care unit.

The interviewees furthermore, explained that the company is intervening in livelihood enhancement for the poor, construction of roads, schools, drinking water development and job opportunity creation for the community around. It has been also engaged in humanitarian agencies support such as Ethiopian Red Cross Association and other agencies engaged in supporting of elderly people.

Management stated that the company has been participating in CSR activities not only for business gain, rather also for mental satisfaction. From this, one can fairly speak that the company considers CSR as mandatory activity vested on their work. They believe that company involvement in CSR activities emerged from sense of belongingness among relevant stakeholders and the general public. They furthermore, explained that, the company is engaged in CSR activities to be competitive in the market and construct reputation in its business. However, respondents emphasized that the company's support to charitable organization lack consistency.

The respondents expounded that legal legislation imposed by Ethiopian government such as Investment Proclamation, Environmental Policy, Environment pollution Control Proclamation, Solid Waste Management Proclamation and others legislation are key drivers of CSR. On the other hand, management expressed society's expectation is another motivation factor to reinforce CSR initiatives in the company.

The interviewees where asked to compare the company with other companies in view of CSR. They strongly believe that the company is ahead of others in terms of its commitment and improved initiatives for CSR. They do believe that despite other companies are playing pivotal role, there occur existing gap in addressing the legitimate beneficiaries. They also added that even if the company is playing its social role there is still a huge gap in addressing the right beneficiaries. They pronounced the company work as *“we have been operating in the area for more than 23 years, the local community viewed us as exemplary and eligible for on CSR than other similar companies.”*

There are various options to apply CSR among communities. Supporting charity organizations, which involve to improve societal problems. This can be one method to give back to the community or aid someone in need of support from companies. Charity organizations have the ability improve community cohesion in addition to their economic benefit. In this regard,

management were approached to know whether there is/ are culture of donation to charity organization. In their response they declared that the company offer support to charitable organization known in the country like Humanitarian Organization, the Mekedonia, Muday Charity Association, Abebech Gobana children's care development association, Red Cross association and Goal Ethiopia are among charity organization supported by East Africa. According to interviewee, the company supported the charitable organization in kind or in cash. For some of them provided support in kind from its products like biscuit, detergent...etc. it is also found that the company provided its product for those organization on discount basis. However, respondents emphasized that the company's support to charitable organization lack consistency.

To learn management view on the importance of CSR, they were asked "Do you think making contribution to society welfare is important?" They replied that, making contribution to society welfare has multiple benefits. In the first place, it enhances positive relationship between company and community, eventually leading to smooth operation of organization that bolster company earning. They concluded their view as *"To be successful in today's competitive business environment, companies should commit themselves to discharge CSR for their stakeholders"*

Corporate social responsibility has exponential role in cultivating positive relationship between companies and society eventually, advancing quality of life for employees and the whole community. (Balaji, 2013) in his research entitled " A study on quality of work life among employees" pointed out that, "quality of work life" represents the level of freedom that employees have in ensuring that their job functions match their personal needs and interest. Human quality of life can be measured by economic prosperity, social wellbeing, environmental quality, public safety, and other elements of healthy in a community (David Swain, 2002). Taking this finding into account, management team of the company were asked" How do you evaluate the impact of the company in bringing quality life of local community and employees?" The interviewees replied that, quality of life increased over in due to improved earnings, learning opportunities, good working environment and health insurance coverage.

According to interviewees there are many employees, who upgraded their educational level after joining the company. As one of the respondent stated that "my life is a witness for the change has

been occurred among employees, when I came to this company, I was a lower level worker but now I am among the managers of the company”

Concerning quality life of nearby community, the management has the same stand and they backed their idea by “ *Before the establishment of this company, the local community depends only on leading their life by agricultural activities , but currently, they are getting opportunity to be employed, which is other means to bring change/improvement in their life*”.

As stated in the Environmental Pollution Control Proclamation of Ethiopia, (Proc.No.177/2012) any person engaged in field activity which is likely to cause pollution or any other environmental hazard shall install a sound technology that avoids or reduce community disruption. Likewise, it should put in place appropriate waste disposal mechanisms, in this regard; they were asked how far the company tried to reduce burdens caused by company’s activity”. The respondents explained that the company has developed wastewater treatment to protect the community from potential harm. Similarly, to reduce the impact of waste material East Africa has its own jar recycling machine from plastic waste disposals. In addition to that according to respondents the company has been planting trees since its establishment.

To know how comfortable work condition in East Arica, I forwarded interview question relating to this issue. Except one respondents all stated that the company’s working condition is comfortable in many aspects and they supported their idea by indicating different service provision like ;cilinc service, canteen service, competent salary and freedom in the work place, the other interesting thing mentioned was the compound is ever green which play a great role for mental satisfaction. One deviating informant believe that there is frequent disagreement between management and employees.

Furthermore, the business is responsible not only for its employees it is also responsible to the nearby community in various ways. Business can and does contribute towards welfare as a part of its social responsibility. To further investigate how the company discharge its CSR to nearby community member of management were approached. A Few respondents have mentioned that their company has been supporting the nearby community in various ways. To show their company’s CSR commitment to wards communities they explained that the company provided aid in kind or in cash to different segment of society like disability association and poor family.

However, most of the interviewee underlined that more is expected to be done by East Africa to play its part in discharging CSR to nearby community.

Employees and communities are considered to be most important asset for organization since they influence company performance, profitability, and success(Dore, 2013). In relation to this, they were asked to tell how much the community is involved and consulted in the company work. The study shows that only in rare cases the community and employees are invited in decision-making. They usually kept them informed and do not meaningfully engage in the process. However, sometime there occur community participation due to community push on specific concerns.

The Ethiopian Investment Commission(EIC) has integrated the principle of sustainable and reponsible investment into every investment agreement. This is meant to urge invetors to comply with the Ethiopian Government's social and environmental protection laws and regulations, as well as international standards and best practices (Gruszczynski & Lawrence, 2019). Regarding this, to grasp how the compay abide by country's law and other international issues interview questions were raised for interviewees that goes like this, "is/ are there any standard/s CSR practice expected from your company with respect to environment, employees and the community?" If so, how you are adhering". In response to this question the respondents indicated that there are many local and international laws and regulations that have a direact connection with employees, environment, as well as community that their company expected to comply with . Evidence from an interviewe with member of management showed that there are Environmental law, labour law, health related regulations, quality assurance standard, promotional ethics and ISO standard are some of the local and international issues that are recommended for business entities to be used. Regarding to its adherence the respodents declared that the company obey to those rules to same extent but still a lot is expected to be done.

To sum up, the respondents contends that the government on top of developing laws and policies should enact obligatory laws on CSR. The government should bridge gap between community and companies through technical and financial supports hence, strong CSR is apprehended in the country. One of the respondents said the following statement "to be honest, the lion share is expected from government to ground CSR activities among companies but, when we see the reality the government is not playing its role, for instance farmers are producing tomato by contaminated wastewater discharged from factories.". One of the respondents expressed those business entities

especially big industries need to invest some percent of their profit for CSR activities bearably. There exist many potential industries earning substantial profit. On the contrary poor families next to those factors are leading subsistence life.

4.1.2. COMPANY'S CORPORATE SOCIAL RESPONSIBILITY FROM COMMUNITY'S POINT OF VIEW

Business entities have the responsibility of improving the livelihood of local community through different context specific approaches. Regarding the job opportunity of the company community respondents replied that the company during the early times facilitated employment opportunities for the surrounding community. However, declines across time and is supporting unemployed youth from other areas. They also underlined that, the company did not give job opportunities at higher positions. It gives opportunities for low status jobs such as guard, day laborer, loading and unloading. One of the informants said "I don't know why they didn't assign us in a better position, despite literate graduates".

The constitution of Ethiopia under article 44 emphasized that all person who have been displaced or whose livelihood have been adversely affected as a result of state programs, have the right to commensurate monetary or alternative means of compensation, including relocation with adequate state assistance (Constitution, 1995). Many of the participants mentioned that, they have been evicted from their grazing land for free expecting many life-changing deeds from the company, However, the return was not comparable with what was promised originally.

Participants were asked to what extent the company is performing its activities ethically. Participants explained that, the company has been discharging liquid waste and chemical in to the community. There have been frequent grievances from the community due to latrine waste disposal at night time. As one of participant put it "at the beginning, the company perform its operation in ethical, society and environmentally appropriate way, but as it progresses it starts to ignore everything". Respondents also indicated the company did not adequately communicate with the language, which could be taken as a key barrier for community acceptance. Community

respondents pointed out that sometimes, the company provides expired products by altering the expiry dates.

The Ethiopian constitution under article 92 stated that people have the right to full consultation and expression of views in the planning and implementation of environmental policies and projects that affect them directly. In this regard, participants were asked whether the company consulted them or not during major decision-makings that affect them. They replied that, they have not been involved and consulted. It consults us, when an action affects community in a specific way. As an example, they disclosed that before three years the company has started to construct two kilometers of asphalt road from main road to their project site, on the contrary of stakeholder theory (Jones, 1998) which emphasized CSR must be considered in all the decision making process of the firm, the company did not make any discussion with them after sometimes their farm land and houses were flooded by runoff because they did not consider their interest while making the design. Significant number of community respondents mentioned that *“sometime we request for discussion when we face problem consequent to their actions. Accordingly, they discuss with us and agree to make corrective measures. However, fail to fulfill what they promised”*.

Similarly, the community pointed out that the company was respectful to community culture and values during the early times, however, later on the respect that the company used to display starts to fade. According to participant’s response, in 1990’s the company was celebrating holidays with nearby communities, yet stopped over time due to unidentified reason. One of the respondents also mentioned that *“in the first place they don’t know our culture and values, how we can expect from them to respect and safeguard?”* There is nothing in the products branding and packages that displays our culture. Majority of the participants think that the company is not respecting their historical values.

In certain situation, there are occasions where community and stakeholders influence companies to discharge CSR activities. They were asked if there have been such practices and subsequent measures by the company. Participants responded that, there have been different request on socio-economic problems of the community such as electric access, light road, water etc. However, the company is either irresponsible of the requests or if done it has not been acceptably done. They cited for example a bridge constructed at a time for the community with wood that served only for

short time. They also pointed out that sometimes they accused the company when the company polluted their environment but, they become ignorant due to government weak enforcement.

The constitution of Ethiopia articulated that all persons have the right to live in a clean and healthy environment. Oromia regional government environmental pollution control proclamation no 177 of 2012 (Dulume, 2018) for the same stated that, no person shall pollute the environment by violating the relevant environmental standard. The respondents were asked about how East Africa manages its solid, liquid wastes/ pollutants. All the group members agreed that the company is polluting the environment in one way or another. Liquid waste emitted from the industry such as oil, chemical (caustic soda) released from the company during rainy season and night time have been affecting the lives of many people, plants and animals. Furthermore, drainage installed by East Africa without sufficient cover, affected the health of domestic animals in the communities. One of the respondents outwardly spoken "I lost over 20 cows due to the chemical released from this company. In the meantime, I claimed the company to compensate me, but refused to pay.

Companies play pivotal role in improving quality of life of the surrounding community. Respondents were asked about the changes they witness since the company started operation in the area. Respondents expressed that, "despite we raise our recurring problems, the company was not responsive and did not perform what is expected from it". There is a general believe by the respondents that the company did not perform what were promised in the beginning. Majority of the respondents also mentioned that this company has been in our village for more than 20 years during this long time it has constructed for us very few things like school (grade 1-4)-borehole, wooden bridge. Even those infrastructures are currently not serving the community as they were poorly constructed.

Lastly, respondents expressed that the company is here to make business and at the same time serve the community which in the long drives economic and social development. In this regard, we strongly believe that the project witnesses only limited changes in the community compared with the resources the company own. The company has taken 20 hectares of community grazing land for free. Hence, the company should be cognizant of this reality and find out equivalent or more compensation mechanisms so that, we achieve improved mutual impact. Government likewise should stand with us to persuade and enforce the company do what is expected from it.

4.1.3. COMPANY'S CORPORATE SOCIAL RESPONSIBILITY IN PRACTICE FROM EMPLOYEES' PERSPECTIVE

In accordance with the Labor Proclamation, every employee has the right to enjoy suitable protection and safety & hygiene work environment. Companies are required to take all necessary measures to safeguard from risks. It is considered unlawful for an employer to require a worker execute work, which is hazardous to his life (Ahmad, 2019). Employees were asked about health and safety measures that the company is espousing. Majority of the informants expressed that, despite health and safety management system in place, there have been observed breaches. There have been times that range from six months up to two years where employees work without personal protective equipment (PPE) at workplace. Even those personal protective devices provided are of poor qualities that are not durable. One of the informants angrily said *“to be honest, the company does not care for our safety and well-being. When some guests come to our company, they provide us protective equipment, which we were begging for years”*.

There is a clinic in the premises of the company destined to serve employees during accident and other illnesses. In addition, owns ambulance to transport employees to hospital or higher health for further referrals. Employees have 100% health insurance coverage. Workers engaged in hazardous work are allowed to get medical examination in six months interval. However, in most cases only those who have relative and proximity with the management get timely examination while others stay for years. One of the participants said *“I am among workers exposed to hazardous chemicals, I have been working in this area for more than 20 years, did not get such opportunity”*.

Currently, employees exposed to chemicals did not have examination for three consecutive years contrary to Ethiopian Labor Proclamation and employee-company agreement (Teshome, 2020). For instance, the company should provide milk for employee engaged in hazardous work, but is not providing it as per an agreement.

Employers are required to ensure that workers are properly instructed and informed about different hazards present at the workplace as well precautions necessary to avoid accident and injury to health. Employer must also instruct workers about the proper use of protective equipment. Hence

training employees about accident prevention and emergency procedures is mandatory particularly for those who handle chemical as stated in National Labor Proclamation. Nevertheless, respondents pointed out that the company does not offer such trainings periodically. Respondents believe that, the main factors for such pitfalls are not linked to resource, rather poor company management.

Capacity building, competency building and carrier development initiatives plays central role in the creation of skilled man power and improve employee motivation. In this regard, significant proportion of respondents replied that, the company provides training that have a direct relation with their work. However, there are limited get together and learning platforms that ensure employee leisure. Many the respondents mentioned that the company provides training mainly when ordered by government officials or when the company faces unexpected drawbacks. As an example one of the informant said “before two years our company faced a serious fire accident, I remember during that time we did not know how to fight fire as a result the company and its employees paid a lot of sacrifice then after the company offered us a training how to use the fire extinguisher”.

Employees were asked about their feeling on job security, job enrichment, human right, pay & benefit in the work place. Majority of the participants feel job insecurity currently as the company is not operating in full capacity due to foreign currency shortage to buy imported industry inputs. Additionally, informants mentioned that, there are preferential treatments among employees. Those with relative among management feel secured while others are not leading to employee insecurity. In regards to job enrichment, respondents explained that despite availability of job enrichment program the participants explained that the company has implemented job enrichment, yet are not done with set of criteria and only those employees who have good relationship are benefiting from it.

Building a culture of human right and equality in the workplace requires companies unremitting commitment so that, employees enjoy their rights. While small proportion of the respondents replied that the company is respectful of these rights to some extent, majority argue existence of rights violation. Majority of the rights violations unveiled in salary increase, promotion and benefits.

Employee benefit can be very diverse and depend on the organization, but often include schemes like health insurance, life assurance, share, child care cost, different kind of health insurance (eye care), travel insurance, discount, reward bonus, parental leave, transport etc. Employees were asked about benefit package satisfaction and majority of the participants replied that the company has few benefit packages like health insurance, paid leave, transport, meals, and parental leave. Additionally, it was mentioned that, the company sell its products to employees during holidays on credit basis that can be paid in 3 months. Furthermore, employees feel company's salary is not competitive and is very minimal. One of the respondents expressed *"I have been working in the company for more than 17 years, but currently earning \$68 per month. Experience does not make a difference. I am here because I do not have any other option"*.

In relation to working hours, overtime and annual leave payment participants stated that East Africa makes obligatory 8 hours/day and 48 hours/week working hour for its employees. It coincides with the labor law proclamation of Ethiopia. Nevertheless, the company does not encourage and support in an elevated manner to avoid confrontation one of the group member said *"Before two years we were enjoying our dedicated, committed Workers' Union committees. However, declined gradually as key members were fired by the company. The current committees have more of nominal role than safeguarding staff benefit"*.

Employees are key players for the success of every organization. If companies establish smooth relationship with employees, they are more likely to become competitive and succeed in their business. Managing employee relationship is important and valuable to the organization success and achieving competitive advantage(Al-khozondar, 2015). Respondent employees expressed that, there had been established relationship between employee and company. However, currently, there is no good relationship as used to be. One participant stated that *"The management has built good relationship with external bodies especially government officials where as poor relationship with employees"*. Major factors attributed to this problem is poor organizational management practices and frequent staff turnover. The other respondents expressed as *"nothing makes me happy in this organization, I am working here because, and I do not have other options. We are not happy with the management"*.

As cited in(Singh, 2009), (Cohen, Chang, & Ledford Jr, 1997), stated that employee involvement is one important aspect of organizational life. It increases organization effectiveness and positive employee perceptions. Employee participation in decision-making is one of the many current forms of employee involvement in the work place. Managers are encouraged to allow a high degree of employee participation and autonomy. Employees replied that, there has been encouraging development in decision making participation via their union. Yet, currently almost none. Even if the union participates in decision -making process they do stand for the interest of the employee and make decisions that favor the company. As one participant described it *“there is no ground that our voice to heard, the management make decision then they let us to implement, and that is the culture we are familiar with”*.

As cited in(Nilsson et al., 2018) that employee engagement is a state in which an employee can express themselves physically, emotionally and cognitively whilst working. One of the leisure time activities can enjoy is CSR. They were asked to what extent they are engaged in CSR activities. They replied that they have not been engaged to encourage in CSR activities as one participant described *“most of the time we hear our company’s CSR commitment from external bodies or media like TV, Radio and social media”* indicating employees’ little engagement.

Every employers of the workplace are required to constitute a committee known as Internal Complaint Committee, which receive complain of employees and settle as per the legal procedure of the committee. With respect to internal complaint committee, the participants indicated that there is no such kind of committee in the company. They also said that, if something happened they directly report to the nominal worker union or to human resource manager.

Work-life balance is a concept that describes the prototype of splitting one’s time and energy between work and other important aspect of their life (Heathfield, 2019). Achieving a work life balance is a daily challenge. It can be tough to make time for family, friends, and community participation, spirituality, personal growth, self-care, and other personal activities. In addition to, the demand of the workplace (ibid). Majority of the informants stated the company did not facilitate any work-life balance arrangement other than permitted by labor law of Ethiopia. Any kind of absenteeism is strictly forbidden except legally declared ones. One the employee stated

“Sometimes I have to take my kid from school, when his mother is unable to do so, but to take him I should either replace my friends or take half day annual leave”.

Companies need to embrace equality and diversity and look for ways to imbed diversity into their organization to achieve greater work productivity and get competitive advantage. Respondent employees replied that, the company commits noticeable on salary increment, job placement, and benefit packages discrimination based on the relationship and proximity to management. Nevertheless, one of the participants expressed that gender based discrimination is almost none in the company.

Employees were asked about the company concern and initiatives on environmental protection. In their responses, informants indicated that, there are some times negligence in the company that cause accidents to employees. Most of the participants expressed there are few employees with abrasion, cut, burn, puncture, fracture etc. due to chemical substances, machinery cut, falling of objects, etc. Three employees have died of fire breakout at home care unit, due to long time accumulated chemical substances. They also added that the company’s workrooms are full of dusts, which could cause health problems such as asthma. Likewise, they expressed that the company sometimes discharge waste water to outside of its premises. However, they all underlined that the company initiative on tree plantation has been encouraging.

It is a duty of the corporate body to protect the interest of the society as well as the environment. Corporation should take initiative for the welfare of society and should perform their activities within the framework of environmental norms. Regarding responsibility of company towards community and environment, the employees indicated the following points.

In relation to communities majorities participants indicated that the company is not discharging its responsibility as per its promises. According to informants when the company established it promised a lot of socio-economic activities to perform that has significant impact on the life of local communities. To reduce the burden of environmental impacts constructed wastewater treatment plant; there are huge dirty bins everywhere in the premises with two color green for degradable, black for non-degradable.

To identify the positive impact of the company regarding socio-economic and overall reduction of poverty among workforce as well as the community at large question was raised for employees. The study revealed the following findings.

Many of the participants frequently mentioned that the company pays lower wage, they are struggling to pay for their living expenses and their meals every month. Leave alone quality of life they could not secure basic needs. The other aspect of this category is change in quality life of local community, regarding this also the participants emphasized that the company could not bring quality of life among local communities at any measurement; of course, there are individuals who work in this company at lower wage.

To sum up, the respondents indicated that the company did not bring quality of life on employees and local communities. The employees emphasized that to reverse the situation the government should stand with them.

CHAPTER FIVE:

CONCLUSION & RECOMMENDATIONS

5.1. SUMMARY

In a country like Ethiopia where private business companies are booming, community, government and the company's interest is looming on CSR. Business firms started to see beyond getting profit to maintain socio-economic gains while shadowing profits. An important part of the initiative is developing an environment where by employees, community and companies go hand-in-hand to get mutual benefit without harming them.

Because the concept understanding in Ethiopia is still new, many companies begin CSR activities casually. Except promising progress in the area of policy and legislative formulation, CSR practices are not yet fully acknowledged and operated by most companies. If recognized, CSR will have both strategic and economic benefits for companies and the community in the long run. It likewise, satisfy the stakeholders' expectation and lay foundations of dependable relationship between the company and community. As mentioned by different researchers, CSR increases financial performance, retain employees and reduce operational costs. This research therefore, is carried out to study the extent of the current CSR practices in manufacturing companies with specific focus on East Africa Tiger Brands Industries PLC.

The study revealed that the concept of CSR is poorly understood by the leaders and management of the company. They choose more a Philanthropic approach where by companies support or donate resources for the community. They commonly, do not consider the long term mutual gains of CSR towards environment, economic and social development of the community and the country. They do not consider it as accountability for stakeholders, rather as an intervention which should be done on the will of the company only.

The company engaged in CSR activities such as social, environmental related issues such as construction of public schools, communal water points, donation of goods and items to marginalized communities', charity organization and other institutions. However, most of the CSR activities were prompted by the stakeholders', indicating that the company did not fully admit it as part of its business. It does not have specific department and do not have standing strategies and goals guided through specific policies. While the management of the company amplified their role positively, the community around and employees reflected divergently on CSR measures taken by the company. Except describing few environmental gains, it is perceived by large number of the community damagingly taking competitive advantage over the community.

Considering the dimensions of the employee, the company pointed out the existence of improved working conditions and is building their motivation for mutual gains. Employees on the other hand, mentioned that the company pays less that cannot fulfill basic needs. Participants emphasized that benefit package provided from the company is not satisfactory. They feel insecurities about their job due to possible management irresponsible measures. They furthermore, pointed out that participation in decision making is very limited which creates a huge gap in interest between the company and employees. In general, the participants think that the positive impact of the company to employees and neighborhood community is negligible.

When one sees the above research findings, there is conflicting opinion between the company and stakeholders', which could originate from limited conceptualization and operation of CSR. Both entities weigh things from their own perspective and see the short term gains ignoring the wider ecology. Companies should recognize that CSR is a business process to produce overall positive impact for the wider community including employees. Likewise, they need to understand that CSR is not only about growing in business, rather forming accountable and helpful relationship with the wider society. This can be achieved if companies consider it as part of their business and establish department with team of expertise who can develop policies, strategies, actions and subsequent monitoring. Government should extend continuous support to bridge existing gaps, monitor whether policies are in place and assist companies and stakeholders' flourish CSR culture.

5.2. CONCLUSIONS

This study has established that corporate social responsibility practice in manufacturing industries, as investigated in East African Tiger Brand Industries case requires a new approach that incorporates the involvement of internal and external stakeholder. In every case of CSR activity the company management should understand the real intention of the operating community sustainability, in-order to mitigate the explored challenges which makes the company effort seems vain in its stakeholders view. The stakeholder approach offers the ideal framework that can be integrated into the existing CSR management practice; since it helps to assure CSR desirability and sustainability. This can be formalize through agile planning and budgeting, which could offer ample resources, technical support and legitimacy to realize the CSR activities socio-economic success for the operating community. Furthermore, the government policies and legal enforcements strategies on firms CSR have a key role to play as guardians for the community overall wellbeing and socio-economic development. On the other hand, sector policy makers such as Ethiopian Investment Commission and F.D.R.E Industry and Trade Minister, local governments and educators can positively influence, advice and assist companies. The key role in facilitating better part and stockholder management practice should be well prepared, designed and executed (for conception, planning, budgeting and impact assessment of CSR is very important). Despite of the fact that CSR activities were conducted in many local and multinational companies in Ethiopia, they lack established initiative and systematization with the wish and desire of achieving maximum and sustainable outcomes for stakeholders on one hand and governmental strategy on the other. Finally, the internal and external stakeholders in operating areas are striving for fast socio-economic growth for which appreciable CSR strategies are developed. It is well known that in almost company every operation requires various CSR strategies to be introduced, since the issue is improving business productivity and societal sustainability.

5.3. RECOMMENDATIONS

Based on the findings of the research, the following recommendations are suggested but not limited to them.

- **Shift from Ad hoc to planned CSR-** Foundation of effective CSR requires adoption of policies and strategies so that it will be entrenched in to the organization system. This will eventually indoctrinate a CSR culture that increase stakeholders' satisfaction. Therefore, organizations need to develop mutually agree CRS policies and strategies where by company and stakeholders' gain better benefit.
- **Budget planning practice-**As pointed out in the research findings, the company commonly do not have resources dedicated for CSR interventions. This practice could possible lead noncompliance of CSR and dwindle company and stakeholders' relationship. Thus, budget plan that balances companies benefit and community need should be functioned out as part of the main company plan.
- **Management knowledge and skills-** An effective CSR is a function of vibrant management with relevant knowledge and skills of CRS. Building the capacity of management in the area, creating equivalent understandings and instilling continuous follow up mechanism will put the company in a more viable state.
- **Employees wellbeing-** One key aspects that determine CSR of a company is, employees' satisfaction. Employees' attitude and interest on organization are key to drive organizational cultures that favor CSR. Thus, improving the condition of employees such as attractive salary and creating safe working environment should be viewed to flourish CSR culture.
- **Stakeholders' participation-**The researcher was able to recognize divergent response among employees, community and management, on the company's existing practices. Major reasons linked to such problems emerge from gaps in meaningful participation of relevant stakeholders'. Therefore, companies are expected to participate them in all the

CSR planning and implementation initiatives. This will avoid unnecessary grievances and improve accountability at different level.

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- **Meaningful government engagement-** Government role- Despite CSR initiative by large is bestowed on the shoulder of the business company, leveraging it through back-up technical and resources support is quite detrimental. Furthermore, ensuring that companies behave according to norms of the society and companies benefit from it should be shouldered through establishment of well-functioning government body and man power.
- **Beyond philanthropic thinking-** As indicated in this research finding and other too, companies usually the benefits of CSR from the perspective of community. They rarely recognize the mutual benefits of it such business reputation, increasing sales and greater productivity. Thus, it is important to create improved understanding about the CSR advantage, hence succeed in their business.

5.4. LIMITATION OF THE STUDY

- Corporate social responsibility is a qualitative phenomenon which cannot be accurately quantified or measured. Hence, the research does not have sufficient empirical evidence.
- Qualitative method's findings are not directed towards general understanding of wider population. The study focuses on one business firm and data sources were not typically subject to randomization. However, it would be one of the pioneer research input for other researcher to undertake further research in the area of CSR in manufacturing industry context.

5.5. FUTURE RESEARCH

- This research work focuses on one company and try to discover the existing CSR practices. It sees the perspective of the community, company management and employees. However, did not catch the view of mandated government bodies. Hence, the researcher suggests if other researchers are done to see the real gap and possible interventions in the future.
- Despite there are range of companies from small scale up to big business firms, the identified company for this study seem big that do not reflect the picture of low and medium sized companies. Hence, the researcher suggests further research that is inclusive of the above company categories
- The research did not include to what extent government is shouldering and monitoring CSR. Furthermore, view of mandated government bodies has not been reflected to triangulate the findings of others. The researcher believes that, there would be huge gaps that needs to be identified further.
- Replicating this research to other manufacturing industries will avoid the lack of research on CSR practice of manufacturing industries in Ethiopia.

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APPENDIXES

Appendix 1: English Version Interview Question for Member of management

Dear respondent/

My name is Haimanot Natea, a graduate student at Jimma University. Currently, I am conducting master's thesis entitled: "CSR PRACTICES IN MANUFACTURING INDUSTRIES: A CASE STUDY ON EAST AFRICAN TIGER BRANDS PLC.". The purpose of the study is to fulfill the partial requirement to accomplish Master's in Master of Business Administration. To this effect, this semi-structured questionnaire is designed to collect pertinent information relating to the topic. Your name will not be written in this form and will never be used in connection with any information you tell. All information given by you will be kept strictly confidential.

Dear respondents, the quality of this research is very much dependent up on the data you may provide.

Thank You in advance!

Haimanot Natea

May, 2020

Part One: Personal Information

Please provide the following information about your personal information

1. Respondent's age in year _____

2. Sex: _____
3. Marital status _____
4. Educational level: _____
5. Position _____
6. Service duration in the company _____

A. Interview Questions- Management

1. What do mean by “corporate social responsibility” from your company’s point of view?
2. Does your company have annual budget and assigned person for CSR? What percent of operating annual budget and what are commonly employed csr activities?
3. Does your company have CSR program or policy? If yes, what are they? Do you make continous update on them?
4. How do you describe the CSR engagement of your company?
5. What factors drive/motivate your company to engage in CSR activites and how?
6. How do you evaluate your company’s CSR activities performace in relation to other companies?
7. Do you have the culture of donating to local charities which can be beneficial to the society? If yes, for which and how ?
8. Do you think that making contribution to society welfare is important? If yes, how?
9. How do you evaluate the impact of the company in bringing quality life of local communities and employees?
10. How do you evaluate your organization’s contribution to conserve the environment by reducing burden caused by the activities of the company? If so, how?
11. How comfortable East Africa’s working condtion for its employess?
12. How your company is treating the near by community and employee in discharging CSR activities? Does East Africa work with residents’associations? If yes, how?
13. Have you considre the interest of near by community and your employees while making decision on CSR activities?
14. Is/are there any standard/s CSR practice expected from your company with respect to environment, employees and the community? If so, how you are adhering?
15. If you feel something left, say anything with respect to CSR? Please give detail?

Annex 2: English Version_ Focal group Discussion with Local communities

Dear respondent/s;

My name is Haimanot Natea, a graduate student at Jimma University. Currently, I am conducting master's thesis entitled: "CSR PRACTICES IN ETHIOPIAN MANUFACTURING INDUSTRIES: A CASE STUDY ON EAST AFRICAN TIGER BRANDS PLC.". The purpose of the study is to fulfill the partial requirement to accomplish Master's in Master of Business Administration. To this effect, this semi-structured interview questionnaire is designed to collect pertinent information relating to the topic. Your name will not be written in this form and will never be used in connection with any information you tell. All information given by you will be kept strictly confidential.

Dear respondents, the quality of this research is very much dependent up on the data you may provide.

Thank You in advance!

Haimanot Natea

May, 2020

Part One: Personal Information

Please provide the following information about your personal information

1. Respondent's age in year _____
2. Sex: _____
3. Marital status _____
4. Educational level: _____
5. Position _____
6. Service duration in the company _____

B. Discussion with local communities(focal group protocol)

1. Does the company give chance of employment for local communities? If yes, for whom the company gives more chance for local or outsiders?
2. Do you think that compensation paid for evict from your farmland is fair?
3. Do you think the organization perform its business in a way that is ethical and society friendly? If not, how it can be expressed?
4. Do you participate in decision making of the company that affects your day to day lives? If so, in what issues?
5. Do you believe the company respect local norm, values and culture of the society? If so, how it's seen
6. Have you ever influenced the company to discharge CSR activities that impact positively the life of the nearby community? If so, on what issue and how?
7. Have you ever polluted by improper disposal of solid, liquid and any other wastes/pollutant disposed from East Africa? If so, how?
8. How do you evaluate the impact of the company in bringing quality life of nearby community in relation to economic and social cases?
9. If you feel something left, say anything with respect to CSR? Please give in detail?

Appendix 3: -focal group discussion- local communities-Afan oromo version



Yuuniivarsiitii jimmaa kolejii Biizinasii fi Ikoonomiikisii

Sagantaa digirii lammaffaa

Gaafannoo

Kabajamtoota hirmaattoota qorannoo kanaa

Gaafannoon kun kan qophaa'e aanaa baraataa diigirii lammaffa bulchiinsa biizinasii kanaa ta'e Hayimaanoot Naata'aa yoo ta'u kaayyoon isaas odeeffannoo galtee qorannoo mata duree“ hirmaannaa dirqama hawaasummaa maanufaakchariing industirii;-akka fakkeenyaatti “East Africa Tiger Brand industry PLC itti gaafatamummaan isaa murtaa'e fudhachuun” gaggeeffamuuf odeeffannoo walitti qabuuf.

Isinis Qorannoo kana keessatti akka hirmaattan filatamtaniittu. Kanaafuu odeeffannoon isin kennitan bu'aa qabeessummaa qorannoo kanaaf murteessaa ta'uu isaa beektanii xiyyeeffannoon akka deebistanin gaafadha. Odeeffannoon isin kennitan iccitiin isaa kan eegamudha akkasumas qorannoo kanaaf qofa kan ooludha. Dabalataanis eenyummaan deebii kennaas kan hin maxxanfannee fi hin raabsamne ta'uu isaa isiniif mirkaneessa. Odeeffannoon hundi barumsaaf qofa kan oolu ta'a.

Yeroo keessan aarsa gootanii odeeffannoow aannaaf kennitaniif duraandursee isin galateeffachuun barbaada

Kutaa tokko- odeeffannoo waliigalaa

Qajeelfama waliigalaa

1. Saala_____
2. Umrii_____
3. Haalagaayilaa_____
4. Sadarkaa barnootaa_____
5. Tajaajila dhaabbata kana keessatti kenne_____
6. Gahee hojii_____
 1. Dhaabbanni kun carraa hojii hawaasaa naannootii fi kennaa? Yoo kennee, eenyuuf caala kenna naannoof moo nama bakka biroonii dhufuuf?
 2. Beenyaan lafa gadi lakkisuuf isiniif kaffalame madaalawaadha jettanii yaadduu?
 3. Haalli dhaabbanni kun hojii isaaitti hojjetaa jiru haala naamusaa fi hariiroo gaarii hawaasa waliin qabudhaani jettanii yaadduu? Hin qabuyoo ta'e, akkamiin ibsama?
 4. Murtoowwan dhaabbata kanaa keessatti jiruuf jireenya keessanirratti dhiibbaa qabu hirmaantanii beektuu? Yoo hirmaattan, dhimmoota akkamiirratti?
 5. Dhaabbanni kun baarmatilee ,duudhaa, fi aadaa hawaasaa naannoo ni kabaja jettani ammantuu? Yoo kabaje, agarsistuu isaa maalii?
 6. Dhaabbanni kun dirqama hawaasummaa isaa uumata naannoof akka raawwwatu dhiibbaa gootanii beektuu? Yoo ta'e, dhimmoota akkamii fi akkamiitti?
 7. Sababa qabana gataa jajjaboo, dhangala'oofi faltoota biro dhaabbata kana keessaa bahuutiin faalamtanii beektuu? Yoo ta'e, akkamitti?
 8. Jiruuf jireenya hawaasa naannoo qulqullina qabu gama diinagdee fi hawaasummaa fiduurratti dhiibbaan dhaabbanni kun qabu akkamiin madaaltu?
 9. Dirqama hawaasummaa waliin walqabatee wanti hafe jira jettani yaadduu?yoo yaaddan ibsaa?

Appendix 4:: English Version- focal group Discussions with

employees(focal group protocol)

Dear respondent/s;

My name is Haimanot Natea, a graduate student at Jimma University. Currently, I am conducting master’s thesis entitled: “CSR PRACTICES IN MANUFACTURING INDUSTRIES: A CASE STUDY ON EAST AFRICAN TIGER BRANDS PLC.”. The purpose of the study is to fulfill the partial requirement to accomplish Master’s in Master of Business Administration. To this effect, this semi-structured questionnaire is designed to collect pertinent information relating to the topic. Your name will not be written in this form and will never be used in connection with any information you tell. All information given by you will be kept strictly confidential.

Dear respondents, the quality of this research is very much dependent up on the data you may provide.

Thank You in advance!

Haimanot Natea

May, 2020

Part One: Personal Information

Please provide the following information about your personal information

1. Respondent’s age in year_____
2. Sex: _____
3. Marital status_____
4. Educational level:_____
5. For how many years living around the company_____

C. Discussion with employees (focal group protocol)

1. How do you evaluate trends of occupational health and safety in general working environment at your Workplace?
2. Are/is there any arrangement in the company that help employees to develop their knowledge, skill, and behavior? If yes, what are they?

3. How do you feel about job security, job enrichment, , human right, pay and other benefit package you get from this company?
4. How the company treats you in relation to country's labor laws and legislation for working hour, overtime, annual leave payment and freedom of association?
5. How do you express the relationship between company and employees?
6. How much the management take into account your interest while making decisions?
7. Do you have the chance of get engaged in the CSR activities of your company? If not, why?
8. Is there internal complaint committee in your organization? If so, how it's serving you?
9. How do you evaluate your organization work-life balance?
10. How your organization addresses equality and diversity in the workplace?
11. Have you ever experienced a lack of environmental concern within your organization? Has it in any way affected your wellbeing? If so, how it affected you?
12. Do you think that your organization support local community and environment? If so, how?
13. Do you think that the factory contribute to economic and quality life of workforce and their family as well as of the community at large? If so, how?
14. If you feel something left, say anything with respect to CSR? Please give detail?



ጅማዩኒቨርሲቲ
የቢዝነስናኢኮኖሚክስኮሌጅ
የድህረምረቃፕሮግራም
የጽሑፍመጠይቅ

የተከበራችሁ የጥናቱ ተሳታፊዎች;

ይህ መጠይቅ የተዘጋጀው በጅማ ዩኒቨርሲቲ የድህረ ምረቃ የቢዝነስ አስተዳደር ተመራቂ ተማሪ በሆነው ሐይማኖት ናተአ ዋቁማ ሲሆን ዓላማውም “የአምራች ኢንዱስትሪ የማህበራዊ ግዴታ ተሳትፎ፤ኢስት አፍሪካ ታይገር ብራንድ ስኢንዱስትሪን አንደ መነሻ በመውሰድ የተዘጋጀ” በሚል ርዕስ ለሚያጠናው ጥናት ግብዓት የሚሆን መረጃ ለመሰብሰብ ነው።

እናንተም በዚህ ጥናት እንድትሳተፉ ተመርጠችዋል። እናንተ የሚሰጡት ትክክለኛ መረጃ ለጥናቱ ውጤታማነት በጣም አስፈላጊ መሆኑን በመገንዘብ በምታውቁት መጠን እያንዳንዱን መጠይቅ በጥንቃቄ እንድትመልሱ እጠይቃለሁ። እናንተ የምሰጡት መረጃም ሥጢራዊነቱ የተጠበቀና ለዚህ ጥናት ዓላማ ብቻ የሚውል ሲሆን የማንኛውም መልስ ሰጪ ማንነት በማንኛውም መልኩ የማይታተምና የማይሰራጭ መሆኑን አረጋግጣለሁ። ሁሉም መረጃዎች ለትምህርታዊ ዓላማ ብቻ ይውላሉ።

ውድ ጊዜያችሁን መስዋዕት አድርጋችው መረጃውን በመስጠት ለምታደርጉት ትብብር በቅድሚያ አመሰግናለሁ።

ክፍል አንድ:አጠቃላይመረጃ

አጠቃላይመመሪያ:

1. ጾታ: _____
2. ዕድሜ: _____
3. የጋብቻ ሁኔታ _____
4. የትምህርት ደረጃ: _____
5. በድርጅቱ ውስጥ ለምን ያህል ጊዜ አገልግለዋል _____
6. የስራ ድርሻ _____

ክፍልሁለት፤መጠይቅ

1. የድርጅቱን የስራ ቦታ ጤንነትና ደህንነት ልምድ በአጠቃላይ የሥራ ቦታው ምቹ ከመሆኑ አንጻር እንዴት ይገመግሙታል
2. ሰራተኞች በእውቀት በክህሎት እንዲለሙ እንዲሁም የባህሪ ለውጥ እንዲያመጡ የሚያግዝ አካሄድ በድርጅቱ ውስጥ አለ? ካለ ቢገለፅ?
3. ከድርጅቱ ጋር በተያያዘ የስራ ማጣት ስጋት(የመባረር)፤ክፍ ያለ የስራ ድርሻ ወይምሓላፊነት የመስጠት ልምድ፤ የሰባዊ መብት አያያዝ ፤የክፍያ ሁኔታ እና የተለያዩ ጥቅማጥቅሞችን በተመለከተ ምንያስባለ?
4. ከሐገሪቱ ሰራተኛ እና አሰሪ እንዲሁም ከሌሎች ሕጎች አንጻር የስራ ሰዓትን፤ከመደበኛ የስራ ሰዓት ውጪ የሚሰሩ ስራ፤የዓመት ፍቃድ እንዲሁም የመደራጀት መብትን የማክበር ልምድ በድርጅቱ ውስጥ ምን ይመስላል?
5. የድርጅቱን እና የሰራተኞችን ግንኙነት እንዴትይገልፁታል?
6. የድርጅቱ ሃላፊዎች በሚሰጡት ወሳኔ ውስጥ ምን ያህል የሰራተኛውን ፍላጎት ግንዛቤ ውስጥ ያስገባሉ?
7. ድርጅቱ የማሕበራዊ ግዴታውን ለመወጣት በሚያደርገው እንቅስቃሴ ውስጥ የመሳተፍ እድል አጋጥሞት ያውቃል? ካላጋጠሞት ለምን?
8. በድርጅቱ ውስጥ የቅሬታ ሰሚ ኮሚቴ አለ? ካለእንዴት እያገለገሎት ነው?

9. ከመደበኛው የድርጅቱ ስራ ውጪ ለሌሎች ተጓዳኝ የህይወት እንቅስቃሴ (ሥራ) ምቹነት አንፃር ድርጅቱን እንዴት ይገመግሙታል?
10. ድርጅቱ እኩልነት እና ልዩነትን እንዴት ነው የሚያስተናግደው?
11. ለአካባቢ ጥበቃ ትኩረት አለመስጠት በድርጅቱ በኩል አጋጥሞት ያውቃል? በዚህ የተነሳ ተጎድተው ያውቃሉ? ከተጎዱ እንዴት?
12. ድርጅቱ የአካባቢውን ሕብረተሰብ እና የአካባቢ ጥበቃን ይደግፋል ብለው ያስባሉ?
13. ድርጅቱ ለሰራተኛው እና ለቤተሰቡ እንዲሁም ለአካባቢው ሕብረተሰብ የህይወት ጥራት በኢኮኖሚ በኩል እንዲመጣ አድርጓል ብለው ያስባሉ? ካመጣ እንዴት ይገለጻል?
14. ማሕበራዊ ግዴታ በተመለከተ ቀረ የሚሉት ነገር ካለ በተብራራ ሁኔታ ቢገልፁ?

D. Observation grid

1. Waste management system in the factory
2. Work place condition in the factory (like safety, technology in use)
3. The presence of pollutant that can easily be observed like smoke, dust, sound, chemicals etc
4. Over all practice in relation to labor and environmental laws of Ethiopia

E. Documents revised

1. Different CSR related like mission, value statement, code of conduct or other appropriate company policy documents
2. Documents in government organization about Abyssinia especially in Bishoftu city Environment, Forest and climate change authority, social affair office and Investment office.