



**ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES
FACULTY OF BUSINESS & ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION**

**PRACTICES OF CORPORATE SOCIAL RESPONSIBILITY IN THE OIL INDUSTRY
SECTOR: CASE STUDY FROM THREE OIL COPMPANIES IN ADDIS ABABA**

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MARCH 2020

ADDIS ABABA, ETHIOPIA

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DECLARATION

I hereby declare that the work which is being presented in this research project entitled **“PRACTICES OF CORPORATE SOCIAL RESPONSIBILITY IN THE OIL INDUSTRY SECTOR: CASE STUDY FROM THREE OIL COPMPANIES IN ADDIS ABABA)”** is my own original work, has not been presented for a degree in any other university; and that all sources of material used for the research project have been duly acknowledged.

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ACRONYMS AND ABBREVIATIONS

CC:	Corporate Citizenship
CED:	Chief Executive Officer
CR:	Corporate Responsibility
CSR:	Corporate Social Responsibility
FRTA:	Federal Road Transport Authority
HSEQ:	Health, Safety, Environments and Quality
ILO:	International Labor Organization
ISO:	International Standardization Organization
MJDA:	Mary Joy Development Association
MNCs:	Multi-National Companies
MNEs:	Multi-National Enterprises
NGOs:	Non-Governmental Organizations
N.D.:	NO DATE
SA8000:	Social Accountability
SME:	Small and Medium Enterprise
SPSS:	Statistical Package for the Social Sciences
TNCs:	Trans-National Corporations
UNECA:	United Nations Economic Commission for Africa
UNGCI:	United Nations Global Compact Initiative
WEF:	World Economic Forum
WBCSD:	World Business Council for Sustainable Development
YBP:	Yetebaberut Beherawi Petroleum

Abstract

*In the current business world, there is a consensus that companies apart from profit making they are expected to fulfill their CSR to make their business engagement socially responsible. The main objective of this study is to assess, describe and examine, existing CSR practices/performances of the selected oil companies in Addis Ababa., (Total Ethiopia, Libya Oil Ethiopia and Yetebaberut Beherawi petroleum) based on employees' level analysis. During the selection of the case companies primarily the researcher purposely intended to approach two national and two multinational companies but due to denial to get consent from one of the national companies, the study solely based on three case companies. In determining the sample size, the study applied standard statistical sample size determination technique and used mixed sampling techniques such as purposive and proportionate random sampling. As part of the research's methodological approach, the study used the mixed method (quantitative and qualitative). The primary data was collected through questionnaire survey and key informant interview from entry level employees, middle and top-level managers of the case oil companies, and theoretical and empirical literatures used as secondary data sources. The finding of the study depicts that all the three case companies invariably involved in all categories of the CSR but with variation in the level of performance. Thus, Total Ethiopia Share Company's performance highly surpassed the rest of the two case oil companies, in areas of economic, legal, ethical and philanthropic responsibilities. On the other hand, Libya oil Ethiopia and YBP showed a relatively higher level of performance in areas of economic and legal responsibilities. While in philanthropic responsibility the two oil companies showed a lower level performance. And Libya oil Ethiopia and YBP have also shown high and moderate performance in the area of ethical responsibilities respectively. As to drives for CSR all case companies are mainly engaged in CSR activities due to **internal drives**, for companies' interest or **benefit** to meet (business case, employment retention, corporate internal values, company's reputation and image, improved financial performance). However, **external drivers** including requirements from regulatory frameworks as well as pressure from media, civil society and consumer activism, didn't adequately give rise to CSR initiative in all the three oil companies. Finally, the major challenges for CSR engagement were found to be product and innovation challenges for Total Ethiopia, policy and procedure challenges for Libya Oil Ethiopia and shareholders attitude towards CSR and policy and procedures challenges for YBP. Accordingly, recommendations were extended to both Libya oil Ethiopia and YBP to devise policies and procedures, institutional set up and working system as well as to regularly allocate resources so as to enhance the implementation of CSR Practices. Furthermore, the two companies are also recommended to advocate and lobby shareholders to see CSR as an opportunity than a cost to make business in socially responsible way And Total Ethiopia is also strongly advised to engage in product and innovation practices to accommodate the emerging high demand.*

Keywords: *Corporate Social Responsibility (CSR), Internal Drivers, External Drivers, Benefits,*

CHAPTER ONE

1 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In the last decades, the social responsibility of business has been a growing source of debate and mobilization by public and private actors. The emergence of CSR has also been an intense issue of debate among scholars. However, until recently, most of the literature has considered CSR practices as a “black box” of external requirements which need to be justified from a purely economic perspective (Brammer et al., 2012). International Organization for Standardization’s Guidance Standard on Social Responsibility ISO 26000 (2010: p.10) defined Corporate Social Responsibility (CSR) as “the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, including the health and the welfare of society, takes into account the expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behavior, and is integrated throughout the organization and practiced in its relationships.”

Traditionally, business organizations were working for profit motive alone. Normally, they took their input resources from the environment and dispose waste in the environment. The environmental and health impairments were over looked Friedman (1970), however, due to many environmental catastrophes linked to the irresponsible actions of large Oil companies such as The Royal Dutch/Shell incident in the North Sea or the Exxon Valdes in Alaska, as well as the release of reports concerning about poor working conditions in developing countries that the public pay more attention to corporations and require them to be more accountable to the society (Bendell, 2004). It is a recent phenomenon to make business organizations responsible for the negative impact they imposed on the environment and the people who live in and to work on win to win business basis to remain competitive and sustainable in the country they work. Usually, countries enforce business organization to discharge their Corporate Social Responsibility (CSR) through their government policies and corporate governance system (Bendell, 2004). This study addresses the question of how and what forms and practices of corporate social responsibility (CSR) differ so much between firms.

1.2 BACKGROUND OF THE STUDY AREA

In the years before 2001, only four companies Shell, Mobil, Total and Agip controlled marketing and distribution of Fuel and Lubricant in Ethiopia Market (Gulma 2015). Following measures taken by the government that encourage local and Multinational players to enter into the market, more and more local and regional companies are joining this industry. Currently, there are 30 Oil Companies in the country (Ethiopian Petroleum Supply Enterprise October 10, 2019 inter Office memo); out of which Oil Libya Ethiopia, Total Ethiopia, Kobil, Nile Petrol and WadiAlsundus (WAS) are Multi National Oil Companies all the rests are local like National Oil Ethiopia (NOC), Yetebaberut Beherawi Petroleum (YBP), Dallol, to name some of them, all Oil Companies Office is located in Addis Ababa – therefore Addis Ababa is the research area. The study is conducted on Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum (YBP) Share Company.

1.2.1. TOTAL ETHIOPIA SHARE COMPANY

Total Ethiopia is one of the oldest petroleum companies who started its operation in Ethiopia since 1950. Total Ethiopia believes that the way to consolidate their social license to operate is to share their expertise and know-how, listen to their stakeholders and be a responsible corporate leader. They have set themselves the following objectives: Demonstrating strengthen respect for their stakeholders, being an accountable operator, promoting economic and social development and setting a benchmark for the promotion of access to energy. To achieve these objectives, they have built a strategy that is aligned with their activities. It focuses on four areas: road safety, tackling malaria and HIV/AIDS, access to energy, and seedlings planting (Total Ethiopia, n.d.).

1.2.2. LIBYA OIL ETHIOPIA LIMITED

Oil Libya Ethiopia Limited which was formerly known as Shell Ethiopia Limited was established with its new name as of November 2008. The company is a joint venture between Libya Oil Holding Limited and Konolkobi Limited since July 10, 2008. Oil Libya's CSR policy covers extensive internal and external schemes. The internal scheme is governed by policies covering maintenance of safe, healthy, and productive work place to identify and evaluate health risks related to its operations that potentially affect its employees, contractors or the public and implement programs and appropriate protective measures to control such risks, including

appropriate monitoring of potentially affected employees. On the external side, it pursue a policy of conducting business in a manner that is compatible with the balanced environmental and economic needs of the local communities and continuously endeavor to improve environmental performance through its operations (Libya Oil Ethiopia, n.d.).

1.2.3. YETEBABERUT BEHERAWI PETROLEUM SHARE COMPANY

Yetebaberut Beherawi Petroleum Share Company is a national petroleum share company which was established in May 2004. The ownership of the company is totally controlled by Ethiopian Nationals. In establishing the company, the owners have committed themselves to strengthen the managerial and technical capability of the company to efficiently and effectively handle its operation. To attain the objectives the strategies to be followed will include providing efficient and reliable customer services, utilizing modern distribution and service facilities, strengthening the market wing of the company, introducing productivity improvement schemes, introducing a computer aided management information system, establishing standards for enhanced quality (Yetebaberut Beherawi Petroleum, n.d.).

1.3. STATEMENT OF THE PROBLEM

The understanding of the concept changes across time and space as the debate among scholars, consults and international organizations come up with new perspectives and approaches. Previous studies in Africa have extensively focused on corporate social responsibility practices in the mining, oil, and gas industries in Zambia, South Africa, and Nigeria (Oginni & Omojowo, 2016). What remains clear, however, is that most of these studies made focus on those countries who are producers of oil where the international oil industries/ companies actually engaged in field oil extraction. However, those countries including Ethiopia who are yet not have oil fields rather import oil for their domestic consumption are often do not get attention in terms of promoting sustainable development via CSR.

Ethiopia as one of Sub -Saharan country with the growing of the population and expansion of the economy various oil companies are showing keen interest and are engaging in the business. For instance, there were four oil companies who have been operating in the country before 20 years (Gulma, 2015), but currently there are thirty oil companies engaged in the business (Ethiopian Petroleum Supply Enterprise October 10, 2019 inter Office memo.

However, researches in the field at national and local level remain scanty. Few researchers Nigussu (2017) has been conducted an assessment of Corporate Social Responsibility practices of Total Ethiopia Share Company by using mixed research approaches to see the level of employees' awareness towards concept of CSR. Abdu (2016) has also conducted a study and examined the relationship between CSR and its impact on profitability of the selected Oil and Gas distributing Multi-National Companies in Ethiopia. Due to this the level of practical engagement and performance on CSR of Oil distributing oil companies in Ethiopia in general and the selected case oil companies in particular, remains unknown/ unclear to the wider public/ academic community. Furthermore, the understanding and the level of awareness about the companies' corporate social responsibility of the employees of the selected oil companies have not been assessed in detail. Additionally, although the global influences from Western developed countries have spearheaded the drive towards homogeneity of meaning and practice of CSR, that shapes the concept, what remains clear is that it is being interpreted and practiced differently in various contexts in which the institutions operate. Some scholars argue that contextual structural differences such as historical, cultural and customary traditions and level of economic development partly drive people and businesses to perceive and practice CSR in different ways (White, 2008, Azmat and Zutshi, 2012). Under the backdrop of these, the researcher initiated this research in order to have deeper understanding on the issue through gathering and analyzing scientific empirical evidences from the selected case oil companies in Addis Ababa Ethiopia

1.4 RESEARCH QUESTION

The following are the research questions of this study:

1. What are the economic, legal, ethical and philanthropic responsibilities performed by the selected oil companies in Addis Ababa?
2. What are the driving forces behind economic, legal, ethical and philanthropic responsibilities engagement of the selected case oil companies?
3. Do the selected oil companies' employees possess the required level of CSR awareness?

1.5 OBJECTIVES OF THE STUDY

1.5.1 GENERAL OBJECTIVE

The general objective of this study is to assess, describe and examine existing CSR practices of the selected oil companies in Addis Ababa.

1.5.2 SPECIFIC OBJECTIVES

The specific objectives of the study are:

- 1) To assess economic, legal, ethical and philanthropic responsibility practices in the selected case Oil companies in Addis Ababa.
- 2) To describe the drivers for economic, legal, ethical and philanthropic responsibility engagement in the selected oil companies.
- 3) To examine existing level of CSR awareness among employees of the selected case oil companies.

1.6 SIGNIFICANCE OF THE STUDY

The significance of this study is mainly helping to deeply understand the CSR practices in the oil companies in Ethiopia in general and selected oil companies under the study in particular. The finding of the research would contribute in providing information for stakeholders of the companies to make informed decision based on empirical evidences. It would also initiate further research initiatives by scholars, academia and others who have interest in the subject.

1.7 SCOPE OF THE STUDY

The research in general meant to assess CSR practices in the selected oil Companies explicitly Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum (YBP). The research would solely base on the opinion/views of top and middle level managers as well as entry level employees who are currently working for the respective oil companies. Beside this, it uses primary data, secondary documents and related literatures as well as previous studies on the subject. The research is explanatory by nature that it is immune or exempted from cause and effect relationship among various CSR variables.

1.8 LIMITATIONS OF THE STUDY

The limitation of the study originates from the data collection instruments such as interview and questionnaires were held with employees (entry, middle and top-level employees) due to time and budget constraints. The researcher wanted to describe CSR practices in Total Ethiopia, Libya Oil and Yetebaberut Beherawi Petroleum using the respected companies' employees only. However, interviews and questionnaires should have held with the stakeholders such as customers, suppliers and communities. The other limitation of the study emanates from the

selection of two multinational and two national oil companies out of thirty oil companies in the country based on purposive or judgmental sampling method considering the size or coverage of service stations, access to information, exposure, connection, budget and time constraint. The researcher initially intended to observe the CSR practices amongst two multi-nationals and two national oil companies, but national oil companies were not cooperative enough to do so then the study forced to end up in one national oil company so called Yetebaberut Beherawi Petroleum.

1.9 ORGANIZATION OF THE PAPER

The study has five main sections. The first chapter dealt with the introductory part which contains background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, and limitation of the study. The second chapter of the study includes theoretical literature review, empirical literature review and conceptual framework about CSR practices. The third chapter of this paper comprises mainly the research methodology parts like research design, data sources, data collection methods, sampling and sampling procedures, data analysis techniques. Chapter four deals with analysis and discussion of the results based on the data collected using the questionnaire and key informants' interview. The chapter five focused on the conclusions and recommendations that have been given based on the findings of the study. Not least, references and appendixes are included in the paper.

CHAPTER TWO

2 LITERATURE REVIEW

2.1 REVIEW OF RELATED LITERATURE

Awareness and growth of CSR to a large extent has been influenced and spearheaded by globalization in developing economies (Chambers et al., 2003). Globalization is related to the emergence of transitional risks, new political actors and institutions in the global arena (Scherer and Palazzo, 2008). It also enables developing and developed economies to be linked; at the same time multinational corporations, international organizations, non-governmental organizations (NGOs) and civil society have influenced social responsibility practices. Subsequently, the CSR concept became more prominent after the emergence of global CSR discourses in the 1990s.

2.1.1 DEFINITIONS OF CORPORATE SOCIAL RESPONSIBILITY

There are several definitions of CSR and it is quite difficult to have an agreed definition that clearly reveals the concept of corporate social responsibility. For the purpose of this paper, it is better to look at definitions of CSR that help us to analyze the problem statement.

According to Dobers (2009), the most often used definition of corporate responsibility, written originally by the Commission of the European Communities in 2001, is: *“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”*.

Another often used definition with a bit different approach is from the World Business Council for Sustainable Development (1999) as *“the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life”*.

2.1.2 THEORIES OF CORPORATE SOCIAL RESPONSIBILITY

2.1.2.1 INSTRUMENTAL THEORIES

Among the instrumental theories, depending on the economic objective proposed. There are four main groups/approaches such as (maximizing of shareholders approach, Social investments in

the competitive context, Strategies for the bottom of the pyramid, Cause related to marketing)

I. Maximization of shareholder value

The central point of shareholder value theory is business prior interest should be maximizing profit to its shareholders (Carane et al 2008, Friedman, 1970). As part of this instrumental theories viewed CSR or any social activities measured from the perspective of utility maximization of its shareholders. Prominent contributors of shareholder value theory are Friedman (1970), Ross (1973), Jensen and Meckling (1976). Friedman (1970) set for than initial definition of the “shareholder value- oriented” approach: *“the only one responsibility of business toward the society is the maximization of profits to the shareholders, within the legal framework and the ethical custom of the country”*. These group of theories are called instrumental theories as they consider CSR to be a mere means to the ends i.e., profits.

II. Social investments in the competitive context

The approach of Social investments in the competitive context based on Porter’s model on competitive advantage view corporate social responsibility from the perspective that firm’s philanthropic investment would create greater social value that would boost firm’s competitive advantage if it is aligned with firm’s strategic mission. The foundation of this approach is that firms have the capacity and the knowledge to address social problems which are in line with its mission. Burke and Lodgson (1996) Porter and Kramer conclude, *“Philanthropic investments by members of cluster, either individually or collectively, can have a powerful effect on the cluster competitiveness and the performance of all its constituent companies”*.

III. Strategies for the bottom of the pyramid

This approach views corporate social responsibility from the perspective that the poor are an opportunity rather than a threat to the firm’s innovation. Contrary to the traditional view of business approach and associated innovation focusing to address the need of the wealth and the middle class, through innovation it possible to make the poor as an active consumer of firm’s product. The most cited strategy in so doing is ‘Disruptive innovation’. It is availing products and services which are affordable and with less capabilities and conditions in the mainstream markets. Such innovation would enable people at the “bottom of the Pyramid” capable economically and socially apart from accessing new innovation affordable to them. Christensen et al, 2001)

IV. Cause related to marketing

Cause related to marketing approach to CSR is all about corporate CSR initiatives should be pursued in a way that create mutual benefit to the firm's and to the targeted community/entity. Any philanthropic initiative is meant to increase corporate sales on the one hand and raises fund to the recipient of the initiatives. Corporate donation and funding of certain percent of their revenue to specially identified "cause based on product sales" "cause related marketing initiatives often require more formal agreements and coordination with the charity; important activities include establishing specific promotional offers, developing co-branding advertisements and tracking consumer purchases and activities" (Krishna, 2012).

2.1.2.2 POLITICAL THEORIES

The political theories view CSR from the society and business relation from the power position of business and their responsibility in using it in their decisions and actions. Among the wide varieties of approach, the (two Corporate Constitutionalism and Corporate Citizenship) are the prominent ones.

I. Corporate Citizenship

Scholars like (Logsdon and Wood, 2002) stated that the notion of Corporate Citizenship is quite different from approach in its understanding of the roles and responsibility of business entities in addressing social issues of the community/society. They indicated that with the shift from the use of the term CSR to Corporate Citizenship the normative behavior of business entities has been changed in their engagement in fulfilling their social responsibilities.

However, here the researcher found it important to further describe the variables addressed by the authors while they discussed/describe the term corporate Citizenship. For instance, for Epstein (1989:586) it is simply mean 'evidenced in socially responsible organizational behavior. Kotler and Lee (2005) categorized the practice engagements of business involvement on CC in to six categories (cause-promotion, cause-related marketing, corporate social marketing, and corporate philanthropy, community volunteering and socially responsible business practices). Matten et al. (2003) typified Corporate Citizenship in to three along with their attribute as: (a limited view, a view equivalent with CSR and an extended view). Corporate Citizenship as limited view entails corporate citizenship as philanthropy and social responsibilities of business organizations/entities towards the community/society. As an equivalent view with term CSR it is

viewed as business entities overall responsibility towards wider social wellbeing. As an extended view, the concept entails the responsibility of businesses in replacing the role of government in time of crises.

II. Corporate constitutionalism

Corporate constitutionalism approach sees corporate social responsibility from the perspective of corporate power. It views that business entities have the power to influence/impact society in their decision making /business engagement. The proponent of this approach (Davis, 1960) stated that the social power of business entities is not only emanate from the internal strength but also of external. He indicated that the theory of market determinism/perfect competition as business entities also have the power to influences. Thus, firms are socially responsible while they are using their power through the principle of “the social power equation” and “the iron law of responsibility” When he say “the social power equation” it meant that business social power emanate from the behavior of the firms in using it socially responsible, while he say the iron law of responsibility” it meant that absence of using social power. This is best expressed by Davis (1960) as “whoever does not use his social power responsibly will lose it. In the long run those who do not use power in a manner which society considers responsible will tend to lose it because other groups eventually will step in to assume those responsibilities” (Davis ,1960: p. 63). According to him the functional limit of organizational power emanates from varied sources or constituency whereby it restrict the power of firms as the constitution limits the power of government.

2.1.2.3 INTEGRATIVE THEORIES

The proponent of the integrative theories looks corporate social responsibility from the perspective that firm should continuously assess the social demand of the community as the legitimacy, reputation and the very existence of the firm depends on the society itself.

I. Issue Management

The approach “Issue Management” is an extended concept based on the concept of Social Responsiveness an approach which was used in the 1970 in the sense that organization responsiveness to social issues and organization/management process to manage or addressed it (Sethi, 1975). In this approach the crux of the matter lays identification of the real gap between the organizations and the demand of the society. Ackeman (1973) put it this gap often identified

in the gray zone that he termed it as “zone of discretion” “neither regulated nor illegal nor sanctioned”. That is when the demand stimuli from the society are unclear. In addressing and integrating social issues the processor the approach more detrimental than the outcome. Paralleling it with political process Jones (1980) stated that corporate social responsibility as a process should be transparent, fair and the voice all the participants equally heard. In similar manner Wartick and Rude (1986, P:124) issue management is the process firms “identify, evaluate and respond to those social and political issues which may impact significantly upon it’. The concept of issue management further pushed to the strategic issue/ strategic management where issues are identified, categorized and evaluated. That is soliciting social issues and management response to the stimuli. It also takes in to account corporate response to “media exposure, interest group pressures and business crises, as well as organization size, top management commitment and other organizational factors” Garriga, and Mele, 2004:)

II. The principle of public responsibility

The proponent of the principle of public responsibility like Peterson and Post see corporate social responsibility as a response which is based on principles that draw the line of corporate response to social issues. Contrary to the proponents of issue management, corporate social responsibility is not for a mere/certain interest group or interest rather the relation between corporate and the public. The public means “for a legitimate managerial behavior is found within the framework of relevant public policy. They added that “public policy includes not only the literal text of law and regulation but also the broad pattern of social direction reflected in public opinion, emerging issues, formal legal requirements and enforcement or implementation practices”(Preston and Post, 1981, p:57). Preston and Post delineate the scope of the managerial responsibility in to two (primary and secondary). The primary responsibilities are all about firm’s involvement economic activities. Economic activities are production function, marketing, establishing facilities/ infrastructure, staffing and others. Secondary engagements are all about opportunity of individuals/career development, earning and promotion. Secondary involvement is emanated from the primary corporate engagement.

They also stress business entities involvement in public policies that are not yet clear or in state of transition. As Preston and Post recognized, “the content of public policy is not necessarily obvious or easy to discover, nor is it invariable overtime”(Preston and Post 1981, p.57), according to this view, if business adhered to the standards of performance in law and the existing

public policy process, then it would be judged acceptably responsive in terms of social expectations. Parallel studies which focused on the delineation of business entities and the government have been developed. In this approach the authors focused corporate roles in influencing the formulation and implementation of government laws and regulations through corporate strategy of advocacy and lobbying (Vogel, 1986).

III. Stakeholder management

Stakeholder management approach is corporate social responsibility to address the varied interest of the various stakeholders who have stake on and who can affect and can be affected by corporate decisions. The concept has long been the academic discipline since 1970's. Emshoff and Freeman (1978) in their seminar paper stated that there are two principles in stakeholder management. One is to promote the overall cooperation between the wide groups of stakeholders through influencing corporate management decision making and the other is to enable corporate, manage stakeholder relations and make informed decisions in their engagement in CSR. Various scholars wrote on the issue based on empirical studies. These studies varied in their objectives, scope and field of studies. For instance, (Bendheim et al., 1998), stakeholder management best practices determinants, (Agle and Mitchell, 1999; Mitchell et al., 1997) , on stakeholder salience to managers (Berman et al., 1999) the impact of stakeholder management on financial performance and (Rowley, 1997) the influence of stakeholder network structural relations.

Currently corporates are facing pressures from civil society organizations, NGO's and the Media. In response to the pressure corporate should establish relations that would enable corporate to asses and make clear the unclear stimuli of the various stakeholders there by to make corporate to design strategies, manage stakeholder's relations and make informed decisions (Garriga, and Mele, 2004).

IV. Corporate social Performance

Based on previous theories and empirical research in the field of corporate social responsibility Carroll come up with a model in his attempt to bring a hitherto an isolated issue of corporate social responsibilities. In 1997 he comes up with conceptual model with four dimensional Pyramids. In this model Carroll categorized corporate social responsibilities/Corporate Social Performance in to four areas: economic, legal, ethical and philanthropic. Corporate Social performance authors like (Wartick & Cochran, 1985; Carroll, 1989) defined it as businesses

decisions emphasizing practices and actions aligned with CSR. Corporate social performance approach/theory gives emphasis that firms are responsible for the social problem/impact resulted from their business decision and action. Corporate are expected to act in socially responsible way apart from objective of wealth creation and meeting the legal expectations. The initiatives of any kind by the firms are expected to result better outcome for societal well-being. Having assessed the previous model of Carroll (1979) Wood's (2010), come up with the missing variable, which is the 'outcome variable'. Thus, he comes up with 'Outcomes and impact performance' where any CSR/Performance should have three effects: effects on people and organizations, effects on the natural and physical environments, and effects on social systems and institution"

2.1.2.4 ETHICAL THEORIES

The ethical theory/approach is all about doing the right thing for the good of the wider society. Under this theory there are four approaches namely normative stakeholder theory Universal rights, Sustainable development and the common good approach development.

I. Stakeholder normative theory

Stakeholder approach to CSR considered as value laden/ethical theory since 1984. This was following the publication of Freeman's book entitled Strategic Management: A Stakeholder Approach. In the book he stated that manager should consider fiduciary duties towards stakeholders of the firm (Freeman, 1984). For (Freeman, 1994) for corporate governance and manager's action ethical principles are required as the broader stakeholder theories lacks this aspect. Firms who consider themselves as socially responsible they should take into consideration the interest of not only their firm's immediate stakeholders but also all stakeholders with raid of interests/stakes. Furthermore, Donaldson and Preston (1995, P.67) have come up with two major ideas for the stakeholder theory to assume its normative nature.

(1) stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity (stakeholders are identified by their interests in the corporation, whether or not the corporation has any corresponding functional interest in them) and (2) the interests of all stakeholders are of intrinsic value (that is, each group of stakeholders merits consideration for its own sake and not merely because of its ability to further the interests of some other group, such as the share owners).

II. Universal rights

The universal right approach to ethical theories it mainly focused on Based on human rights, labor rights and respect for environment. Even if, there are various right based approach to corporate social responsibilities most of them emanate from the 1948 Universal Declaration of United Nation General Assembly, international declarations on human right, labor as well as environmental protection. Among these, the nine principles of UN Global Compact focusing on human right, labor and the environment which was issued in 1999 on the World Economic Forum. The other is the Global Sullivan Principles which was initiated and further updated in 1999 with the aim of “supporting economic, social and political justice by companies where they do business. Similarly, the certification SA 8000 also sees corporate social responsibility from the perspective of human and labor rights. (www.cepaa.org). Donnelly, (1985) stated that even if universal right issues are based on consent, it emanated from grounded theories and moral theories. (Simon,1992) natural Law tradition support existence of natural human rights (Maritain, 1971).

III. Sustainable development

Sustainable development approach to CSR is aimed at achieving human development considering present and future generations. The concept become popular following the World Commission on Environment and Development issued a publication in titled “Burutland Report” in 1978. The report come up with the definition of sustainable development as meet the needs of the present without compromising the ability to meet the future generation to meet their own needs” (World Commission on Environment and Development, 1987, p.8). The World Business Council for Sustainable Development clarify sustainable development as it ‘requires the integration of social, environmental, and economic considerations to make balanced judgments for the long term’ (World Business Council for Sustainable Development, 2000, p.2). Sustainable development is an approach to CSR which have been initiated and developed at macro-level; it is implementation demands corporate involvement on the ground in their attempt to engage on socially responsible business.

IV. The common good

The common good approach to CSR focus on business positive contribution to the overall wellbeing/common good of the society through provision of goods and services in a manner which is fair, transparent and efficient ways while respecting dignity and basic right of individual

and the society at large. Business apart from creating wealth the goods and services they provide contributes to the peaceful and harmonious living condition for the society at the present and the future (Mele, 2002). According to Sulmasy, 2001 the notion of the common good is appreciated and understood in varied forms and ways but it appears conclusive to understand it from based on the standpoint of knowledge of human nature. The notion of the ‘common good’ has been mostly equated with the Japanese concept of Kyosei (Goodpaster, 1999; Kaku, 1997; Yamaji, 1997).

2.1.3 DRIVERS FOR FIRMS’ ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

Various scholars have suggested the main drivers of CSR in Africa. Idemudia (2014) contends that CSR is influenced by culture, political reform, social, economic priorities, the governance gap, market access, international standardization and stakeholders’ activism. Similarly, Dartey-Baah and Amponsah-Tawiah (2011) grouped drivers into three major groups, internal, external and transnational factors. Internal drivers relate to conflict between local social movements and the corporate community, while external drivers relate to global norms such as shareholders’ activism and the United Nations Global Compact, and transnational factors to partnership between African and Western NGOs. For instance, in Malaysia and Pakistan CSR is partly shaped by religious belief and Islamic proscription of certain business practices, while in Argentina it is shaped by the national economic crisis (Fynas, 2006). Similarly, in Nigeria and Ghana CSR is framed by socio-cultural influences such as religious faith, charitable belief and communism (Idemudia, 2014). Therefore, the meaning attached to CSR differs from country to country and even within countries (Ite, 2004; Idemudia, 2014). The World Business Council for Sustainable Development (WBCSD) found that despite awareness of CSR, there were differences on its meaning and emphasis in different parts of the world (Idemudia, 2011). In Ghana it is largely led by belief and culture, and in South Africa by the historical events of apartheid and inequality. As a result, CSR practice continues to develop according to the economic and political situation of the country. Moreover, evidence suggests that the socio-cultural and economic situation of Africa determines the societal expectations of business. For example, in areas where the social infrastructure is lacking, such as in rural areas, firms are expected to provide schools and healthcare centres and to contribute to poverty eradication (WBCSD, 2000). Social issues were also identified as core CSR drivers in Uganda (Idemudia,

2007). While the arguments rage between the contemporary CSR agenda in Africa being largely moulded by Western values and priorities against indigenous values, (Bagire et al., 2011) come down on the side of the former. (Amaeshi et al., 2006), however, believe that CSR in Africa is based on the tradition of humanism.

Various scholars have proposed several drivers or motives for firms' social engagement. There are four major CSR motives (later completed with a fifth one) of having a CSR engagement, namely: risk management, organizational functioning, market positioning, civic positioning and a better way motive (Paine, 2003).

2.1.3.1 RISK-MANAGEMENT

A motive for being corporate responsible is to avoid the potential risk of putting the corporation in a crisis. A crisis doesn't have to be an accident where the employees or the environment are in danger; it could also involve wrong information being spread outside the company. By having a good CSR engagement communicated through for example "code of conducts" stating what is accepted and what is not accepted companies can decrease or eliminate the risk of ending up in a crisis, since those unaccepted rules and behaviors has been communicated externally and internally (Paine, 2003).

2.1.3.2 ORGANIZATIONAL FUNCTIONING

Motives behind CSR engagement is less about preventing missteps and more about organization building. A positive effort to build a well-functioning corporation. Values are essential for "*encouraging cooperation, inspiring commitment, nurturing creativity and innovation, and energizing the organization's members around a positive self-image*" (Paine, 2003). These companies see ideals like respect, honesty and fair dealing as building blocks of a high-performance culture.

2.1.3.3 MARKET-POSITIONING

The third motive behind a CSR engagement is market positioning, focusing on *the "importance of values for shaping their company's identity and reputation, building its brands, or earning the trust of customers, suppliers, or other business partners"* (Paine, 1991). One important concern

for corporations is what “*customers and other market-actors expect of the products and services they buy and the companies with which they deal with*” (Paine, 1991).

2.1.3.4 CIVIC-POSITIONING

Civic positioning is about company’s standing and reputation in the community, not just in the marketplace. Corporation’s want to, through their values and CSR engagement establish their company as a progressive force for social betterment. Others want by its civic position to build good relationships with non-market or civic constituencies such as governments, NGOs and local communities. In other words, to affect the relationship with others organizations and gain legitimacy through the process. Civic positioning is inspiring the standing of the company as a citizen of the community whereas their primary objective is to win the support of “*civic constituencies such as governments, NGOs, and local community groups*” (Paine, 2003).

2.1.3.5 A BETTER WAY MOTIVE

” A better way” motive discusses the ethical values which are fundamental principles of responsibility, humanity and citizenship, and need no corporate justification because it is simply about human rights. Even if adhering to principles that turns out to be commercially advantageous, their justification has much broader and deeper roots. For them, values are fundamental principles whose rationale lies not in their commercial advantages. A better way motive is about corporations basically being honest, fair and acting as a responsible citizen (Paine, 2003).

2.1.3.6 CSR IMPROVES A FIRM’S COMPETITIVE ADVANTAGE

According to Carroll and Shabana, firms that engage in CSR practices gain a competitive advantage, which in this context simply means “differentiation strategy” (2010, p.98). Similarly, Smith (2003) argues that firms can build competitive advantage by the uniqueness of their strategy, for example through engagement in social issues. He further argues that CSR initiatives enhance the relationship between firms and their stakeholders, e.g. customers, again strengthening competitive advantage (Smith, 2003). Pivato et al. (2008) argue that those firms that engage in CSR build brand loyalty. Similarly, companies can use philanthropy to build competitive advantage (Walter and Bruch, 2005). However, Porter and Kramer contend that competitive advantage is more visible when the philanthropic activities focus on where there is a “convergence of interest” between economic gain and social benefit (2002, p. 59). In addition,

CSR practices attract investors, as they “...seek companies with good records on employee’s relation, environmental stewardship, community involvement and corporate governance ...” (Smith, 2005, p.64).

2.1.3.7 CSR REDUCES COSTS AND RISKS OF OPERATIONS

Firms that engage in CSR are likely to reduce costs and risks related to the organization’s operations (Carroll and Shabana, 2010). This view emanates from understanding that the pressure and high demands of shareholders may create potential threats to the viability of a business (Carroll and Shabana, 2010). As a result, economic interests have to be served by mitigating the threats at a certain level of social performance (Kurucz, 2008). For example, firms that engage in social responsiveness reduce staff turnover through improving employees’ morale (Smith, 2005). Similarly, Berman et al. (1999) contend that lack of diversity increases absenteeism by dissatisfied employees. In addition, organizations can reduce cost and risk of operations by being proactive to environmental related activities (Dechant and Altman, 1994). Being proactive to environmental issues lowers the costs of complying with present and future environmental regulations. In addition, firms that invest in community relationship activities may get tax relief as well as reducing the number of regulations imposed on them (Carroll and Shabana, 2010).

2.1.3.8 CSR PRACTICES ENHANCE REPUTATION AND LEGITIMACY OF THE FIRM

Firms that engage in CSR practices enhance and maintain their reputation and legitimacy (Maignan and Ferrell, 2004). Legitimacy is a belief or perception that firms’ actions are proper and desirable within a prescribed set of norms, values and beliefs (Suchman, 1995). Kurucz (2008) argues that value creation can be maintained through leveraging gains, reputations and legitimacy as a result of aligning stakeholders’ interests. When the interests of stakeholders such as employees, customers and society are considered, this enhances firms’ reputation. Carroll and Shabana (2010) argue that firms are more likely to be accepted within society if they invest in social issues, and that they can use philanthropy as a strategy to build legitimacy and reputation. Chen et al. (2008) suggest that corporate philanthropy can be a useful tool for legitimizing their business. It is also known that firms can build organizational reputations through corporate social reporting (Brammer and Pavelin, 2006a). Corporate social reporting is simply the disclosure of a company’s economic, environmental and social performance to the stakeholders. Currently,

international organizations such as Global Reporting Initiative (GRI) encourage firms to report their corporate social practices. In so doing, companies are able to demonstrate that they conform to social norms and expectations, and hence are legitimate.

2.1.3.9 CSR PRACTICES ENHANCE THE WIN-WIN EFFECT

Firms that engage in CSR practices have the advantage of building a synergetic value creation through a win-win strategy (Carroll and Shabana, 2010). Synergetic value creation focuses on the CSR initiatives that fulfill the needs of stakeholders, while at the same time ensuring that the objectives of the firms are met. For example, donating money for education (for example through scholarships) would enhance the quality of human resources available to the organization. Likewise, investing in community initiatives improves the quality of life of society, which in turn may result in increasing local customers (Porter and Kramer, 2002). From this perspective, the win-win strategy is viewed as a vehicle that balances the interests of both the firm and stakeholders. Having discussed the motive for CSR practice the next section presents an overview of CSR practices in the context of developed and developing economies.

2.1.4 AN OVERVIEW OF CSR PRACTICES IN DEVELOPED AND DEVELOPING ECONOMIES

2.1.4.1 NATURE OF CSR IN DEVELOPED ECONOMIES

As was pointed out in the introduction to this chapter, a large body of literature on CSR originates from Western countries (Carroll, 1999), and the majority of concepts and theories, such as corporate social performance and stakeholder theory, were developed in the Western context. Various managers have applied these theories, and both practitioners and academics better understand social responsiveness by business. However, the compatibility of these theories and concepts with the environment of developing economies has been questioned (Frynas, 2005, Idemudia, 2014). For example, one of the most famous and cited models is Carroll's Pyramid of Corporate Social Responsibility (Carroll, 1991b). Carroll proposed four responsibility dimensions of a businessman, in decreasing importance economic, legal, ethical and philanthropic (Figure 2.1).

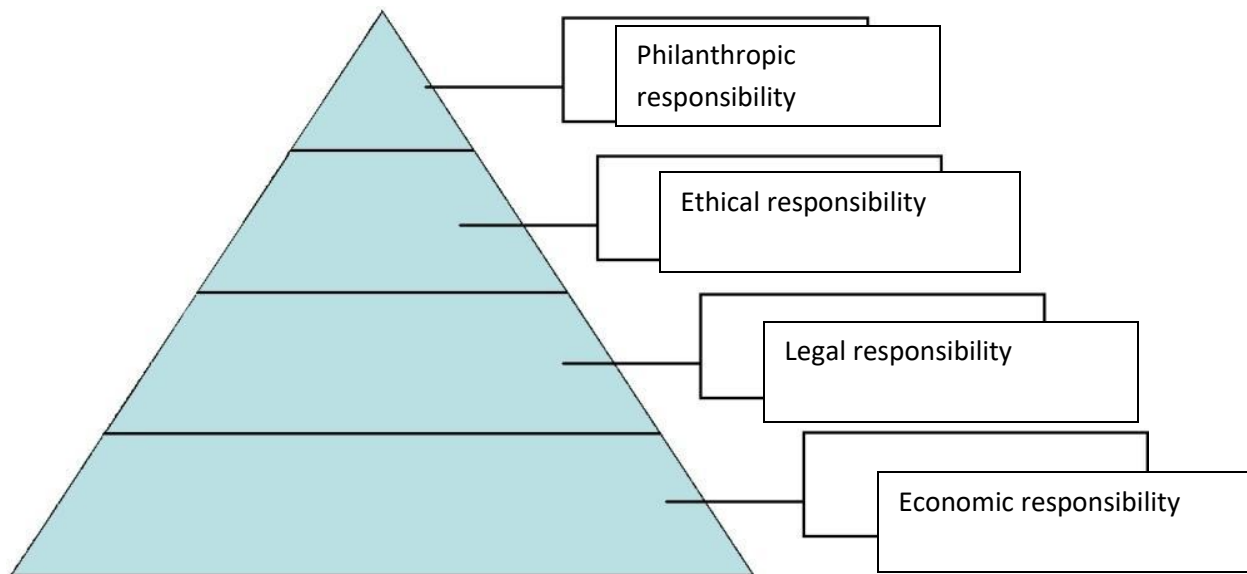


Figure 2.1 Carroll's Pyramid of Corporate Social Responsibility (Carroll 1991 p. 42)

2.1.4.2 ECONOMIC RESPONSIBILITY

Economic responsibility at the base of the pyramid acts as a foundation and gives priority to economic performance. According to Carroll, (1991) the economic responsibility of firm's is primarily to assure its Profitability through provision of quality goods and services to the community. As part of CSR business are expected to perform in a manner consistent with maximizing earnings per share, maintain a strong competitive position., ensure a high level of operating efficiency as well as a successful firm be defined as one that is consistently profitable.

2.1.4.3 LEGAL RESPONSIBILITY

The legal aspect of CSR is that corporate should operate the manner in which the government laws, regulation and policies at all level permit. That is to say business entities are expected to perform in a manner consistent with expectations of government and law to be a law-abiding corporate citizen. Beside this it is believed that a successful firm be defined as one that fulfills its legal obligations. Last but not least Businesses are expected to provide goods and services that at least meet minimal legal requirements (Carroll (1991)).

2.1.4.4 ETHICAL RESPONSIBILITY

According to Carroll (1991) the locus of the ethical responsibilities to engage in their business activities taking into considerations of society's ethical norms, beliefs and moral philosophy business decision and performance should be in line with expectations of the society.

That is to recognize and respect new or evolving ethical moral norms adopted by society, to protect ethical norms from being negotiated just for a mere meeting of organizational interest. Carroll (1991) further indicated that CSR is also about is as means to that good corporate citizenship be defined if corporate decision and action meets expected moral or ethical standards of the society. Since there is alive that corporate are not only expected to meet the legal requirement through ethical responsibility rather corporate integrity and ethical behavior go beyond that.

2.1.4.5 PHILANTHROPIC RESPONSIBILITY

Business or corporate offering or any gifts are considered as philanthropy. Now days, it is customary that society to expect an offer from business organization towards solving their social problems. The nature of it is voluntary/ discretionary this philanthropic activities can manifested through gifts of monetary resources, product and service donations, volunteerism by employees and management, community development and any other discretionary contribution to the community or stakeholder groups that make up the community (Carrol, 1991). Businesses are expected in a manner consistent with the philanthropic and charitable expectations of society to assist the fine and performing arts. Corporate managers and employee's participation voluntary and charitable activities within their local communities can be taken as philanthropic responsibilities; he further indicated corporate should provide support to social institutions like private and public educational institutions as well as to assist voluntarily those projects that enhance a community's quality of life.

Contrary to developing economies, developed economies see the economic contribution of business as taking more of a development-oriented approach to CSR, with an emphasis on enhancing a supportive environment for responsible business (Dartey-Baah and Amponsah-Tawiah, 2011). Loimi (2002) asserts that the major drivers for CSR in the developed economies include globalization, environmental issues, international initiatives, pressure from non-governmental organizations, media, risk management, pressure from employees and customers, and competitive advantage. This notion is opposite to that in developing economies, where CSR is largely driven by culture, the political and social economic situation, and the governance gap (Amaeshi et al., 2006). Having explained the nature of CSR practices in the developed economies, the CSR practices in the developing economies is discussed in the next section.

2.1.4.6 NATURE OF CSR IN AFRICA

Like many other firms worldwide, those in Africa engage in social issues, but with a different emphasis from those in most developed economies. In Africa, for example, issues such as health and HIV/AIDS, education and scholarship, and SME empowerment are at the forefront of CSR efforts (Kuada and Hinson, 2012). Indeed, social issues are at the top of the CSR agenda in Africa, as opposed to other areas of ethical and environmental priorities (Muthuri et al., 2013, Van Alstine and Afionis, 2013). Visser (2006b) revisited Carroll's pyramid model of CSR to reflect CSR practices in the African context and came up with different findings (Figure 2). Visser (2006b) noted that in the context of Africa, economic responsibility is given priority followed by philanthropy, legal and lastly ethical responsibilities. It was suggested that economic responsibility is given first priority because of the economic situation of most African countries, with low levels of development and high unemployment rates. Philanthropy is given the second highest priority because of the belief that business operates in a healthy society, much needed given the socio-economic condition of African societies. The third rank was legal responsibility, reflecting the poor African legal framework that lacks independence and good governance. Finally, ethical responsibility, which requires more good governance, accountability and transparency, is the least important influence on the CSR agenda in Africa.

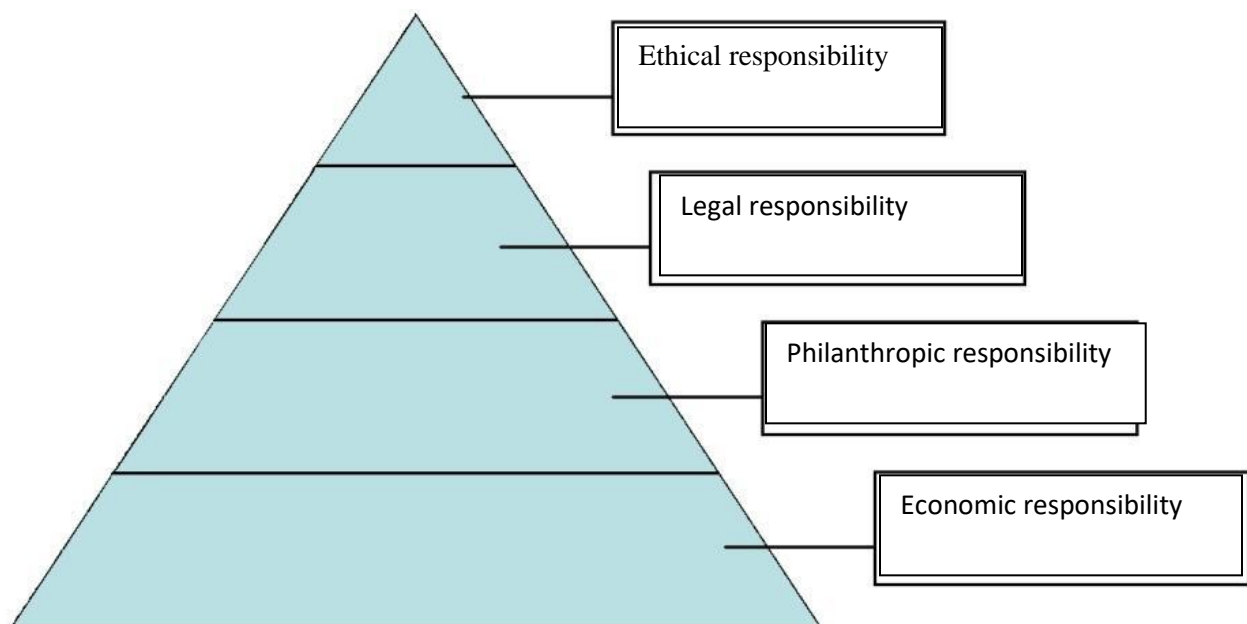


Figure 2.2 Carroll's Pyramid order of CSR layers in Africa (Visser 2006 p. 34)

2.2 EMPIRICAL LITERATURE REVIEW

2.2.1 CSR PRACTICES IN DEVELOPING ECONOMIES

The empirical studies have different unknowns about social engagement of firms in developing countries. The first unknown is whether CSR practices in developed countries are similar to those in developing economies. The second unknown is how CSR is organized and communicated by local firms, and the third unknown centers on the activities in which firms in developing countries prefer to engage as part of their social practices. As such, this section opens up the debate which forms the backbone of this research project.

Visser (2003) argues that the manifestation of CSR in developing countries is different from the Western world because of differences in culture and norms. Developed economies commonly use benchmarks such as CSR codes, standards and reports, while CSR practices in developing economies tend to be less formalized (Visser, 2003). Visser further argues that CSR in the developing economies is associated with social investment, such as in education, health, sports and the environment.

In Indonesia, for example, Tanaya (2012) found that CSR practices are influenced by various social, political, economic and environmental aspects of the country. Similarly, Amaeshi et al. (2006) in his study of CSR practices in Nigeria on whether CSR mimics Western practices or has established indigenous ones, found that CSR practices are shaped by the social and economic challenges of the region. Interestingly, however, Lindgreen et al. (2009) found no evidence of cultural or socio-economic influences on CSR practices in Malawi and Botswana.

Different arguments reveal on how firms organize and implement CSR in the developing economies. Muthuri and Gilbert (2011) found that MNEs have institutionalized their CSR into company policy, which is often not the case for local firms. However, other studies (Boehm, 2005, Amaeshi et al., 2006, Tanaya, 2012) noted that local firms in developing economies are increasingly integrating CSR into their core business functions and operations, and the relationship between business and community is deepening.

A study of eight active local and multinational firms in Lebanon, however, showed that firms had neither dedicated internal or external departments for CSR. Instead, the majority of these firms used existing internal departments such as marketing and public relations departments together with the firms' management, to manage social responsibility activities and programmes (Jamali and Mirshak, 2007). In the same study it was reported that the marketing department had the overall role in managing CSR issues, following guidelines provided by top management in

some firms (Jamali and Mirshak, 2007). In their study, Muthuri and Gilbert (2011) reported that some firms had a dedicated CSR department while others delegated social responsiveness issues to other existing departments, particularly human resources and public relations departments in Kenya. However, firms that transferred management of social issues to other departments, e.g. public relations, responded to social needs and expectations in an ad hoc manner, suggesting that CSR was only a strategy to mitigate risks and promote the firm's reputation (Muthuri and Gilbert, 2011).

Previous studies further show that firms in the developing economies engage in diverse social activities as part of CSR. In Indonesia, for example, firms engage in disaster relief, law compliance, labour welfare and community development projects such as building schools, libraries, water supplies and wells, and sponsoring education through scholarships and health. Studies also found firms engaging in small business initiatives, including training on small business and micro-credit programmes to support community development (Frynas, 2005; Amaeshi et al., 2006; Eweje, 2006). Similar findings were revealed in many other developing countries such as Lebanon and Sri Lanka (Jamali and Mirshak, 2007; Khan and Beddewela, 2008). As such, social culture issues such as education were the priority CSR domains in the area of community development (Ite, 2004; Chapple and Moon, 2005; Muthuri and Gilbert, 2011).

2.2.2 CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN AFRICA

Since the central focus of this research is Africa, it is important to give an overview of CSR practices in this continent. Therefore, this section first examines the existing knowledge gap of CSR in Africa.

Little is known as yet about CSR in Africa. This is evidenced by scholars such as (Visser, 2006b), who calls for more research on the topic. With existing studies there are uneven distributions (Visser, 2006a) with the emerging literature dominated by studies in South Africa and Nigeria (Visser, 2006b, Muthuri et al., 2013). South Africa was spurred on by the political reforms brought about by the end of the apartheid movement, while Nigeria is influenced by the presence of oil Multinational Enterprises (MNEs) (Kolk and Lenfant, 2010). The scope of CSR studies has nevertheless begun to consider other parts of Africa such as Mauritius and Central Africa (Idemudia, 2014), as well as being covered by other disciplines such as geography, sociology and anthropology (Idemudia, 2014). The majority of studies on CSR in Africa have focused on MNEs, with very little written specifically about local firms (Amaeshi et al., 2006,

Khan and Beddewela, 2008). Scholars have demonstrated that MNEs operating in developing economies engage in different social issues. In Nigeria, for example (see for example Amaewhule, 1997, Ite, 2004, Frynas, 2005, Eweje, 2006, Ojo, 2009), MNEs in the oil sector engage more with local communities by concentrating on the social and environmental impact of their operations. They engage in the areas of education, health, environment, SMEs empowerment, community support and sports. For example, Frynas (2005) found that MNEs like Shell and BP Nigeria run small business initiatives including training on SME and micro-credit programmes to support community development. Similar results were found in the mining sector of South Africa, where MNEs focus on business development schemes including the establishment of small cooperatives, training in product development by women for the tourist industry, and bookkeeping services free to local communities in areas mining takes place (Frynas, 2005, Amaeshi et al., 2006). The empirical study by Eweje (2006) compared local firms and MNEs in Ghana and found that their CSR practices were different. The CSR practice of MNEs is largely triggered by legal obligations, while that of local firms is driven by moral and ethical considerations (Kuada and Hinson, 2012). This suggests that the two groups place different emphases on legal and moral/ethical expectations in their CSR decisions.

2.2.2.1 CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN OIL COMPANIES

Globally, multinational oil and gas companies are widely known for giving significant emphasis for taking CSR initiatives of varied kind as socially responsible business engagement. The multinational oil and gas companies like Royal Dutch Shell, Exxon Valdez are well known companies who have been engaging in CSR initiatives for long. There is a clear disagreement by various scholars who wrote of CSR in oil industries in their claim towards factors that motivated /pressurized the companies to take CSR initiatives. Frynas (2009) claim that oil industries apply CSR from the perspective that they oil industries are in a position to create a positive relationship (in improving corporate image) with the host community and stakeholders. While others like Michael (2005) viewed CSR initiative of the oil Industry as something to camouflage that they are doing their business socially responsible ways but in actual fact they exploit the opportunity of inadequate regulations that forced them to be in compliance. This gave them the ample space to exploit the host community. In contrary to Michael (2005) and Spencer (2011) stipulated that oil industries engaged in CSR emanate from the real concern of the companies that their business

engagement should be immune from negatively affecting the community and the environment. The legacy of harm created by the companies would harm their corporate image there by affect the profitability of their company that CSR initiative has been taken as a means to improve corporate social image and maximize profit in the long run (Magoosh GRE, 2015).

In practical terms historically oil companies faced various pressures from the community of the host countries. For instance, BP faced pressure from the Community in Colombia calming that its engagement violated the human right of the local community. Similarly, Royal Dutch Shell Company faced riot from the community in Nigeria, while Exxon Valdez face pressure and criticism from civil society and the environmental groups over oil spill. These companies have made strategic and practical initiatives of CSR. Strategically Royal Dutch Shell and BP took global initiative as a mechanism to put in place CSR through formation of global response mechanisms like global Compact and Global Reporting Initiatives. They also took initiative to invest on renewable energy in reducing Co2 (corbondixoid) emission (Moltot, 2018).

2.2.2.2 CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN ETHIOPIA

CSR from Ethiopian Context, formal corporate social responsibility practices in Ethiopia was first introduced and practiced by multinational companies and NGO'S as mitigation strategy or an action to resolve problems emanated from their project engagements. On the contrary most firms and government organization often lacks or yet not institutionalized the concept of CSR and formal practices however there are customary practices of informal mostly in the form of Philanthropy or charity to immediate need of the community (Moltot, 2018). Empirical studies conducted by Addis Ababa University, Textile Factories and horticulture industries; Total Ethiopia Share Company and Ethio- Telecom are the one which can be noted. Others like study on corporate social responsibility and financial performance of the banking sector in Ethiopia and an assessment of corporate social responsibilities from Ethiopia experience by (Kassey,2016) are frequently cited empirical studies in the field. For instance, studies shows that Tesco and Primark which are Trans-National Corporations (TNCs) initiated CSR as a requirement for companies while they outsource their production and services. The CSR requirement are the companies should put in place and fulfill controlling of “wages controlling wages, working hours, safety equipment and instructions in the factory and environmental standards”. This is often considered as a pioneer of Ethiopian Textile industries to initiate and practically implemented corporate social responsibility as socially responsible business

engagement. The other CSR study is made by the largest and the oldest university Addis Ababa University. The study came up with the result that higher learning institution are so far remains/lag behind in institutionalized CSR initiatives (Workeferahu,2014). Other study conducted is on floriculture industries in Ethiopia from CSR and governance perspectives. The result showed that exposure of employees to vary environmental and workplace safety hazardous condition a long with sexual harassment and labor exploitations among others (Moltot, 2018). Review of empirical researches on corporate social responsibility in Ethiopia, evidenced that there are few resources particularly in oil industry sectors. Review of literatures revealed that CSR Developing Countries in general and in African and Ethiopia context in particular, it can be characterized by the following points.

- Most of the corporate/firms understand and practice the philanthropic aspect of corporate social responsibilities. Philanthropy gets a high priority which is due to the huge socio-economic needs which has resulted in philanthropy becoming an expected norm in the society. Also, CSR is still at a new stage, sometimes even equating philanthropy.
- There are very few national companies with CSR definition and with formal CSR practices but with leaders with a personal commitment to improve the Ethiopian society and to integrate this personal engagement with business opportunities.
- Firms did not have a standardized written guideline for how to discharge their CSR activities. This implies that, firms consider CSR activities as something that they could do it based on personal judgments.
- Absence of full-time employee who can handle the societal issue made CSR activities in the firms not to be effective and systematic so as to maximize their financial performance.
- Businesses operate their activities based on their feeling and interest since the businesses as well as the regulatory body are not strong and efficient enough to set or obey laws.

The response of these multinational oil companies through CSR is not immune from criticism in their approach and understanding of in addressing the issue in different contexts. They are criticized that influenced from their understanding of the subject, most of them apply the concept as prototype that can be put in place to all socio cultural and environmental settings. But in fact the concept and application of it is often divorced from the context of the host countries. According to (Visser, 2006) contrary to his expectation of companies to have engaged in terms of social problem initiatives focus on HIV/AIDS, education, health, environment and other social

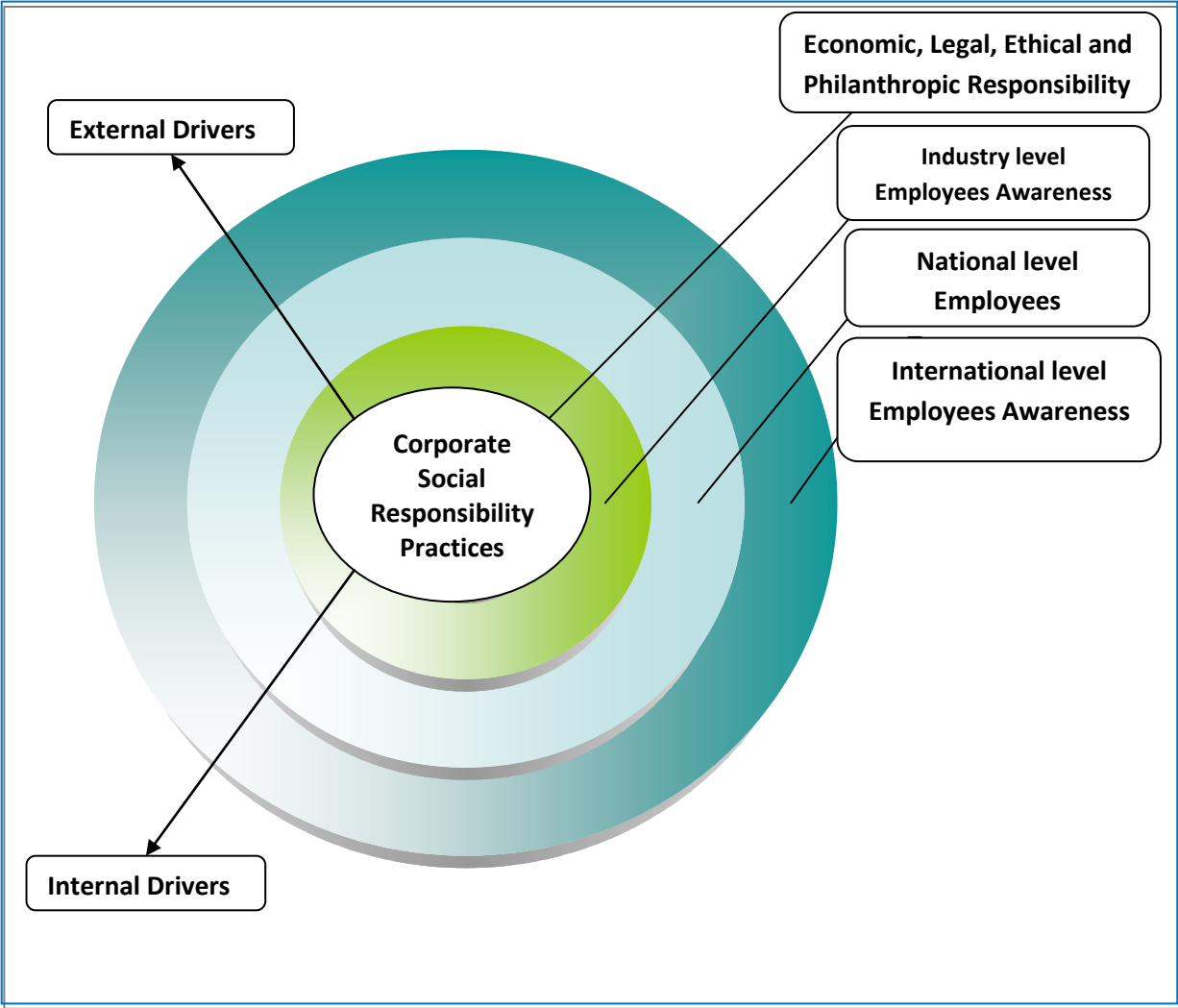
development issues, they focused on economic and philanthropic initiatives than ethical and legal responsibilities (Moltot, 2018).

Given the disagreement among the scholars from the literature it is possible to understand that various pushing factors forced these companies to take CSR initiatives emanated either from external or internal. As often indicated in the literatures the internal drives are “business case, employment retentions, corporate internal values, firm’s reputation and image. While the external push factors are customer and consumer satisfaction, requirements from regulatory frameworks as well as pressure from civil society and consumer activism Spence, (2013).

2.3 CONCEPTUAL FRAMEWORK OF THE STUDY

Based on review of various literatures written on corporate social responsibility the following conceptual framework has been developed. The conceptual framework below portrays the four Carroll’s components of CSR (see figure 2.1) and internal/external drivers or pressures which pushes the case oil companies to engage in CSR practices. Here it is important to note that since this research is not interested in the analysis of the correlation of one component of CSR initiatives/categories with the other, linkage among the categories is purposely omitted from this conceptual framework. Figure 2.3 below shows, the four dimensions of corporate social responsibilities for the selected case oil companies’ economic responsibilities, legal responsibilities, ethical responsibilities and phototropic responsibilities. This framework is used to assess, describe, existing CSR practices/performances and the level of awareness of CSR in selected oil companies in Addis Ababa. All research questions are answered through assessing the perceptions/ opinion of the case oil companies’ employees (entry level employees, middle level management and top-level management).

Figure 2.3 Conceptual framework of the study (Source; Own literature review)



CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this chapter attempt has been made to describe research approach, research design, unit of analysis, sampling design and sources of data, methods of data collection and instruments, method of data analysis, validity and reliability study. The research is meant to assess the practice of Corporate Social Responsibility in Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petrolume Share Company in Addis Ababa, because of the nature of the studies it employed both a mix of quantitative and qualitative methods. To this end, questionnaire survey and in-depth interview has been employed. To achieve the research objectives and to seek answer to those research questions the researcher has used descriptive types of research design in order to describe and determine the companies 'Corporate Social Responsibility (CRS) practices using frequency tables and graphs etc to conduct comparisons among the selected oil companies in the case study. Qualitative method is used to seal the gap between the ideas collected through interview and questionnaires.

3.2 RESEARCH APPROACH

This study has been conducted based on mixed research method, useful to capture the best of both quantitative and qualitative approaches, with the development and perceived legitimacy of both qualitative and quantitative research approaches which employs the data collection associated with both forms of data to describe the nature of CSR in Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum Share Company.

Mixed methods research is the type of research in which a researcher combines elements of qualitative and quantitative approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the purpose of breadth and depth of understanding and corroboration (Jackson S. 2007). In this method the researcher may want both generalize the findings to a population and develop a detailed view of the meaning of a phenomenon or concept for individuals (Creswell et al. 2003). Therefore, the reason behind to select this method was to congregate or corroborate findings from different data sources. In addition to this, the reason why a mixed method design employed was to expand an

understanding from one method to another, to converge or confirm findings from different data sources.

3.3 RESEARCH DESIGN

According to the methodologist John Creswell (2003) suggested a systematic framework for approaching mixed methods research designed six strategies sequential explanatory, sequential exploratory, sequential transformative, concurrent triangulation, concurrent nested and concurrent transformative. The sequential explanatory strategy is the most straightforward of the six major mixed methods approaches. It is characterized by the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. The purpose of the sequential explanatory design typically is to use qualitative results to assist in explaining and interpreting the findings of a primarily quantitative study (Creswell et al. 2003).

3.4 DATA SOURCES

In general, the study used both primary and secondary data sources. The study had begun with secondary data analysis through the detailed review of related literatures. The primary data have been collected from entry level employees, middle and top-level managements of Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum Share companies through questionnaires and key informant interview (See Apendix 1 and 2). Since the study used statistical surveys it is necessary to get information from primary sources and work on primary data. Because the statistical records of CSR in a country or in the oil companies could not be on the basis of newspapers, magazine and other printed sources. The primary data has been collected directly from the employees of the case oil companies' through questionnaires and key informants interview to obtain the required information from members of lower level employees, middle level managers and top level managers of the selected oil companies who are directly linked with the management of Corporate Social Responsibility or concerned bodies responsible for the selected case Oil Companies.

Both the quantitative and qualitative data were collected sequentially. Thus, when the data are collected, the quantitative data came first then the qualitative data. Consequently, the priority has been tilted toward quantitative data. Therefore, these two types of data were integrated at stage data interpretation.

3.5 UNIT OF ANALYSIS

The unit of analysis refers to the person, collective, or object which is the target of the investigation. Understanding the unit of analysis is important because it shapes what type of data the researcher should collect for the study (Bhattacharjee, 2012). With respect to the study, the unit of analysis is employees (entry, middle and top managements) level analysis (i.e. Total Ethiopia Share Company's., Libya Oil Limited's, and Yetebaberut Beherawi Petroleum Share Company's employees).

3.6 SAMPLE DESIGN

Sampling is the statistical process of selecting a subset of a population of interest for purposes of making observations and statistical inferences about that population. Social science research is generally about inferring patterns of behaviors within specific populations. We cannot study entire populations because of feasibility and cost constraints, and hence, we must select a representative sample from the population of interest for observation and analysis (Bhattacharjee, 2012).

3.7 TARGET POPULATION

The source population is the current employees, middle level management and top-level management of Total Ethiopia Share Company, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum Share Company in Addis Ababa. Target population are 363 total number of staffs of the selected three case oil companies, 168 of the population were from Total Ethiopia Share Company, 117 of the population were from Libya Oil Ethiopia Limited and 78 of the population were from Yetebaberut Beherawi Petroleum Share Company.

3.8 SAMPLING TECHNIQUE

From the target population of 363 of the selected oil companies' appropriate samples for questionnaire administration have been determined by using simple random sampling technique to give equal weights for each company. Random sampling selected because it is the simplest of all probability sampling techniques; however, the simplicity is also the strength of this technique. Because the sampling frame is not subdivided or partitioned, the sample is unbiased and the inferences are most generalizable amongst all probability sampling techniques (Bhattacharjee, A. 2012). The other most important reason is that quantitative data often

involve random sampling, so that each individual has an equal probability of being selected and the sample can be generalized to the larger population. In qualitative data collection, certain individuals are selected because who have experienced on the central phenomenon. Consequently, the Human Resource Department and Health, Safety, Environments and Quality (HSEQ) Departments were communicated.

3.9 SAMPLE SIZE

This study has used multistage sampling technique to sample out the case Oil Companies and respondents within the selected case Oil Companies. Currently there are 30 Oil companies in Ethiopia out of which 5 are Multi-national Oil Companies and 25 local, covering more than 688 active service stations in the country (Ethiopian Petroleum Supply Enterprise October 10, 2019 inter Office memo) out of these stations 57.3% or 394 are belongs to Total Ethiopia S.C, Libya Oil Ethiopia Limited and Yetebaberut Beherawi Petroleum (YBP) see (table 3.1A). The study has used purposive or Judgmental sampling method to select 3 oil companies, two from Multi-national oil Companies and one local oil company among the thirty based on the number of service stations, access to information, exposure, connection, transparency, budget and time. A proportional random sampling technique has been used to select the respondents from the selected case oil companies see (table 3.1B); this is due to the heterogeneous nature of the population (Entry level Employees, Middle level Managers and Top-level Managers of the selected Oil Companies). Random sampling is appropriate for this study because it ensures that each stratum have an equal chance of being represented in the final sample and hence, no biases.

From the 3 case oil companies 6 Top level Managers has been selected for key informant interview, two Top Managers from each oil company who is directly linked with the Corporate Social Responsibility activities of each Company since the researcher believed those personnel are ideal candidates to respond for key informant interview questions (See Appendix 2); these are Human Resource Department, Marketing Department and Health, Safety, Environments and Quality (HSEQ) Departments.

Table 3.1A Proportion of sample size based on number of service stations (Purposive sampling).

Name of Oil Companies	Type	Total No. active stations
Total Ethiopia	MNC	147
Libya Oil	MNC	140
YBP	Local	107
All other companies active service stations	Local & MNC	294
Total No of active service stations in the country		<u>688</u>
Active Service stations of the selected oil Companies. (TOTAL S.C, Libya Oil and YBP)		<u>394</u>
(%) of Coverage of selected oil companies active service stations in the country		<u>57.3%</u>

Source: Consolidated by the researcher through interview and companies' website profile

According to Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled. In this study to select sample size, a lists of entry level employees, Middle Management and Top Management obtained from the selected oil companies. The total population of the study is 363 total staffs. Sample size is determined using the formula proposed by Yamane (1967) (as cited in Israel 2003). So, the sample size for the study is calculated as follows. Where, n is sample size, N is the population size and e are the level of precision. A 95% confidence level and e = 0.05. Accordingly, n= 190. The sample size that is selected here is considered as representative and also large enough to allow for precision, confidence and generalizability of the research findings.

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

$$N= 363/1+ N (.05)^2$$

$$N= 363/1.9075= 190$$

Therefore, the sample size of this study is 190.

Then sample was selected from the respective oil companies using proportional to size of employees. Proportionate sample (PPS) size allocation formula.

$$PPS = \frac{n_i * n_f}{N}$$

Where, n_i is the number of staffs in each selected oil companies.

n_f is the final sample of the study

N is the total number of staffs in the selected oil companies.

Table 3.1 B Proration of sample size based on number of employees and management level. (Proportional random sampling technique)

Name of Companies	Total No. Staffs				Prorated sample size			
	Total entry level employee	Total middle manager	Total top Manager	Total No. Staffs	Entry level employee	Middle managers	Top managers	TOTAL
Total Ethiopia	125	33	10	168	66	17	5	88
Libya Oil	96	14	7	117	50	7	4	61
YBP	67	7	4	78	35	4	2	41
	<u>288</u>	<u>54</u>	<u>21</u>	<u>363</u>	<u>151</u>	<u>28</u>	<u>11</u>	190

Source: Consolidated by the researcher through interview and companies' website profile

3.10 METHODS OF DATA COLLECTION AND INSTRUMENTS

The main data collection instruments of the study were questionnaires and key informant interview in order to consider mixed method. The questionnaire are designed to encompass five sections: the first section of the is concerning the demographic characteristics of the respondents, the second part of the questionnaire is regarding the meaning and understanding of the respondents about CSR which includes 7 questions, the third part of the questionnaire is about the practices of CSR 57 questions were prepared concerning four dimensions of CSR such as economic, legal, ethical, and philanthropic. The fourth part of the questionnaire was about the internal and external factors affecting CSR engagement, it included 13 questions. The final section of the questionnaire is dealing about CSR engagement benefits. It has contained 9 questions. As a result, 88, 61 and 41 questionnaires have been distributed for all samples of Total Ethiopia, Libya Oil Ethiopia and Yetebaberut Beherawi Petroleum respectively. The

questionnaires included only closed ended questions, the gap of questions tried to fill via key informant interview. Regarding to key informant interview, (6 top managers) 2 from each case oil companies has been interviewed through open ended questions which have been designed to obtain their perception and opinion about the challenges and opportunities of CSR engagement in their respective case oil companies.

3.11 METHODS OF DATA ANALYSIS

The 190 questionnaires have been distributed and collected, the data was coded and analyzed by using the Statistical Package for the Social Sciences (SPSS), Version 25 software and Microsoft Excel, and it has subjected to a serious of statistical techniques to answer the empirical research questions of this study. Descriptive statistics have been employed to analyze quantitative data using charts and tables. Frequencies were converted to percentages so as to ease interpretation, analysis of the data, and presentation of the findings of the research.

To measure the level of performance of each case company results were organized based on the thematic category and aggregate result was computed from the survey data were distribution of response count for each response category divided against the total number of question items and measured based on five point scales (very low, low, moderate, high and very high). The result of the quantitative data was summarized (See Appendix 3.1 to 3.9) for reference since the data is huge it was difficult to use in tabular form in the body text.

Textual Analysis, which refers to the interpretation of data obtained from documents, was central to the secondary data analysis. The information generated through the desk review were analyzed, synthesized and integrated with the findings of the primary data. In all cases, the sources of secondary data have been adequately cited. Findings of the secondary data analysis were further substantiated by the results of the qualitative data analysis (See Appendix 2).

Regarding the qualitative data analysis, content/thematic analysis approach were applied that entails identifying and isolating the major themes, meanings, common explanations, patterns and understandings in the interviewees' responses. Accordingly, the interview reports were first organized, and major issues/contents were identified and then categorized under selected thematic areas and the results were annexed in tabular form.

3.12 RELIABILITY

Reliability test used to measure the consistency of the scores obtained, and how consistent they were for each individual from one administration of an instrument to another and from one set of items to another, the study has used Cronbach's alpha (a measure of the internal consistency of the questionnaire items) using data from all the respondents. Separate reliability tests for each of the variables were computed. The key statistic in interpreting the reliability of the scale was the alpha listed under the reliability co-efficient section at the end of the output. Bruin (2006) explains that the value of coefficient alpha ranges from zero (no internal consistency) to one (complete internal consistency); accordingly, the alpha coefficients for each thematic area were found greater than 0.70 suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations). Simon, (2011) mentioned that the rationale for internal consistency is that the individual items or indicators of the scale should all be measuring the same construct and thus be highly inter-correlated.

The Cronbach's alpha test was carried out using SPSS and the results are presented as follows:

Table 3.2 Reliability test statistics

No1	Variable	No of items	Cronbach's Alpha
1	CSR awareness	7	.598
2	Economic Responsibility	8	.906
3	Legal Responsibility	12	.863
4	Ethical Responsibility	28	.911
5	Philanthropic responsibility	9	.878
6	Internal Drivers for CSR	8	.834
7	External Drivers for CSR	5	.829
8	CSR benefit	9	.867

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

In this section of the study, the collected data has been analyzed and interpreted. The information obtained from Total Ethiopia share company's, Libya Oil Ethiopia Limited's and Yetebaberut Beherawi Petroleum share company's employees through questionnaires and key informants' interview were analyzed and presented in line with the research questions raised in the first chapter.

4.2 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Table 4.1 Demographic characteristics of the respondents

S/N	Demography	Respondents	Name of Case Oil Companies					
			Total Ethiopia		Libya Oil Ethiopia		Yetebaberut Beherawi Petroleum (YBP)	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	Sex	Male	56	63.6%	50	82.0%	28	68.3%
		Female	32	36.4%	11	18.0%	13	31.7%
		Total	88	100.0%	61	100.0%	41	100.0%
2	Age Group	18-25	1	1.1%	0	0%	2	4.8%
		26-35	30	34.1%	19	31.1%	9	22.0%
		>36	57	64.8%	42	68.9%	30	73.2%
		Total	88	100.0%	61	100.0%	41	100.0%
3	Educational Status	Diploma	4	4.5%	4	6.6%	0	0.0%
		Bachelor	74	84.1%	51	83.6%	40	97.6%
		Masters	10	11.4%	6	9.8%	1	2.4%
		Total	88	100.0%	61	100.0%	41	100.0%
4	Religion	Orthodox	72	81.8%	50	82.0%	31	75.6%
		Muslim	4	4.5%	0	0.0%	8	19.5%
		Protestant	8	9.1%	6	9.8%	2	4.9%
		Catholic	2	2.3%	5	8.2%	0	0%
		Jehovah	2	2.3%	0	0.0%	0	0%
		Total	88	100.0%	50	100.0%	24	100.0%
5	Employment Category	Entry level employees	66	75.0%	50	82.0%	35	85.4%
		Middle & top Managers	22	25.0%	11	18.0%	6	14.6%
		Total	88	100.0%	61	100.0%	41	100.0%

Source: Owen survey result

The Sex categorical scale is one of the demographic characteristics that measure the gender disaggregation of the respondents that can influence the result of the survey as some of the CRS issues like human right and labor issue can be influenced by gender. For instance, issues like respect to employee right like giving maternity leave and equal payment and treatment of

women. As observed from the table (4.1) male respondents accounts of (63.6%), (82.0%) and (68.3) %, while female respondents account (36.4%), (18.0%) and (31.7) for Total Ethiopia, Libya Oil Ethiopia and for YBP respectively. This showed that the majority of the respondents were male.

As we can see from the table (4.1) Age interval scales of the respondents the measure showed that the majority of respondents are those aged 36 and above with response rate (64.8%), (68.9%) and (73.2%), followed by those aged (26-35) with response rate (34.1%), (31.1%) and (22.0%), and those aged (18-25) with response rate (1.1%, 0.0% and 4.8%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

As we see from the table (4.1) the demographic characteristics in terms of educational distribution, the majority of them acquired bachelor degree with a response rate of (84.1 %,) (83.6%) and (97.6), masters (11.4%), (9.8%), and (2.4%), diploma (4.5%), (6.6%) and (0.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP. Thus, it is possible to understand that the respondents are educated enough to understand and provide valid information about the issue under investigation

Religion of the respondent is another demographic characteristic measure of the respondents. Accordingly, the result in table (4.1) showed that the majority of them have the orthodox religion background (81.8%, 82.0% and 75.6%), followed by protestant (9.1%, 9.8% and 4.9%), Muslim (4.5%, 0%, 19.5%), catholic (2.3%, 8.2%, 0.0%) and Jehovah Witness (2.3%, 0.0%, 0.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

The final demographic characteristic measure is the employment category of respondents through categorizing them as line staff member (entry level employees) and manager (top and middle level employees). Table (4.1) result revealed the majority of the respondents are from line staffs while the rest from those respondents who assumed different levels of managerial position. The response rates showed that line staffs (75.0%, 82.0% and 85.4%) and managers (25.0%, 18.0% and 14.6%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. This implies the composition of different views of respondents at managerial and line staffs' level has been addressed in this study that insures validity and reliability of the study.

4.3 EMPLOYEES' CSR LEVEL OF AWARENESS

Table 4.2 Respondents awareness toward CSR

S/N	Statement	Companies	Measurement	SD	D	N	A	SA	Total
1	Giving donations to charity and helping the community	Total Ethiopia	Frequency	0	15	4	42	27	88
			Percentage	.0%	17.0%	4.5%	47.7%	30.7%	100%
		Oil Libya	Frequency	4	6	7	22	22	61
			Percentage	6.6%	9.8%	11.5%	36.1%	36.1%	100%
		YBP	Frequency	2	6	4	20	9	41
Percentage	4.9%		14.6%	9.8%	48.8%	22.0%	100%		
2	Conducting business in an ethical and professional manner	Total Ethiopia	Frequency	1	4	4	35	44	88
			Percentage	1.1%	4.5%	4.5%	39.8%	50.0%	100%
		Oil Libya	Frequency	3	6	3	24	25	61
			Percentage	4.9%	9.8%	4.9%	39.3%	41.0%	100%
		YBP	Frequency	0	2	5	17	17	41
Percentage	.0%		4.9%	12.2%	41.5%	41.5%	100%		
3	Providing a safe working environment for employees	Total Ethiopia	Frequency	1	3	6	34	44	88
			Percentage	1.1%	3.4%	6.8%	38.6%	50.0%	100%
		Oil Libya	Frequency	0	9	3	29	20	61
			Percentage	.0%	14.8%	4.9%	47.5%	32.8%	100%
		YBP	Frequency	2	1	4	17	17	41
Percentage	4.9%		2.4%	9.8%	41.5%	41.5%	100%		
4	Taking initiatives to reduce the company's impact on the environment	Total Ethiopia	Frequency	3	4	2	26	53	88
			Percentage	3.4%	4.5%	2.3%	29.5%	60.2%	100%
		Oil Libya	Frequency	0	7	2	21	30	60
			Percentage	.0%	11.7%	3.3%	35.0%	50.0%	100%
		YBP	Frequency	0	2	4	19	16	41
Percentage	.0%		4.9%	9.8%	46.3%	39.0%	100%		
5	CSR is beneficial for maximizing profit	Total Ethiopia	Frequency	5	18	8	34	23	88
			Percentage	5.7%	20.5%	9.1%	38.6%	26.1%	100%
		Oil Libya	Frequency	3	15	6	20	17	61
			Percentage	4.9%	24.6%	9.8%	32.8%	27.9%	100%
		YBP	Frequency	0	3	6	18	12	39
Percentage	.0%		7.7%	15.4%	46.2%	30.8%	100 %		
6	Except the communities, CSR has nothing to do with the business success	Total Ethiopia	Frequency	23	49	5	6	5	88
			Percentage	26.1%	55.7%	5.7%	6.8%	5.7%	100 %
		Oil Libya	Frequency	23	31	5	2	0	61
			Percentage	37.7%	50.8%	8.2%	3.3%	0.0%	100%
		YBP	Frequency	11	18	6	3	3	41
Percentage	26.8%		43.9%	14.6%	7.3%	7.3%	100%		
7	CSR activities is relevant for its profit maximization success in business	Total Ethiopia	Frequency	4	12	16	34	22	88
			Percentage	4.5%	13.6%	18.2%	38.6%	25.0%	100%
		Oil Libya	Frequency	0	14	15	19	12	60
			Percentage	.0%	23.3%	25.0%	31.7%	20.0%	100%
		YBP	Frequency	2	7	7	16	7	39
Percentage	5.1%		17.9%	17.9%	41.0%	17.9%	100%		

Source: Owen survey result

Under this section the level of awareness of the respondents of the three oil companies under this study have been assessed against seven questions which can measure the level of awareness towards corporate social responsibility.

With regards to the questions that corporate social responsibility is to mean giving donations to charity and helping the community, of the total of 88 the respondents from Total Ethiopia oil company, the majority 42(47.7%) and 27(30.7%) agreed and strongly agree with the idea respectively. This is followed by 15(17.0%) who disagreed and 4(4.5%) that neutral what it really items in tells. For Oil Libya the same question item, out of the total 61 respondents the majority 22(36.1%) and 22(36.1%) strongly agree and agree 7(11.5%) neutral, 6(9.8%) disagree and 4(6.6%) strongly disagree that Corporate social responsibility is about giving donation to charity and helping the community and vulnerable groups. In similar manner, For YBP, out of the 41 total respondents the majority 20(48.8%) and 9(22.0%) agree and strongly agree respectively, while the response rate of 4(9.8%), 6(14.6%) and 2(4.9%) said neutral, disagree and strongly disagree respectively.

Concerning corporate social responsibility is about conducting business in ethical and professional manner of the 88-total respondent of Total Ethiopia 44(50.0%) and 35(39.8%) strongly agree and agree respectively. While quite insignificant response that counts to 4, 4 and 1 with response rate of 4.5%, 4.5% and 1.1% responded as neutral, disagree and strongly disagree respectively. The result for the same question item for Libya Oil Ethiopia showed that 25(41.0%), 24(39.3%) “Strongly agree” and “agree” respectively. The rest that counts to 3, 6 and 3 with response rate (4.9%, 9.8% and 4.9%) said “neutral”, “Disagree” and “strongly disagreed” respectively. On the other hand, the majority of 17(41.5%) and 17(41.5%) respondents of YBP responded strongly agreed and agreed, while the rest that counts 5 and 2 with response rate of (12.2% and 4.9%) gave response to (neutral and disagree) response choices respectively.

In relation to CSR is providing a safe working environment for employee of the respondent of Total Ethiopia with response rate (50.0%, 38.6% 6.8% 3.4% and 1.1%) strongly agree, agree, neutral disagree and strongly disagree respectively. While (32.8%) and (47.5%) of Libya Oil Ethiopia strongly agree and agree with the idea, while the rest (4.9%), (14.8%) revealed their position by saying neutral and disagree respectively. The result of the response for the same item from the respondent of YBP showed that equal response rate of (41.5% and 41.5%) has been

given for strongly agree and agree response options, while response rate (9.8%, 2.4% and 4.9%) has given to neutral, disagree and strongly disagree respectively.

Respondents were also asked that CSR is about Taking initiatives to reduce the company's impact on the environment. The response rate from the three case companies showed that the majority lies on the response categories of strongly agreed and agree. Disaggregating it with case companies (60.2% and 29.5%) of Total Ethiopia, (50.0% and 35.0%) of Libya oil Ethiopia and (39.0% and 46.3%) of YBP responses fall in to strongly agree and agree response categories respectively. The rest (2.3%, 4.5% and 3.4%) of Total Ethiopia, (3.3%, 11.7% and 0.0%) of Libya oil Ethiopia and (9.8%, 4.9% and 0.0%) of YBP falls in to "neutral", "disagree" and "strongly disagree" response categories.

The other point which was asked to measure the awareness level of the respondents about CSR responsibility is that CSR in oil companies is beneficial for maximizing profit? The response rate in general showed that significant majority of the respondents agreed and strongly agree with the idea respectively but slight difference in response rate observed among case companies. Total Ethiopia (26.1% and 38.6%), Libya Oil Ethiopia (27.9% and 32.8%) and YBP (30.8% and 46.2%) (Strongly agree and agree) with the idea respectively. In similar sequence to the above case companies (9.1% and 5.7%), (9.8% and 4.9%) (15.4% and 0.0%) of the response rates given to neutral and strongly disagree response categories respectively. While not negligible size especially by Total Ethiopia with response rate (20.5%) and that of Libya oil Ethiopia (24.6%) disagree with the idea about which CSR is beneficial for maximizing profit.

The actual implementation of CSR the analysis result from the key informant interview revealed that Total Ethiopia gave deep emphasis to CSR as one of its core corporate value as part of its socially responsible business engagement see (Appendix 2).

4.4 ECONOMIC RESPONSIBILITIES

For companies to attain their economic goal in socially responsible way it initiate CSR should make their company as profitable as possible, initiate new product development, increase operating profits and increased return on investment, increase market share, increase company's sales growth rate and maintain strong competitive position. Against this background employee

have been asked to measure the performance level of their respective oil companies (see Appendix 1C). Accordingly, the result of the survey is discussed in detail here after.

To the question that company's engagement in CSR for being as profitable as possible, the majority of the respondents indicated their level of agreement to "strongly agree" and "agree" response options with respective response rate of (52.3%, 35.2%) for Total Ethiopia, (44.3%, 45.9%) for Libya Oil Ethiopia (65.9, 24.4%) for YBP respectively.

Regarding company's engagement in to CSR for maintaining strong competitive position the majority of the response fall in the "agree" category with the response rate (61.4%, 30.7%) for Total Ethiopia, (42.6%, 44.3%) for Libya Oil Ethiopia and (34.1%, 48.8%) for YBP in "strongly agree" and "Agree" response options respectively. A similar pattern in the level of agreement is observed that case company's engagement so as to maintain high level of operational efficiency with response rate of (58.0%, 37.5%), (41.0% 41.0%) and (26.8% 46.3%) "Strongly agree" and "Agree" response categories to with similar sequences to the case companies above respectively.

The majority of the respondents also agreed that their respective company's engagement on CSR is to promote their company's sales growth rate. Respondents of Total Ethiopia with response rate of (50.0%, 35.2%), that of Libya Oil Ethiopia with (54.1%, 39.3 %,) and that of YBP (48.8%, 39.0%) response rates respectively "Strongly agree" and "Agree" with the idea.

The level of agreement to the issue that CSR practice of case oil companies increased market share revealed that the largest percentage share was given to "Strongly Agree" and "Agree" response options with the actual figure of (48.9%, 41.0%) for Total Ethiopia, (39.0%, 28.4%) for Libya Oil Ethiopia, and (31.1%, 43.9%) for YBP

Similar result has been observed to the issues of CSR is to increase operating profits and increased return on investment in "Strongly agree and Agree" response options. The actual response rate in increasing operating profits is (53.4%, 36.1 %,) for Total Ethiopia (34.1%, 33.0%) for Libya Oil Ethiopia and (37.7%, 48.8 %) for YBP and response rates (39.8%, 45.0%), (34.1%, 42.0 %,) (28.3%, 41.5%) is given for increased return on investment in similar sequence and the response options and to the case companies above.

With regards to CSR engagement to new product development mixed result has been observed, while the majority with response rate (34.4%) for Libya Oil Ethiopia and (31.7%) for YBP

revealed they lack knowledge about the issue. However, if we sum up the Strongly agree and Agree Response rate (18.0%, 17.1%), (27.9%, 22.0%) the majorities of them agree with the idea. From Response of Total Ethiopia, it is easily possible to observe the majority of (33.0%, 42.0%) of the respondent in the “Strongly Agree” and “Agree” categories of responses. Under disagree response category with “disagree” and “strongly Disagree” response options (10.2%, 16.4 %,) response rate goes to Total Ethiopia, (19.5%, 3.4%) for Libya Oil Ethiopia, whereas (3.3%, 9.8%) for YBP.

In addition to the survey result above, interview with key informant revealed that case oil companies strive to achieve their economic goal in socially responsible manner through establishing system of complaint handling mechanism and reducing operational cost.

4.5 LEGAL RESPONSIBILITIES

The practices of oil companies in fulfilling their legal responsibility is measured by the compliance with government and the law, various federal, regional laws and regulations, provision of goods/services that meet legal requirements, refraining from seeking or accepting exemptions not contemplated in the statutory or regulatory, refrain from unhealthy competition or in any anticompetitive practices, refrain from engaging in corruption and corrupt , refrain from engaging in improper political activities, abiding to law, reporting to local and international organization or authority and company publishes CSR initiatives on their websites see (Appendix 1E) . Against these variables the survey is conducted to measure the case company’s performances and the result is discussed in the subsequent paragraphs

The result of the survey showed that oil companies significantly agreed that their respective company always acts in a manner consistent with the expectation of government and the law. Respondents of Total Ethiopia (48.9% and 35.2%), Libya Oil company (60% and 37.7%) and YBP (46.2% and 38.5%) strongly agree and agree that their respective company always acts in a manner consistent with the expectation of government regulation and the law respectively. Similar result has been observed to the question which is nearly close to the above idea that respondents (63.6% and 29.5%) of the of Total Ethiopia, (70.5% and 24.6%) that of Libya oil Ethiopia and (41.5% and 48.8%) that of YBP (strongly agree and agree) on the issue that their respective company’s strives to comply with various federal, regional laws and regulations.

The other indicator which can be used to measure companies are fulfilling their legal aspect of their corporate social responsibilities is company's provision of goods/services that meet legal requirements. In this regard the survey result showed that quite a majority of the respondents of the case oil companies agreed that their respective companies fulfill these requirements. Thus, the survey result showed that of the respondents Total Ethiopia (62.5% 28.4%), Libya Oil Ethiopia (70.0% and 30.0%), and of YBP (46.3% and 41.5%) replied strongly agree and agree response categories respectively.

Respondents asked that their respective companies are refraining from seeking or accepting exemptions not contemplated in the statutory or regulatory, the majority of the response falls in the agree categories of responses (strongly agree and agree). The response rate is (47.1% and 63.6%) for Total Ethiopia, (48.8% and 35.6%) for Libya Oil Ethiopia and (21.8% and 39.0%) for YBP. However, lack of knowledge about the issue has been observed by the response rate of (9.2%, 14.5%, 9.8%) with the same sequence of case companies stated above.

The survey result also revealed that the majority of the respondents (strongly agree and agreed) that their respective companies do not engage in unhealthy competition or in any anticompetitive practices with other sister oil companies with the response rate of (59.1% and 58.3%), (33.3% and 30.7%) and (23.3% and 51.3%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. The rest (4.5% 8.3% 15.4%) lacks knowledge about the issue.

The response to the question that Oil Companies refrains from engaging in corruption and corrupt practices (67.0% 54.2%) of Total Ethiopia, (56.1% 21.6%) of Libya oil Ethiopia and (16.9% 22.0%) of YBP strongly agree and agree to the idea respectively, while considerable amount with the response rate of (11.4%, 28.8% and 22.0%) of the companies in the same sequence above lacks knowledge about the matter.

In further understanding of the company's effort in fulfilling their legal aspect of CSR respondents were asked that their respective companies always tried to be a law-abiding corporate citizen that except (9.1%, 10.3%, 12.2%) of the respondents who chose to be neutral the majority of respondents (60.2% and 25.0%) of Total Ethiopia, (62.1% and 27.6%) of Libya Oil Ethiopia and (48.8% and 34.1%) of YBP falls in the (strongly agree and agree) response categories respectively.

When respondents were asked that their respective companies fulfill the requirement of reporting of local and international organization or authority the significant majority (strongly agree and agree) with the response rate of (48.9%, 51.7%) for Total Ethiopia, (43.6%, 37.5%) for Libya Oil Ethiopia and (31.0%, 38.5%) for YBP.

The other indicators for measuring the level of companies in fulfilling their legal responsible of corporate social responsibility is that to what extent Oil Company refrains from engaging in improper political activities. The response of survey respondents of the case companies showed that the majority of (68.2% and 23.9%) of Total Ethiopia, (63.9% and 18.0%) of Libya oil Ethiopia and (56.1% and 26.8%) of YBP strongly agree and agree respectively. Thus, from the result it possible to deduce respective case oil companies refrains from any political activities while engaging socially responsible business engagement. However, response of lack of knowledge to the idea has been observed with a response rate of (13.1% and 17.1%) by Libya Oil Ethiopia and by YBP respectively. Similarly, response rate of 56.8% for Total Ethiopia, 46.7% for Libya Oil Ethiopia and 48.7% for YBP lack the knowledge that their respective companies have ever been sued by law. Nonetheless, considerable percent of respondents (13.6% and 16.7%) of Total Ethiopia, (12.8% and 12.5%) of Libya Oil Ethiopia and (16.7% and 25.6%) of YBP strongly agree and agree respectively to the idea that their respective companies have been sue by law.

In measuring the responsiveness and transparency of the case companies the respondents were asked that their respective company publishes CSR initiatives on their websites. Mixed result has been observed that is the sum total response rate of (strongly agree and agree) of total Ethiopia (22.0% and 39.1%), (13.1% and 39.3%) of Libya Oil Ethiopia is slightly above 50% and 60% while that of YBP (7.3% and 27.6%) is quit below 40%. A significant proportion of the respondents revealed that they lack knowledge of the matter with the response rate of (48.8%, 27.9%, and 31.0%) of Total Ethiopia, Libya Oil Ethiopia and YBP respectively. On the other hand, it is possible to observe disagree responses with response rate of (2.3%, 14.8% and 7.3%) and strongly disagree (0%, 4.9% and 14.6%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

4.6 ETHICAL RESPONSIBILITIES

Under this ethical category of corporate social responsibilities, a number of issues or variables have been agreed grouped in to three thematic areas (employees, environmental, and Product and services). Each one of them has been discussed here under.

A. EMPLOYEES CATEGORY

Socially responsible business takes a lot of effort to provide facilitating /promoting work place safety, respecting labor and human right of its employees, provision credit for provide housing/car/ education, subsidized /free lunch or refreshment, provide healthcare services, financing employees for higher education and offer training and development for employees so as to make employee to realize their potential to the level their best see (Appendix 1B1).

When respondents were asked that their respective company provide healthcare for the employees including health assistance, maternity leave the majority of the respondent quite significant majority of Total Ethiopia and Libya Oil Ethiopia respondents fully agree with the idea with response rate of (92.0%) and (93.4%) respectively. Large number of respondents of YBP with response rate of (35.0%) agreed that their company to some extent provide such service, followed by response rate with equally share of response (22.5%) given to large extent and to (22.5%) little extent response options and (20.0%) rate is given to full extent response option.

Mixed result has been observed to the issue of companies offer subsidized /free lunch or refreshment s to its employees. Of the total respondents of Total Ethiopia (45.5%) indicated that their company to some extent provides the service. The remaining proportion is given to (33.0%) to little extent and (4.5%), to rarely, (10.2%) to large extent and (6.8%) to full extent response options. The result for Libya Oil revealed the majority (29.5%) full agreed and (27.9%) to large extent agree, (23%) agree little extent, and (19.7%) agree to some extent that their company provide them with the service. When we see that of YBP the majority with response rate of (55.8%) indicated that their company not at all provide them the service and while (20.5%) agree to little extent, (5.4%), to some extent and the rest equally (5.1%, 5.1%) to large extent and to full extent respectively.

With regards to provision credit for provide housing/car/ education, the result showed that majority the case companies to little extent agreed that their respective company provide them

with such service/opportunities/benefits with the response rate of(45.5%, 37.7%, 56.1%) for Total Ethiopia, Libya Oil and YBP respectively, while with same sequence to the case companies respondents not all agree with response rate of (12.5%, 9.8%, 24.4%), and considerable number of respondents with response rate(28.4%, 36.1%,17.1%) agree to little extent and the rest few chose (to large extent and to full extent) response options.

In relation to presence of policies for the training and development of employees, varied result observed across case companies for instance the majority with response rate of (38.6%) of Total Ethiopia revealed that their company have the policy and to some extent implemented it in practice, while Libya Oil Ethiopia (37.8%) to large extent agreed with the ides and (37.7%) YBP indicted their company not at all have such a policy. This is followed by the response rate (32.4%) of Libya Oil Ethiopia and (24.6%) of YBP who agreed that their company to some extent level implemented the policy. From Total Ethiopia certain amounts of respondents with the response rate of (22.7%) to large, (13.6%) to full extent while Libya oil Ethiopia (24.3%) to large extent agree with the idea.

Assessment of company's efforts in respecting labor and human right of its employees under this survey showed that the employee of the three case companies has a feeling that their respective companies respect human rights with response rate of (36.4%, 37.7%, 22.0%,) to the large extent response category and (60.2%, 39.3%, 34.1%) to full extent response category for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. However, respondents from Libya Oil Ethiopia with response rate (14.8%) and of YBP with response rate (17.1%) to little extent agreed that their company respect labor and human rights, while (22.0%) response rate of YBP agreed to some extent with the issue in point.

In relation to the case Oil Company's refrain from involvement in child Labor, forced labor & human trafficking the majority of the employee with the rate of (87.5%) for Total Ethiopia, (91.8%) for Libya Oil Ethiopia and (80%) for YBP reveal that their company fully refrain from such activities while the rest proportion of response goes to large extent and to some extent response options.

Concerning company's effort in facilitating /promoting work place safety to its employee majority of the respondent with response rate of (90.9%) of Total Ethiopia and (63.9%) of Libya Oil Ethiopia fully agree to the point, while the with response rate (46.3%) which is the majority

for YBP, (6.8%) for Total Ethiopia and (26.2%) for YBP to some extent agree with the issue. The remaining few with response rate of (0.0%, 4.9%, 14.6%) is given for full extent and (2.3%, 4.9%, 17.1%) for large extent categories of response for (Total Ethiopia, Libya Oil Ethiopia, YBP) respectively.

With regards to case company's effort in financing employees for higher education, the survey result revealed the majority of the respondent of the three case companies full agreed that their company provide them such a service with the response rate (41.4%) for Total Ethiopia, (32.2%) for Libya Oil Ethiopia and (35.9%) for YBP. On the other hand, the survey showed that (28.7%, 18.6%, 23.1%) response rate goes the little extent response category, (17.2, 28.8% 33.3%) response rate goes to some extent response category, (9.2% 10.2%, 2.6%) response rate goes to large extending response category and (3.4% 10.2%, 5.1%) goes to full extent response category have been observed for the three case companies in the same sequence followed above.

B. ENVIRONMENTAL CATEGORY

Protection of the environment is one of the main measurement factors for business entities are doing their business in ethical and socially responsible manners. From this perspective companies are expected to have explicit environment policy, policy of recycling and treatment of waste, environment pollution protection/ prevention systems, policy of substitution of polluting and hazardous materials, environmental emergency plan, and initiatives on renewable energy sources, spreading environmental awareness and regular voluntary information see (Appendix 1B2).

The result to the question that respective case oil companies have an explicit environment policy, except the majority of respondent of YBP with response rate of (37.8%) who revealed that their company have no such a policy at all, respondents of Total Ethiopia with response rate of (39.8%) and of Libya Oil Ethiopia with response rate of (49.2%) indicated that their company fully have such a policy. A considerable amount of respondent's response falls in the response category of "To some extent" with response rate of (28.4%, 24.6%, 8.1%) and "To large extent" with response rate of (31.8%, 9.8%, 32.4%) for Total Ethiopia, Oil Libya and YBP respectively. Only two companies fall under very little extent response category with response rate of (11.5%) for Oil Libya and (13.5%) for YBP. Quit few also selected "not at all" response option from Total Ethiopia with response rate of (4.9%).

In relation to a policy of Recycling and treatment of waste except Total Ethiopia respondents with response rate of 25.0% who indicated that their company to large extent have a policy, the majority of the respondents with response rate 47.5% for Libya oil Ethiopia and 63.4% for YBP revealed that their company not at all have such a policy at hand. The rest proportions of the response rate unevenly distributed across categories of responses and companies. Under “very little extent” (16.9%, 2.4%, 18.2 %,) response rate, under “To some extent” with response rate (19.3%, 15.3%, 22.0%) and under “completely” with response rate (21.6%, 16.9%, 2.4%) for (Total Ethiopia, Libya Oil Ethiopia, YBP) respectively. Respondent with response rate 3.4% for Libya Oil Ethiopia and (9.8%) for YBP also chose “To a large extent” response option, while (15.9%) response rate for Total Ethiopia chose “not at all option)

In terms of having environment pollution protection/ prevention systems the majority of the respondents with response rate of (27.3%, 37.7%) indicated that they completely have the system, while (31.8%, 23.0%) to large extent, (22.7%, 24.6%) to some extent for (Total Ethiopia and for Oil Libya) respectively. In the contrary, the majority of the respondents of YBP with response rate of (51.2%,) followed by (11.4%) for Total Ethiopia and (4.9%) for Libya Oil Ethiopia revealed that the do not have the system at all. However, still there are few respondents from YBP with response rate of (14.6%, 17.1%) who chose the “very little extent” and “to some extent” response options respectively. There are also quite few with response rate (6.8%) for Total Ethiopia, and (9.8%) for Libya Oil Ethiopia falls in the “very little extent” response option.

In response to the issue of having a policy of substitution of polluting and hazardous materials/part the majority of the respondents from Total Ethiopia chose response options “Completely” and “To large extent” with equal response rate (23.9% and 23.9%) followed by some extent (21.6%), not at all (17.0%), very little extent (13.6%). The majority of respondents of Oil Libya with response rate of (29.3%) revealed that their company completely has such a policy, followed by respondents who said very little extent (22.4%), not at all (20.7%), some extent (17.2%) and to larger extent (10.3%). The response result for YBP on the other hand showed that the majority of the respondents with response rate of (43.6%) indicated that their company not at all have such a policy, followed by respondents who said to larger extent (25.6%), some extent (17.9%), very little extent (10.3%), and completely (2.6%).

With regards to availability of Environmental emergency plan by the case companies, the result showed that the majority of the respondents of Total Ethiopia with equal response rate of (33.3%) for completely response option and, (33.3%) for to some extent response option indicated that their respective company has such a plan which is followed by those respondents who said to large extent (20.7%) very little extent (8.0%), and not at all (4.6%), Similarly the majority of respondents for Libya Oil Ethiopia with response rate(30.5%) indicated the company completely/full have environmental emergency plan which is followed by respondents who said to some extent (23.7%), not at all (18.6%), to large extent(18.6%) and very little extent(8.5%), On the other hand , the majority of the respondents of YBP with the response rate of (47.1%) revealed their company not at all have such a plan, followed by respondents who said to some extent (20.6%), very little extent(17.6%), and to large extent (14.7%).

In use of renewable sources of energy as initiative to CSR, the result showed that the majority of the respondents with response rate (60.3%) for Libya Oil Ethiopia and (70.7%) for YBP indicated that their company not at all works on renewable energy sources. The rest with response rate of (19.0% 12.1%, 6.9%, 1.7%) for Libya Oil Ethiopia and (12.2%, 9.8%, 7.3%, 0.0%) for YBP falls in the response category of very little extent, “to some extent”, “to large extent” and “completely” respectively. While majority of respondents of Total Ethiopia make their chose with equal response rate (25.3%) for very little extent response option and (25.3%) for to some extent response option, followed by respondents with who said response rate not at all (24.1%) to large extent (13.8%) and completely (11.5%).

In response to the question where companies provide regular voluntary information about environmental management to customers and institutions of the majority of respondents of Total Ethiopia with response rate of (31.0%) indicated that their companies to large extent provide such information to the public, which is followed by those who said to some extent (24.1%) completely (24.1%), to very little extent (13.8%), and not at all (6.9%). The response given for the same question above by respondents of Libya Oil Ethiopia showed that the majority of them with response rate of (37.7%) indicated that their company to some extent provide information to the public, followed by respondents who said to large extent with response rate (21.3%), not at all with response rate (19.7%), completely with response rate (14.8%) and to little extent with response rate (6.6%). On the other hand, respondents of YBP with response rate of (51.4%) indicated that their company not at all provide such information to the public that followed

respondents who said very little extent with response rate (13.5%), to some extent with response rate of (18.9%) and to large extent with response rate of (10.8%) and completely with response rate (5.4%).

Regarding companies efforts in spreading environmental awareness through messages and campaigns the majority of respondents with response rate (27.6%) for Total Ethiopia remarked that their company to some extent fulfill their CSR responsibilities in this regard, followed by the respondents respond with equal response rate chose to make (25.3%) to largest extent response options, (25.3%) for the completely response option, (8.0%) for not at all response option, (13.8%) and for very little extent response option in their level of agreement to the idea. The majority with response rate (26.2%) from respondents for Libya Oil Ethiopia indicated that their company to some extent put in place spreading environmental awareness through messages and campaigns as part of their CSR initiatives. This is followed by response rates (23.0%) for not at all response option, (18.0%) for to large extent response option, (18.0%) for completely response option and (14.8%) for very little extent response option. When we see the response of respondents for YBP, with the response rate (51.2%) the majority of them stated that their company not at all implemented spreading environmental awareness through messages and campaigns as part of their CSR initiatives. It is followed by those respondents with response rate (31.7%) for to some extent response option (14.6%) for very little extent response option, and 2.4% for completely response option.

C. PRODUCT AND SERVICES

Product and service delivery is also one of thematic area of ethical responsibility which measures company's business engagement is in socially responsible and ethical manner. In so doing, companies are expected at least to make their products/services advertisement practices is trustworthy and ethical, ensure their product are with brand quality and harmless, make products and services affordable/easily accessible, develop new environmental/social products, protect the health and safety of customers, improve customer service standards, increasing the durability of products and ensure the satisfaction of customer with the Company's products and services see (Appendix 1B3).

For the oil Company's products and services advertisement practices is trustworthy and ethical, the majority of the respondents with response rate (47.1%) for Total Ethiopia their company fully implemented the issue as part of their socially responsible business engagement through CSR initiatives. Except (2.3%) of the respondents who said their company not at all implemented the idea, the rest with response rate (34.5%, 13.8%, 2.3%) indicated that their company implemented the idea with variation in extent (very little, Some and large) respectively. The majority of respondents for YBP with response rate (48.8%) also fully/completely agreed that their company make their products and services advertisement practices is trustworthy and ethical as part of their CSR initiatives, followed by respondents who chose "to some extent" (34.1%), "to large extent" (9.8%), "very little extent" (4.9%) and "not at all" (2.4) response options. The majority of the respondents of Libya Oil Ethiopia with response rate (52.5%) to large extent and (26.2%) completely agreed that their companies' products and services advertisement practices is trustworthy and ethical, followed by those who said to some extent (18.0%) and to very little extent (3.3%).

To the issue of the outputs and services of the oil company are with brand quality and harmless to the environment and health of employees, the majority of all the case company's respondents agreed that their respective company practically make a positive effort in this regard but with variation in extent. Total Ethiopia's majority of respondents (35.2%) said their company completely address the, followed by who said to some extent (34.1%), to some extent (20.5%), not at all (8.0%) and very little extent (2.3%). When we see the majority of Libya Oil Ethiopia respondent (36.1%) agreed that their company to large extent addressed the issue, followed by those who said the extent in which the issue addressed completely (24.6%), to some extent (23.0%), very little extent (9.8%) and not at all (6.6%). In a similar manner, the results of that of YBP showed that the majority of the respondents (32.5) to some extent agreed to the point, followed by those who agree completely (30.0%), to large extent (25%), very little extent (7.5%) and not at all (5.0%).

In regard to company's products and services are both affordable and easily accessible to diverse sections of customers still except variation in extent of agreement majority of the respondents from the three case companies agreed that their respective companies service is positively in line with the issue. The survey result substantiates the claim in that the majority of respondents

(42.0%) of Total Ethiopia and that of YBP agreed to the point to some extent, while (40.7%) of Libya Oil Ethiopia agreed to the large extent. Except those who said not at all (3.4%), the rest respondents for Total Ethiopia agree to large extent (33.0%), very little extent (4.5%), and completely (7.0%) the point. The rest respondent for Libya Oil Ethiopia (5.1%) claim not at all, (11.9%) very little extent, (28.8%) to some extent and (13.6%) completely. In the same manner, respondents of YBP (5.1%) said not at all, while the rest (12.8%) agree very little extent, (7.7%) to large extent and (28.2%) completely.

With regards to oil companies CSR efforts in developing new environmental and social products and services the majority of respondents of total Ethiopia (27.6%) to some extent agreed, followed by those with the level of agreement not at all (4.6%), very little (25.3%), to larger extent(21.8%) and (20.7%) completely. While the majority of the respondents of Libya Oil Ethiopia with response rate (26.7%) not at all agree their company practiced the issue, the rest agreed with the extent level that (20.0%) to very little, (25.0%) to some extent, (18.3%) to large extent and (10.0%) completely. Similarly, while the majority of the respondents of YBP (46.2%) not at all agree with the point, the rest agreed with the extent level (25.6%) very little extent, (12.8%) to some extent, (5.1%) to large extent and (10.3%) completely.

Concerning companies CSR effort/ initiative in keeping the health and safety of customers and the society at large by distributing products attached with a written honest and true information the result showed that the majority of the respondents (39.8%) for total Ethiopia fully agreed that their company is practically addressing the issue, followed by the level of agreement (37.5%) to large extent, (15.9%) to some extent, (4.5%) very little extent and (2.3%) not at all. The majority of respondents (36.1%) of Libya Oil Ethiopia agreed to the point to large extent, followed by respondent who agreed at varied level of extent (24.6%) completely, (23.0%) to some extent, (9.8%) very little extent and (6.6%) not at all. The result for YBP showed that the majority of the respondent (33.3%) agreed to large extent that their organization addressed issue in point, followed by respondents with different level agree (25.6%) completely, (20.5%) to some extent (17.9%) very little extent and (2.6%) not at all.

As far as the oil company's efforts in improving customer service standards the result showed that for Total Ethiopia the majority of respondents (47.7%) agreed to the large extent that their

company practically addressed the issue on the ground followed by complete agreement of (35.2%), the rest with varied level of agreement (12.5%) to some extent and (4.5%) very little extent. The result from Libya Oil Ethiopia revealed that the majority of the respondents (32.8%) to some extent agreed on their company's effort in improving customer service standards, followed by (29.5%) who agreed to large extent, (26.2%) who completely agree, (6.6%) with very little level of agreement and (4.9%) not at all agree. The level of agreement to the point above by YBP showed that the majority (41.5%) to some extent agree with idea while the rest followed it with varied level of agreement (19.5%) to large extent, (17.1%) completely, (14.6%) very little extent and (7.3%) not at all.

The other point in the ethical responsibilities is that Oil Company should pay attention to and consider the affordability of products for customers. At this point for Total Ethiopia the majority of respondent which is (36.4%) to some extent agreed with the idea while the rest, (35.2%) agreed to the large extent, (15.9%) agreed completely, (9.9%) agreed very little and (3.4%) agreed not at all. The response rate of Libya Oil Ethiopia showed that the majority 47.5% to large extent agreed with the idea followed by considerable majority 29.5%) to some extent agreed while the reset with different level of agreement of (14.8) completely agreed, (6.6%) not at all agree and (1.6%) agree very little. The majority of respondents (46.3%) of YBP also to some extent agreed with the idea followed by the level of agreement completely (19.5%), equally (14.6%, 14.6%) very little and large extent respectively and (4.9%) not at all.

As to the oil company's effort in increasing the durability of products, the majority of the respondent of case companies agreed to a larger extent that their respective companies are practically address the issue in point with agreement level of response rate (45.5%), (37.9%) and (39.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. The rest level of agreement response for Total Ethiopia depicts (29.5%) completely agree, (15.9%) agree to some extent, (8.0%) very little agree (1.1%) not at all agree. The rest agreement level for Libya Oil Ethiopia are (31.0%) to some extent (13.8%) very little (10.3%) completely and (6.9%) not at all.

Regarding the last point in this category which is Customers of the Oil Company are well satisfied with the company's products and services, the majority of the respondents (42.0%)for Total Ethiopia, (41.0%) of Libya Oil Ethiopia and (41.5%) of YBP to a large extent agreed to the

point/idea. For total Ethiopia among others, (4.5%) agree very little extent, while the remaining (28.4%) and (25.0%) proportion of respondents agree to some extent and completely respectively. For Libya Oil Ethiopia the remaining level of agreement depicts that (27.9%) agree to some extent, (23.0%) agree completely (4.9%) agree not at all and (3.3%) agree very little extent.

4.7 PHILANTHROPIC RESPONSIBILITIES

To measure the level of the case oil companies' actual practice and performance of the philanthropic aspect of corporate social responsibilities eight key variables/questions have been selected and administered to respondents of each case oil companies see (Appendix 1 D).

A. CHARITY AND DONATION

The first question is that the levels of agreement in with the case companies contribute/provide support to religious charities. The result showed that most of the respondents chose to (never) responses category with the response rate of (65.9%, 87.7%, 72.5%), while quite few of them chose rarely response category with response rate of (17.6%, 12.3%, 15.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

As to the second question Organization donates to NGOs for social activities mixed results have been observed. While the majority Total Ethiopia and Libya Oil Ethiopia chose (Sometimes) and (Most of the time) response options with response rate of (52.3%, 40.0%) and (25.6%, 18.3%) respectively, whereas the majority of the YBP respondents with response rate of (43.9%) chose (never), (29.3%, 26.8%) chose (rarely, sometimes) response options respectively. There is 20% response rate for never response category for Libya oil Ethiopia, while except 17.4% chose the (rarely) response category, none of the respondents chose (Never) response category for Total Ethiopia.

As to the contribution of case companies to disaster relief funds the majority of respondents indicated that their organization sometimes offered such support with response rate of (43.0% 33.9% 32.5%) followed by those who chose "rarely" with response rate of (24.4%, 32.2%, 30.0%) and Never with response rate of (14.0%, 25.4%, 22.5%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

As to the contribution of case companies to disaster relief funds the majority of respondents indicated that their organization sometimes offered such support with response rate of (43.0% 33.9% 32.5%) followed by those who chose “rarely” with response rate of (24.4%, 32.2%, 30.0%) and Never with response rate of (14.0%, 25.4%, 22.5%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

In general, the survey result goes parallel with the result obtained from Key informant interview that Total Ethiopia provided charity and donation to various to charity organization and to the community in the cash and kinds. To mention some of them the company extended support for the victims of landslide at the vast rubbish dump of *Koshe* in Addis Ababa who were in the rehabilitation center in the form of sanitary equipment and clothes worth Birr 80,000.00, the company supported Mary Joy Development Association (MJDA) by donating different types of clothes worth more than Birr. 200,000, donated photocopy machine, computers and printers worth Birr 20,000 to Oromia Region Women’s Association to assist the association’s awareness raising efforts of women, donated different types of clothes worth more than 200,000 Birr and 100,000 Birr in cash to Makedonia Elderly and Mentally Disabled Centre for the construction of the new facility.

Libya Oil Ethiopia provides it charities to Cheshire Homes Ethiopia every year, while YPB on the other hand given 1m Birr for Amhara Region for those people displaced from their home in year 2019.

B. COMMUNITY SUPPORT AND DEVELOPMENT

From the survey result mixed results have been observed on the issue that case company’s contribution to educational initiatives as part of their socially responsible business engagement. While with the response rate of (43.2%) of Total Ethiopia and (35.7%) of Libya Oil Ethiopia falls in “Sometime” response option, (51.2%) of the response rate of YBP chose the “rarely” response option. On the other hand, not negligible amount of response with the response rate of (11.4%, 21.4%, 22.0%) falls in the “Never”, while the response rate of (29.5%, 8.9%, 4.9%) chose “most of the times” response options for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. However, there are few responses given to Always response option with a rate of (6.8%, 4.9%) by Total Ethiopia and YBP respectively.

In addition to the above survey result, the fact is supplemented by what is being practically implemented on the ground. The data obtained through key informant interview reveal that a number of philanthropic programs and activities have been implemented by Total Ethiopia as compared to the rest two case companies. At community level, total Ethiopia has been implementing corporate social responsibility activities in Ethiopia with the motto, “To be human alone is sufficient to support a person”. In collaboration with various stakeholders the company involves in various philanthropic program Education, Support to Small and Medium Scale Enterprises, Environmental, Health, Safety, Community Development /Capacity Building Programs. The rest two case companies namely Libya Oil Ethiopia and YBP except one or two isolated charity interventions they did not have reach experience in implementing philanthropic activities at community level.

C. SUPPORT TO EMPLOYEES AND VOLUNTARY PARTICIPATION

The response given to the issue of case companies encouraging volunteering of employees revealed highly distributed response across the response categories where the majority falls to “sometimes” response option with response rate of (40.2%, 49.2%, 31.7%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. In a similar sequence to case companies above response rate of (14.9% 23.0% 26.8%) was given to the “rarely”, (25.3%, 13.1%, 12.2%) to “Most of the time”, and (8.0%, 14.8%, 29.3%) to “Never” response options. It is only the respondents of Total Ethiopia who chose “Always” response option with response rate of (11.5%).

Based on key informant interview, employee level, as part of discretionary/philanthropic activity companies, all the three companies to encourage the employee the companies have salary and related benefit packages as one philanthropic activity. The company conducts salary and benefit review by a professional company. This exercise helps to assess the company states in terms of salary and related benefit packages that currently as per the salary survey conducted, the salary level of the company is above the average of the market. Furthermore, when companies asked that they encourage their employee to employees to join civic organizations that support the community most of them indicated they have no formal way doing this. Total Ethiopia indicated that the company so far has no rule that prohibits employees from participating or joining civic organization, while Libya Oil Ethiopia noted that their company does not either oppose if

employees join or employees are in any civic organization or support the community and YBP on the other hand said it is just based on the interest of employee. In terms of company's flexible company policies that enable employees to better coordinate work and personal life all the case companies revealed that they do not have such a system so far except encouraging employee to use their working time and annual leave efficiently.

D. SUPPORT TO FINE ARTS/CULTURE/SPORT

The survey result showed that majority of the respondents with equal response rate of (37.9%) for Total Ethiopia and (37.9%) for Libya Oil Ethiopia indicated that their respective companies sometime contribute towards promotion of art/culture, while YBP, Total Ethiopia and Libya Oil Ethiopia respondents with (51.2%, 10.3%, 31.0%) response rate of indicated that their company have never done this before. On the other hand, respondents of the case companies with response rate of (18.4%) for Total Ethiopia, (31.0%) for Libya Oil Ethiopia and (31.7%) for YBP asserted that their respective companies rarely offer support in this regard. Except all the three case companies it is only Total Ethiopia respondents with response rate of (25%) revealed their company is always committed by contributing support to arts/culture.

Thirdly regarding case companies effort in sponsoring sports tournaments the majority with response rate (59.1%) of total Ethiopia , (46.6%) of Libya Oil Ethiopia and (39.0%) of YBP) chose "most of the time", "Sometimes" and "rarely" response categories respectively. Only respondents of Libya Oil Ethiopia and YPB with respective response rate of (17.2%, 14.6%) chose "Never" response options. Respondents with response rate (39.0%) for Libya Oil Ethiopia, (31.0%) of YBP and quite few (2.3%) of Total Ethiopia have preferred to choose the "Rarely" response option. Respondents of YBP with response rate of (22.0% 19.5%, 4.9%) chose "Sometimes" "Most of the time" and "Always" response options, while the respondents of Total Ethiopia with equal response rate of (19.3%, 19.3%) preferred to choose "Sometime" and "Always" response options.

In supporting the survey result the data obtained through key informants' interview revealed that Total Ethiopia said (see Appendix 2):

"The company believes in building a healthy society through support local sports and Ethiopia Great Run. The company also support and encourage employees to participate in sport activities and cover the related cost".

Libya Oil Ethiopia disclosed that the company sometime provides support *saying*

“This year from September 2018 to June 2019 the company supported or sponsored Tesfa Football Academy and also sponsored Tesfa Football League (less than 15 ages). The academy Supports the under privileged football clubs in Chinja and Jimma (under 15 ages)”.

YBP, on the other, so far not provide such support to anyone.

4.8 DRIVES OF CORPORATE SOCIAL RESPONSIBILITIES

4.8.1 EXTERNAL DRIVERS

Regarding to the questions see (see Appendix 1G) in which Oil companies take initiative just for the sake of regulatory compliance with government laws and requirements, the majority respondents of Total Ethiopia with response rate 46.6% not at all agree with the idea, followed by the agreement level with response rate (26.61%) to very little extent, (13.6%) agree to large extent, (8.0%) agree to some extent and (5.7%) agree completely. The majority of the respondents of Libya Oil Ethiopia with response rate of (28.8%) to some extent agreed followed by (25.4%) agreed to large extent that their company initiated CSR for the sake of compliance to the various government laws, while the considerable proportion of respondents with response rate (22.0%) not all agree with the idea. The rest (5.1%) completely agree with the idea. Likewise the majority of the respondents of YBP with response rate (35.9%) to some extent agreed with the idea, followed by (25.6%) who agreed to very little extent, (20.5%) not at all agree, (12.8%) agreed to a large extent and (5.1%) completely agreed to the idea.

Oil companies were asked that to what extent the pressure from Community, media and other stakeholder’s environmental concern and pressure pushed them to initiate CSR. At this point the majority respondents 34.1% for Total Ethiopia and for 34.5% Libya Oil Ethiopia agreed not at all to the idea, while the majority of YBP respondents (29.7%) agreed to some extent with the idea. Among others, the remaining respondents of Total Ethiopia agree to the idea with varied level of agreement where 28.4% of them agreed to the large extent followed by (17.0%), who agreed to very little (14.8%) to some extent and (5.7%) completely agreed. In a similar manner, respondents of Libya Oil Ethiopia with response rate (31.0%) agreed to some extent, (27.6%) agreed to very little extent, 5.2% completely agreed and (1.7%) agreed to large extent. The result for YBP differ in that the majority of the respondent (29.7%) to some extent agreed with the

idea, followed by equal response rate (27.0%) not at all agreed and agreed to very little extent, while the rest (10.8%) agreed to large extent and (5.4%) completely agree to the idea.

With regards to issue where companies initiated CSR so as to get access to international market the survey result for Total Ethiopia revealed that the majority of the respondents (37.5%) do not believe that their company initiates CSR with the interest of getting access to market at international level. The rest of the respondent agreed to the idea where (23.9%) some extent agree, (19.3%) to large extent 12.5% to very little extent and 6.8% completely agree. Similar to Total Ethiopia, the majority of the respondent of Libya Oil Ethiopia (39.3 %) not at all agree with the idea, followed by those respondent who agree to the idea with varied level of agreement where (26.8%) to very little extent, (25.0%) to large extent, (7.1%) agreed completely and (1.8%) agreed to some extent. On the other hand, the majority of respondent of YBP (32.4%) with very little extent agree to the idea, followed by (29.7%) who agree to some extent (24.3%) who not at all agree and (13.5%) who agree completely.

As external drive respondents of case oil companies were asked that their respective companies-initiated CSR by suggestions from third parties. The result showed that the Majority of the respondents of Total Ethiopia and Libya Oil Ethiopia not at all agreed with this idea with response rate of (30.7%) and (32.1%) respectively. Among others the rest respondents agree to the idea with varied agreement level. For Total Ethiopia (18.2%) agreed to very little extent, (22.7%) agreed to some extent (21.6%) agreed to large extent and (6.8%) completely agreed. For Libya Oil Ethiopia, (28.6%) agreed to very little extent, (21.4%) agreed to some extent, (12.5%) agreed to large extent and (5.4%) completely agreed. The result for YBP showed that the majority of the respondents 33.3% agreed to the idea to very little extent followed by (25.6%) who agree to some extent, (20.5%) who not at all agree (15.4%) who agree to large extent and (5.1%) who completely agree.

As the final point under this section where case oil companies initiated CSR so as to get access to finance; financial institutions except the majority of respondents of Total Ethiopia who agree not at all with response rate(37.5%) , the majority of the respondent from YBP and Libya Oil Ethiopia all agreed with varied level of agreement that their company initiated CSR to get access to finance and financial institutions with response rate of (40.7%) very little extent and (38.5%)

to some extent respectively. The remaining response rate for Total Ethiopia showed respondent level of agreement in that (22.7%) to some extent agreed, (20.5%) to large extent agreed, (13.6%) agreed to very little extent and (5.7%) completely agreed. The response rate for Libya Oil Ethiopia reveals (31.5%) not at all agree, followed by equally response rate (11.1%) to some extent agree and (11.1%) to large extent agree and (5.6%) completely agree. Similarly, the remaining respondents for YBP come up with varied level of agreement where (28.2%) to very little extent agree, (25.6%) not at all agree, and (7.7%) completely agree.

4.8.2 INTERNAL DRIVERS

Various factors can be driving forces for case oil companies to engage on CSR programs. Internally companies can engage on CSR to fulfill religious sentiments of managers, to improve the image, to give publicity, to give something back to the community, to improve their business interests, to protect and enhance key resources (employees and the environment) see (Appendix 1F).

As to religious sentiments of (Owners Managers) as driving for in influencing CSR, while the majority of the respondents of Total Ethiopia (54.0%) and YBP (51.4%) not at all agree with the point, the majority the respondents (42.6)of Libya Oil Ethiopia to very little extent agree with the idea. The remaining response for total Ethiopia showed that (9.2%) agreed to very little extent, (21.8%) agreed to some extent, (5.7%) agreed to larger extent, (9.2%) completely agreed. Likewise, respondent of YBP agreed with the idea with response rate (18.9%) agreed to very little extent, (18.9%) agreed to some extent and 10.8 agreed to large extent, while the remaining respondents of Libya Oil Ethiopia with response rate (33.3%) not at all agree, (18.5%) to some extent agree and (5.6%) completely agree with the idea.

Regarding internal driving factor for companies to initiate CSR so as to improve the image of the company, the survey result revealed that the majority of the respondents of the case study companies agree with the idea with small variation in their level of agreement. While the majority of respondents of Libya Oil Ethiopia and YBP to some extent agree with the idea with response rate of (57.6%) and (29.7%) respectively, majority of respondents of Total Ethiopia with response rate (58.0%) agreed to large extent with it. The rest for Total Ethiopia (3.4%) agree to very little extent, (9.1%) agree to some extent and (29.5%) completely agreed, while the rest for Libya oil Ethiopia with response rate (10.2%) agree to very little extent, (18.6%) agreed to large extent and (13.6%) agreed completely. Likewise, the remaining respondent for YBP with

response rate (10.8%) agreed not at all, (10.8%) agreed to very little extent, (27.0%) agreed to large extent and (21.6%) agreed completely.

The agreement level of the respondents of the three case oil companies to initiate CSR as a drive to give publicity to their respective company showed that the majority of the respondent of Libya Oil Ethiopia and YBP with response rate (53.6%) and (48.6%) respectively to some extent agreed with the idea, while the majority of the respondents of Total Ethiopia with response rate of (43.2%) agreed to large extent with it. The remaining response proportions for Total Ethiopia is given to not at all agree (2.3%), very little agree (1.1%), to some extent agree (30.7%) and completely agree (22.7%). Likewise, for Libya Oil Ethiopia (5.4%) is given for not at all, (21.4%) for very little extent, (12.5%) to large extent and (7.1%) for completely agree, while for YBP (18.9%) is given not at all, (10.8%) for very little extent, (18.9%) for to large extent and (2.7%) for completely agree response options.

The level of agreement of respondents of the three-case company showed that the majority of the respondent agree that their company-initiated CSR to give something back to the community though with small variation in the extent of the agreement. While Libya Oil Ethiopia and YBP agreed to some extent level with response rate (32.2%) and (45.9%) respectively, Total Ethiopia agree to large extent with it with response rate (43.2%). The remaining proportion of response for to Total Ethiopia goes to (2.3%) not at all agree, (8.0%) to very little extent, (35.2%) to some extent and (11.4%) to completely response options. for Libya Oil Ethiopia It goes to (11.9%) not at all agree, (28.8%) agree very little extent, (18.6%) agree to large extent and (8.5%) completely agree response options. Likewise, for YBP it goes to (16.2%) not all agree, (18.9%) agree very little extent, (16.2%) agree to large extent and (2.7%) completely agree response options.

The majority of the respondents of the case companies agreed that with small variation in the extent of their agreement that their respective companies-initiated CSR to improve their business interests. With the majority response rate (47.7%) and (37.8%) Libya Oil Ethiopia and YBP to some extent agreed to the idea, while Total Ethiopia with response rate (35.1%) agreed to large extent to it. The remaining response for Total Ethiopia goes to not at all agree (1.1%), agree to very little extent (9.1%), agree to some extent (25.0%) and completely agree (17.0%) response options. For Libya Oil Ethiopia it goes to agree level not at all (5.3%), very little extent (22.8%), to large extent (24.6%) and completely agree (12.3%) response option. likewise, for YBP it goes

to agree level agree not at all (13.5%), agree to very little extent (18.9%), agree to large extent (13.5%) and completely agree (16.2%) response options

Respondents were asked to make their level of agree to the question of that oil company engages in corporate Responsibility to protect and enhance key resources, such as employees and the environment. The result showed that the majority of them agreed to the point.

4.9 CONTRIBUTION OF CSR INITIATIVES

CSR payback under this study has been measured supposing that CSR initiatives have resulted in reduction of operational cost, increased market share, improved reputation, lowered employee turnover, improved brand awareness of product, improved government/other stakeholder's relation, made credit/lending arrangement easier, development of innovative process, technologies, products and reduced litigation and mitigation costs. Accordingly, respondents have been asked to give their agreement level to each of the above measuring items and the result has been discussed as follows see (Appendix 1H).

The agreement level of the employee for CSR payback in terms of reduction of operational cost of the company showed that the majority of the employee with response rate (42.5%) for Total Ethiopia, 40.4% for Libya Oil Ethiopia and (32.4%) for YBP lack knowledge about whether CSR resulted in reduction of operational cost or not. The rest for Total Ethiopia (26.4%) agree, (17.2%) disagree, (10.3%) strongly agree and (3.4%) strongly disagree with the idea. For Libya Oil Ethiopia (26.3%) agree, (24.6%) disagree and (8.8%) strongly agree with the issue and in similar manner, for YBP (29.7%) agree, (16.2%) disagree, (16.2%) strongly disagree and (5.4%) strongly agree with the idea.

In terms of CSR payback in increasing market share, the majority of the employee of Total Ethiopia agreed with the idea with response rate of 43.2%, while the majority of employees of Libya Oil Ethiopia with response rate (28.1%) lack knowledge of it. The majority of the employee of YBP equally agrees and lack knowledge with equal response rate of (37.7%) respectively. The remaining proportion of responses for Total Ethiopia goes to don't know (25.0%), disagree (20.5%), strongly agree (10.2%) and strongly disagree (1.1%) response options. For Libya Oil Ethiopia response rate for agree (26.3%), for strongly agree (24.6%) for disagree (21.1%), has been given. Similarly, employee of YBP gave their response with the rate

of 13.5% for disagree, (5.4%) for strongly disagree and (5.4%) for strongly agree response options.

Regarding the result of CSR initiatives in improving company's reputation the majority of the employee of the three case companies agreed to the point that CSR increased the reputation of their respective companies. These is manifested by the response rate (55.7%), (39.0%) and (48.6%) given to agree response option by Total Ethiopia, Libya Oil Ethiopia and YBP respectively. This is followed by response rate given (28.4%) for strongly disagree, (10.2%) for neutral, (3.4%) for disagree and (2.3%) for strongly agree by employee of Total Ethiopia. Employee of YBP showed their level of agreement for the rest of the responses with response rate (37.3%) for strongly agree (22.0%) for neutral, and for disagree (1.7%). Concerning the role played by CSR initiative in improving the brand awareness of the products the majority of the employee of Total Ethiopia and Libya Oil Ethiopia agreed on CSR contribution in this regard with response rate of (56.8%) and (56.9%) respectively. However, the majority of the employee of YBP indicated lack of knowledge about the issue with response rate of (37.8%). The rest for Total Ethiopia strongly agrees (28.4%), (8.0%) don't know, (4.5%) disagree and (2.3%) strongly disagree with the idea. The remaining agreement level for Libya Oil Ethiopia showed strongly (17.2%), don't know (22.4%) and agree (3.4%), while for YBP strongly agree (27.0%), agree (29.7%) and disagree (5.4%).

As to CSR initiative contribution towards improving government and other stakeholder's relations the survey result revealed that the majority of the employee of the three case companies agreed with the idea with response rate (48.3%), (43.2%) and (33.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. However, for YBP equal majority of its employee with response rate (33.0%) claim that they lack knowledge about the issue. The remaining proportion for Total Ethiopia is given to strongly agree (31.8%), don't know (9.1%), disagree(2.3%) , strongly disagree(4.5%), for Libya Oil Ethiopia strongly agree(27.6%), don't know (24.1%) and for YBP strongly agree (21.6%), don't know (29.7%) and agree(5.4%).

Regarding contribution of CSR initiative in facilitating easier access to CSR has made credit and lending arrangements easier the survey come up with mixed result. While the equal majority employee of Total Ethiopia agreed with the idea with response rate (33.0%) on the one hand and lack knowledge of the matter with response rate of (33.0%) on the other. The majority response

rate (58.9) for Oil Libya make it clear that respondents lack knowledge about the subject, while the majority of employee of YBP with response rate (32.4%) disagree with it. The remaining percentage share for Total Ethiopia given for strongly agree (10.2%), disagree (13.6%), strongly disagree (10.2%), for Libya Oil Ethiopia it is given for strongly agree (10.7%), agree (14.3%) and disagree (16.1%), and for YPB it is given for strongly agree (16.2%), agree (24.3%), don't know (18.9%) and strongly disagree(8.1%).

The majority the employees of the three case agreed that CSR initiatives positively contributed to the development of innovative process, technologies, products of their respective company with the agreed response rate of (53.4%), (63.0%) and (56.8%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively. The remaining level of agreement for Total Ethiopia goes to strongly agree (31.8%), don't know (4.5%), disagree (4.5%) and strongly disagree (5.7%), for Libya Oil Ethiopia it goes to strongly agree (20.4%) and neutral (16.7%); and for YBP it goes to strongly agree (18.9%), neutral (2.7%), disagree (16.2%) and to strongly agree (5.4%) response options.

With regards to the last point contribution of CSR initiative in reduce cost for legal exposures, the majority of the employee response falls in the agree category where Total Ethiopia and YBP with the response rate (34.1%) and (37.0%)agree respectively, while YBP with response rate (56.8%)strongly agree with the idea. For Total Ethiopia it is followed by response rate given to strongly agree (33.0%), neutral (21.6%), agree (6.8%) and strongly agreed (4.5%) response options. For Libya Oil Ethiopia the remaining response rate is given to strongly agree (29.6%), don't know (22.2%) and disagree (11.1%) response options. Similarly, the remaining response rate to YBP given to strongly agree (18.9%), neutral (21.6%) and strongly disagree (2.7%) response options.

CHAPTER FIVE

5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this section of the study, summary, conclusions and recommendations are given for all the findings stated in the previous chapter.

5.1 SUMMARY OF THE MAJOR FINDINGS

Age: Most of the respondents were male, the majority of respondents are those aged 36 and above with response rate (64.8%), (68.9%) and (73.2%), followed by those aged (26-35) with response rate (34.1%), (31.1%) and (22.0%), and those aged (18-25) with response rate (1.1%, 0.0% and 4.8%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

Education: The majority of respondents acquired bachelor degree with a response rate of (84.1%) (83.6%) and (97.6), masters (11.4%), (9.8%), and (2.4%), diploma (4.5%), (6.6%) and (0.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP.

Religion: The majority of them have the orthodox religion background (81.8%, 82.0% and 75.6%), followed by protestant (9.1%, 9.8% and 4.9%), Muslim (4.5%, 0%, 19.5%), catholic (2.3%, 8.2%, 0.0%) and Jehovah Witness (2.3%, 0.0%, 0.0%) for Total Ethiopia, Libya Oil Ethiopia and YBP respectively.

Employment Category: Most of the respondents are from line staffs while the rest from those respondents who assumed different levels of managerial position.

The level of awareness about CSR: as the majority of the response of all case oil companies falls in the strongly agree and agree response categories to each of the seven questions exemplified in the concept corporate social responsibility see (appendix 1A). The empirical analysis of the questioner survey measurement indicated that the awareness level of respondents is high. However, the level of awareness varied across the respondents of the case oil companies see (appendix 4A). The actual implementation of CSR the analysis result from the key informant interview revealed that Total Ethiopia gave deep emphasis to CSR as one of its core corporate value as part of its socially responsible business engagement see (Appendix 2).

Economic Responsibility: The aggregate result computed based on average distribution of response count for each response category divided against the total number of question items depicts that the majority of the employees of case oil companies are strongly satisfied, see (appendix 4B). In addition to the survey result, interview with key informant revealed that Total

Ethiopia reduce its operational cost by avoiding middleman while purchasing. Libya Oil reduce its operational cost through outsourcing service like cleaning and gate keeping. YBP reduce its operational cost collecting sales invoice on time and thereby avoiding interest payment to the bank see (appendix 2A).

Legal Responsibility: The aggregate result computed based on average distribution of response count for each response category divided against the total number of question items the case oil companies strongly agree/agree that their respective company in such a way that the case oil companies fulfill their legal responsibilities of CSR. Similar result have been obtained from the key informant interview that case oil companies fulfill legal responsibility of corporate social responsibility in manner consistent with national and international laws, rules and regulations in product standardization, ensuring their product immune from damaging the environment, refrain from involving in corruption, regularly paying taxes and involvement in political activities, and making their product advertisement trustworthy as well as insuring transparency through reporting mechanism see (appendix 4C).

Ethical Responsibility - Employee Category: The average distribution of response count for each response category divided against the total number of question items the majority of the employee especially that of Total Ethiopia and Libya Oil Ethiopia are highly satisfied in this regard. However, YBP as the majority of the respondent falls in the very little extent satisfied with the engagement level of their company in this regard see (appendix 4D).

Ethical Responsibility - Environmental Category: The average distribution of response count for each response category divided against total number of items showed that the majority of the employee of Total Ethiopia and Libya Oil Ethiopia to large /some extent, YBP majority of the respondents are indicated that not at all ethical responsibility (environmental thematic area) performance of their company see (appendix 4E).

Ethical Responsibility - Product and services category: The average distribution of response count for each response category divided against the total number of question items, in general revealed that employees of the three case oil companies are satisfied with the performance of their company in product and service delivery but with some variation in extent see appendix (4F).

Philanthropic Responsibility: The average distribution of response count for each response category divided against the total number of question items the majority of the employees of Total Ethiopia agreed that their company most of the time fulfill its philanthropic responsibilities, while Libya Oil Ethiopia replied sometime and YBP rarely/never participate in philanthropic responsibility activities see (appendix 4G). The data obtained through key informant interview reveal that several philanthropic programs and activities have been implement by Total Ethiopia as compared to the rest two case companies.

External Drivers for CSR engagement: In general from the result of the discussion and analysis, it is possible to understand that the majority of the respondents of Total Ethiopia, Libya Oil Ethiopia and YBP agreed that external pressure not at all plays significant role as driving force to initiate CSR though there are variation with level of agreement among companies. The level of agreement of respondents for Total Ethiopia decreases until it reaches to some extent agreement area and shows rise in large extent agreement area. When we see the agreement level of Libya Oil Ethiopia it shows a continuous decrease from not all agrees until it reaches to completely agree responses area see (appendix 4H).

Internal Drivers for CSR engagement: The average distribution of response count for each response category divided against the total number of question items revealed that most of the employee of the case oil companies asserted that the internal drives are the push factors for their companies to engage on CSR practices. Specifically, however, the majority of Total Ethiopia to large extent agrees, while Libya Oil Ethiopia and YBP to some extent agreed with the point see (appendix 4I).

Contribution of CSR practices: Most of the employees of the three case oil companies agreed that CSR initiatives have a positive contribution to their respective companies' see (appendix 4J).

5.2 CONCLUSIONS

Employees Level of awareness about CSR: The three of the case study companies invariably have had the high level of awareness about CSR, However, when measured against specific aspect of corporate social responsibilities, considerable lack of awareness/understanding have been observed by all the three case companies.

Economic Responsibility: The case companies are implementing most of the activities categorized under the economic responsibility of corporate social responsibilities. In this regard Total Ethiopia is found very high performer while Libya Oil Ethiopia and YBP are high performer economic responsibility of CSR in a manner that ensure them to be profitable as possible, maintaining strong competitive position, to promote their companies sales growth rate, companies increased market share and increase operating profits and increased return on investment. However, lacks knowledge with regards to CSR engagement to new product development have been observed by Libya Oil Ethiopia and YBP.

Legal Responsibility: Invariably, all of the three case study companies are found to commonly engaged in activities of legal responsibilities of CSR (that is) operating in manner consistent with national and international laws, rules and regulations in product standardization, ensuring their product immune from damaging the environment, refrain from involving in corruption, regularly paying taxes and refrain from involvement in political activities, and making their product advertisement trustworthy as well as insuring transparency through reporting mechanism. Accordingly, empirical analysis of the questioner survey measurement indicated Total Ethiopia is very high performer, Libya Oil Ethiopia and YBP in general witnessed high level of performance in the legal responsibility aspect of their corporate social responsibility initiatives. Be this as it may, there exists variation in the level of engagement among the three companies. Total Ethiopia ranked first followed by Libya Oil Ethiopia and YBP. However, the highest achievement is followed by lack of knowledge about the issue by few of employee three case companies.

Ethical Responsibility: The finding depicted that all the three case companies engaged in on various activities under ethical responsibility categories of corporate social responsibilities. However, Total Ethiopia found to be (high performer), Libya Oil Ethiopia (moderate performer)

and YBP is (low performer). Similarly, their level of performance varies across categories of issues (employee categories, environment categories and product /service categories) as follows.

Ethical Responsibility - Employee Category: Invariably, all the three case study companies are found to commonly engage in such CSR activities. However, there exists variation in the level of engagement among the three companies in those areas of the CSR activities/practices. Accordingly, Total Ethiopia and Libya oil are (high performer), while YBP is low performer in addressing the employee aspects of the ethical responsibilities of their corporate social responsibilities. The common areas of (very high performance) by Total Ethiopia and Libya oil and (moderate performance) by YBP are company's engagement in providing healthcare service to the employee, promoting work place safety, financing employees for higher education, respecting labor and human right of its employees and refraining from involvement in child Labor, forced labor & human trafficking. However, the companies' effort in the provisions of credit for housing/car/ education is common area of low performance by all the case companies. The major areas of very low performance by YBP are the absence of policy for training and development of employees, and absence of subsidies for refreshments/leisure to its employees.

Ethical Responsibility - Environmental Category: The finding showed that all the three case companies are commonly engaging in fulfilling their environmental aspect of the ethical responsibilities, though there exist variation in their level of engagement. Accordingly, Total Ethiopia is moderate performer and Libya Oil Ethiopia is low performer in all of the above measurement items, followed by very low performer YBP. YBP is seen lowest in all items under the environment category. In a couple of issues like policy on recycling and initiatives on renewable energy sources Libya oil Ethiopia is found to be low performer.

Ethical Responsibility - Product and services category: Companies are expected at least to make their products/services advertisement practices is trustworthy and ethical, ensure their product are with brand quality and harmless, make products and services affordable/easily accessible, develop new environmental/social products, protect the health and safety of customers, improve customer service standards, increasing the durability of products and ensure the satisfaction of customer with the Company's products and services.

In this regard the study result in general indicated all case companies performed to the high-level performance of their company though the level varies across companies. Total Ethiopia ranked

first followed by Libya Oil Ethiopia, and employee of YBP. The Common areas of lowest performance by all the three case companies are found to be the low performance on new environmental/social products and service development.

Philanthropic Responsibility: The finding depicts that all the three-case company engaged in philanthropic activities but in varied level. Their level of achievement depicts that Total Ethiopia is moderately achieved followed by Oil Libya and YBP who achieved very low in fulfilling philanthropic activities of corporate social responsibilities. Areas of very low performance by YBP and Libya Oil Ethiopia provision/support to NGO support to education, contribution to disaster relief fund and support to arts and cultures. The only low performance area recorded to on support to arts and culture.

The practical, Total Ethiopia CSR initiatives widely address various problems at institutional and community level, while (oil Libya and YBP) mostly restricted themselves to internal company affair except few isolated initiatives taken at community or societal level. Furthermore, Total Ethiopia's CSR initiatives address wide variety of social problems and social groups.

External Drives for CSR engagement: Invariably all the case companies agree that external factors/drives have a role to play for their company to initiate corporate social responsibility initiatives though with clear variation in the extent of agreement level across companies. According, for Total Ethiopia external pressures has a moderate role for Libya Oil and YBP low and very low role to force for them to initiate/engage in CSR.

Disaggregating the result by companies showed that Total Ethiopia revealed that most of external drives like pressure from the community/media/stakeholders, to get access to international market, to get access to finance; financial institutions, to be in compliance with government laws and requirements, suggestions from third parties as well as pressure from community, media and other stakeholder's, not at all push/drive the company to initiate CSR programs.

Similarly, Libya Oil Ethiopia depicts that external drives like pressure from Community, media and other stakeholder's environmental concern, to get access to international market and suggestions from third parties played no role for the company to initiate CSR activities, while the suggestions from third parties played no role for the company to initiate CSR activities, while the

rest drivers play with varied degree have their role in this regard. The position of YBP differ in that the external drives to some extent plays for their company to initiate/ engage in CSR activities. Drivers/ factors such as to fulfill the suggestions from third parties, to get access to finance and financial institutions, to get access to international market, pressure from community, media and other stakeholder's environmental concern, and for sake of regulatory compliance with government laws and requirements, to some extent played their role for YBP to initiate and engage in CSR activities.

Internal Drivers for CSR engagement: The three case companies invariably initiate their CSR programs the drives that emanate internally from their company. However, their level of agreement varied across the companies. Accordingly, Total Ethiopia to the high level, Libya and YBP to moderate level agreed that interval deriving factors such as to improve corporate image, to give something back to the community, to protect key resources (employee and the environment), to give publicity to their respective company, to improve their business interests, and fulfill personal value of managers forced the case companies to initiate CSR. Among other, only religious sentiment of the manager as an internal driving force have very low/minimal role for the case companies to initiate CSR programs.

Contribution of CSR practices: The three case companies invariably indicated that CSR initiatives have payback to their company. However, the level of the payback various where for Total Ethiopia CSR has high payback and for Libya and YBP it has moderate level of payback. The varied level of paybacks is observed in terms of improving companies' reputation, improved government/other stakeholders' relation, development of innovative process, technologies, products and reduce cost of legal exposure. (Improving the brand awareness, increasing market share, facilitating easier access to credit and lending). However, all case companies lack the knowledge that CSR initiatives have positively contributed in terms of reducing the operational cost and employee turnover. Specific to individual company, YBP lack of knowledge about the payback of CSR initiatives in facilitating easier access to credit and lending arrangements and increasing market share.

Institutional set up for CSR: The finding on key informants' interview revealed that Total Ethiopia has gave deep emphasis to CSR one of its core corporate values as part of its socially responsible business engagement. The company has CSR policy, strategy, working manual and

plan designed by the Company's head office based in France. Beside this, the company has CSR office/department and staffs at international and national level. It also regularly allocates resource (1% of its annual investment) for its CSR initiatives. During implementation the company, it involves and works with various stakeholders. The company also put in place system for monitor, evaluates and report the implementation of the various CSR programs implemented at local and international on regular basis. On the contrary, when we see Libya Oil Ethiopia and YBP they consider investment on CSR as a cost and shareholders have poor attitude towards CSR. They did not CSR policy, department, regular allocation of resources and working system.

5.3 RECOMMENDATIONS

The following recommendations are given for the concerned oil companies, and stakeholders including policy makers regarding the practices and concerns of the implementation of CSR in the oil companies in Ethiopia.

First, since the performances of Total Ethiopia is found to be surpassed the rest of the two companies in such areas as economic, legal, ethical and philanthropic, categories of corporate social responsibilities, and Total Ethiopia's CSR initiatives widely address various problems at institutional and community level. The management bodies of the company should maintain those observed achievements and scale them up further.

Second, under ethical responsibility, product and service categories all the three case oil companies have poor performance on new environmental/social products and service developments. All case oil companies are recommended to improve the skills and development of human resources through development of tailor-made human resource capacity development programs, experience sharing among young and old expertise, mentoring and investing on knowledge/skill sharing with organizations that have prior experienced in innovation and development of new products and services.

Third, Libya oil Ethiopia and YBP showed a relatively higher level of performance in areas of economic and legal responsibilities while in philanthropic responsibility the two oil companies showed very lower level performance. Libya Oil Ethiopia and YBP shareholders consider investment on CSR as cost and have poor attitude towards CSR. The managers and employees of the two case oil companies are recommended to design and implement awareness creation program/workshops for shareholders that focus beyond philanthropic business benefit CSR engagement. Further to address wider societal needs at all levels of managers and employees of

the two companies are recommended to advocate and lobby shareholders to see CSR as an opportunity than a cost to make business in socially responsible way.

Fourth, Libya Oil Ethiopia and YBP do not incorporate CSR in their core area of business strategy and do not have institutional set up, policy, manual, workings system, budget and focal person for CSR. The two companies recommended to make CSR at the heart of their business strategy and based on scientific study, these companies are further recommended to develop institutional set ups, CSR policy, strategy, working system, and to have focal person and regularly allocate resources towards CSR. In this regards a good lesson can be drawn from the experience of Total Ethiopia, which is found to have institutionalized, regularly allocated budget, developed CSR policies, developed working system and well identified intervention areas.

Fifth, YBP has exhibited low and very low performances under Ethical – Employee and Ethical-Environment CSR categories. For Ethical Employees category YBP is recommended to have policy for training and development of its employees, to make effort to give subsidy for refreshment of its employees. For ethical environment category YBP is recommended to have policy for environment protection, recycling, pollution control and to take initiatives on renewable energy respectively.

Sixth, Libya Oil Ethiopia- under Ethical Environmental CSR categories the lowest performance found to be engagement on renewable energy. Libya Oil Ethiopia is recommended to engage in renewable energy initiatives.

Seventh, Policy intervention, as to drives for CSR all case oil companies are mainly engaged in CSR activities due to internal drives, for companies' interest or benefit to meet business case. However, external drivers including requirements from regulatory frameworks as well as pressure from media, civil society and consumer activism, didn't adequately give rise to CSR initiative in all the three-case oil. It is recommended that government and governmental agencies must focus on enacting and enabling legislation that encourage responsible corporate behavior, like deduction of taxes and other consideration for Libya Oil Ethiopia and Total Ethiopia who are taking responsibility for the impacts of their organizations decisions and activities on the environment and the community. And penalizing those oil companies which did not either (irresponsible corporate citizenships). It is also recommended that private and government media to play their role in creating CSR awareness among the community and the public at large.

5.4 THE IMPLICATIONS OF MAJOR VARIABLES

Table 5. 1 The Implications of Major Variables

Company	Variables	Implications
Total Ethiopia, Libya Oil Ethiopia YBP	CSR awareness	Contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.
Total Ethiopia, Libya Oil Ethiopia YBP	Economic Responsibility	Profitable as possible, maintained strong competitive position, promoted companies' sales growth rate, increased companies market share.
Total Ethiopia, Libya Oil Ethiopia YBP	Legal Responsibility	Operating in manner consistent with national and international laws, rules and regulations in product standardization, regularly paying taxes
Total Ethiopia, Libya Oil Ethiopia	Ethical Responsibility	Providing healthcare service to the employee, promoting workplace safety, respecting labor and human right of its employees, ensure their products are with brand quality and harmless, develop new environmental/social products, protect the health and safety of customers and environments.
Total Ethiopia	Philanthropic Responsibility	Gifts of monetary resources, product and service donations, volunteerism by employees and management, community development and any other discretionary contribution to the community or stakeholder groups that make up the community
Total Ethiopia, Libya Oil Ethiopia YBP	Internal CSR Drivers	Improve corporate image, give something back to the community, protect key resources (employee and the environment), give publicity to their respective company and improve their business interests
Total Ethiopia, Libya Oil Ethiopia YBP	External CSR Drivers	Pressure from the community/media/stakeholders, Compliance with government laws and requirements, get access to finance; financial institutions.

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APPENDIXES

Appendix 1 QUESTIONNAIRE

Introduction:

Dear respondents.

This research is conducted in partial fulfillment for the Degree of Executive Master of Business Administration (E.M.B.A.) being pursued by a student presently enrolled at Addis Ababa University, Department of Management. The research is meant to assess the existing Corporate Social Responsibility (CSR) practices in three selected Oil Companies that are currently operating here in Addis Ababa City.

Right now, the researcher is collecting the relevant data from both the staff and management members of the three selected oil companies. The data to be generated from this questionnaire survey will serve as an input for the analysis and findings of this particular research. Beyond its prime purpose of serving as a partial fulfillment for the degree of EMBA, the findings of this research are supposed to be significant for the future promotion of CSR in Oil Companies that are operating in Addis Ababa city in particular and in the Ethiopian context in general.

The researcher would, therefore, like to bring to your attention that, the information you provide is by far relevant for the validity and reliability of the research findings. Thus, you are kindly asked to provide your honest and truthful responses being guided by the instructions provided in the structured questionnaire below.

Last but not least, the researcher is happy to assure you that the information you provide will remain very confidential and be used for the research purpose only. For this reason, you are not required to mention your name at any sections of the questionnaire. Just feel relaxed to provide any of your observations, opinions, and perceptions freely.

Thanks a lot!!

Survey Questions for Top Management, Middle level Management and Entry level Employees of selected oil companies' in Addis Ababa.

Profile of the Respondents:

Company Name to which the Employee belongs to: _____

Sex of the Respondent: ____ (Write 1= for Male, 2=for Female)

Age of the Respondent: _____ 1. Below 18 2. 18 – 25 3. 26 – 35
4. 36 and above

Level of Education: _____

- | | | |
|------------------------------|--------------------|------------|
| 1. High school graduate | 3. College Diploma | 5. Masters |
| 2. Technical school graduate | 4. First Degree | 6. Ph D |

Religion: _____

Position of the employee in the Oil Company:

Employment Category____ (Writ 1=for Employee, 2 for Manager)

If you are manager, please indicate the level____ (Write 1= for top-level management, 2=for Middle Level management,)

A CSR Awareness and Understanding:

1. Are you aware of CSR as a terminology? _____ ((Write 1= for Yes, 2=No)
2. How clear to you is its true meaning? ____ (Writ 1= for Very clear, 2=somewhat clear, 3 = Not clear)

Appendix 1 A CSR Awareness

Below are some of the various meanings and understanding of CSR. Considering the extent to which you perceive that each of the definitions represent the appropriate meaning of CSR, please indicate the level of your agreement (ranging from 1-5, **1=Strongly Disagree**, **2 = Disagree**, **3 = Neutral**, **4 = Agree** and **5=Strongly Agree**) to each of the following statements.

A	Items on CSR Awareness:	The Level of Your Agreement				
		1	2	3	4	5
A1	CSR is “Giving donations to charity and helping the community and vulnerable groups”					
A2	CSR is “Conducting business in an ethical and professional manner”					
A3	CSR is “Providing a safe working environment for employees”					
A4	CSR is “Taking initiatives to reduce the company’s impact on the environment”					
A5	“Pursuing CSR in oil companies is beneficial for maximizing profit”					
A6	“Except helping and contributing to surrounding communities, perusing CSR has nothing to do with the business success of oil companies”					
A7	Employees of the Oil Company believe that the Company’s engagement in CSR activities is relevant for its profit maximization and success in doing business.					

Appendix 1 B1 Ethical Responsibility Employees category

Below are the Ethical responsibilities of the oil company. Considering the extent to which you perceive that each of Ethical **responsibilities** practices are being pursued by your company, please indicate the level of your agreement (ranging from 1-5, **1= No cover**, **2 = some cover**, **3=partially covered**, **4= more than partial covered** and **5=fully covered**) to each of the following statements.

B	Items on CSR Employee	The Level of Your Agreement				
		1	2	3	4	5
B1.	The organization provide health care for the employees including health assistance, maternity leave?					
B2.	The organization offer subsidized /free lunch or refreshments to its employees?					
B3.	The organization provide credit for housing/car/ education					
B4.	The organization have policies for the training and development of employees					
B5	The organization respect labor and human right of its employees?					
B6	The oil company abstains itself from Child Labor, Forced Labor & Human Trafficking.					
B7	The organization have workplace safety?					
B8	The organization provide bonus/rewards to employees					
B9	The organization sponsor// finance employees for higher education					

Appendix 1 B2 Ethical Responsibility Environment Category

1= No policy exists, 2= Policy exists but not implemented, 3= policy exists and partially implemented, 4= Policy exists and substantially implemented, 5= Policy exists and fully implemented

B	Items on CSR ENVIRONMET	The Level of Your Agreement				
		1	2	3	4	5
B10	The organization have an explicit environment policy					
B11	The organization have a policy of recycling and treatment of waste					
B12	The organization have provision of environment pollution protection/ prevention systems					
B13	The organization have a policy of substitution of polluting and hazardous materials/parts					
B14	The organization has an Environmental emergency plan.					
B15	The organization use renewable sources of energy					
B16	The organization provide regular voluntary information about environmental management to customers and institutions					
B17	The organization spread environmental awareness through messages and campaigns					

Appendix 1 B3 Ethical Responsibility Product and Services Category

1= No at all, 2= very little extent, 3= some extent, 4= to large extent, 5= completely

B No	Items on CSR Products and services	The Level of Your Agreement				
		1	2	3	4	5
B18	The oil Company's products and services advertisement practices is trustworthy and ethical					
B19	The outputs and services of the oil company are with brand quality and harmless to the environment and health of employees and customers.					
B20	The Company's products and services are both affordable and easily accessible to diverse sections of customers than it is to those rich people only.					
B21	The oil Company develop new environmental and social products and services					
B22	The oil company refrains from any dishonest and false advertisement of products.					

1= No at all, 2= very little extent, 3= some extent, 4= to large extent, 5= completely

B No	Items on CSR Products and services	The Level of Your Agreement				
		1	2	3	4	5
B23	The oil company keeps the health & Safety of customers and the society at large by distributing products attached with a written honest and true information along with a detailed product use, storage, and dump manuals that specifies the possible risks/hazards warnings.					
B24	The oil company improves customer service standards					
B25	The oil company pay attention to and consider the affordability of products for customers					
B26	The oil company increase the durability of products					
B27	The oil company is more accessible to customers of various abilities					
B28	Customers of the Oil Company are well satisfied with the Company's products and services.					

Appendix 1 C Economic responsibility

Below are the **Economic responsibilities** of the oil company. Considering the extent to which you perceive that each of Economic **responsibilities** practices are being pursued by your company, please indicate the level of your agreement (ranging from 1-5) to each of the following **1=strongly Disagree, 2=Disagree, 3= Neutral , 4 = Agree and 5=strongly Agree**

No	Variables	The Level of Your Agreement				
		1	2	3	4	5
C	Economic responsibilities of CSR					
C1	Being as profitable as possible					
C2	Maintaining strong competitive position					
C3	Maintaining high level of operating efficiency					
C4	Sales growth rate					
C5	Increased Market Share					
C6	Increased Operating profits					
C7	Increased Return on investment					
C8	New product development					

Appendix 1 D Philanthropic Responsibility

Below are the Philanthropic responsibilities of the oil company. Considering the extent to which you perceive that each of Philanthropic practices are being pursued by your company, please indicate the level of your agreement (ranging from 1-5) to each of the following statements. **(1=Never, 2= rarely, 3= Sometimes, 4 = Most of the time 5= Always)**

D	Philanthropic	The Level of Your Agreement				
		1	2	3	4	5
	Items on CSR Company's Philanthropic					
D1.	The organization contribute to religious charities					
D2.	The organization donates to NGOs for social activities.					
D3.	The company sponsor sports tournaments					
D4.	The organization encourage volunteering of employees'					
D5.	The organization contribute to education initiatives					
D6.	The organization contribute to disaster relief funds					
D7	The organization contribute to community health initiatives					
D8.	The organization contribute towards promotion of art/culture					
D9.	The organization contribute to rural development					

Appendix 1 E. Legal responsibility

Below are the Legal responsibilities of the oil company. Considering the extent to which you perceive that each of Legal responsibilities practices are being pursued by your company, please indicate the level of your agreement (ranging from 1-5) to each of the following:

1=Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5=Strongly Agree

E	Items on CSR Company's Legal	The Level of Your Agreement				
		1	2	3	4	5
E1	The company always acts in a manner consistent with expectations of Government					
E2	The company strives to comply with various Federal, regional laws and regulations					
E3	The company always tried to be a law-abiding corporate citizen					
E4	The company makes every effort to fulfill their legal obligations					
E5	The company provide goods/services that meet legal requirements					
E6	The Oil company refrains from seeking or accepting exemptions not contemplated in the statutory or regulatory framework related to environmental, health, safety, labor, taxation, financial incentives, or other issues;					
E7	The Oil company does not engage in unhealthy competition or in any anticompetitive practices with other oil companies that are currently operating in Addis Ababa.					
E8	The Oil Company refrains from engaging in corruption and corrupt practices					
E9	The Oil Company refrains from engaging in improper political activities.					
E10	Have your organization ever sue by law?					
E11	The oil Company fulfills the requirement of reporting of local and international organization or Authority. (Transparency)					
E12	The Oil Company publishes CSR initiatives on its websites.					

Appendix 1 F Internal drivers for CSR Practices:

Below are the possible internal drivers of your company's engagement in CSR activities. Considering the extent to which you perceive that each of the CSR internal deriving forces are occurring in your company right now, please indicate the level of your agreement (ranging from 1-5, 1= Not at all, 2= Very little extent, 3= To some extent, 4= To great extent 5= Completely) to each of the following statements.

F	Internal drivers of the Company's Current CSR Practices:	The Level of Your Agreement				
		1	2	3	4	5
F1	Personal values (Owners/Managers)					
F2	Religious sentiments (Owners/Managers)					
F3	Improving the image of the company					
F4	To give publicity to the company					
F5	To give Something back to the community					
F6	To improve business interests					
F7	National crisis Response					
F8	The oil company engage in corporate Responsibility to protect and enhance key resources, such as employees and the environment.					

Appendix 1 G External Drivers for CSR Practices:

Below are the possible external drivers of your company's engagement in CSR activities. Considering the extent to which you perceive that each of the CSR External deriving forces are occurring in your company right now, please indicate the level of your agreement (ranging from 1-5, 1= Not at all, 2= Very little extent, 3= To some extent, 4= To great extent 5= Completely) to each of the following statements.

G	External drivers of the Company's Current CSR Practices:	The Level of Your Agreement				
		1	2	3	4	5
G1	The oil Company engages in CSR activities just for the sake of regulatory compliance with government laws and requirements.					
G2	The oil Company engages in CSR activities because of Community, media and other stakeholders environmental concern and pressure					
G3	The oil Company engages in CSR activities to get access to international market (Globalization)					
G4	Suggestions from third parties (Buyers/Competitors)					
G5	To get access to Finance; Financial institutions incorporate social and environmental and social criteria into their assessment of investing and lending.					

Appendix 1H Benefits of CSR engagement

Below are the benefits of CSR engagement. Considering the extent to which you perceive that each of the overall performances are occurring in your company right now, please indicate the level of your agreement (ranging from 1 – 5, 1=strongly Disagree 2=Disagree 3= Neutral 4= Agree 5=strongly Agree)

H	Benefits of CSR engagement	The Level of Your Agreement				
		1	2	3	4	5
H1.	There is a reduction of operational costs in our company.					
H2.	There is increased market share of the company					
H3.	There is improvement of the reputation of the company					
H4.	There is a lower employee turnover in the company					
H5	There is an increase in the brand awareness of the products of the company					
H6	There are improved Government and other stakeholders relations					
H7	The availability of credit and lending arrangements become easier for the company					
H8	There is an enhanced competitive advantage for innovation					
H9	Financial and legal exposures, addressing environmental or community issue before they occur can reduce the probability of having to make more costly investments or pay for litigation processes after an issue has been exposed.					

Appendix 2 **KEY INFORMANT INTERVIEW**

The Top-level Managements of Total Ethiopia Share Company, Libya Oil Ethiopia and Yetebaberut Beherawi Petroleum Share Company.

INTRODUCTION

Dear respondents, this key informant interview, is designed for the purpose of doing a research entitled “ASSESSING THE PRACTICE OF CORPORATE SOCIAL RESPONSIBILITY in selected Oil Companies in Addis Ababa” for the partial fulfillment of the requirement for the award of Executive Master of Business Administration(EMBA). These interview questions will help the company think about its effort towards socially responsible business activities by raising questions on the possible ways’ organizations could improve their business in a profitable and sensible manner to their stakeholders. The interview questions will also help organization to identify further actions they can take to strengthen their business, its reputation and performance through socially responsible activities. Thus, you are kindly requested to answer the questions honestly and you are assured that our responses will be treated confidential and used for only academic purpose. I thank you for your cooperation!

With Regards

1. What is your position in the company?
2. Who is responsible to follow up the implementations of CSR practices in your company?

A. Economic

1. What procedure does your organization use to respond to every customer complaint?
2. Does the organization continually improve the quality of the products?
3. How can your organization strive?

B. Legal

1. Does your company pay tax without any interruption and timely?
2. Are managers of the organization informed about relevant environmental laws?
3. Do your company's products meet the legal standards?
4. Does your organization always honor contractual obligations?

C. Ethical

1. Does your business organization have a formal procedure?
2. Do top managers monitor the potential negative impacts of activities on community?
3. How do you explain fairness toward co-workers as an integral part of your employee evaluation process?
4. Is there any confidential procedure for employees to report any misconduct at work?
5. Are salespersons and employees required to provide full and accurate information to all customers?

D. Discretionary or philanthropic

1. How do you see the salary scale of your organization as compared to the industry average?
2. Does your business encourage employees to join civic organizations that support the community?
3. Do you have flexible company policies that enable employees to better coordinate work and Personal life?
4. Does your business organization give adequate contributions to charities?
5. Does your business support local sports and cultural activities?

Appendix: 2A Key Informant Summary of Response

SN	Questions	Responses		
		Total Ethiopia	Libya Oil Ethiopia	YBP
1	What is your position in the company?	<ul style="list-style-type: none"> • Human Resource Manager. • CSR Manager 	<ul style="list-style-type: none"> • Health, safety and quality Manager. • Marketing Manager 	<ul style="list-style-type: none"> • Human Resource Manager. • Health Safety and Environment Manager
2	Who is responsible to follow up the implementation of CSR practices/initiatives in your respective company?	Under Human resource department there is a CSR division directly responsible for all CSR activities and implementations with its own budget and staffs.	Under Human resource department and Health, safety quality Manager but no budget, staffs and focal persons to be called for CSR practices and implementations	Under Human resource and Health, safety, and environment department but no budget, staffs and focal persons to be called for CSR practices and implementations.
A1	What procedure does your organization use to respond to every customer complaint?	The company has compliant handling procedure where Customer Administration Manager registers complaints or feedback with proper format and made initial assessment by collecting information and facts regarding the complaints	There is procedure to handle customers' complaints so called logbook to log in complaints and the concerned staff and customer service Manager make follow up for the proper closure of the complaints.	The company do not have written or formal procedure to handle customer complaints, however, any customer can put his complaints to Customer Service Section,

A2	Does the organization continually improve the quality of the products?	The company has research and development section dedicated on continues improvement of the company product as the company believe the continues improvement of our product is the basis for long term existence of the company in the competitive business environment.	The company is investing on the improvement of products quality, packaging quality and IT usage (Information Technology).	Through importing standard lubricants by making exclusive business agreement with BP to sell BP/Castrol products in Ethiopia and has imported and marketed BP Lubricants and Greases for the last thirteen years.
A3	How can your organization strive to lower its operating cost?	Avoiding middle men by purchasing directly from the source, selecting lower cost bidder without compromising quality, reducing packaging cost, negotiating shipment cost and placing bulk purchases one at a time to gain economic of scales and discount, selecting low cost insurance providers, and outsourcing security system based on competitive bidding.	Through outsourcing services like cleaning services, gate keeping, laborers and reducing maintenance costs by providing timely service and maintenance for instance for new fuel pumps.	Using stringent procurement system, outsourcing security system and cleaning collecting sales invoices on time reducing interest payment to the bank and making all insurance in one company to get big discount.
B1	Does your company pay tax without any interruption and timely	Yes, the Company pays tax on a timely basis without fail.	The company pays tax timely without interruption.	The Company pays tax without interruption.
B2	Are managers of the organization informed about relevant environmental laws?	Yes	Yes	Yes
B3	Do your company's products meet the legal standards?	The Company is multinational company, and this is a very serious concern and closely followed up by the management team of the company. The company	Yes, quality control is performed by independent body so our product meets the legal standard.	Yes, the Lubricates are with brand quality. The purchases of the Fuel is from Ethiopian Petroleum Supply Enterprise

		follows and respect international laws and local law. Super standard products are not distributed by the company!		
B4	Does your organization always honor contractual obligations?	The basis for any business activity or transaction is contractual agreement. Any activity in the company is being done based on contractual agreement and obligation. All contracts are reviewed by the legal department of the company. In case of any possible difficulty to perform contractual obligations, the responsible business unit is in close contact with the customer to find alternative solutions	Always, never defaulted	Yes, the company honors contractual obligation.
C1	Does your business organization have a formal code of conduct?	Yes, there is a formal code of conduct- distributed to all employees and signed copy is filed at Human Resource Department	The company has informal code of conduct that is called "foundation policy" which is found on the hands of every employees	There is no formal code of conduct, except the collective agreement with the workers union, and every conduct of the employee is administered based on the collective agreement.
C2	Do top managers monitor the potential negative impacts of activities on community?	All managers will be informed and given the copy of the relevant environmental laws with a covering letter and the signed copy will be filed at Legal Department of the company. Failure to comply would result in administrative measures to be taken.	Environmental laws are distributed to the concerned manager whose activities are affected by the law.	Yes (New Regulation will be distributed to the concerned department through legal Division
C3	How do you explain fairness toward co-workers as an integral	Those employees, who outsmart in their performances, bonus will	Bonus will be rewarded to outstanding performer based on the	Bonus will be rewarded based on the recommendation of

	part of your employee evaluation process?	be rewarded on quarterly basis. And it will be posted on the notes board of the company, including their name and achievement in a transparent way.	recommendation of their immediate boss.	their boss, nothing more
C4	Is there any confidential procedure for employees to report any misconduct at work?	Yes	Yes	No
C5	Are salespersons and employees required to provide full and accurate information to all customers?	There is information to be given to the customers. There is also information must not be given to the customer, like the company marketing strategy and the like.	There is information to be given to the customers. There is also information must not be given to the customer.	There is information to be given to the customers. There are also information must not be given to the customer.
D1	How do you see the salary scale of your organization as compared to the industry average?	The company conducts salary and benefit review by a professional company. This exercise helps to assess the company states in terms of salary and related benefit packages. Currently as per the salary survey conducted, we are above the average of the market	Salary survey will be done on every two year in the Industry, it takes 80% of the salary scale the highest payer to implement and the salary is good.	Normally the company Human Resource Department undertakes the study of salary scale of the industry every two year. Normally the minimum is taken accordingly it is fair.
D2	Does your business encourage employees to join civic organizations that support the community?	Currently the CSR activities we do as a company is a very good lesson not only to our employee but also to the public at large. So far there is no rule that prohibits employees from participating or joining civic organization.	No, but the Company does not either oppose if employees join or employees are in any civic organization or support the community.	No, it is just based on the interest of employee.
D3	Do you have flexible company policies that enable employees to better coordinate work and personal life?	The company recommends employees to effectively use their working hours and spend the rest with their family and personal life. The company encourages	The company recommends employees to effectively use their working hours and spend the rest with their family and	We do not have policy flexible company policy that enable employees to better coordinate work and personal life, employees normally

		employees to properly plan their annual leave and utilize it timely. The company do not have a flexible working hour	personal life. The company encourages employees to properly plan their annual leave and utilize it timely. The company does not have a flexible working hour in place to date, this is mainly due to the nature of our business operation.	do out of working hours if they do not finish their work during working hours for that they will be paid overtime.
D4	Does your business organization give adequate contributions to charities?	4 Our company main objective is to make a profit. To achieve our objective, the company invests in corporate social responsibility one of the activities as part of corporate social responsibility to make a contribution to appropriate charity organization, this has been done several times in the form of cash and equipment.	No, it gives charities to Cheshire Homes every year, and rarely supports the community.	Rarely gives charity for example it has given 1m Birr for Amhara Region for those people displaced from their home in year 2019.
D5	Does your business support local sports and cultural activities?	The company believes in building a healthy society. One of them is to support local sports. The company also support and encourage employees to participate in sport activities and cover the related cost.	Rarely. This year, this year September 2018 to June 2019 the company supported or sponsored Tesfa Football Academy and also sponsored Tesfa Football League (less than 15 ages). The academy Supports the under privileged football clubs in Chinch and Jimma (under 15 ages).	Not at all

E	<p>What are the benefits of implementing corporate social responsibility in your organization?</p>	<p>Although there are several benefits of implementing CSR to the company, like building image of the company, increasing sales volume and profitability. It the company has the following challenges, high demand for CSR support from various charity organization and individuals, the company faced prioritization. The other is low profit margin has limited the magnitude of investment of CSR.</p>	<p>Implementing CSR have several benefit, like increasing sales volume, market share , profitability e.t.c , however the company has the following challenges, Low fuel margin has limited the investment on CSR, and absence of institutional set up for CSR working system , CSR policy and procedure. The company feel CSR investment as a cost.</p>	<p>Even though implementing CSR has positive impact on the company business, the company has Major challenges: as the attitude and awareness of shareholders towards CSR is very low, they consider CSR as a cost to the company. And as Fuel margin is very Low, it has limited the investment on CSR.</p>
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Appendix 3 DATA ANALYSIS

Appendix 3A Economic Responsibility

S/N		Statement	SD	D	N	A	SA	Total	
1	The Oil Company is as profitable as possible	Total Ethiopia	Frequency	3	4	4	31	46	88
			Percentage	3.40%	4.5%	4.5%	35.20%	52.30%	100.0%
		Libya Oil Ethiopia	Frequency	0	1	5	28	27	61
			Percentage	0.00%	1.6%	8.2%	45.90%	44.30%	100.0%
		Yetebaberut	Frequency	4	0	0	10	27	41
			Percentage	9.80%	.0%	.0%	24.40%	65.90%	100.0%
2	The Oil Company maintaining strong competitive position	Total Ethiopia	Frequency	3	2	2	27	54	88
			Percentage	3.40%	2.3%	2.3%	30.70%	61.40%	100.0%
		Libya Oil Ethiopia	Frequency	0	5	3	27	26	61
			Percentage	0.00%	8.2%	4.9%	44.30%	42.60%	100.0%
		Yetebaberut	Frequency	2	2	3	20	14	41
			Percentage	4.90%	4.9%	7.3%	48.80%	34.10%	100.0%
3	The Oil Company maintaining high level of operating efficiency	Total Ethiopia	Frequency	3	1	0	33	51	88
			Percentage	3.40%	1.1%	.0%	37.50%	58.00%	100.0%
		Libya Oil Ethiopia	Frequency	2	3	6	25	25	61
			Percentage	3.30%	4.9%	9.8%	41.00%	41.00%	100.0%
		Yetebaberut	Frequency	2	2	7	19	11	41
			Percentage	4.90%	4.9%	17.1%	46.30%	26.80%	100.0%
4	The Oil Company maintain Sales growth rate	Total Ethiopia	Frequency	2	6	5	31	44	88
			Percentage	2.30%	6.8%	5.7%	35.20%	50.00%	100.0%
		Libya Oil Ethiopia	Frequency	0	3	1	24	33	61
			Percentage	0.00%	4.9%	1.6%	39.30%	54.10%	100.0%
		Yetebaberut	Frequency	0	2	3	16	20	41
			Percentage	0.00%	4.9%	7.3%	39.00%	48.80%	100.0%
5	The Oil Company Increased Market Share	Total Ethiopia	Frequency	2	9	9	25	43	88
			Percentage	2.30%	10.2%	10.2%	28.40%	48.90%	100.0%
		Libya Oil Ethiopia	Frequency	3	12	2	19	25	61
			Percentage	4.90%	19.7%	3.3%	31.10%	41.00%	100.0%
		Yetebaberut	Frequency	2	2	3	18	16	41
			Percentage	4.90%	4.9%	7.3%	43.90%	39.00%	100.0%
6	Increased Operating profits	Total Ethiopia	Frequency	3	4	5	29	47	88
			Percentage	3.40%	4.5%	5.7%	33.00%	53.40%	100.0%
		Libya Oil Ethiopia	Frequency	0	2	14	23	22	61
			Percentage	0.00%	3.3%	23.0%	37.70%	36.10%	100.0%
		Yetebaberut	Frequency	2	0	5	20	14	41
			Percentage	4.90%	.0%	12.2%	48.80%	34.10%	100.0%
7	Increased Return on investment	Total Ethiopia	Frequency	3	11	2	37	35	88
			Percentage	3.40%	12.5%	2.3%	42.00%	39.80%	100.0%
		Libya Oil Ethiopia	Frequency	3	8	5	17	27	60
			Percentage	5.00%	13.3%	8.3%	28.30%	45.00%	100.0%
		Yetebaberut	Frequency	2	0	8	17	14	41
			Percentage	4.90%	.0%	19.5%	41.50%	34.10%	100.0%
8	New product development	Total Ethiopia	Frequency	3	9	10	37	29	88
			Percentage	3.40%	10.2%	11.4%	42.00%	33.00%	100.0%
		Libya Oil Ethiopia	Frequency	2	10	21	17	11	61
			Percentage	3.30%	16.4%	34.4%	27.90%	18.00%	100.0%
		Yetebaberut	Frequency	4	8	13	9	7	41
			Percentage	9.80%	19.5%	31.7%	22.00%	17.10%	100.0%

Appendix 3B Legal Responsibility

S/N		Statement		SD	D	N	A	SA	Total
1	The Oil Company always acts in a manner consistent with expectations of Government	Total Ethiopia	Frequency	4	3	7	31	43	88
			Percentage	4.50%	3.40%	8.00%	35.20%	48.90%	100.00%
		Libya Oil Ethiopia	Frequency	0	0	1	23	37	61
			Percentage	0.00%	0.00%	1.60%	37.70%	60.70%	100.00%
		Yetebaberut	Frequency	2	2	2	15	18	39
			Percentage	5.10%	5.10%	5.10%	38.50%	46.20%	100.00%
2	The Oil Company strives to comply with various Federal, regional laws and regulations	Total Ethiopia	Frequency	4	0	2	26	56	88
			Percentage	4.50%	0	2.30%	29.50%	63.60%	99.90%
		Libya Oil Ethiopia	Frequency	0	0	3	15	43	61
			Percentage	0%	0.00%	4.90%	24.60%	70.50%	100.00%
		Yetebaberut	Frequency	2	0	2	20	17	41
			Percentage	4.90%	0.00%	4.90%	48.80%	41.50%	100.10%
3	The Oil Company always tried to be a law-abiding corporate citizen	Total Ethiopia	Frequency	3	2	8	22	53	88
			Percentage	3.40%	2.30%	9.10%	25.00%	60.20%	100.00%
		Libya Oil Ethiopia	Frequency	0	0	6	16	36	58
			Percentage	0.00%	0.00%	10.30%	27.60%	62.10%	100.00%
		Yetebaberut	Frequency	0	2	5	14	20	41
			Percentage	0.00%	4.90%	12.20%	34.10%	48.80%	100.00%
4	The Oil Company makes every effort to fulfill their legal obligations	Total Ethiopia	Frequency	4	0	2	24	58	88
			Percentage	4.50%	0.00%	2.30%	27.30%	65.90%	100.00%
		Libya Oil Ethiopia	Frequency	0	0	0	20	38	58
			Percentage	0.00%	0.00%	0.00%	34.50%	65.50%	100.00%
		Yetebaberut	Frequency	0	2	7	16	16	41
			Percentage	0.00%	4.90%	17.10%	39.00%	39.00%	100.00%
5	The Oil Company provide goods/services that meet legal requirements	Total Ethiopia	Frequency	4	0	4	25	55	88
			Percentage	4.50%	0.00%	4.50%	28.40%	62.50%	99.90%
		Libya Oil Ethiopia	Frequency	0	0	0	18	42	60
			Percentage	0.00%	0.00%	0.00%	30.00%	70.00%	100.00%

		Yetebaberut	Frequency	0	4	1	17	19	41
			Percentage	0.00%	9.80%	2.40%	41.50%	46.30%	100.00%
6	The Oil Company seeking or accepting exemptions not contemplated in the statutory or regulatory	Total Ethiopia	Frequency	1	6	8	31	41	87
			Percentage	1.10%	6.90%	9.20%	35.60%	47.10%	99.90%
		Libya Oil Ethiopia	Frequency	0	0	8	12	35	55
			Percentage	0.00%	0.00%	14.50%	21.80%	63.60%	99.90%
		Yetebaberut	Frequency	0	1	4	16	20	41
			Percentage	0.00%	2.40%	9.80%	39.00%	48.80%	100.00%
7	The Oil Company does not engage in unhealthy competition or in any anticompetitive practices with other sister oil companies	Total Ethiopia	Frequency	2	3	4	27	52	88
			Percentage	2.30%	3.40%	4.50%	30.70%	59.10%	100.00%
		Libya Oil Ethiopia	Frequency	0	6	5	14	35	60
			Percentage	0.00%	10.00%	8.30%	23.30%	58.30%	99.90%
		Yetebaberut	Frequency	0	0	6	20	13	39
			Percentage	0.00%	0.00%	15.40%	51.30%	33.30%	100.00%
8	The Oil Company refrains from engaging in corruption and corrupt practices	Total Ethiopia	Frequency	0	0	10	19	59	88
			Percentage	0.00%	0.00%	11.40%	21.60%	67.00%	100%
		Libya Oil Ethiopia	Frequency	0	0	17	10	32	59
			Percentage	0.00%	0.00%	28.80%	16.90%	54.20%	99.90%
		Yetebaberut	Frequency	0	0	9	9	23	41
			Percentage	0.00%	0.00%	22.00%	22.00%	56.10%	100.10%
9	The Oil Company refrains from engaging in improper political activities	Total Ethiopia	Frequency	1	0	6	21	60	88
			Percentage	1.10%	0.00%	6.80%	23.90%	68.20%	100.00%
		Libya Oil Ethiopia	Frequency	0	3	8	11	39	61
			Percentage	0.00%	4.90%	13.10%	18.00%	63.90%	99.90%
		Yetebaberut	Frequency	0	0	7	11	23	41
			Percentage	0.00%	0.00%	17.10%	26.80%	56.10%	100.00%
10	The Oil Company ever sue by law	Total Ethiopia	Frequency	5	10	50	11	12	88
			Percentage	5.70%	11.40%	56.80%	12.50%	13.60%	100.00%
		Libya Oil	Frequency	4	8	28	10	10	60

		Ethiopia	Percentage	6.70%	13.30%	46.70%	16.70%	16.70%	100.10%
		Yetebaberut	Frequency	2	3	19	10	5	39
			Percentage	5.10%	7.70%	48.70%	25.60%	12.80%	99.90%
11	The Oil Company fulfill the requirement of reporting of local and international organization or Authority	Total Ethiopia	Frequency	0	0	12	33	43	88
			Percentage	0	0.00%	13.60%	37.50%	48.90%	100.00%
		Libya Oil Ethiopia	Frequency	0	3	7	18	30	58
			Percentage	0	5.20%	12.10%	31.00%	51.70%	100.00%
		Yetebaberut	Frequency	0	0	7	15	17	39
			Percentage	0	0.00%	17.90%	38.50%	43.60%	100.00%
12	The Oil Company publishes CSR initiatives on its websites	Total Ethiopia	Frequency	0	2	27	34	24	87
			Percentage	0.00%	2.30%	31.00%	39.10%	27.60%	100.00%
		Libya Oil Ethiopia	Frequency	3	9	17	24	8	61
			Percentage	4.90%	14.80%	27.90%	39.30%	13.10%	100.00%
		Yetebaberut	Frequency	6	3	20	9	3	41
			Percentage	14.60%	7.30%	48.80%	22.00%	7.30%	100.00%

Appendix 3C Philanthropic Responsibility

S/N		Statement		Never	Rarely	Sometimes	Most of the time	Always	Total
1	The oil company contribute to Religious charities	Total	Frequency	56	15	10	2	2	85
		Ethiopia	Percentage	65.9%	17.6%	11.8%	2.4%	2.4%	100.0%
		Libya Oil Ethiopia	Frequency	50	7	0	0	0	57
		Yetebaberut	Percentage	87.7%	12.3%	.0%	.0%	.0%	100.0%
2	The Oil Company donate to NGOs for social activities	Total	Frequency	0	15	45	22	4	86
		Ethiopia	Percentage	.0%	17.4%	52.3%	25.6%	4.7%	100.0%
		Libya Oil Ethiopia	Frequency	12	12	24	11	1	60
		Yetebaberut	Percentage	20.0%	20.0%	40.0%	18.3%	1.7%	100.0%
3	The Oil company sponsor sports tournaments	Total	Frequency	0	2	17	52	17	88
		Ethiopia	Percentage	.0%	2.3%	19.3%	59.1%	19.3%	100.0%
		Libya Oil Ethiopia	Frequency	10	18	27	3	0	58
		Yetebaberut	Percentage	17.2%	31.0%	46.6%	5.2%	.0%	100.0%
4	The Oil Company encourage volunteering of employees	Total	Frequency	7	13	35	22	10	87
		Ethiopia	Percentage	8.0%	14.9%	40.2%	25.3%	11.5%	100.0%
		Libya Oil Ethiopia	Frequency	9	14	30	8	0	61
		Yetebaberut	Percentage	14.8%	23.0%	49.2%	13.1%	.0%	100.0%
5	The Oil Company Contribute to education initiatives	Total	Frequency	10	8	38	26	6	88
		Ethiopia	Percentage	11.4%	9.1%	43.2%	29.5%	6.8%	100.0%
		Libya Oil Ethiopia	Frequency	12	19	20	5	0	56
		Yetebaberut	Percentage	21.4%	33.9%	35.7%	8.9%	.0%	100.0%
6	The Oil Company contribute to disaster relief funds	Total	Frequency	12	21	37	13	3	86
		Ethiopia	Percentage	14.0%	24.4%	43.0%	15.1%	3.5%	100.0%
		Libya Oil Ethiopia	Frequency	15	19	20	5	0	59
		Yetebaberut	Percentage	25.4%	32.2%	33.9%	8.5%	.0%	100.0%
7	The Oil Company contribute to community health initiatives	Total	Frequency	9	12	13	3	3	40
		Ethiopia	Percentage	22.5%	30.0%	32.5%	7.5%	7.5%	100.0%
		Libya Oil Ethiopia	Frequency	5	12	34	29	8	88
		Yetebaberut	Percentage	5.7%	13.6%	38.6%	33.0%	9.1%	100.0%
8	The Oil Company contribute towards promotion of art/culture	Total	Frequency	11	20	20	3	4	58
		Ethiopia	Percentage	19.0%	34.5%	34.5%	5.2%	6.9%	100.0%
		Libya Oil Ethiopia	Frequency	13	12	11	2	3	41
		Yetebaberut	Percentage	31.7%	29.3%	26.8%	4.9%	7.3%	100.0%
9	The Oil company contribute to rural development	Total	Frequency	9	16	33	22	7	87
		Ethiopia	Percentage	10.3%	18.4%	37.9%	25.3%	8.0%	100.0%
		Libya Oil Ethiopia	Frequency	18	18	22	0	0	58
		Yetebaberut	Percentage	31.0%	31.0%	37.9%	.0%	.0%	100.0%
9	The Oil company contribute to rural development	Total	Frequency	21	13	7	0	0	41
		Ethiopia	Percentage	51.2%	31.7%	17.1%	.0%	.0%	100.0%
		Libya Oil Ethiopia	Frequency	15	22	30	13	7	87
		Yetebaberut	Percentage	17.2%	25.3%	34.5%	14.9%	8.0%	100.0%
9	The Oil company contribute to rural development	Total	Frequency	22	22	13	2	0	59
		Ethiopia	Percentage	37.3%	37.3%	22.0%	3.4%	.0%	100.0%
		Libya Oil Ethiopia	Frequency	17	9	11	2	2	41
		Yetebaberut	Percentage	41.5%	22.0%	26.8%	4.9%	4.9%	100.0%

Appendix 3D – Ethical Responsibility Employees Category

S/N		Statement	Not at all	Very little extent	Some extent	Toa large extent	Completely	Total	
1	The oil company provide healthcare for the employees including health assistance, maternity leave	Total	Frequency	1	0	2	4	81	88
		Ethiopia	Percentage	1.1%	.0%	2.3%	4.5%	92.0%	100.0%
		Libya Oil Ethiopia	Frequency	0	4	0	0	57	61
		Ethiopia	Percentage	.0%	6.6%	.0%	.0%	93.4%	100.0%
		Yetebaberut	Frequency	0	9	14	9	8	40
			Percentage	.0%	22.5%	35.0%	22.5%	20.0%	100.0%
2	The oil company offer subsidized /free lunch or refreshment s to its employees	Total	Frequency	4	29	40	9	6	88
		Ethiopia	Percentage	4.5%	33.0%	45.5%	10.2%	6.8%	100.0%
		Libya Oil Ethiopia	Frequency	0	14	12	17	18	61
		Ethiopia	Percentage	.0%	23.0%	19.7%	27.9%	29.5%	100.0%
		Yetebaberut	Frequency	21	8	6	2	2	39
			Percentage	53.8%	20.5%	15.4%	5.1%	5.1%	100.0%
3	The oil company provide credit for housing/car/ education	Total	Frequency	11	40	25	7	5	88
		Ethiopia	Percentage	12.5%	45.5%	28.4%	8.0%	5.7%	100.0%
		Libya Oil Ethiopia	Frequency	6	23	22	4	6	61
		Ethiopia	Percentage	9.8%	37.7%	36.1%	6.6%	9.8%	100.0%
		Yetebaberut	Frequency	10	23	7	0	1	41
			Percentage	24.4%	56.1%	17.1%	.0%	2.4%	100.0%
4	The oil company have policies for the training and development of employees	Total	Frequency	5	17	34	20	12	88
		Ethiopia	Percentage	5.7%	19.3%	38.6%	22.7%	13.6%	100.0%
		Libya Oil Ethiopia	Frequency	3	1	15	23	19	61
		Ethiopia	Percentage	4.9%	1.6%	24.6%	37.7%	31.1%	100.0%
		Yetebaberut	Frequency	14	9	12	2	0	37
			Percentage	37.8%	24.3%	32.4%	5.4%	.0%	100.0%
5	The oil company respect labor and human right of its employees	Total	Frequency	0	0	3	32	53	88
		Ethiopia	Percentage	.0%	.0%	3.4%	36.4%	60.2%	100.0%
		Libya Oil Ethiopia	Frequency	0	9	5	23	24	61
		Ethiopia	Percentage	.0%	14.8%	8.2%	37.7%	39.3%	100.0%
		Yetebaberut	Frequency	2	7	9	9	14	41
			Percentage	4.9%	17.1%	22.0%	22.0%	34.1%	100.0%
6	The oil company abstains itself from Child Labor, Forced Labor & Human Trafficking	Total	Frequency	4	1	1	5	77	88
		Ethiopia	Percentage	4.5%	1.1%	1.1%	5.7%	87.5%	100.0%
		Libya Oil Ethiopia	Frequency	0	0	0	5	56	61
		Ethiopia	Percentage	0	.0%	.0%	8.2%	91.8%	100.0%
		Yetebaberut	Frequency	0	3	0	4	28	35
			Percentage	0%	8.6%	.0%	11.4%	80%	100.0%
7	The oil company have workplace safety	Total	Frequency	0	0	2	6	80	88
		Ethiopia	Percentage	0	.0%	2.3%	6.8%	90.9%	100.0%
		Libya Oil Ethiopia	Frequency	0	3	3	16	39	61
		Ethiopia	Percentage	0	4.9%	4.9%	26.2%	63.9%	100.0%
		Yetebaberut	Frequency	0	6	7	19	9	41
			Percentage	0	14.6%	17.1%	46.3%	22.0%	100.0%
8	The oil company provide bonus/rewards to employees	Total	Frequency	0	0	11	39	38	88
		Ethiopia	Percentage	.0%	.0%	12.5%	44.3%	43.2%	100.0%
		Libya Oil Ethiopia	Frequency	3	2	15	13	28	61
		Ethiopia	Percentage	4.9%	3.3%	24.6%	21.3%	45.9%	100.0%
		Yetebaberut	Frequency	0	6	18	14	3	41
			Percentage	.0%	14.6%	43.9%	34.1%	7.3%	100.0%
9	The oil company sponsor// finance employees for higher education	Total	Frequency	36	25	15	8	3	87
		Ethiopia	Percentage	41.4%	28.7%	17.2%	9.2%	3.4%	100.0%
		Libya Oil Ethiopia	Frequency	19	11	17	6	6	59
		Ethiopia	Percentage	32.2%	18.6%	28.8%	10.2%	10.2%	100.0%
		Yetebaberut	Frequency	14	9	13	1	2	39
			Percentage	35.9%	23.1%	33.3%	2.6%	5.1%	100.0%

Appendix 3E –Ethical Responsibility Environmental Category

S/N		Statement		Not at all	Very little extent	Some extent	Toa large extent	Completely	total
1	The oil company have an explicit environment policy	Total Ethiopia	Frequency	0	0	25	28	35	88
			Percentage	.0%	.0%	28.4%	31.8%	39.8%	100.0%
		Libya Oil Ethiopia	Frequency	3	7	15	6	30	61
			Percentage	4.9%	11.5%	24.6%	9.8%	49.2%	100.0%
Yetebaberut	Frequency	14	5	3	12	3	37		
	Percentage	37.8%	13.5%	8.1%	32.4%	8.1%	100.0%		
2	The oil company have a policy of Recycling and treatment of waste	Total Ethiopia	Frequency	14	17	16	22	19	88
			Percentage	15.9%	19.3%	18.2%	25.0%	21.6%	100.0%
		Libya Oil Ethiopia	Frequency	28	10	9	2	10	59
			Percentage	47.5%	16.9%	15.3%	3.4%	16.9%	100.0%
		Yetebaberut	Frequency	26	1	9	4	1	41
			Percentage	63.4%	2.4%	22.0%	9.8%	2.4%	100.0%
3	The oil company have provision of environment pollution protection/ prevention systems	Total Ethiopia	Frequency	10	6	20	28	24	88
			Percentage	11.4%	6.8%	22.7%	31.8%	27.3%	100.0%
		Libya Oil Ethiopia	Frequency	3	6	15	14	23	61
			Percentage	4.9%	9.8%	24.6%	23.0%	37.7%	100.0%
		Yetebaberut	Frequency	21	6	7	4	3	41
			Percentage	51.2%	14.6%	17.1%	9.8%	7.3%	100.0%
4	The oil company have a policy of substitution of polluting and hazardous materials/part	Total Ethiopia	Frequency	15	12	19	21	21	88
			Percentage	17.0%	13.6%	21.6%	23.9%	23.9%	100.0%
		Libya Oil Ethiopia	Frequency	12	13	10	6	17	58
			Percentage	20.7%	22.4%	17.2%	10.3%	29.3%	100.0%
		Yetebaberut	Frequency	17	4	7	10	1	39
			Percentage	43.6%	10.3%	17.9%	25.6%	2.6%	100.0%
5	The oil company has an Environmental emergency plan	Total Ethiopia	Frequency	4	7	29	18	29	87
			Percentage	4.6%	8.0%	33.3%	20.7%	33.3%	100.0%
		Libya Oil Ethiopia	Frequency	11	5	14	11	18	59
			Percentage	18.6%	8.5%	23.7%	18.6%	30.5%	100.0%
		Yetebaberut	Frequency	16	6	7	5	0	34
			Percentage	47.1%	17.6%	20.6%	14.7%	.0%	100.0%
6	The oil company use renewable sources of energy	Total Ethiopia	Frequency	21	22	22	12	10	87
			Percentage	24.1%	25.3%	25.3%	13.8%	11.5%	100.0%
		Libya Oil Ethiopia	Frequency	35	11	7	4	1	58
			Percentage	60.3%	19.0%	12.1%	6.9%	1.7%	100.0%
		Yetebaberut	Frequency	29	5	4	3	0	41
			Percentage	70.7%	12.2%	9.8%	7.3%	.0%	100.0%
7	The oil company provide regular voluntary information about environmental management to customers and institutions	Total Ethiopia	Frequency	6	12	21	27	21	87
			Percentage	6.9%	13.8%	24.1%	31.0%	24.1%	100.0%
		Libya Oil Ethiopia	Frequency	12	4	23	13	9	61
			Percentage	19.7%	6.6%	37.7%	21.3%	14.8%	100.0%
		Yetebaberut	Frequency	19	5	7	4	2	37
			Percentage	51.4%	13.5%	18.9%	10.8%	5.4%	100.0%
8	The oil company spread environmental awareness through messages and campaigns	Total Ethiopia	Frequency	7	12	24	22	22	87
			Percentage	8.0%	13.8%	27.6%	25.3%	25.3%	100.0%
		Libya Oil Ethiopia	Frequency	14	9	16	11	11	61
			Percentage	23.0%	14.8%	26.2%	18.0%	18.0%	100.0%
		Yetebaberut	Frequency	21	6	13	0	1	41
			Percentage	51.2%	14.6%	31.7%	.0%	2.4%	100.0%

Appendix 3F Ethical Responsibility-Product and services

S/ N		Statement		Not at all	Very little extent	Some extent	Toa large extent	Comple tely	total
1	The oil Company's products and services advertisement practices is trustworthy and ethical	Total Ethiopia	Frequency	2	2	12	30	41	87
			Percentage	2.3%	2.3%	13.8%	34.5%	47.1%	100.0%
		Libya Oil Ethiopia	Frequency	0	2	11	32	16	61
			Percentage	.0%	3.3%	18.0%	52.5%	26.2%	100.0%
Yetebaberut	Frequency	1	2	14	4	20	41		
	Percentage	2.4%	4.9%	34.1%	9.8%	48.8%	100.0%		
2	The outputs and services of the oil company are with brand quality and harmless to the environment and health of employees	Total Ethiopia	Frequency	7	2	18	30	31	88
			Percentage	8.0%	2.3%	20.5%	34.1%	35.2%	100.0%
		Libya Oil Ethiopia	Frequency	4	6	14	22	15	61
			Percentage	6.6%	9.8%	23.0%	36.1%	24.6%	100.0%
Yetebaberut	Frequency	2	3	13	10	12	40		
	Percentage	5.0%	7.5%	32.5%	25.0%	30.0%	100.0%		
3	Company's products and services are both affordable and easily accessible to diverse sections of customers	Total Ethiopia	Frequency	3	4	37	29	15	88
			Percentage	3.4%	4.5%	42.0%	33.0%	17.0%	100.0%
		Libya Oil Ethiopia	Frequency	3	7	17	24	8	59
			Percentage	5.1%	11.9%	28.8%	40.7%	13.6%	100.0%
Yetebaberut	Frequency	2	5	18	3	11	39		
	Percentage	5.1%	12.8%	46.2%	7.7%	28.2%	100.0%		
4	The oil Company develop new environmental and social products and services	Total Ethiopia	Frequency	4	22	24	19	18	87
			Percentage	4.6%	25.3%	27.6%	21.8%	20.7%	100.0%
		Libya Oil Ethiopia	Frequency	16	12	15	11	6	60
			Percentage	26.7%	20.0%	25.0%	18.3%	10.0%	100.0%
Yetebaberut	Frequency	18	10	5	2	4	39		
	Percentage	46.2%	25.6%	12.8%	5.1%	10.3%	100.0%		
5	The oil company refrains from any dishonest and false advertisement of products	Total Ethiopia	Frequency	6	0	11	12	59	88
			Percentage	6.8%	.0%	12.5%	13.6%	67.0%	100.0%
		Libya Oil Ethiopia	Frequency	6	0	5	28	22	61
			Percentage	9.8%	.0%	8.2%	45.9%	36.1%	100.0%
Yetebaberut	Frequency	2	2	8	12	17	41		
	Percentage	4.9%	4.9%	19.5%	29.3%	41.5%	100.0%		
6	The oil company keeps the health & Safety of customers and the society at large by distributing products attached with a written honest and true information	Total Ethiopia	Frequency	2	4	14	33	35	88
			Percentage	2.3%	4.5%	15.9%	37.5%	39.8%	100.0%
		Libya Oil Ethiopia	Frequency	3	3	11	22	21	60
			Percentage	5.0%	5.0%	18.3%	36.7%	35.0%	100.0%
Yetebaberut	Frequency	1	7	8	13	10	39		
	Percentage	2.6%	17.9%	20.5%	33.3%	25.6%	100.0%		
7	The oil company improves customer service standards	Total Ethiopia	Frequency	0	4	11	42	31	88
			Percentage	.0%	4.5%	12.5%	47.7%	35.2%	100.0%
		Libya Oil Ethiopia	Frequency	3	4	20	18	16	61
			Percentage	4.9%	6.6%	32.8%	29.5%	26.2%	100.0%
Yetebaberut	Frequency	3	6	17	8	7	41		
	Percentage	7.3%	14.6%	41.5%	19.5%	17.1%	100.0%		
8	The oil company pay attention to and consider the affordability of products for customers	Total Ethiopia	Frequency	3	8	32	31	14	88
			Percentage	3.4%	9.1%	36.4%	35.2%	15.9%	100.0%
		Libya Oil Ethiopia	Frequency	4	1	18	29	9	61
			Percentage	6.6%	1.6%	29.5%	47.5%	14.8%	100.0%
Yetebaberut	Frequency	2	6	19	6	8	41		
	Percentage	4.9%	14.6%	46.3%	14.6%	19.5%	100.0%		
9	The oil company increase the durability of products	Total Ethiopia	Frequency	1	7	14	40	26	88
			Percentage	1.1%	8.0%	15.9%	45.5%	29.5%	100.0%
		Libya Oil Ethiopia	Frequency	4	8	18	22	6	58
			Percentage	6.9%	13.8%	31.0%	37.9%	10.3%	100.0%

		Yetebaberut	Frequency	1	2	15	16	7	41
			Percentage	2.4%	4.9%	36.6%	39.0%	17.1%	100.0%
10	The oil company is more accessible to customers of various abilities	Total Ethiopia	Frequency	1	3	20	45	18	87
			Percentage	1.1%	3.4%	23.0%	51.7%	20.7%	100.0%
		Libya Oil Ethiopia	Frequency	3	4	22	20	12	61
			Percentage	4.9%	6.6%	36.1%	32.8%	19.7%	100.0%
		Yetebaberut	Frequency	0	4	12	10	14	40
			Percentage	.0%	10.0%	30.0%	25.0%	35.0%	100.0%
11	The oil company Customers of the Oil Company are well satisfied with the Company's products and services	Total Ethiopia	Frequency	0	4	25	37	22	88
			Percentage	.0%	4.5%	28.4%	42.0%	25.0%	100.0%
		Libya Oil Ethiopia	Frequency	3	2	17	25	14	61
			Percentage	4.9%	3.3%	27.9%	41.0%	23.0%	100.0%
		Yetebaberut	Frequency	0	1	12	17	11	41
			Percentage	.0%	2.4%	29.3%	41.5%	26.8%	100.0%

Appendix 3G – Benefits of CSR practices

S/N	Statement	Companies	measurement	SD	D	N	A	SA	Total
1	CSR has resulted in the reduction of operational costs	Total Ethiopia	Frequency	9	15	37	23	9	87
			Percentage	3.40%	17.20%	42.50%	26.40%	10.30%	99.80%
		Libya Oil Ethiopia	Frequency	0	14	23	15	5	57
			Percentage	0.00%	24.60%	40.40%	26.30%	8.80%	100.10%
		YBP	Frequency	6	6	12	11	2	37
			Percentage	16.20%	16.20%	32.40%	29.70%	5.40%	99.90%
2	CSR has resulted in increased market share	Total Ethiopia	Frequency	1	18	22	38	9	88
			Percentage	1.10%	20.50%	25.00%	43.20%	10.20%	100.00%
		Libya Oil Ethiopia	Frequency	0	12	16	15	14	57
			Percentage	0.00%	21.10%	28.10%	26.30%	24.60%	100.10%
		YBP	Frequency	2	5	14	14	2	37
			Percentage	5.40%	13.50%	37.80%	37.80%	5.40%	99.90%
3	CSR has resulted in the improved reputation	Total Ethiopia	Frequency	2	3	9	49	25	88
			Percentage	2.30%	3.40%	10.20%	55.70%	28.40%	100.00%
		Libya Oil Ethiopia	Frequency	0	1	13	23	22	59
			Percentage	0.00%	1.70%	22.00%	39.00%	37.30%	100.00%
		YBP	Frequency	0	5	8	18	6	37
			Percentage	0.00%	13.50%	21.60%	48.60%	16.20%	99.90%
4	CSR has resulted in lower employee turnover	Total Ethiopia	Frequency	6	14	32	27	9	88
			Percentage	6.80%	15.90%	36.40%	30.70%	10.20%	100.00%
		Oil Libya	Frequency	0	8	33	8	5	54
			Percentage	0.00%	14.80%	61.10%	14.80%	9.30%	100.00%
		YBP	Frequency	1	8	9	9	7	34
			Percentage	2.90%	23.50%	26.50%	26.50%	20.60%	100.00%
5	CSR has improved the brand awareness of the products	Total Ethiopia	Frequency	2	4	7	50	25	88
			Percentage	2.30%	4.50%	8.00%	56.80%	28.40%	100.00%
		Oil Libya	Frequency	0	2	13	33	10	58
			Percentage	0.00%	3.40%	22.40%	56.90%	17.20%	99.90%
		YBP	Frequency	0	2	14	11	10	37
			Percentage						

			Percentage	0.00%	5.40%	37.80%	29.70%	27.00%	99.90%
6	CSR has resulted in improved Government and other stakeholders' relations	Total Ethiopia	Frequency	4	2	8	46	28	88
			Percentage	4.50%	2.30%	9.10%	52.30%	31.80%	100.00%
		Oil Libya	Frequency	0	0	14	28	16	58
			Percentage	0.00%	0.00%	24.10%	48.30%	27.60%	100.00%
		YBP	Frequency	0	2	11	16	8	37
			Percentage	0.00%	5.40%	29.70%	43.20%	21.60%	99.90%
7	CSR has made credit and lending arrangements easier	Total Ethiopia	Frequency	9	12	29	29	9	88
			Percentage	10.20%	13.60%	33.00%	33.00%	10.20%	100.00%
		Oil Libya	Frequency	0	9	33	8	6	56
			Percentage	0.00%	16.10%	58.90%	14.30%	10.70%	100.00%
		YBP	Frequency	3	12	7	9	6	37
			Percentage	8.10%	32.40%	18.90%	24.30%	16.20%	99.90%
8	CSR lead to the development of innovative process, technologies, products or services:	Total Ethiopia	Frequency	5	4	4	47	28	88
			Percentage	5.70%	4.50%	4.50%	53.40%	31.80%	99.90%
		Oil Libya	Frequency	0	0	9	34	11	54
			Percentage	0.00%	0.00%	16.70%	63.00%	20.40%	100.10%
		YBP	Frequency	2	6	1	21	7	37
			Percentage	5.40%	16.20%	2.70%	56.80%	18.90%	100.00%
9	CSR reduce cost for legal exposures, addressing environmental or community issues before they occur can	Total Ethiopia	Frequency	4	6	19	30	29	88
			Percentage	4.50%	6.80%	21.60%	34.10%	33.00%	100.00%
		Oil Libya	Frequency	0	6	12	16	20	54
			Percentage	0.00%	11.10%	22.20%	29.60%	37.00%	99.90%
		YBP	Frequency	1	0	8	21	7	37
			Percentage	2.70%	0.00%	21.60%	56.80%	18.90%	100.00%

Appendix 3H - External Drives for CSR engagement

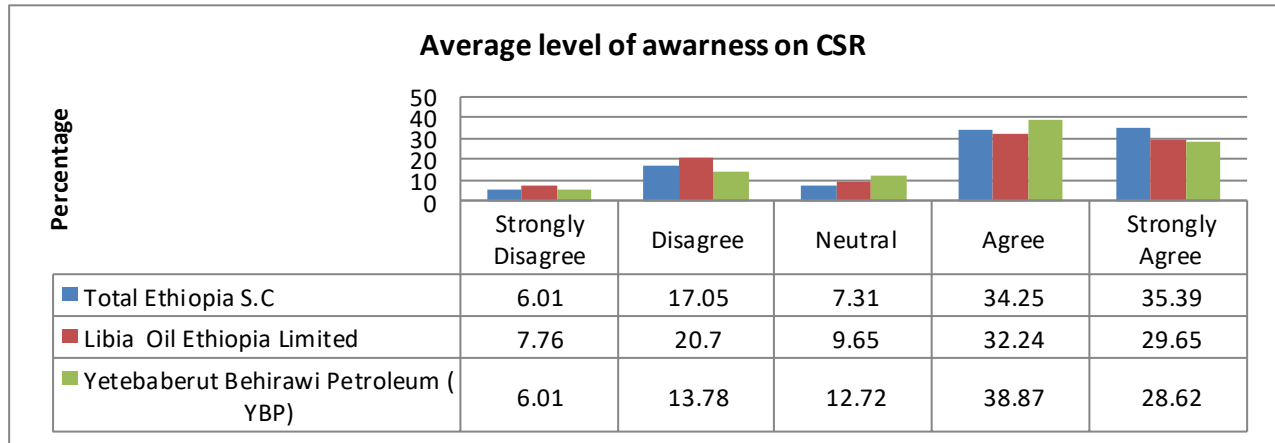
S/N	Statement	Companies	Measurement	Not at all	Very little extent	Some extent	large extent	Completely	total
1	The oil company engaged in CSR for the sake of regulatory compliance with government laws and requirements	Total Ethiopia	Frequency	41	23	7	12	5	88
			Percentage	46.6%	26.1%	8.0%	13.6%	5.7%	100.0%
		Libya Oil Ethiopia	Frequency	13	11	17	15	3	59
			Percentage	22.0%	18.6%	28.8%	25.4%	5.1%	100.0%
		Yetebaberut	Frequency	8	10	14	5	2	39
Percentage	20.5%		25.6%	35.9%	12.8%	5.1%	100.0%		
2	The oil company engaged in CSR Community, media and other stakeholders environmental concern and pressure	Total Ethiopia	Frequency	30	15	13	25	5	88
			Percentage	34.1%	17.0%	14.8%	28.4%	5.7%	100.0%
		Libya Oil Ethiopia	Frequency	20	16	18	1	3	58
			Percentage	34.5%	27.6%	31.0%	1.7%	5.2%	100.0%
		Yetebaberut	Frequency	10	10	11	4	2	37
Percentage	27.0%		27.0%	29.7%	10.8%	5.4%	100.0%		
3	The oil company engaged in CSR to get access to international market	Total Ethiopia	Frequency	33	11	21	17	6	88
			Percentage	37.5%	12.5%	23.9%	19.3%	6.8%	100.0%
		Libya Oil Ethiopia	Frequency	22	15	1	14	4	56
			Percentage	39.3%	26.8%	1.8%	25.0%	7.1%	100.0%
		Yetebaberut	Frequency	9	12	11	5	0	37
Percentage	24.3%		32.4%	29.7%	13.5%	.0%	100.0%		
4	The oil company engaged in CSR Suggestions from Third parties	Total Ethiopia	Frequency	27	16	20	19	6	88
			Percentage	30.7%	18.2%	22.7%	21.6%	6.8%	100.0%
		Libya Oil Ethiopia	Frequency	18	16	12	7	3	56
			Percentage	32.1%	28.6%	21.4%	12.5%	5.4%	100.0%
		Yetebaberut	Frequency	8	13	10	6	2	39
Percentage	20.5%		33.3%	25.6%	15.4%	5.1%	100.0%		
5	The oil company engaged in CSR to get access to Finance; Financial institutions	Total Ethiopia	Frequency	33	12	20	18	5	88
			Percentage	37.5%	13.6%	22.7%	20.5%	5.7%	100.0%
		Libya Oil Ethiopia	Frequency	17	22	6	6	3	54
			Percentage	31.5%	40.7%	11.1%	11.1%	5.6%	100.0%
		Yetebaberut	Frequency	10	11	15	3	0	39
Percentage	25.6%		28.2%	38.5%	7.7%	.0%	100.0%		

Appendix 3I - Internal Drives for CSR engagement

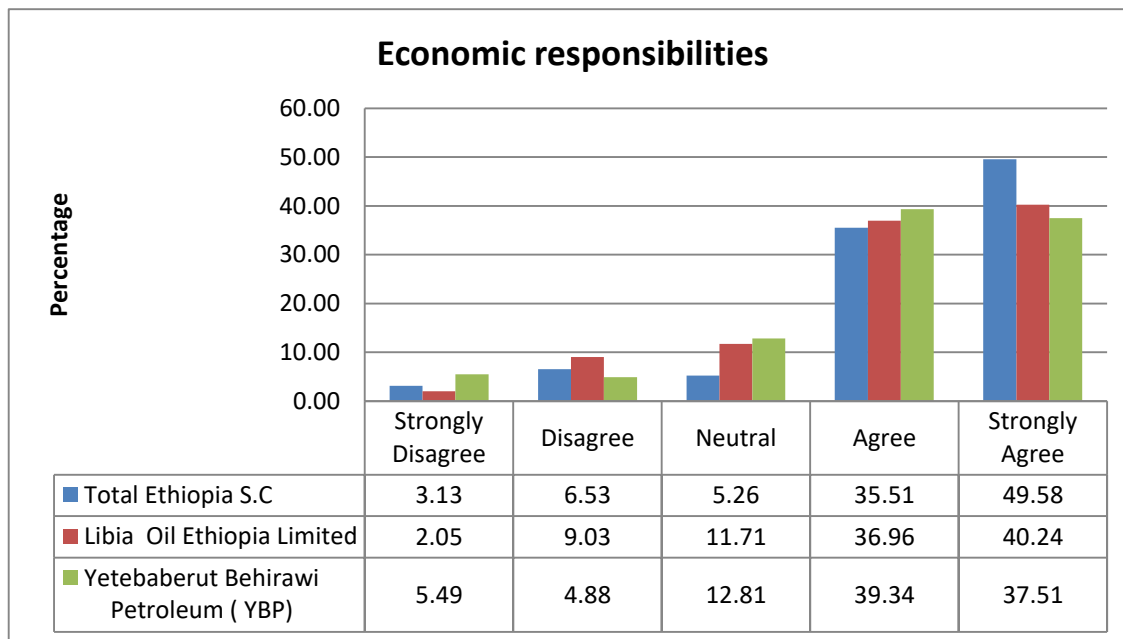
S/N	Statement			Not at all	Very little extent	Some extent	Large extent	Completely	total
1	The oil company engaged in CSR Personal values (Owners/Managers)	Total Ethiopia	Frequency	9	11	30	27	11	88
			Percentage	10.2%	12.5%	34.1%	30.7%	12.5%	100.0%
		Libya Oil Ethiopia	Frequency	9	15	10	18	4	56
			Percentage	16.1%	26.8%	17.9%	32.1%	7.1%	100.0%
		Yetebaberut	Frequency	10	9	15	3	0	37
			Percentage	27.0%	24.3%	40.5%	8.1%	.0%	100.0%
2	The oil company engaged in CSR for religious sentiments of (Owners Managers)	Total Ethiopia	Frequency	47	8	19	5	8	87
			Percentage	54.0%	9.2%	21.8%	5.7%	9.2%	100.0%
		Libya Oil Ethiopia	Frequency	18	23	10	0	3	54
			Percentage	33.3%	42.6%	18.5%	.0%	5.6%	100.0%
		Yetebaberut	Frequency	19	7	7	4	0	37
			Percentage	51.4%	18.9%	18.9%	10.8%	.0%	100.0%
3	The oil company engaged in CSR for Improving the image of the company	Total Ethiopia	Frequency	0	3	8	51	26	88
			Percentage	.0%	3.4%	9.1%	58.0%	29.5%	100.0%
		Libya Oil Ethiopia	Frequency	0	6	34	11	8	59
			Percentage	.0%	10.2%	57.6%	18.6%	13.6%	100.0%
		Yetebaberut	Frequency	4	4	11	10	8	37
			Percentage	10.8%	10.8%	29.7%	27.0%	21.6%	100.0%
4	The oil company engaged in CSR to give publicity to the company	Total Ethiopia	Frequency	2	1	27	38	20	88
			Percentage	2.3%	1.1%	30.7%	43.2%	22.7%	100.0%
		Libya Oil Ethiopia	Frequency	3	12	30	7	4	56
			Percentage	5.4%	21.4%	53.6%	12.5%	7.1%	100.0%
		Yetebaberut	Frequency	7	4	18	7	1	37
			Percentage	18.9%	10.8%	48.6%	18.9%	2.7%	100.0%
5	The oil company engaged in CSR to give Something back to the community	Total Ethiopia	Frequency	2	7	31	38	10	88
			Percentage	2.3%	8.0%	35.2%	43.2%	11.4%	100.0%
		Libya Oil Ethiopia	Frequency	7	17	19	11	5	59
			Percentage	11.9%	28.8%	32.2%	18.6%	8.5%	100.0%
		Yetebaberut	Frequency	6	7	17	6	1	37
			Percentage	16.2%	18.9%	45.9%	16.2%	2.7%	100.0%
6	The oil company engaged in CSR to improve Business interests	Total Ethiopia	Frequency	1	8	22	42	15	88
			Percentage	1.1%	9.1%	25.0%	47.7%	17.0%	100.0%
		Libya Oil Ethiopia	Frequency	3	13	20	14	7	57
			Percentage	5.3%	22.8%	35.1%	24.6%	12.3%	100.0%
		Yetebaberut	Frequency	5	7	14	5	6	37
			Percentage	13.5%	18.9%	37.8%	13.5%	16.2%	100.0%
7	The oil company engaged in CSR for national crisis Response	Total Ethiopia	Frequency	9	13	39	19	7	87
			Percentage	10.3%	14.9%	44.8%	21.8%	8.0%	100.0%
		Libya Oil Ethiopia	Frequency	13	15	18	5	3	54
			Percentage	24.1%	27.8%	33.3%	9.3%	5.6%	100.0%
		Yetebaberut	Frequency	4	1	25	4	2	36
			Percentage	11.1%	2.8%	69.4%	11.1%	5.6%	100.0%
8	The oil company engaged in CSR to protect and enhance key resources, such as employees and the environment	Total Ethiopia	Frequency	0	5	26	41	16	88
			Percentage	.0%	5.7%	29.5%	46.6%	18.2%	100.0%
		Libya Oil Ethiopia	Frequency	6	10	27	7	7	57
			Percentage	10.5%	17.5%	47.4%	12.3%	12.3%	100.0%
		Yetebaberut	Frequency	3	10	20	1	3	37
			Percentage	8.1%	27.0%	54.1%	2.7%	8.1%	100.0%

Appendix: 4 Summary of Major Findings

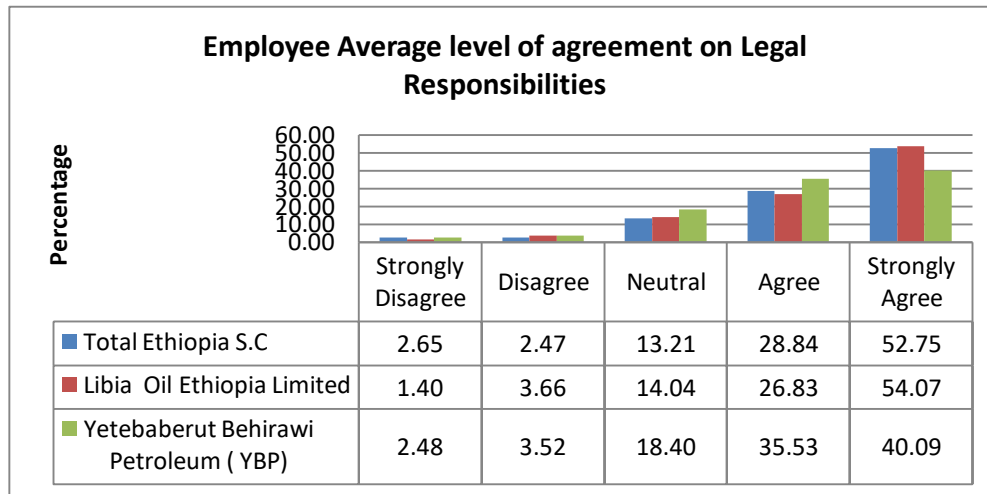
Appendix: 4A Average level Awareness on CSR



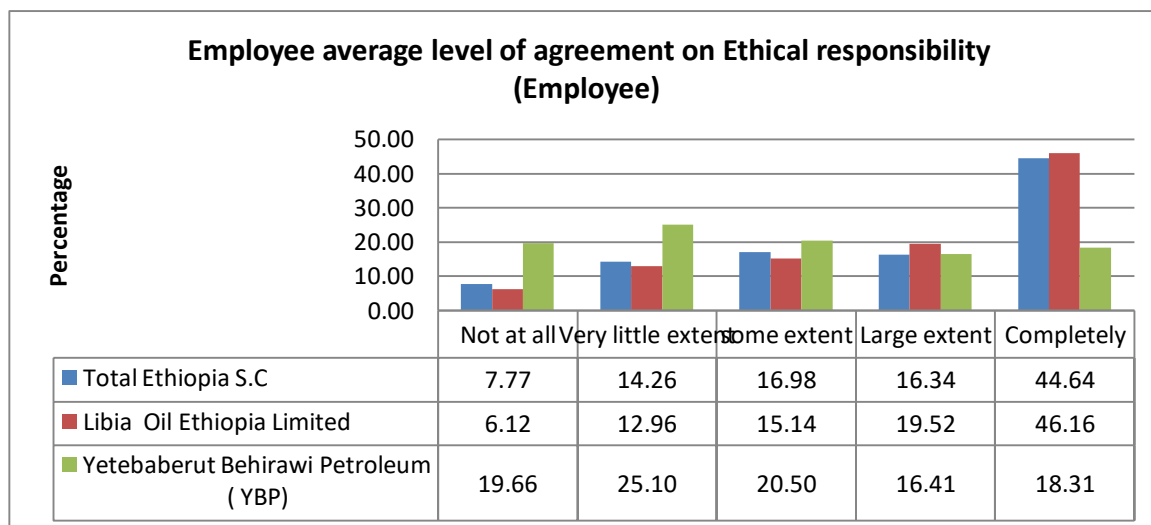
Appendix 4B: Economic responsibilities (CSR)



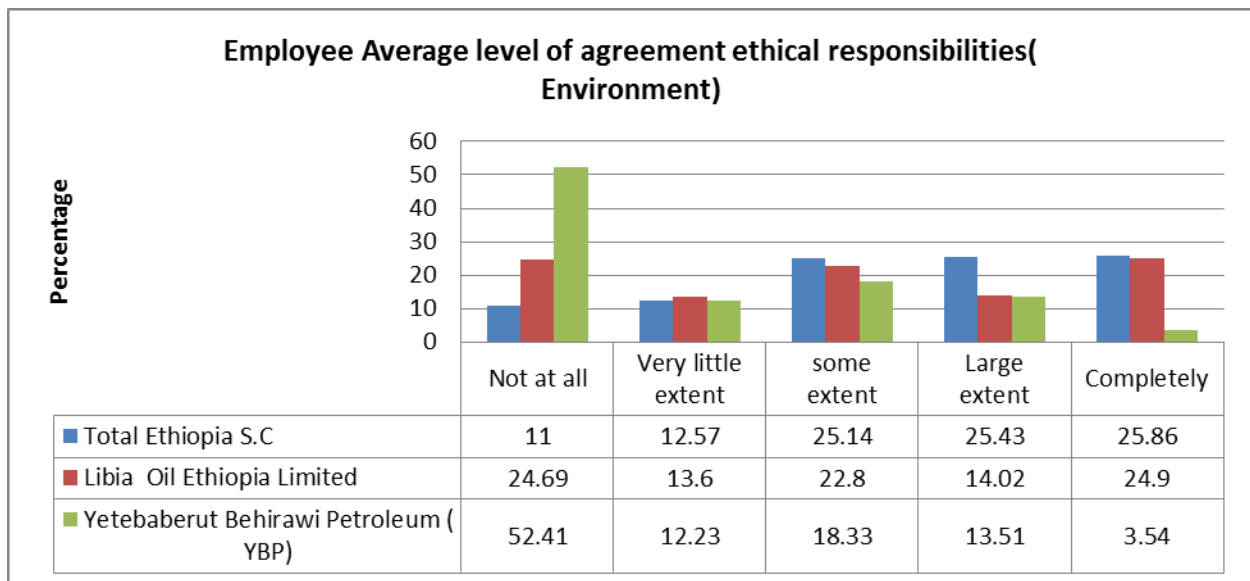
Appendix 4C: Employee average level of agreement on legal responsibility CSR



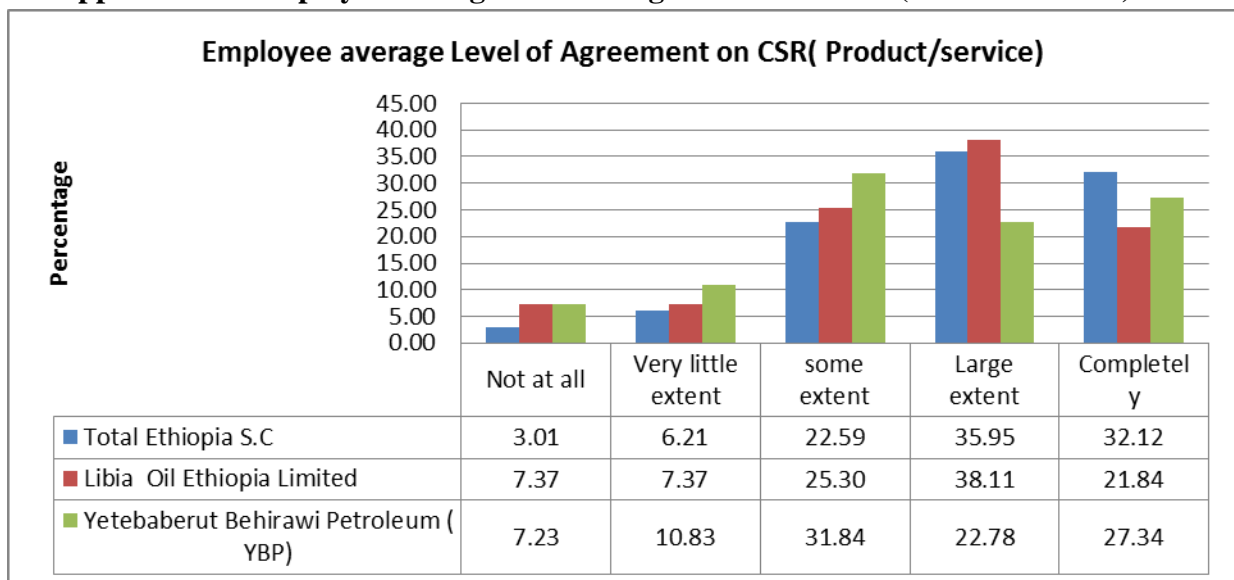
Appendix 4D: Employee average level of agreement on ethical responsibility (Employees)



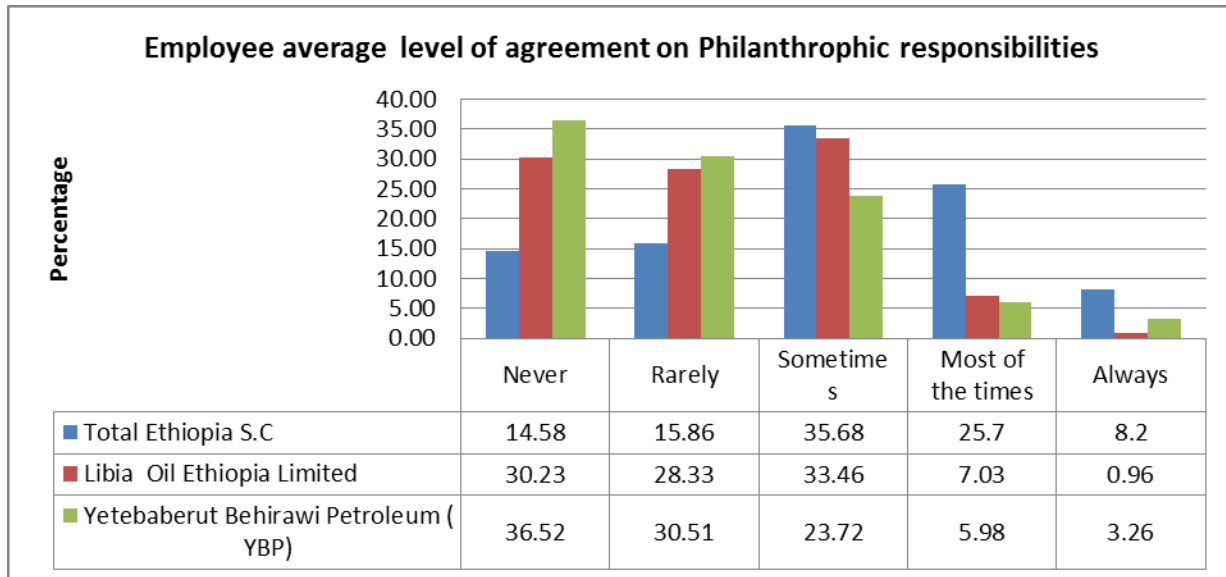
Appendix 4E: Employees average level of agreement ethical responsibilities (Environment)



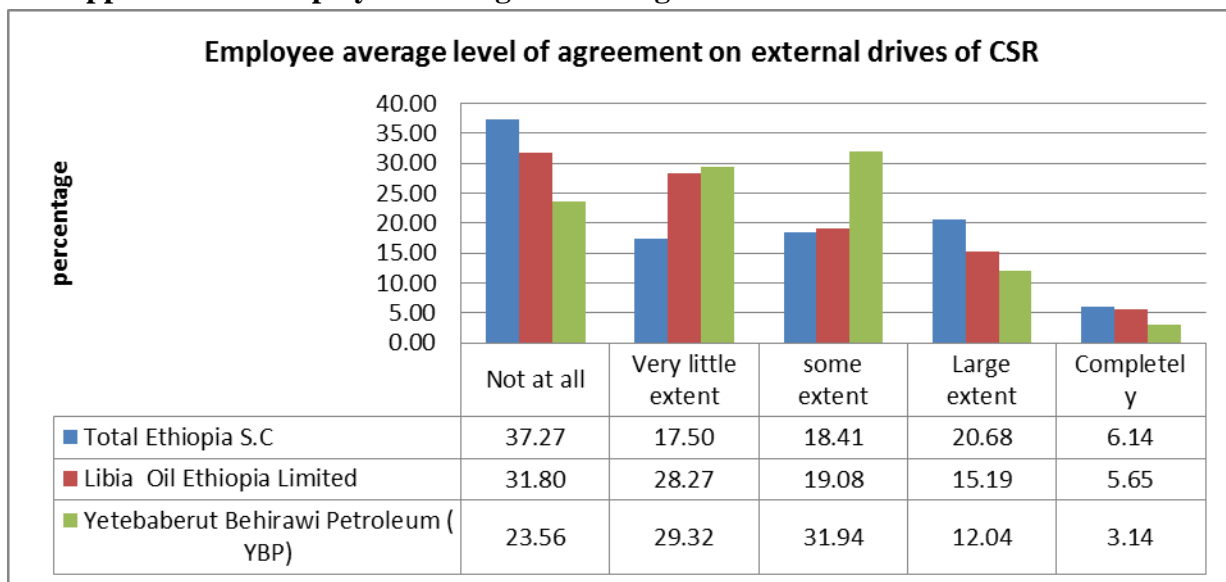
Appendix 4F: Employee average Level of Agreement on CSR (Product/service)



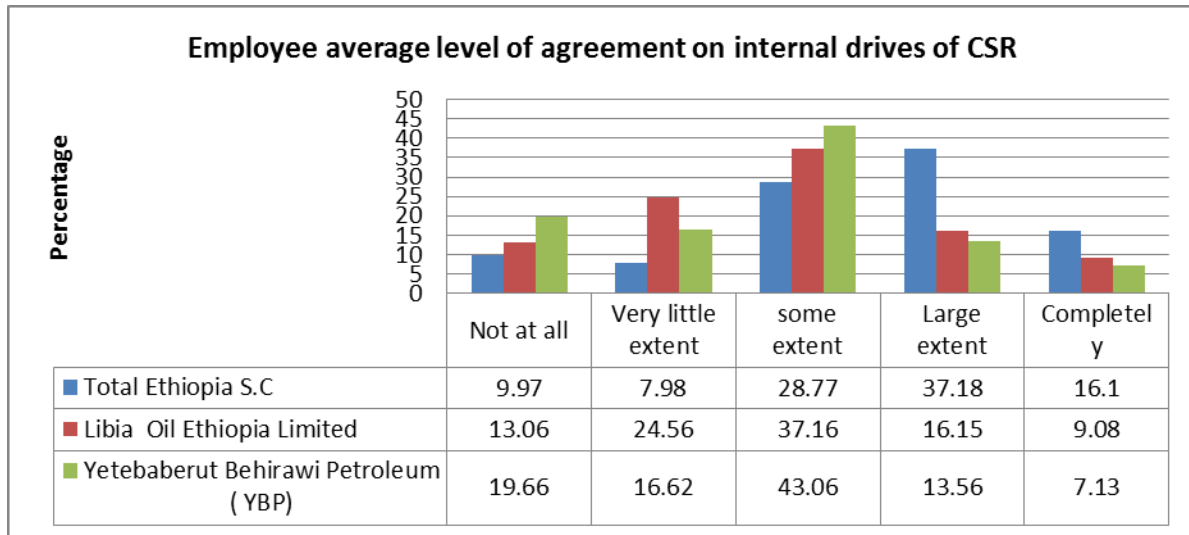
Appendix 4G: Employee average level of agreement on Philanthropic responsibilities



Appendix 4H: Employees average level of agreement on external drives of CSR



Appendix 4I: Employees average level of agreement on internal drives of CSR



Appendix 4J: employees average level of agreement on payback of CSR Initiatives

