



The Practices of Corporate Social Responsibility in Ethio Telecom, Head Office

By:Hiwot Terefe

Addis Ababa University

College of Business and Economic

Department of Public Administration and Development

Management

June , 2020

Addis Ababa, Ethiopia

Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

**The Practices of Corporate Social Responsibility in Ethio Telecom,
Head Office**

By:

Hiwot Terefe

Advisor: Yohannes Workaferahu (Ph.D.)

**A Thesis Submitted to the Department of Public Administration and
Development Management of Addis Ababa University in Partial
Fulfillment of the Requirements for the Degree of Master's in Public
Management and Policy. (MPMP)**

June, 2020

Addis Ababa, Ethiopia

Addis Ababa University
College of Business and Economics Department of Public Administration and
Development Management

This is to certify that the thesis entitled, “The Practices of Corporate Social Responsibility in Ethio Telecom, Head Office” was carried out by Hiwot Terefe under the supervision of Yohannes Workaferahu (Ph.D.) submitted in partial fulfillment of the requirements for the degree of Master in Public Management and Policy, complies with the rules and regulations of the University and meets the accepted standards concerning originality.

Approved by the Examiners

_____	_____	_____
Advisor	Signature	Date

_____	_____	_____
Internal Examiner	Signature	Date

_____	_____	_____
External Examiner	Signature	Date

Chair of Department or Graduate Programs Coordinator

_____	_____	_____
Name	Signature	Date

Statement of Certificate

This is to certify that Hiwot Terefe has completed her thesis entitled “*The Practices of Corporate Social Responsibility in Ethio Telecom, Head Office*”, is her original work and is submitted for examination with my approval as a thesis.

Yohannes Workaferahu (Ph.D.)

Advisor

Signature

Date

Acknowledgments

First, I would like to thank Almighty GOD for his love, mercy, and his mother, holy virgin Mary help throughout my life's success.

I want to extend my sincere appreciation to my thesis advisor Yohannes Workaferahu (Ph.D.) for his straight forward and direct comment which encourages me to face the project work. I value your guidance, and support that made it possible for me to complete my studies.

Great credit also forwarded to my families, especially I'm grateful to thank my beloved Husband for their endless encouragement and moral support to realize my dream.

I would like to thank and appreciate the AAU Faculty of Technology Budget and Planning Head Hirut Sileshi for giving me such attention and time.

Finally, my gratitude goes to all academic staff of the MPMP program, my classmates, and for all who have responded to my questionnaires, who encourage and support me for the accomplishment of this study.

Thank you all!!!!

Acronyms and Abbreviations

CSR	Corporate social responsibility
ETC	Ethiopian Telecommunications Corporation
SMEs	Small- and medium sized enterprises
NGOs'	Non-Governmental organizations
SPSS	Statistical Package for Social Sciences

Abstract

The purpose of this study was to assess the practices of corporate social responsibility in Ethio Telecom, Head Office. To conduct this study, the descriptive survey method was employed. A total of 66 sample respondents were selected and involved in the study. Both random and purposive samplings were employed. Specifically, a random sampling technique was employed for Ethio Telecom, Head Office employees who were treated through questionnaires whereas a purposive sampling technique was applied to select the management for interview. For analysis SPSS version 21 was used and frequency count, mean score, and standard deviation were utilized to analyze quantitative data gained through the questionnaires. The finding shows that a significant proportion of the employees heard about CSR through formal education while others got information through training. And, Ethio Telecom Head Office employees have moderate involvement in the CSR practices. The findings of the study also showed that Ethio Telecom has done corporate social responsibility in an average manner but with a certain gap because a significant proportion of the sample respondents did not agree with the current activities of CSR in their respective company. The study recommends that it is the sole responsibility of the government to rethink the CSR programs to all potential companies like Ethio Telecom to be included within the objective of the business and provide incentive schemes for those enterprises duly engaged in CSR activities.

Keywords: Corporate Social Responsibility, Practices and Ethio-Telecom

Table of Content

Contents	Pages
<i>Acknowledgments</i>	i
<i>Acronyms and Abbreviations</i>	ii
<i>Abstract</i>	iii
<i>List of Tables</i>	vii
<i>List of Figure</i>	vii
CHAPTER ONE	1
1. Background of the Study	1
1.1. Back ground of the industry.....	3
1.2. Statement of the Problem.....	4
1.3. Basic Research Question	5
1.4. Objectives of the Study.....	6
1.4.1. General Objectives.....	6
1.4.2. Specific Objectives	6
1.5. Significance of the Study.....	6
1.6. Limitation of the Study.....	7
1.7. Delimitation of the Study.....	7
1.8. Organization of the Study	7
Chapter Two	8
2. Review of Related Literature	8
2.1. Theoretical Review.....	8
2.1.1. The Nature and Concepts of Corporate Social Responsibility.....	8
2.2. The Status of Corporate Social Responsibility in Ethiopia	9
2.3. Historical Development of Corporate Social Responsibility	10
2.4. The Essence of Stakeholders in Corporate Social Responsibility	11
2.4.1. Stakeholder Theory of Corporate Social Responsibility	12
2.4.1.1. Motivation Theory of Corporate Social Responsibility	12

2.4.1.2. Stages Theory of Corporate Social Responsibility.....	13
2.4.1.3. Legitimacy Theory of Corporate Social Responsibility	13
2.4.1.4. Agency Theory.....	13
2.5. The Role of Government to Support Corporate Social Responsibility	14
2.5.1. Regulating	14
2.5.2. Facilitating.....	14
2.5.3. Brokering	15
2.5.4. Warranting.....	15
2.6. Government Intervention in Corporate Social Responsibility.....	15
2.6.1. Awareness-raising	16
2.6.2. Partnering	16
2.6.3. Soft Law	16
2.6.4. Mandating	17
2.7. Empirical Review on Corporate Social Responsibilities.....	17
CHAPTER THREE	20
3. RESEARCH DESIGN AND METHODOLOGY	20
3.1. Introduction.....	19
3.2. Research Design.....	19
3.3. Source of Data.....	19
3.4. Sample Size and Sampling Technique	20
3.5. Data Gathering Instruments	20
3.5.1. Questionnaire.....	20
3.5.2. Interview	21
3.6. Methods of Data Analysis.....	21
3.7. Ethical Considerations.....	21
CHAPTER FOUR.....	22
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	22
4.1. Introduction.....	22
4.2. Characteristics of Respondents	23

<i>CHAPTER FIVE</i>	37
<i>5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</i>	37
5.1. Summary	37
5.1.1. Major Findings	38
5.2. Conclusion	40
5.3. Recommendations	42
<i>References</i>	45
<i>Appendixes</i>	49

List of Tables

	Pages
Table 1 Ethio Telecom Corporate Social Responsibility Practices	3
Table 4.2 Issue Related to Respondent Perception on Corporate Social Responsibility	27
Table 4.3 Issue Related to Ethical Responsibility	28
Table 4.4 Issue Related to Philanthropic Responsibility.....	30
Table 4.5 Issue Related to Clients Satisfaction	32
Table 4.6 Issue Related to Corporate Social Responsibility Practices and Financial Contributions.	33

List of Figure

	Pages
Figure 4.1: Characteristics of Respondents.....	24
Figure 4.2 Characteristic of the Respondents (Continued)	25

CHAPTER ONE

1. Background of the Study

Corporate social responsibility (CSR) has attained a high profile in the academic domain. It has also achieved prominence in political and business debate since the early 1990s, due to the activities of pressure groups and also the emergence of the “market for virtues” such as socially responsible investment which creates further pressures to adopt corporate social responsibility initiatives. Moreover, it has spread geographically from its original US setting to become a global concept. This is mainly in response to corporate scandals and also due to the realization that development which is only centered on economic growth paradigms is unsustainable. As well, many consider it an absolute necessity that organizations define their roles in society and apply social, ethical, legal, and responsible standards to their businesses (Kotler, P. & Lee N. 2005).

Corporate social responsibility is considered to be a vital part of any contemporary business strategy. Hence, focusing on CSR can provide companies/institutions with both operational efficiency as well as image benefits. People are becoming more aware of the social and environmental effects of their consuming habits, hence it is projected that innovative and responsible companies will continue to do well in the future, as their actions affect the purchasing behavior of customers (Juan, 2010).

During the period of the 1990s, the private sector’s CSR agenda was based primarily on the twin recognition that business is a part of society, and that companies have the potential to contribute to environmental and societal goals. For their part, large transnational companies have increasingly found that integrating a responsible approach to environmental, social, and governance issues into their core business activities is a key factor in ensuring long-term viability and success. Governments around the world have become increasingly proactive in creating an enabling environment for CSR. Governments have started to see CSR as a subject with relevance for public policy, due to its ability to enhance sustainable and inclusive development, increase national competitiveness, and foster foreign investment. Ethio telecom, previously known as the Ethiopian Telecommunications Corporation (ETC), is an integrated telecommunications services provider in Ethiopia, providing internet and telephone services. Ethio telecom is

owned by the Ethiopian government and maintains a monopoly over all telecommunication services in Ethiopia. It is located in Addis Ababa, Ethiopia.

Corporate Social Responsibility (CSR) is a concept that has attracted worldwide attention and acquired a new resonance in the global economy. While globalization and international trade have given way to tremendous opportunities, it has also opened the door to increased complexities for countries across the globe. This has resulted in the call and urge for enhanced transparency and corporate citizenship and opened the gateway for a culture called Corporate Social Responsibility or CSR which in fact allows for corporations to take on a role in the society, to play the guardian and to show it cares Karpal (2014).

Some of the benefits corporations gain from CSR and that have been “empirically tested include corporate reputation and reducing business risk. Other benefits that have been explored conceptually include boosting sales revenue, customer goodwill and increasing rivals” costs Babatunde et.al (2013). As per the reviewed literature all the dimensions of CSR are studied on the context of competitive environment. So there is a shortage of research on the monopolistic environment. The argument was the practices of CSR could enhancing attitude toward the company and it could also capable to decrease consumers skepticism.

There is a high expectation of corporate social responsibility from the corporations because of its importance to the socioeconomic development of any country. Since investment in CSR can be correlated with a firm’s survival, economic well-being, competitive advantage and customer loyalty Rahim et al (2011); there is a need for the telecom industry to incorporate CSR into their core business strategy. In light of these facts the researcher is initiated to investigate the practices of corporate social responsibility in Ethio Telecom head office.

This paper tries to put forth the idea that the different dimensions of CSR can indeed be used as a tool to to investigate the practices of corporate social responsibility in Ethio Telecom head office.. This area is certainly worthy of research as many Ethiopian organizations are beginning to practice CSR on the premise that socially responsible corporate activity is an important source of competitive advantage to the degree that it enhances their overall reputation and credibility. It is hoped that this study will be of

value both to those concerned about society and those concerned about showing the highest responsibility towards the people from whom they make profits.

1.1. Back ground of the industry

Telecom services in Ethiopia has counted over a century but the growth, penetration rate and quality of the telecom sector is still at a lower level stage compared to other countries. Accordingly, the Ethiopian Government makes agreement with the world-class telecom operator, France telecom which has viable experience and capability in the sector so as to render world standard telecom services. Ethio Telecom’s some key CSR initiatives include Sponsoring ICT exhibition ,renascence dam project, Addis Ababa City train project, awareness building on AIDS and national immunization day etc., building ICT centers, giving discount for small scale retailers, Community Information Centers, sponsor in sports, scholarship for poor girls, blood donation camps, emergency relief effort in natural calamities etc.

Table 1 Ethio Telecom Corporate Social Responsibility Practices

Ethio Telecon CSR Practice (2016 G.C)	Lists
Free Bulk SMS (In service)	<ul style="list-style-type: none"> • Kidney dialysis charity • Red Cross • “RaeiyBetegbar” • “Ye enatweg” charity association • Ethiopian Patriots Association • Harari development lotter. • The Macedonians Humanitarian Association (MHA)
For development associations	<ul style="list-style-type: none"> • Amhara Development Association • Oromia Development Association • Tigray Development Association • Harari development association
For health-related activities	<ul style="list-style-type: none"> • Ethiopian heart association • HIV(952) • For malaria
For Education	<ul style="list-style-type: none"> • Ethiopian space center
For Different event Sponsorships	<ul style="list-style-type: none"> • New year • Supreme court panel discussion

	<ul style="list-style-type: none"> • Network of Ethiopian Women's • Associations Ethiopia's Erecha festival • For 100-year Adama city celebration
Sponsorships	<ul style="list-style-type: none"> • Olympic at RIO
For building ICT centers	<ul style="list-style-type: none"> • For ICT at “Wag lematSeqota”

1.2. Statement of the Problem

Social responsibility can be a difficult concept to grasp because different people have different beliefs as to which actions improve society’s welfare (Schmidheiny, 2006). As a participant in society, the corporate sector should contribute to human and constructive social policies that guide society. The concept of social responsibility is merely a first step towards the social effectiveness of business.

As stated by Carroll(1999), CSR is an increasingly essential element in the business world. The first impression many people have towards corporations is that businesses are taking advantage of consumers and society. In their minds, they think businesses are all about profit-making, and they care less about society, the environment, and human rights issues. Dixon (2014) describes that CSR is the derivative of sustainable development that addresses corporate behavior and how environmental management strategies are used as tools for growing a company’s image and cumulative effects on their environment, as well as their profits. Gupta (2012) stress that the concept of CSR is underpinned by the idea that corporations can no longer act as isolated economic entities operating in detachment from broader society which requires corporations to engage in certain kind of social activities.

CSR involves managing internal and external dimensions and concerns (Szekely and Knirsch 2005). Internally business organizations are required to be leading socially responsible practices when dealing with employees by making the working environment safe and investing in human capital, health, and safety. Externally CSR focus beyond the company that looks into the local community which involves a wide range of stakeholders such as local communities where the operation of the business exists and the environment. The major problems and challenges for governmental agencies in

promoting a CSR agenda is to identify priorities, increase awareness, create incentives and support, and mobilize resources from cross-sectoral cooperation that are meaningful in the national context, as well as building on existing initiatives and capacities. There are critical reasons as to the governments do care about the CSR agenda (Steurer, 2010).

Ethio telecom has initiated new strategies to provide solutions to its customers and enhance satisfaction, especially to enterprise customer, as a result of its transformation from the former Ethiopian Telecommunication Corporation to Ethio telecom as of December 2010 and France Telecom takes over the management. New strategies include new tariff, price discount, new promotion strategy, new product and services, new service delivery process and the like (Ethio Telecom Internal

Communication, 2017). However, the company didn't show the same initiation to measure the effects of corporate social responsibility activities. So, the company needs to investigate that what is the major benefit of CSR in the development of customer satisfaction the arisen skepticism of CSR among customers has lately had a negative impact on customers' attitudes towards brands communicated through CSR. According to Bhattacharya and Sen (2004), CSR's effect on customer behavior is not as straightforward as it seems, and a positive customer response to CSR initiatives is not a fact. Therefore, when planning a CSR strategy, it is important to be conscious about the hazards of the customers' perception of companies being irresponsible (Sen and Bhattacharya, 2001; Sen and Bhattacharya, 2004 ;).

This indicates that it is of importance to integrate an appropriate CSR strategy to optimize brand image. Although so many previous researches analyze the effect of corporate social responsibility, they conduct the research on purely competitive industry. Methodologically most researchers applied quantitative research like questionnaires; moreover, no research were concerned about testing the applicability of CSR concept in the monopolistic environment market in developing countries like Ethiopia, which is appeared to be with the fastest growing good potential telecom business. Therefore, this study attempts to examine the applicability and practices of CSR performed by Ethio telecom. Further, this study investigates the practice of CSR in Ethio Telecom head office. To achieve this purpose, the researcher has specifically formulated the following basic research questions.

1.3. Basic Research Question

1. How does Ethio-Telecom undertake corporate social responsibility programs?

2. What are the Ethio-Telecom activities with its stakeholders for corporate social responsibility implementation in Ethio-Telecom?
3. What is the scope of employees for corporate social responsibility activities implementation in Ethio-Telecom?
4. How the level of Ethio-Telecom employee participation in corporate social responsibility activities.
5. What are the major challenges observed while implementing CSR practices in Ethio-Telecom.?

1.4. Objectives of the Study

1.4.1. General Objectives

The general objective of the study was to assess the practices of corporate social responsibility in Ethio Telecom head office.

1.4.2. Specific Objectives

1. To assess the practices of corporate social responsibility in Ethio-Telecom.
2. To investigate key activities of stakeholders in corporate social responsibility practices and identify the beneficiaries.
3. To understand the level of Ethio-Telecom employee participation in corporate social responsibility activities.
4. To identify the major challenges observed while implementing CSR practices in Ethio-Telecom.
5. To propose some recommendations and provide ways of improvement.

1.5. Significance of the Study

The main success or failure of a company was depending on its strategic planning and engagement in social responsibilities. Therefore, the study will help the company management to redirect their attention to undertake CSR functions and come up with the identification of certain practices of Ethio-Telecom in CSR. Also, it will be used as a reference for a similar study and suggesting possible recommendations for other similar companies on how to practice the corporate social responsibilities in their respective institution.

Additionally, the study could also be used as a reference for further studies to be undertaken in the future on the same or related matters.

1.6. Limitation of the Study

Corona Virus has been a major challenge that I faced during data collection because there was a lockdown. Significant proportions of respondents were feared to be interviewed as well filling out the questionnaire. Owing to the nature of the subject area, i.e., excessive confidentiality, and because of limited access, it was not easy to get all relevant information from respective offices. Besides, lack of research studies specific to the study area and availability of sufficient current literature on the topic were some of the constraints.

1.7. Delimitation of the Study

The researcher has found that it was very important to delimit the scope of the study to a manageable size to investigate the issue thoroughly. Several companies were involved in CSR activities in Ethiopia, of these companies the researcher will select Ethio-Telecom head office purposely. This was therefore; the research will be confined only to a single company (Ethio-Telecom) for the sake of in-depth analysis with a genuine investigation on assessing the practices of corporate social responsibilities: In the case of Ethio-Telecom head office.

1.8. Organization of the Study

This study was organized and comprises of five chapters. The first chapter consisted of an introduction which consists of a background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study and definition of terms. The second chapter was discussed about the review of related literature. The third chapter was to deal with the research design and method of the study. The fourth chapter was to present the presentation, analysis, and interpretation of the data. The fifth chapter was to deal with the summary of findings, conclusions, and recommendations of the study. Finally, references and a set of appendices were included that contains the interview guide and Questionnaire that used to collect primary data for this research work and other supplementary documents of the study. (Move to Chapter 1)

Chapter Two

2. Review of Related Literature

2.1. Theoretical Review

2.1.1. The Nature and Concepts of Corporate Social Responsibility

Corporate Social Responsibility is a set of processes, customs, policies, laws, and institutions affecting the way a corporation (company) is directed, administered, and controlled (Wikipedia). Corporate Social Responsibility has the potential to make positive contributions to the development of society and businesses. More and more organizations are beginning to see the benefits of setting up CSR programs. The CSR progress is spreading over the world and in recent years a large number of methods and frameworks have been developed, the majority being developed in the West. Many have investigated the effects of globalization and global capitalism (Moon, (2004).

In the commencement most people viewed globalization as the best system about contributing to wealth creation. But in the mid-1990s, the breakdown of the system, like the huge income gaps between nations, was beginning to become obvious. The debate has been concerned with the need for a strong and moral ecology that reflects the wider social and cultural customs of society. For this ecology to be developed there is a need for support, not only from governments but from all actors, not the least from the private business sector. (Dunning, 2003) urges the development of what names responsible global capitalism that should not be considered as an ending in itself but as a means of social transformation of societies to create improved life for its citizens.

The concept and business awareness of CSR have evolved considerably since it first emerged in the 1950s (De Bakker, Groenewegen, and Den Hond, 2005). Over this time, the concept has developed from relatively uncoordinated and voluntary practices into more explicit commitments in response to stakeholder pressures and eventually into ongoing future commitments. With these changing perspectives of CSR, a significant body of literature has been produced but the problems of definition remain (Clarkson, 1995). There seems to be an infinite number of definitions of CSR ranging from the simplistic to the complex, and the range of associated terms and ideas (some used interchangeably), including corporate sustainability, corporate citizenship, corporate investment, the triple bottom line, socially responsible investment, business

sustainability, and corporate governance Prime Minister's Community Business Partnership, (2007).

(Carroll, 1983) defines the social responsibility of business as the economic, legal, ethical, and voluntary or philanthropic expectations that society has of organizations at a given point in time. He asserts that companies should fulfill all of the four dimensions at all times, and explains these four dimensions as a pyramid: economic aspects as the foundation followed by legal, ethical, and philanthropic factors (Carroll, 1991). Carroll's definitions concerning CSR have been influential for the conceptual development and empirical studies on CSR and related themes.

2.2. The Status of Corporate Social Responsibility in Ethiopia

CSR policies take on several forms in various countries. A country's traditions and political culture determine to a large extent how the government there addresses the topic. At the same time, public discourse in each country is also focusing on which topics and measures should be included under the CSR rubric. The public sector has several possibilities for influencing the business community's CSR-related behavior. It can impose sanctions, offer partnerships, and support research efforts or the company directly (Johnson, 2003).

CSR is currently still in its infancy stage in sub-Saharan Africa including Ethiopia. The majority of initiatives result from a philanthropic rather than a CSR approach. These initiatives are usually promoted by multi-national companies that have a strong social and environmental impact on local communities. The focus is on environmental aspects, the provision of infrastructure, health, and microcredit. Projects are often developed in partnership with several actors, comprising government and local authorities, international NGOs, or multilateral organizations (Johnson, 2003).

Like many other developing countries, CSR practices in Ethiopia are guided by five recognized domains: economical, legal, ethical, philanthropic, and environmental. Here, philanthropy gets the main attention from the corporate bodies. Nevertheless, CSR practices in Ethiopia are still in infancy. There has been an increasing pressure on the national and multinational corporations in Ethiopia to consider the rigorous incorporation of CSR in their actions. A number of corporations are now following an increased commitment to CSR beyond just profit making and compliance with regulation.

Some larger international companies have introduced corporate social responsibility (CSR) programs; however, most Ethiopian companies do not practice CSR. There are efforts to develop CSR programs by the Ministry of Industry in collaboration with the World Bank, U.S. Agency for International Development, and others. Source: export.gove In early 2015, the Ethiopian Chamber of Commerce & Sectorial Associations published a 'Model Code of Ethics for Ethiopian Businesses' that was endorsed by Ethiopia's President Mulatu Teshomme as the model for the business community. Source: export.gove

2.3. Historical Development of Corporate Social Responsibility

The history of social and environmental concerns about business is as old as trade. Commercial logging operations together with laws to protect forests can both be traced back to almost 5,000 years. In Ancient Mesopotamia around 1700 BC, King Hammurabi introduced a code in which builders, innkeepers, or farmers were put to death if their negligence caused deaths or major inconvenience to local citizens. In Ancient Rome senators grumbled about the failure of businesses to contribute sufficient taxes to fund their military campaigns, while in 1622 disgruntled shareholders in the Dutch East India Company started issuing pamphlets complaining about management secrecy and “self-enrichment” (The Economist Intelligence Unit, 2005).

(Bowen 1953) who is recognized as the “Father of Corporate Social Responsibility” expressed a foundational definition of the social responsibility of business as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. The second founder of CSR (Davis, 1973) formulated the “Iron Law of Responsibility,” by stating that “companies” avoidance of social responsibility leads to a gradual erosion of social power” (Carroll, 1999). (Davis, 1973) then defined social responsibility as “the firm’s consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm. Also, (Davis, 1973) stated that “Social responsibility begins where the law ends. A firm is not being socially responsible if it merely complies with the minimum requirements of the law, because this is what any good citizen would do”.

2.4. The Essence of Stakeholders in Corporate Social Responsibility

Stakeholders may be defined as “groups and individuals who can affect or are affected by the achievement of an organization’s mission” or “those groups who have a stake in or a claim on the firm”(Freeman, 1984). (Johnson et al. 2005) stresses that both parties depend on each other by defining stakeholders as individuals or groups who depend on the organization to fulfill their own goals and on whom in turn the organization depends. The concept of stakeholders may be given a wider perspective as simply all those entities with a "critical eye" on corporate actors (Bomann and Wiggen, 2004). Stakeholders thus form a link between the aims and ambitions of the organization and the expectations of society (Whetten, Rands, and Godfrey, 2002).

There are two categories of stakeholders, inside and outside stakeholders. The insiders are the employees, board of directors, and the stockholders. The outsiders are all the other groups that the firm’s actions affect. It includes the customers, suppliers, government, unions, competitors, local community, financial institutions, and the general public. Past study indicates that the board of directors no longer believes that the stockholder is the only constituency to whom they are responsible (Pearce and Robinson, 1997).

(Johnson et al., 2005) divided the external stakeholders into three categories in terms of the nature of their relationship with the organization; stakeholders from the market environment who include the suppliers, competitors, distributors, and shareholders. These shareholders have an economic relationship with the organization and influence the Value creation process as members of the value network. The second category comprises of the stakeholders from the social-political environment such as policymakers, regulators, government agencies who influence the social legitimacy of the strategy. The final category comprises of the stakeholders in the technological environment such as key adapters, standard agencies, and owners of competitive technologies who will influence the diffusion of new technologies and the adoption of industry standards (Pearce and Robinson, 1997).

Given the conflict amongst the various stakeholders, (Johnson et al., 2005) suggested that organizations may need to manage them through stakeholder mapping. Stakeholder mapping identifies their expectations and power and helps in understanding political

priorities. It underlines the importance of how interested each stakeholder group is to impress its expectations on the organization's purposes and choice of specific strategies and whether stakeholders have the power to do so. Stakeholder mapping is brought out through the power/interest matrix which classifies the stakeholders about the power they hold and the extent to which they are likely to show interest in supporting or opposing a particular strategy. The matrix also shows the type of relationship which organizations typically establish with stakeholder groups in the different quadrants and helps in establishing who the blockers and facilitators of a particular strategy are likely to be and how to manage them (Johnson et al., 2005).

2.4.1. Stakeholder Theory of Corporate Social Responsibility

The stakeholder theory will serve as a basis to study the interactions of the focal companies of this research with their stakeholders. It will be useful to identify stakeholders of the case under the study, to describe the corporate characteristics of the case, and more importantly to explain to what extent the case institution is applying either the instrumental or the normative attitudes or both towards the relationships it has with its respective stakeholders, (Donaldson and Preston (1995). "The stakeholder theory of the firm can be used as a basis to analyze those groups to whom the firm should be responsible" (Moir, 2001), and it is a fundamental element of CSR, (Al-Shubiri et.al. 2012). Increasingly corporate boards of directors find themselves in a position to assess the impact of social issues on stakeholder value, (PetersenVredenburg, 2009). At the very least, there is a growing view that business is part of the larger society and, therefore, it has responsibilities other than simply maximizing profits, (Oketch, 2004).

2.4.1.1. Motivation Theory of Corporate Social Responsibility

(Vogel, 2005) stated that there are "many reasons why some companies choose to behave more responsibly or virtuously in the absence of legal requirements. Some are strategic, others are defensive, and still, others may be altruistic or public-spirited. That indicates that even in countries where there is no strong legal framework for CSR, companies can implement CSR for reasons other than government requirements

2.4.1.2. Stages Theory of Corporate Social Responsibility

In order to explain what level of CSR is a given organization in the maturity steps of CSR, stage theories are relevant. According to (Zadek, 2004) there are five steps that organizations go through as levels to CSR maturity: the defensive stage, compliance stage, managerial stage, strategic stage, and civil stage. The defensive stage is characterized by a situation that companies be given unanticipated criticism and the companies are inclined to consider legal options or a PR strategy to handle the problem.

2.4.1.3. Legitimacy Theory of Corporate Social Responsibility

Legitimacy theory implies that organizations continually seek “to ensure” that “their activities are acceptable” to society (Wilmshurst and Frost, 2000). Since an organization relies on societal resources that can be put into alternative uses, society evaluates the usefulness and legitimacy of the organization’s 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.

2.4.1.4. Agency Theory

The Modern Corporation and Private Property’ written by Berle& Means (1932) are perceived as a starting point of the separation between corporate ownership and internal corporate control. Afterward, the theory has been improved to be applied in large corporate management (Jensen &Mecking, 1976). The agency theory describes the relationship between principal and agent. The principal is a shareholder or a business investor while the agent is the one assigned by the principal to take charge of the corporate operations. In other words, the agent operates the principal’s business. The separation between business ownership and corporate operation, therefore, causes agency problems. It is because the owner cannot closely follow and verify the agency’s corporate operations. As a result, such problems as a conflict of interest and mutual risks of the principal and the agent occur (Fama& Jenson, 1983).

In brief, the agency theory is related to the CSR concept as this directs great attention to corporate wealth, profit increase, stakeholders' satisfaction, and social responsibility. Particularly, the stakeholder is emphasized as being the corporate owner who encounters investment risks, therefore, deserves righteousness to receive their profits. Also, the theory involves the factors of transformational leadership, corporate governance, and stakeholder engagement that influence CSR operations.

2.5. The Role of Government to Support Corporate Social Responsibility

Government activities are vital to making an enabling environment for private sector development that reduces risks, lowers costs and barriers of operation, and raises rewards and opportunities for competitive and responsible private enterprises. The challenge for governmental agencies in promoting a CSR agenda is to distinguish priorities, raise awareness, create incentives and support, and mobilize resources from cross-sectoral cooperation that are meaningful in the national context, as well as building on existing initiatives and capacities. Some key roles which a government can actively choose to engage to support a CSR agenda, (Fox, Ward, and Howard, 2002) include (but are not limited to) the following:

2.5.1. Regulating

While CSR is regularly seen as voluntarily going beyond local requirements, governments can utilize stricter regulation (Considine, and Lewis, 2003). This can come in the form of laws, regulations, penalties, and related measures to control aspects of business investment or operations. Governments at various levels can regulate the behavior or practice of business by defining minimum standards for business performance embedded within the legal framework; establishing targets for business to achieve; setting up enforcers and inspectorates to oversee business conduct; proclaiming codes or laws to confine undesirable business conduct, or imposing license of operation or mandatory environmentally friendly industrial systems. Examples of this include establishing a minimum age for labor forces (Fox et al., 2002)

2.5.2. Facilitating

Through facilitation, governments enable companies to take part in CSR to drive social and environmental improvements. The government may offer tax incentives and

penalties to promote responsible business; ensure the business can access information needed; facilitate understanding of minimum legal requirements for issues relating to responsible business practice; incorporate CSR components in related policy areas (such as industrial policy, trade policy, environmental policy, and labor policy); offer capacity building, business advisory services technical assistance to business when required; or, support supply chain initiatives and voluntary certification (Fox et al., 2002).

2.5.3. Brokering

The government can go about as a broker in partnering public sector agencies, businesses, civil society organizations, and other stakeholder groups in tackling complex social and environmental challenges. The government can do this by initiating dialogue in multi-stakeholder processes; supporting joint government-industry collaboration in capacity building and developing sectoral CSR guidelines; engaging stakeholders in standards-setting processes; promoting public-private partnerships for community development; and mobilizing resources. In this role as a broker, the government can likewise invigorate the engagement of key actors in a CSR agenda by, for example, providing funding for research or leading campaigns, information collaboration and dissemination, training, or raising awareness (Fox et al., 2002).

2.5.4. Warranting

It can take different forms, including a commitment to executing international principles; education or awareness-raising programs; official policy documents; publicity of good CSR practice conducted by other leading companies; specific CSR related award schemes (such as a National Green Business Award); or, endorse specific pro-CSR indicators, guidelines, systems and standards (Fox et al., 2002).

2.6. Government Intervention in Corporate Social Responsibility

In selecting the appropriate types of policy intervention, governments must consider local socio-economic, political, and cultural contexts as well as the specific problems or action areas in and through which social change is desired. Governments may wish to combine different types of interventions to address social challenges effectively. Practical experience shows that various types of government interventions can comfortably

coexist, and can be complementary. There are at least four types of government intervention that can usefully be distinguished (Peters and Röß, 2010).

2.6.1. Awareness-raising

Awareness-raising instruments represent an important tool for governments in disseminating the idea of CR and providing incentives for businesses to adopt it. Aimed at demonstrating how companies can contribute to sustainable development, these tools are often used to create a common understanding of CR among companies and their stakeholders. Raising awareness is an important first step leading to public sector engagement in CR. Specific examples of policy instruments include tax exemptions for social or philanthropic investments, Internet platforms and award schemes that increase the visibility of CR activities, training and capacity building for small- and medium-sized enterprises (SMEs), and providing funding for research on CR (Peters and Röß, 2010).

2.6.2. Partnering

Partnering instruments lie at the heart of the CR public policy agenda. Partnerships combine the expertise, competencies, and resources of the public sector with those of business and other societal actors to address action areas within the CR agenda, thus creating benefit for all. In these partnerships, governments may be the initiator, a moderator, or facilitator. For example, governments can launch multi-stakeholder dialogues, undertake collective action or capacity-building efforts with companies, involve various stakeholders in standard-setting procedures, or simply mobilize financial resources. Numerous partnerships have evolved in recent decades to tackle issues such as poverty reduction, access to health and safety, and educational infrastructure (Peters and Rob, 2010).

2.6.3. Soft Law

Soft law interventions to promote CR are non-regulatory interventions. Examples of soft law policies include the promotion of universal principles such as the UN Global Compact and the OECD Guidelines for Multinational Enterprises, the inclusion of corporate responsibility criteria in public procurement procedures, and the establishment of a national action plan on CR. Soft forms of regulation may offer an attractive complement to legislation. Unlike mandatory instruments, which often require long and

intensive negotiation processes, soft law instruments can provide a flexible approach that can be easily adapted to a variety of policy fields (Peters and Röß, 2010).

2.6.4. Mandating

Mandating instruments are often used to set and enforce minimum standards for business performance in CR relevant areas such as environmental protection, anti-corruption, and labor laws. These standards can come in the form of laws, regulations, or sanctions which regulate and enforce business activities. Legal frameworks for corporate responsibility vary widely depending on a country's socioeconomic and cultural framework. Although CR is generally considered a voluntary tool, several governments have implemented mandatory measures in recent years that oblige companies to report on their CR-associated business activities or to initiate public-private partnerships (Peters and Rob, 2010).

2.7. Empirical Review on Corporate Social Responsibilities

The high ranking of corporate social responsibility (CSR) on research agenda as well as practitioner discussions that argue, not only is doing good the right thing to do, but it also leads to doing better (Bhattacharya and Sen, 2004). As a result, CSR has moved from ideology to reality, and many consider it an absolute necessity that organizations define their roles in society and apply social, ethical, legal, and responsible standards to their businesses (Lichtenstein et al, 2004).

However, the best conceptualizations of CSR remain embryonic. Despite the well-accepted belief that CSR is important for organizations to meet their stakeholder obligations, various unresolved issues exist in the literature, including an incomplete understanding of how organizations realize their CSR policies. For example, the literature suggests a plethora of possible CSR practices, yet empirical studies tend to focus only on limited aspects of CSR, such as cause-related issues or philanthropy (Matten et al, 2003). Until studies start to examine organizations' actual CSR practices, CSR will remain perplexing to theorists and continue to elude practitioners for various reasons.

Carroll (1979) suggests that CSR and community contributions reflect how a firm interacts with the physical environment and its ethical stance towards consumers and

other external stakeholders. External CSR relates to internal and external information sources including the media and personal experiences within the company which may be expected to base the opinion of their employees about these activities. Employees and managers have a greater stake in the success of the corporation than investors, owners because their jobs and economic livelihood are at stake (Post 2003). (Branco and Rodrigues, 2006) suggest that CSR disclosure leads to important results in the creation or deletion of other fundamentally intangible resources, and may help build a positive image with employees and managers.

The growing attention to reputation has helped to increase the number of different construct measures (Helm 2005). (Fombrun, 2000) engages six criteria that appear to dominate the construction of reputation in the annual reports: community involvement, employee treatment, product quality, financial performance, environmental performance, and organizational issues. Most of these criteria represent some CSR activities. (Lewis, 2001) lists similar criteria but with an emphasis on responsibility: product quality, customer service, treatment of staff, financial performance, and quality of management, environmental responsibility, and social responsibility.

This research is proposed to be a holistic study that focuses on getting rich information from limited sources. Therefore, the findings are not generalized to the entire education sector in the country. However, it would be one of the pioneer research inputs for other researchers to undertake further research in the area of CSR in Ethiopian context.

The stakeholder theory will serve as a basis to study the interactions of the focal companies of this research with their stakeholders. It will be useful to identify stakeholders of the case under the study, to describe the corporate characteristics of the case, and more importantly to explain to what extent the case institution is applying either the instrumental or the normative attitudes or both towards the relationships it has with its respective stakeholders, Donaldson and Preston (1995). “The stakeholder theory of the firm can be used as a basis to analyze those groups to whom the firm should be responsible” Moir (2001:8), and it is a fundamental element of CSR, Al-Shubiri et.al (2012). Increasingly corporate boards of directors find themselves in a position to assess the impact of social issues on stakeholder value, Petersen and Vredenburg (2009). At the very least, there is growing view that business is part of the larger society and, therefore, it has responsibilities other than simply maximizing profits, Oketch (2004).

CHAPTER THREE

RESEARCH METHODOLOGY

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

According to Creswell(2003), a research methodology refers to a science of how the research was carried out and a systematic way to solve a problem. It was also concerned with the procedures by which researchers go about their work of describing, explaining, and predicting phenomena. Hence, this chapter presents the research design and methodology. It covers the research method, the sources of data, the sample size and sampling technique, the instruments and procedures of data collection, the methods of data analysis, and ethical considerations.

3.2. Research Design

The study objective in this undertaking is mainly to identify the major practices of corporate social responsibility of Ethio-Telecom. To carry out the study mixed research design was employed. According to Creswell, J. W., & Plano Clark, (2011), mixed research method was chosen in the study that used to underlie the opinion and reason by collecting numerical data together with qualitative once. The way of accumulating quantitative data was through a questionnaire where qualitative data via interview.

3.3. Source of Data

Both primary and secondary sources of data were be used. Based on the above assumptions, selected employees were considered as major sources of the primary data. Whereas secondary sources such as information from various published and unpublished materials, books, working papers, articles, journals, reports, and statistical documents were used and consulted.

3.4. Sample Size and Sampling Technique

The sample size represents the actual magnitude of the targeted data sources which were deemed to represent the entire population reasonably. Similarly, determining sampling technique and sample size will ultimately rely on the size of the target population because of enhancing result accuracy and appropriateness. This study included employees, team leaders, directors, and top-level management of Ethio-Telecom head office.

$$n = N / (1 + Ne^2)$$

Where, n = sample size, N = population size, $e = 0.05$ is the level of precision. This formula was used to calculate the sample sizes for the study as follows.

$$n = 2500 / (1 + 2500(0.05 * 0.05)) = 345$$

Due to their large size, employees were selected randomly and included within the sample while for the management purposive sampling techniques were used. The staff participated within the study. the quantity of participants involved within the study and sampling proportion was statistically representative and adequate the analysis furthermore on make the inference.

As stated with the scope of the study was rely on employee's size in Ethio-Telecom head office will accordingly be addressed. Employees will be selected based on simple random sampling technique because simple random sampling technique gives each unit of the population equal opportunity of being selected whereas middle and top-level management bodies werepurposively selected because as the researcher deems they are relevant bodies to provide appropriate information for the study due to their intimacy with the practices of corporate social responsibility issues in their respective organization (Creswell, 2003).

3.5. Data Gathering Instruments

In this study the following data gathering tools were employed. These were:

3.5.1. Questionnaire

For this study a quantitative methodology involving a structured questionnaire was used as the measuring instrument. Questionnaires can be administered to groups of people simultaneously since they are less costly and less time consuming than other measuring

instruments. The questionnaire had both open-ended questions to enable guide the respondent through filling of the questionnaire as well as probe them for more information (Creswell, J. W., & Plano Clark, 2011).

3.5.2. Interview

To enrich the data gathering method, an interview will be an indispensable instrument. It had combined with other research techniques to confirm or explain the research results (Manning 2001). The study procures data from individual in-depth interview questions with the management and officials of Ethio-Telecom (Creswell, J. W., & Plano Clark, 2011).

3.6. Methods of Data Analysis

The analysis was a research technique that allows making replicable and valid references from data to their context. A descriptive and qualitative analysis will be employed. Besides, the Statistical Package for Social Sciences (SPSS) version 21 will be used to analyze the data collected. Tables will be created from the data gathered.

Representations using tables will be used to ensure easy and quick interpretation of data. To examine respondents' opinion descriptive statistics such as percentages, mean, the standard deviation was employed.

3.7. Ethical Considerations

The researcher was addressed ethical considerations of confidentiality and privacy. The researcher has used a rigorous and conscious effort at all times to sustain this promise. A guarantee was given to the respondents that their names should not be revealed in the research report. Moreover, participants have received a verbal and written description of the study, and informed consent was not to be obtained before the survey. Participation in the study was voluntary, and all participant responses were confidential and can quiet to respond to the question anytime the like. Finally, a copy of the final report was available to the schools if necessary.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter intends to reveal the findings and statistical analysis went to evaluate the research question and hypothesis that are established in earlier chapters. After the info screening process and also the chapter reports the results of the screening for errors within the sample and also the procedural check on the instruments utilized. With the assistance of the preliminary and analysis of the results, attempt to assess the practices of corporate social responsibility in Ethio Telecom, Head Office. Therefore, this chapter has two parts: the primary part deals with the characteristics of the respondents and also the second part presents the analysis and interpretation of the most data. the target of this study is to assess the practices of corporate social responsibility in Ethio Telecom, Head Office. to the current end, both quantitative and qualitative data obtained through questionnaires and individual interviews were wont to answer the fundamental research questions.

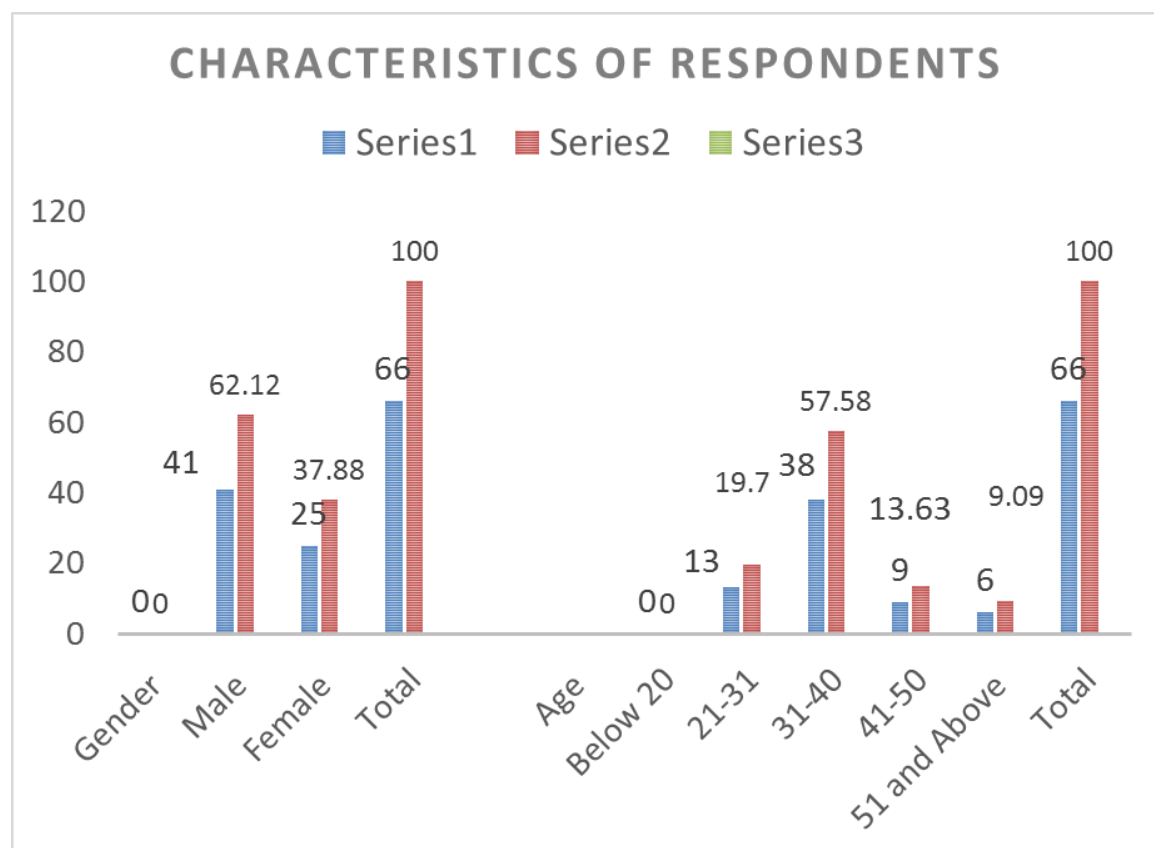
The respondents were given 115 questionnaires (both close & open-ended). Accordingly, 66 (57.39%) of Ethio Telecom, Head Office sample employees completed and returned the questionnaire just in time while the remaining 49 (42.61%) of them didn't return for various reasons and mainly because of the national lockdown to forestall COVID 19 (Coronavirus).

The quantitative a part of the analysis was treated supported the information obtained from the sample employees of Ethio Telecom, Head Office. The closed-ended questions of the questionnaire were analyzed using statistical tools like frequency count, percentage, mean value, and standard deviation whereas, the second section that's the qualitative a part of the study was treated supported the info secured from interviews and integrated systematically. Since the target of this study was to grasp the practices of corporate social responsibility in Ethio Telecom, Head Office, the qualitative data analysis strategy employed was thematic analysis which in keeping with (Crusswel, J. 2003) focuses on the coding of qualitative data, producing clusters of texts with similar meanings, often trying to find the central themes capturing the essences of the phenomenon under investigation.

Initially the responses to the questionnaire with the sample respondents were quantitatively analyzed whereas responses gained through interviews were qualitatively analyzed and also the central themes mentioned by the informant’s interview concerning the research questions were identified. The collected data was transcribed and verbatim from individual interviews. And then, the identified themes were categorized and thematically analyzed.

4.2. Characteristics of Respondents

Figure 4.1: Characteristics of Respondents

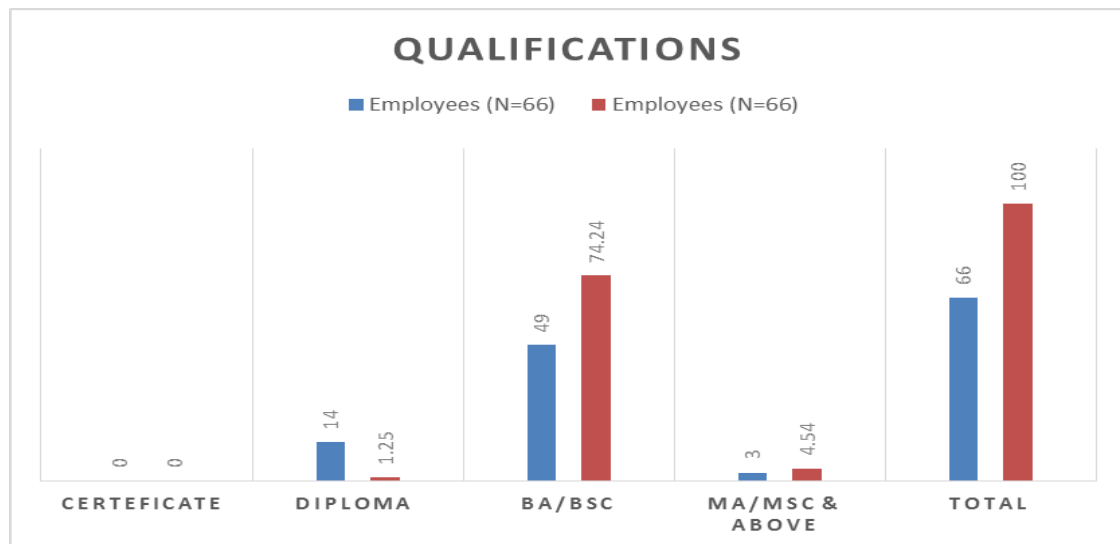


Source: Survey Data

Item one of Figure 4.1 shows that of the respondents, 41 (62.12%) of the employees were males and 25 (37.88%) of them were females. Based on the data indicated above the researcher can deduce that a bit more male employees were participated in filling out the questionnaire compared to female respondents. Besides, the above data indicate that female employee, let alone occupy managerial positions, their participation at employees' positions was reasonably significant comparing to the previous trend. But, the proportions of male employees at the sample institution were significantly higher than the female counterparts. This could be an indicator of less participation of female employees at Ethio Telecom, Head Office.

As can be observed from the above Figure of item two, only 6 (9.09%) of the employees were above the age of 51 years while 9 (13.63%) of the employees were found within the age range of 41-50 years. Besides, the majority of 38 (57.58%) of the employees were in the age of 31-40 years. The above figure clearly shows that most of the Ethio Telecom Head Office employees were fall in the age of 31-40 years. Moreover, the majority of the employees were relatively energetic, matured, and fit to take responsibilities.

Figure 4.2 Characteristic of the Respondents (Continued)



Source: Survey Data



Source: Survey Data

As to item 3 of Figure 4.2, Only 3 (4.55%) of the employees had qualified with second degree & above whereas, 49 (74.24%) almost the majority of the sample employees have got the first degree. Besides, 14 (21.21%) of the sample employs were qualified with a diploma. From this result one can realize that significant numbers of the Ethio Telecom, Head Office employees have qualified with MA and BA degrees respectively. The low level of employees in academic qualification yields inefficient and ineffective activities and this defiantly affects the overall goals of the organization.

Regarding item 4, as shown in the table above, a significant number of respondents that were 21 (31.82%) of the employees were serving their company less than 10 years while others 33 (50.0%) of the employees were serving their company within the service rage of (10-20) years. Besides, the remaining proportion of employees 12 (18.18%) were serving their company for more than 20 years. Thus, the above data clearly illustrates that most of the Ethio Telecom; Head Office employees have reasonably adequate experiences to carry out responsibility and to provide sufficient information about what is going on in their perspective company. Besides, an experienced employee can influence his/her fellow counterparts/work colleagues to strive to bring and align their effort with their company goals, mission as well as vision.

Table 4.2 Issue Related to Respondent Perception on Corporate Social Responsibility

No.	Item	Rate of Agreement					Mean Value	SD
		SA	A	U	D	SD		
1	Through formal education	4	15	10	35	2	2.70	1.09
2	Through training	5	5	30	25	1	2.80	1.11
3	From Commercial code	5	4	18	36	2	2.58	1.08
4	Through reading the company's code	12	14	10	30	2	3.40	1.23
5	Through different media sources	7	8	10	36	5	2.60	1.04

Source: Survey Data

As shown in item 1 of Table 4.3, respondents were asked to rate their agreement levels on their perception towards corporate social responsibility. Accordingly, sample employees rate their agreement with ($X=2.70$, $SD= 1.09$), and this figure relatively indicated that a significant proportion of employees were heard through formal education while others with ($X=2.80$, $SD=1.11$) got information through training. Besides, the remaining employees obtained the information from commercial code, through reading the company's code and through different media sources and confirmed their agreement with ($X=2.58$, $SD= 1.08$), ($X=3.40$, $SD= 1.23$) and ($X=3.60$, $SD=1.04$)

Therefore, based on the respondent's response, it is possible to conclude that Ethio Telecom; Head Office employees were moderately informed from different sources but, still, there were a significant proportion of the sample respondents did not agree with the existing sources were not considered as the main one. Furthermore, the concept of CSR is new in Ethiopia in general and Ethio Telecom because CSR functioning has already started in multinational companies and NGO's formally and a very few national companies informally.

Table 4.3 Issue Related to Ethical Responsibility

No.	Item	Rate of Agreement					Mean Value	SD
		SA	A	U	D	SD		
1	Ethio Telecom executes the social mission/program(s) responsibly.	8	15	20	20	5	3.11	0.95
2	Ethio Telecom employees responsibly involved in the CSR practices.	8	12	6	36	4	2.8	1.14
3	Ethio Telecom operates in a manner consistent with expectations of societal and ethical norms.	4	4	23	33	2	2.6	0.79
4	Ethio Telecom recognizes and respects new ethical/moral norms.	7	6	21	31	1	2.8	0.97
5	Ethio Telecom prevents unethical behavior's in order to achieve organizational goals.	3	18	32	11	2	3.12	0.96
6	Ethio Telecom makes efforts to be good citizenship.	3	10	12	27	4	2.21	0.86

Source: Survey

Data As Table 4.4, item 1 indicates the sample respondents were asked to rate their agreement levels about the Ethio Telecom execute the social mission/program(s) responsibly. Accordingly, sample employees with ($X=3.11$, $SD=0.96$) confirmed that CSR programs to discharge companies' responsibility to reduce the impact of its operation and various programs were undertaken by Ethio Telecom which contributed and executes the social mission/program(s) responsibly. Based on the figure indicated, one can possibly conclude that Ethio Telecom executes the social responsibilities moderately but with cretin limitations. Besides, as to the above figure there is a slight difference between the opinions of the study participants with the issues discussed.

As indicated in item 2 of the above table, the sample respondents of Ethio Telecom; Head Office was asked whether their company employees responsibly involved in the CSR practices or not. Accordingly, sample employees with ($X=2.80$, $SD=1.14$) indicated that Ethio Telecom; Head Office employees have moderate involvement in the CSR practices and the company has worked with limitations on the involvement of employees in CSR practices. Thus, it is possible to say that attention must be given to CSR activities in line with the main duties of the company. Besides, there was great variation as well as a significant difference among the opinions of the study participants on the issue discussed above.

As it can be observed from Table 4.4, item 3, the sample respondents were asked to rate their agreement levels about whether Ethio Telecom operates in a manner consistent with expectations of societal and ethical norms or not. Accordingly, employees' teachers with ($X=2.60$, $SD= 0.79$) show that Ethio Telecom averagely operates CSR activities but not as expectations of societal and ethical norms. Therefore, it can be concluded that the sample company has still limitation on CSR undertakings according to the expectations of societal and ethical norms. There were great variations and significant differences among the opinions of the study participants on the issue raised.

About item 4 of Table 4.4, the question raised for respondents to rate whether Ethio Telecom recognizes and respects new ethical/moral norms or not. Accordingly, employees' teachers with ($X=3.80$, $SD= 0.97$) indicated that Ethio Telecom has recognized and respects new ethical/moral norms in a very good manner. Thus, one can conclude that Ethio Telecom has done many activities specifically on respecting new ethical/moral norms and which in turn pays the company. Here again, there was a slight variation among respondents and a significant difference among the opinions of the study participants.

About item 5 of Table 4.4, respondents were asked to rate their levels of agreement whether Ethio Telecom prevents unethical behaviors to achieve organizational goals or not. Accordingly, employees with ($X=3.12$, $SD=0.96$) confirms that Ethio Telecom averagely prevents unethical behaviors to achieve organizational goals. Thus, it can be possible to conclude that, Ethio Telecom needs to introduce additional prevention mechanisms to minimize or eliminate unethical behaviors as long as meeting the intended company goals are concerned. According to the statistical data seen above,

there was a slight variation among respondents and a significant difference among the opinions of the study participants.

As it can be observed from the above Table, for item 6, whether Ethio Telecom makes efforts to be good citizenship or not. Accordingly, sample respondents' teachers with ($X=2.21$, $SD= 0.86$) confirmed that Ethio Telecom averagely makes efforts to be good citizenship but with certain limitations. This is; therefore, one can conclude that Ethio Telecom needs to work hard and additional efforts should be considered to bring about citizenship. Besides, there was great variation among respondents and also there was no significant difference. Furthermore, the data obtained from interview indicated that in our company (Ethio Telecom) CSR will share its plan and periodic activities to its employees the employee, in turn, will follow the same approach and strategy. Showed that the data obtained from interview indicated that in our opinion, CSR activities are not considered as a charity since it covers ample of activities,

Table 4.4 Issue Related to Philanthropic Responsibility

No.	Item	Rate of Agreement					Mean Value	SD
		SA	A	U	D	SD		
1	Ethio Telecom supports culture and art activities of local community.	4	9	32	20	1	2.92	1.10
2	Managers and employees participate in charitable activities of their local communities.	2	6	30	26	2	2.70	0.91
3	Ethio Telecom supports private and public educational institutions.	6	10	20	28	2	2.85	1.05
4	Ethio Telecom assists to enhance quality of life in the local community.	8	10	23	20	5	2.94	0.94

Source: Survey Data

As depicted in Table 4.5, of items 1, sample respondents were asked whether Ethio Telecom supports the culture and art activities of the local community or not. Accordingly, employees with ($X=2.92$, $SD=1.10$) and a significant proportion of the study participants confirm that Ethio Telecom moderately supports culture and art activities of the local community and still there is a certain limitation on the issue raised. Furthermore, the above statistical data indicates that there were great variations and significant differences among the study participants.

As to Table 4.5, item 2 indicate that employees of the Ethio Telecom main office were asked whether the managers and employees participate in charitable activities of their local communities or not. Accordingly, with ($X=2.70$, $SD= 0.91$) respondents were indicated that the managers and employee's participation in charitable activities of their local communities found moderate. This is therefore, based on the above figure one can be said that Ethio Telecom's main office need to encourage managers and employees to participate in charitable activities of their local communities. The above statistical data indicates that there were great variations and significance difference among the study participants.

As depicted in Table 4.5, of items 3, sample employees were asked whether Ethio Telecom supports private and public educational institutions or not. Accordingly, employees with ($X=2.85$, $SD= 1.06$) indicated that Ethio Telecom moderately supports private and public educational institutions. Thus, it is possible to conclude that this Telecom tried to design and plan to support private and public educational institutions periodically because only engaged in making profited not agreeable and unexpected from such a big-serving company. Besides, the figure indicates that there were a slight variation and significance difference among the study participants.

As indicated in Table 4.5, item 4, the further question also raised for sample respondents to rate their level of agreement on the sample company assists to enhance quality of life in the local community or not. Accordingly, employees with ($X=2.94$, $SD=0.94$) confirmed that Ethio Telecom moderately assists to enhance quality of life in the local community. Based on the above statistical figure one can conclude that Ethio Telecom needs to assist the nearby community just to bring about quality of life. Besides, this indicates that there are a slight difference and variation among many of the study participants.

Furthermore, the data obtained from interview indicated that Ethio-Telecom executes social mission by providing financial support to more than 400 university students from all of the public universities, has provided continuous support to women, elderly, children, disabled, street children, and to other communities in a continuous manner. Besides, planting more than 1.5 million seedlings to support the green Ethiopia project initiative and contributing the outdoor trip decoration light projects. Also, Ethio-Telecom has played a vital role in the extension of health net, wereda net, and school net projects and Ethio Telecom pursues CSR activities by categorizing in two subgroups. Accordingly, our company providing financial aid programs to all public universities in the country, and again we support directly to women, elderly, children, disabilities street children's and others within the community there for the company believes that Ethio-Telecom defiantly has good relationships with the entire society.

Table 4.5 Issue Related to Clients Satisfaction

No.	Item	Rate of Agreement					Mean Value	SD
		SA	A	U	D	SD		
1	The policy of CSR of Ethio Telecom meets the expectation of its clients.	4	16	18	26	2	2.91	1.21
2	Overall, the clients satisfied with product and service of Ethio Telecom.	4	12	19	30	1	2.82	0.86
3	Overall, Clients satisfied with CSR activities of Ethio Telecom.	6	10	20	29	1	2.86	0.88
4	Employees would like to positively speak to surrounding people about Ethio Telecom.	2	5	10	28	21	2.08	0.76

Source: Survey Data

As it can be seen in Table 4.6, of item 1 the sample respondents were asked about the policy of CSR of Ethio Telecom meets the expectation of its clients or not. Accordingly, employees teachers with ($X=2.91$, $SD= 1.21$) confirmed that Ethio Telecom moderately meets the expectation of its clients align with CSR. This is therefore, the policy of CSR of Ethio Telecom must be revisited and attention has to be given to meet the expectation of its clients. Besides, there was slight variation and differences among the sample respondents.

As it can be observed from the above Table for item 2, sample respondents were asked about Ethio Telecom clients are satisfied with product and service delivery. Accordingly, employees with ($X=2.82$, $SD= 0.86$) and a significant proportion of the study participants were averagely agreed with the issue discussed. This is, therefore, one can conclude that this Telecom client was moderately satisfied with the product and service offered by their company but still there are significant limitations on the client's satisfaction over product and service given by the company. Besides, there was variation among respondents and significant differences as well.

As depicted in Table 4.6 of items 3, employees were asked whether clients satisfied with the CSR activities of Ethio Telecom or not. Accordingly, employees ($X=2.86$, $SD= 0.88$) and a significant proportion of the study participants confirm that Ethio-Telecom clients were moderately satisfied with CSR activities. Thus, moderate satisfaction of clients with CSR activities done by Ethio Telecom cannot be taken as granted that the company is free from limitations. Furthermore, the above statistical data indicates that there were variations and significance difference among the study participants.

Table 4.6 of item 4 indicates that sample employees were asked whether employees would like to positively speak to surrounding people about Ethio Telecom or not. Accordingly, employees with ($X=2.08$, $SD= 0.76$) have shown that Ethio Telecom employees fairly would like to positively speak to surrounding people. This is therefore, based on the above figure one can be said that Ethio Telecom needs to scale up its name loudly and positively by the surrounding community. Besides, the above statistical data indicates that there were great variation and significance difference among the study participants. Furthermore, the data obtained from interview indicated that Ethio Telecom has determined the success/failure of CSR based on our client's feedback, by evaluating each activity results and lastly conducting an evaluation on plan versus achievements.

Table 4.6 Issue Related to Corporate Social Responsibility Practices and Financial Contributions.

Source: Survey Data

No.	Item	Rate of Agreement					Mean Value	SD
		SA	A	U	D	SD		
1	Ethio Telecom properly discharges corporate social responsibility	2	4	6	31	22	2.94	0.61
2	Ethio Telecom undertakes philanthropic or humanitarian contribution responsibly	14	15	22	9	6	3.33	1.15
3	Ethio Telecom doing business lawfully and ethically	8	20	18	15	5	3.17	1.09
4	Ethio Telecom offering quality services	8	32	10	12	4	3.36	1.17
5	Ethio Telecom offer fair pricing of services and products	4	2	20	38	2	2.52	0.81
6	Ethio Telecom working on protecting the environment	5	6	11	23	10	2.09	0.45
7	Ethio Telecom providing employees sufficient benefit	8	7	20	28	3	2.79	1.05
9	Ethio Telecom have budget for financial contribution to CSR	6	10	8	20	22	2.41	0.72
10	Ethio Telecom donates to government development projects	2	4	20	16	24	2.15	0.74
11	Ethio Telecom Donates to NGOs'	1	4	10	23	28	2.89	0.83
12	Ethio Telecom establishing school and health center for the community and/or employees'	3	16	18	24	5	2.82	0.79
13	Ethio Telecom helps the community to get basic Infrastructure (electric, water, road &the like	2	7	22	30	5	2.56	0.43
14	Ethio Telecom engage in sponsorship for Sport, arts and culture	3	10	10	34	15	2.55	0.59
15	Ethio Telecom donates g the country's disasters or humanitarian activities	1	8	31	15	17	2.68	0.98
16	Ethio Telecom supports the environmental protection program in the country	4	8	15	35	4	2.59	1.09
17	Ethio Telecom have budget for financial contribution to CSR	6	10	8	20	22	2.41	0.72

As depicted in Table 4.7 of items 1, sample employee's teachers (respondents) were asked whether Ethio Telecom properly discharges corporate social responsibility or not.

Accordingly, employees with ($X=2.94$, $SD= 0.62$) indicated that Ethio Telecom moderately discharges corporate social responsibility. It is possible to conclude that this Telecom has done corporate social responsibility in an average manner but with a certain gap because a significant proportion of the sample respondents did not agree with the current activities of CSR in their respective company. Besides, the figure indicates that there were variations and significant differences among the study participants.

Sample employees were asked to put their level of agreement about Ethio Telecom undertakes philanthropic or humanitarian contribution responsibly or not. Accordingly, with ($X=3.33$, $SD=0.15$) confirmed their agreement as good as possible and Ethio Telecom undertakes philanthropic or humanitarian contribution responsibly but with some limitations. Besides, there was variation among respondents and significant differences as well.

As it is indicated in item 3, Table 4.7, the sample respondents were also asked whether Ethio Telecom doing business lawfully and ethically or not. According to the mean and SD result ($X=3.17$, $SD=1.09$) confirms that Ethio Telecom moderately doing business lawfully and ethically. From the above result one can conclude that Ethio Telecom has been doing business lawfully and ethically but there must be a call for an improvement to do CSR very responsibly. Besides, this indicates that there was a difference between the opinions of respondents and variation as well.

As can be seen from the above Table 4.7 of item 4, employees of Ethio Telecom head office were asked about the company offering quality services to its clients or not. According to the study participants with ($X=3.36$, $SD= 1.17$) confirmed their company moderately offering quality services to its clients. Thus, it is possible to conclude that a significant number of the participants were reasonably agreed and felt comfortable with the issue raised but the remaining some were found disagree. Besides, this result indicates that there was a slight difference among the opinions of the study participants and variation as well.

About item 5 of Table 4.7, the sample respondents were asked to rate their level of agreement about whether Ethio Telecom offers fair pricing of services and products or not. Accordingly, employees with ($X=2.52$, $SD= 0.81$) confirmed that a significant number of respondents were moderately agreed that Ethio Telecom is offering fair pricing of services and products to its clients. Thus, Ethio Telecom is offering fair pricing of services and products but the still reasonable proportion of the sample respondents

disagreed with the issue. Besides, this result indicates that there were great differences and variations among the opinions of respondents.

In Table 4.7 of item 6, the sample respondents were asked to rate their level of the agreement if Ethio Telecom working on protecting the environment or not. Accordingly, the study participants with ($X = 2.09$, $SD = 0.45$) confirmed that Ethio Telecom fairly working on protecting the environment. Based on the above result one can conclude that the significant number of the study participants looks unhappy and disagreed with the issue raised and Ethio Telecom is working on protecting the environment that looks below

As can be seen from the above Tables of item 7, sample respondents were asked whether Ethio Telecom has a budget for a financial contribution to CSR or not. Accordingly, employees with ($X = 2.41$, $SD = 0.72$) indicated that a significant number of respondents were moderately agreed with the issue and the sample Ethio Telecom has a budget for a financial contribution to CSR but with some disagreement with the respondents. The above figure indicates that their variations and differences between the opinions of the study participants.

Table 4.7 of item 8 indicates that respondents were asked to rate their agreement whether Ethio Telecom has a budget for a financial contribution to CSR or not. Accordingly, employees with the ($X = 2.15$, $SD = 0.74$) confirmed that Ethio Telecom has simply some sort of budget for a financial contribution to CSR but with certain gaps. This is, therefore; based on the above figure one can be said that Ethio Telecom has a budget for a financial contribution to CSR but need to revisit its policy towards CSR. Besides, the figure clearly indicates that their variation and difference among the opinions of sample respondents.

As indicated on Table 4.7, item 9&10, the further question also raised for respondents were asked whether Ethio Telecom Donates to NGOs' and establishing school and health center for the community and/or employees' or not. Accordingly, employees with ($X = 2.89$, $SD = 0.83$) and ($X = 2.82$, $SD = 0.79$) respectively confirmed that Ethio Telecom donates moderately to NGOs and establishing schools and health centers for the community and/or employees. Thus, based on the above figure and it is possibly concluded that, Ethio Telecom needs to improve the donation trend to NGOs and try to

establish a school and health center for the community and/or employees' in a very better manner. Besides, this indicates that their variation and difference between the opinions of the respondents.

As it can be seen in Table 4.7 of item 13&14 respondents were asked to rate their level of agreement whether Ethio Telecom helps the community to get basic Infrastructure (electric, water, road &the like and engage in sponsorship for Sport, arts and culture or not. Accordingly, employees with ($X=2.56$, $SD= 0.43$) and ($X=2.55$, $SD= 0.59$) respectively indicated that Ethio Telecom helps the community to get basic Infrastructure (electric, water, road &the like and engage in sponsorship for Sport, arts and culture moderately. Thus, Ethio Telecom should improve most of the CSR activities, especially basic Infrastructure, Sport, arts, and culture in a periodic manner. Besides, the figure clearly indicates that there were variations and differences among the sample respondents.

In the above Table of items 15&16, sample respondents were asked to rate their level agreement whether Ethio Telecom donates the country's disasters or humanitarian activities and supports directly related to environmental protection programs in the country or not. Accordingly, employees with ($X= 2.68$, $SD= 0.98$) and ($X= 2.59$, $SD= 1.09$) respectively indicated that Ethio Telecom moderately donates the country's disasters or humanitarian activities and supports directly related to environmental protection program in the country. This is therefore, one can realize that Ethio Telecom may need to improve and work hard to donates the country's disasters or humanitarian activities and supports directly related to environmental protection programs in the country periodically because of the existence of a given company granted only if our environment is well protected. Besides, the figure clearly indicates that their variation and significant difference among the sample respondents. Showed that the data obtained from the interview indicated that there are certain problems while implementing corporate social responsibilities. These are sometimes information gaps are observed and employees have been offering a different kind of supports by themselves without acknowledging of CSR.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary of major findings of the study, the conclusion drawn based upon the major findings and recommendations that forwarded based on the conclusions arrived at.

5.1. Summary

This study was conducted aiming at assessing the practices of corporate social responsibility in Ethio Telecom, Head Office. More specifically, the study intended to attain the following objectives:

1. To assess the practices of corporate social responsibility in Ethio-Telecom.
2. To investigate key activities of stakeholders in corporate social responsibility practices and identify the beneficiaries.
3. To understand the level of Ethio-Telecom employee participation in corporate social responsibility activities.
4. To identify the major challenges observed while implementing CSR practices in Ethio-Telecom.
5. To propose some recommendations and provide ways of improvement.

This study endeavored to explore the practices of corporate social responsibility in Ethio Telecom, Head Office. Issues were analyzed with the intention to understand the ground facts from employees and the management perspectives. The study employed both qualitative and quantitative research design with the assumption that reality is socially constructed by participants and there are many truths. This research approach was appropriate as the researcher was trying to understand the complexity of the issue under investigation through the lived experience, perceptions, and perspectives from a holistic standpoint.

For this study, a descriptive survey method was employed to disclose the understanding of respondents on the issue under study. This method was chosen with the assumption that it helps to conduct data as it exists and together several data related to the problem under study. Both primary and secondary sources of data were used. Data were generated

via Questionnaire and Interview. The respondents were provided with 110 questionnaires (both close & open-ended). Accordingly, 66 (57.39%) of Ethio Telecom, Head Office sample employees completed and returned the questionnaire just in time while the remaining 49 (42.60%) of them did not return for various reasons and mainly due to the national lockdown to prevent COVID 19 (Coronavirus).

The data secured through questionnaires were analyzed quantitatively and similarly data secured through interviews were thematically analyzed and organized into themes to answer the research questions. To this effect, the study attempted to answer the following basic questions:

1. How does Ethio-Telecom undertake corporate social responsibility programs?
2. What are the Ethio-Telecom activities with its stakeholders for corporate social responsibility implementation in Ethio-Telecom?
3. What are the roles of employees for corporate social responsibility activities/implementation in Ethio-Telecom?

In an attempt to answer the above basic research questions, a descriptive survey was preferred to serve the purpose. The study was conducted in Ethio Telecom, Head Office, and the questionnaire was developed and data also gathered based on the review of related literature. To substantiate the study interviews were prepared and used for the study. Document analysis was also used to gather additional data. The collected data were analyzed by descriptive statistics such as frequency count, percentage, mean score, and standard deviation. Data were analyzed using the “Statistical Package for the Social Sciences” (SPSS) version 21 software.

5.1.1. Major Findings

Most of the data reported are based on the findings of the research. Accordingly, the sample respondents were forwarded to their opinions and the data was analyzed accordingly. As to the major findings of the study, as many issues raised during the discussion as well as responses from the data collection instruments the sample respondents were forwarded to the following views.

- A. Significant proportions of the employees were heard about CSR through formal education while others got information through training. Besides, the concept of CSR is new in Ethiopia in general and Ethio Telecom because CSR functioning has

already started in multinational companies and NGO's formally and a very few national companies informally.

- B. As to the findings of the study, CSR programs to discharge companies' responsibility to reduce the impact of its operation and various programs were undertaken by Ethio Telecom which contributed and executes the social mission/program(s) responsibly. In addition to that, Ethio Telecom; Head Office employees have moderate involvement in the CSR practices and the company has a limitation on the involvement of employees in CSR practices. Ethio Telecom has still a limitation on CSR undertakings according to the expectations of societal and ethical norms
- C. The finding of this study clearly indicated that Ethio Telecom has recognized and respects new ethical/moral norms in a very good manner and averagely prevents unethical behaviors in order to achieve organizational goals. Besides, the company averagely makes efforts to be good citizenship but with certain limitations. And also, a significant proportion of the study participants confirm that Ethio Telecom moderately supports culture and art activities of the local community but still there are certain limitations.
- D. Ethio Telecom managers and employee's participation in charitable activities of their local communities found moderate and moderately supports private and public educational institutions. Besides, Ethio Telecom moderately assists to enhance quality of life in the local community and moderately meets the expectation of its clients aligns with CSR. Furthermore, a significant proportion of the study participants were averagely agreed with clients are satisfied with product and service delivering and clients were moderately satisfied with CSR activities, and employees fairly would like to positively speak to surrounding people.
- E. The findings of the study showed that, Ethio Telecom has done corporate social responsibility in an average manner but with a certain gap because a significant proportion of the sample respondents did not agree with the current activities of CSR in their respective company. Besides, Ethio Telecom moderately doing business lawfully and ethically. And also, the company moderately offering quality services to its clients and a significant number of respondents were moderately agreed that Ethio Telecom is offering fair pricing of services and products to its clients.
- F. Ethio Telecom fairly working on protecting the environment and moderately providing employees sufficient benefits. In addition, Ethio Telecom has a budget for a financial contribution to CSR but with some disagreement with the respondents and

the company budget for a financial contribution to CSR but needs to revisit its policy towards CSR. The finding also confirmed that Ethio Telecom donates moderately to NGOs and establishing schools and health centers for the community and/or employees.

- G. The result of the study indicated that, Ethio Telecom helps the community to get basic Infrastructure (electric, water, road &the like and engage in sponsorship for Sport, arts, and culture moderately. Besides, Ethio Telecom moderately donates the country's disasters or humanitarian activities and supports directly related to environmental protection programs in the country.

5.2. Conclusion

The following conclusions were made based on the findings of the study and the evidence allows us to conclude that, the practices of corporate social responsibility in Ethio Telecom, Head Office were analyzed and concluded as follows.

Accordingly, the proportions of females in Ethio Telecom, Head Office were significantly less to that of their counterpart and this result could be an indicator of certain gaps and fewer participation rates of female employees Ethio Telecom, Head Office level. The research findings figure out in the assessed Head Office were composed of reasonably matured age employees and this may help them in undertaking the required activities efficiently. The data illustrates that most of the employees have reasonably adequate working experiences to carry out responsibility and got a first degree and above. Besides, most of the Ethio Telecom; Head Office employees have reasonably adequate experiences to carry out responsibility and to provide sufficient information about what is going on in their perspective company. Besides, an experienced employee can influence his/her fellow counterparts/work colleagues to strive to bring and align their effort with their company goals, mission as well as vision.

Ethio Telecom; Head Office employees were moderately informed from different sources about the corporate social responsibility activities but, still, there were a significant proportion of the sample respondents did not agree with the existing sources. Ethio Telecom executes the social responsibilities moderately but with cretin limitations and employees have moderate involvement in the CSR practices and the company has worked with certain limitations on the involvement of employees in CSR practices. Also, the company has still limitation on CSR undertakings according to the expectations of

societal and ethical norms and Ethio Telecom has done many activities specifically on respecting new ethical/moral norms and which in turn pays the company. Ethio Telecom needs to introduce additional prevention mechanisms to minimize or eliminate unethical behaviors as long as meeting the intended company goals is concerned and work hard and additional efforts should be considered to bring about citizenship.

The company moderately supports the culture and art activities of the local community and still there are certain limitations on CSR and Ethio Telecom's main office needs to encourage managers and employees to participate in charitable activities of their local communities. Furthermore, Ethio Telecom moderately assists to enhance quality of life in the local community and supports private and public educational institutions reasonably. The policy of CSR of Ethio Telecom must be revisited and attention has to be given to meet the expectation of its clients because CSR activities were undertaking moderately and a bit far from very good jobs. Besides, Ethio Telecom clients were moderately satisfied with the product and service offered by their company but still there are significant limitations on the client's satisfaction over product and service given by the company. And moderate level satisfaction of clients with CSR activities done by Ethio Telecom cannot be taken as granted that the company is free from limitation and Ethio Telecom needs to scale up its name loudly and positively by the surrounding community.

Ethio Telecom has done corporate social responsibility in an average manner but with a certain gap, because a significant proportion of the sample respondents did not agree with the current activities of CSR in their respective company and Ethio Telecom undertakes philanthropic or humanitarian contribution responsibly but with some limitations. Besides, Ethio Telecom has been doing business lawfully and ethically but there must be a call for an improvement to do CSR very responsibly and a significant number of the participants were reasonably agreed and felt comfortable with the issue raised but the remaining some were found disagree. The company is offering fair pricing of services and products but the still reasonable proportion of the sample respondents disagreed with the issue.

Ethio Telecom working on protecting the environment looks below expectations and moderately providing employees sufficient benefit. Besides, the company has the budget for a financial contribution to CSR but with some disagreement with the respondents and

donates to NGOs' and establishing school and health center for the community and/or employees' moderately. Besides, Ethio Telecom moderately helps the community to get basic Infrastructure and fairly engage in sponsorship for Sport, arts, and culture. Telecom moderately donates the country's disasters or humanitarian activities and supports directly related to environmental protection programs as well.

5.3. Recommendations

The findings of this study are believed to have some recommendations for practice. The implication might show areas of intervention to improve the most wanted corporate social responsibility practices. As we think of improving CSR in Ethio Telecom in general and the head in particular. Accordingly, the following recommendations are made based on the research findings and the conclusion.

1. Ethio Telecom management should create a unit or department within their company that will be responsible for their social responsibility programs which should ensure social responsibility policies are adequately implemented in their respective company.
2. Ethio Telecom should execute the social responsibilities in a very planned manner to reach the company CSR and CSR activities should be reported publicly and attention must be given to CSR activities in line with the main duties of the company.
3. Ethio Telecom need to introduce additional prevention mechanisms to minimize or eliminate unethical behaviors as long as meeting the intended company goals are concerned by facilitating awareness creation program.
4. As we all noticed, any business cannot function if employees are affected by different problems or if the infrastructure is unavailable, and therefore philanthropic motives and business motives are closely interconnected.
5. Ethio Telecom should include labor standards, education, health, poverty reduction, conflict, and environmental protection as well as impacts in their CSR agenda and there must be a national dialogue among all stakeholders on CSR issues to reach the intended goals. Besides, all the stakeholders need to come together and own all the CSR activities

It is the sole responsibility of the government to rethink and see the possibility of enforcing mandatory CSR programs to all potential companies like EthioTelecom to be

included within the objective of the business and provide incentive schemes for those enterprises duly engaged in CSR activities.

7. The last but not the least, all CSR practicing companies should be audited and enforce those companies to submit their periodic performance reports to the concerned federal offices. Besides, the responsible federal level offices need to monitor and evaluate the CSR activities of each institution.

References

- Barnard, C. I. (1938). *The Functions of the Executive*. Cambridge, MA: Harvard University Press.
- Berle, A. & Means, G. (1932). *The Modern Corporation and Private Property*. New York, NY: Macmillan.
- Bhattacharya, C. B., and S. Sen, (2004). 'Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives', *California Management Review* 47(1).
- Bomann, L., & Wigger, O. (Eds.). (2004). *Responsibility in world business: Managing harmful side-effects of corporate activity*. Tokyo: UN University Press.
- Bowen, H.R. (1953). *Social responsibilities of the businessman*. New York: Harper & Row.
- Branco, MC., & Rodrigues, LL. (2006). Corporate social responsibility and resource-based perspectives', *Journal of Business Ethics*, vol. 69, no. 2, pp. 111-32.
- Carroll, A.B. (1983). "Corporate social responsibility: Will the industry respond to cut-backs in social program funding?" *Vital Speeches of the Day*, 49, 604-608.
- Carroll, A.B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34, 39–48.
- Carroll, A.B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business and Society* 38(3): 268-295.
- Carroll, A.B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business and Society*, 38(3), 268-295.
- Clarkson, M.B. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20 (1): 92-117.
- Considine, M., and Lewis, J. M. (2003). Bureaucracy, Network, or Enterprise? Comparing Models of Governance in Australia, Britain, the Netherlands, and New Zealand. *Public Administration Review*, 63 (2), 131-140.
- Creswell, J. (2003). *Research Design Qualitative, Quantitative, and Mixed*. 2nd ed. USA: SAGE publication.

- Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage, USA.
- Davis, K. (1973). The case for and against business assumptions of social responsibilities. *Academy of Management Journal*, 16, 312-322.
- De Bakker, F.G.A., Groenewegen, P., & Den Hond, F. (2005). A bibliometric analysis of 30 years of research and theory on corporate social responsibility and corporate social performance. *Business & Society*, 44(3), 283-317.
- Donaldson, T., & Preston, L.E. (1995). The stakeholder of the corporation: Concepts, evidence, and implications, *Academy of Management Review* 1995, Vol. 20, No. 1, 65-91. EU COM (2011), Communication.
- Dunning, J ed. (2004). *Making globalization good, the moral challenges of global capitalism*, Oxford University Press.
- Fama, E.F. & Jensen, M.C. (1983). Separation of ownership and control. *J. Law Econ.* 23(2) : 301- 325.
- Fombrun, CJ, Gardberg, NA & Sever, J (2000). 'The Reputation Quotient: A multi-stakeholder measure of corporate reputation', *Journal of Brand Management*, vol. 7, no. 4, pp. 241-55
- Fox, T., Ward, H., and Howard, B. (2002). *Public Sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study*, Corporate Responsibility for Environment and Development Programme. International Institute for Environment and Development (IIED). Washington, DC: The World Bank.
- Freeman, R.E. (1984). *Strategic management: A stakeholder approach*. Englewood Cliffs, NJ: Prentice-Hall.
- Friedman, M. (1970). The social responsibility of business is to increase its profits. *New York Times Magazine*, 13, 32-33.
- Helm, S. (2005). Designing a Formative Measure for Corporate Reputation', *Corporate Reputation Review*, vol. 8, no. 2, pp. 95-109.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs, and ownership structure. *Journal of financial economics*, 3(4), 305-360.
- Johnson G., Scholes K., & Whittington R. (2005). *Exploring corporate strategy*, (7th Ed) New York: FT Prentice Hall.
- Johnson, H. H. (2003). Does it pay to be good? Social responsibility and financial performance. *Business Horizon*. November/December pp. 34-40.

- Juan, V. (2010). Voluntary Corporate Social Responsibility: The Power of Convictions [https](https://www.researchgate.net/publication/228111111_Voluntary_Corporate_Social_Responsibility_The_Power_of_Convictions), September 29, 2010.
- Kotler, P., & Lee, N. (2005). Corporate social responsibility: Doing the most good for your company and your cause. Hoboken, N.J.: Wiley.
- Lewis, S. (2001). 'Measuring corporate reputation', *Corporate Communications: An International Journal*, vol. 6, no. 1, pp. 31-5.
- Lichtenstein, D. R., M. E. Drumwright, and B. M. Braig. (2004). 'The Effect of Corporate Social Responsibility on Customer Donations to Corporate supported nonprofit', *Journal of Marketing* 68(4).
- Matten, D., A. Crne and W. Chapple. (2003). Behind the Mask: Revealing the True Face of Corporate Citizenship', *Journal of Business Ethics* 45(1/2).
- Moir, L. (2001). "What do we mean by corporate social responsibility?", *corporate governance*, Vol. 1 Iss: 2, pp.16 – 22.
- Moon, J. (2004). Government as a Driver of Corporate Social Responsibility: the UK in Comparative Perspective. ICCSR Research Paper Series, 20-2004. ICCSR, University of Nottingham, pp. 1–27.
- Oketch M., (2004). "The corporate stake in social cohesion", *Corporate Governance*, Vol. 4 Iss: 3, pp.5 – 19.
- Pearce, J.A. & Robinson, R.B. (1997). *Strategic Management: Formulation, implementation, and control*, (6th Ed). Chicago: Irwin.
- Peters, A., & Röß, D. (2010). The Role of Governments in Promoting Corporate Responsibility and Private Sector Engagement in Development. United Nation Global Compact, New York and Bertelsmann Stiftung. Gütersloh. [www.bertelsmann-Stiftung.de/cps/rde/xbcr.SID-5A21786D-58823EB6/bst/UNGC_BST_web.pdf](http://www.bertelsmann-Stiftung.de/cps/rde/xbcr/SID-5A21786D-58823EB6/bst/UNGC_BST_web.pdf).
- Petersen H., Vredenburg H., (2009). "Corporate governance, social responsibility, and capital markets: exploring the institutional investor mental model", *Corporate Governance*, Vol. 9 Iss: 5, pp.610 – 622.
- Post, FR, (2003). A response to "the social responsibility of corporate management: a classical critique", *American Journal of Business*, vol. 18, no. 1, pp. 25-35.
- Post, J. E., Lawrence, A. T., & Weber, J. (2002). *Business and society: Corporate strategy, public policy, ethics*. Boston, MA: McGraw-Hill.
- Schmidheiny, S. (2006). _A View of Corporate Citizenship in Latin America. *Journal of Corporate Citizenship*, 21.

- Simmons, J. (2004). Managing in the post-managerialist era: Towards socially responsible corporate governance. *Management Decision*, 42(3/4), 601-611.
- Steurer, R. (2010). The role of governments in corporate social responsibility: Characterizing public policies on CSR in Europe. *Policy Sciences*, 43 (1), 49-72.
- Székely and Knirsch. (2017). Responsible Leadership and Corporate social responsibility. *European Management Journal*, 2005, vol.
- Tsang, E.W.K. (1998). A longitudinal study of corporate social reporting in Singapore: the case of the banking, food, and beverages, and hotel industries. *Accounting, Auditing, and Accountability Journal*, 11(5), 624- 635.
- Vogel, D. (2005). *The Market for Virtue: The Potential and Limits of Corporate social responsibility*. Washington, DC: Brookings Institution Press.
- Whetten, D.A., Rands, G.P., Godfrey, P. (2002). What are the responsibilities of business to society?. Pettigrew, A.M., Thomas, H., Whittington, R. (eds.). *Handbook of strategy and management*. London, Thousand Oaks, and New Delhi: Sage: 373-408.
- Wilmshurst, T.D., and Frost, G. R. (2000). Corporate environmental reporting: A test of legitimacy theory. *Accounting, Auditing, and Accountability Journal*, 13(1), 10-26.
- World Business Council for Sustainable Development (WBCSD). (2000). *Corporate Social responsibility: making good business sense*. Retrieved from <http://www.wbcsd.org/web/publications/csr2000.pdf>
- Zadek, S.(2004). Paths to Corporate Responsibility, *Harvard Business Review*, December 2004.

Appendixes
Addis Ababa University

Faculty of Business and Economics

Department of Public Administration and Policy

Questionnaire to be filled by employees a study on the practices of corporate social responsibility in Ethio Telecom, Head Office

Dear Respondents

I would like to express my heartfelt appreciation, in advance, for taking the time to discuss the following issues. The Questionnaire guide is designed for the preparation of research for the fulfillment of an M.A degree in Public Administration and Development Management entitled “the practices of corporate social responsibility in Ethio Telecom, Head Office. The purpose of this questionnaire is just to get information regarding the magnitude of the issue under investigation. Be confident that the information you provide will be kept and used only for academic research purposes. So you are kindly requested to give your genuine answer. Please respond to each of the information by writing or putting a “√” mark in the space provided.

Section I. Personal Information

1.1 Sex Male Female

- 1.2 Age (1) Below 20 years
(2) 21-30 years
(3) 31-40 years
(4) 41-50 years
(5) 51 and above

1.3 Academic Qualification

Certificate Diploma
First Degree MA/MSc and above

1.4 Experience on current position.

- (1) Below 10 years
(2) 10-20 years
(3) Above 20 years

Section II. Issue Related to Ethical Responsibility

Direction 1: Please rate the following questions on this questionnaire by putting the “√” mark in the space provided. Accordingly rate as follow 1. Strongly agree (SA) 2. Agree 3. Undecided 4. Disagree 5. Strongly disagree.

No	Questions	Rating Scales				
		1	2	3	4	5
1	Ethio Telecom executes the social mission/program(s) responsibly.					
2	Ethio Telecom employees responsibly involved in the CSR practices.					
3	Ethio Telecom operates in a manner consistent with expectations of societal and ethical norms.					
4	Ethio Telecom recognizes and respects new ethical/moral norms.					
5	Ethio Telecom prevents unethical behaviors in order to achieve organizational goals.					
6	Ethio Telecom makes efforts to be good citizenship.					

Section III. Issue Related to Philanthropic Responsibility

Direction 2: Please rate the following questions on this questionnaire by putting the “√” mark in the space provided. Accordingly rate as follow 1. Strongly agree (SA) 2. Agree 3. Undecided 4. Disagree 5. Strongly disagree.

No	Questions	Rating Scales				
		1	2	3	4	5
1	Ethio Telecom supports culture and art activities of local community.					
2	Managers and employees participate in charitable activities of their local communities.					
3	Ethio Telecom supports private and public educational institutions.					
4	Ethio Telecom assists to enhance quality of life in the local community.					

Section IV. Issue Related to Clients Satisfaction

Direction 3: Please rate the following questions on this questionnaire by putting the “√” mark in the space provided. Accordingly rate as follow 1.Strongly agree (SA) 2.Agree 3.Undecided 4. Disagree 5.Strongly disagree.

No	Questions	Rating Scales				
		1	2	3	4	5
1	The policy of CSR of Ethio Telecom meets the expectation of its clients.					
2	Overall, the clients satisfied with product and service of Ethio Telecom.					
3	Overall, Clients satisfied with CSR activities of Ethio Telecom.					
4	Employees would like to positively speak to surrounding people about Ethio Telecom.					

Appendixes
Addis Ababa University
Faculty of Business and Economics
Department of Public Administration and Policy

Interview guide for Ethio Telecom management bodies a study on practices of corporate social responsibility in Ethio Telecom, Head Office.

Dear Respondents

I would like to express my heartfelt appreciation, in advance, for taking the time to discuss the following issues. The interview guide is designed for the preparation of research for the fulfillment of an M.A degree in Public Administration and Development Management. The purpose of this interview is just to get information regarding the practices of corporate social responsibilities at Ethio Telecom, Head Office. Be confident that the information you provide will be kept and used only for academic research purposes. So you are kindly requested to give your genuine answer. Please respond to each of the information by writing or putting a “√” mark in the space provided.

Section I. Personal Information

1.1 Date _____

1.2 Field of Specialization _____

1.3 Sex Male Female

1.4 Age (1) Below 20 years
(2) 21-30 years (3) 31-40 years
(4) 41-50 years (5) 51 and above

1.5 Experience on current position.

1. Below 10 years
2. 10-20 years
3. Above 20 years

1.6 Academic Qualification

Certificate	<input type="checkbox"/>	Diploma	<input type="checkbox"/>
First Degree	<input type="checkbox"/>	MA/MSC and above	<input type="checkbox"/>

Section II. Please answer the following questions briefly on the basis of the practices of corporate Social responsibility at Ethio Telecom.

1. Are employees of Ethio Telecom interested and actively participated in the CSR activities?
2. How does Ethio Telecom execute the social mission/program(s)?
3. What is the connection between CSR activities and cultural situations/ is CSR considered as charity?
4. What are the main categories of CSR activities which Ethio Telecom pursues?
5. What are the benefits of having a good CSR approach in Ethio Telecom?
6. How does the employee get involved in CSR practices?
7. What problems are faced in implementing Corporate Social Responsibility?
8. How do you determine the success/failure of CSR?

Declaration

I, the undersigned, declare that this thesis entitled “*The Practices of Corporate Social Responsibility in Ethio Telecom, Head Office*”, is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in any other universities.

Hiwot Terefe

Name of Author

Signature

Date