

Addis Ababa University

College of Social Sciences and Humanities

Thesis Submitted to the Graduate School of Journalism and
Communication; for the Partial fulfillment of Master's Degree in Public
Relations and Strategic Communications

Corporate Social Responsibility Practice of Ethiopian Industries: Mesfin
Industrial Engineering in Focus

By: Brhane Weleslase

Advisor: Professor Ton Veen

2018

Addis Ababa, Ethiopia

Declaration

The researcher hereby declares that this thesis is his original work and has neither been presented in any other University nor was published before and that all sources of material used for the thesis have been duly acknowledged.

Brhane Weleslase Gebrewahid

Signature-----

Addis Ababa University

June, 2018

Addis Ababa University

College of Humanities, Journalism and Communication

Graduate School of Journalism and Communications

This is to certify that the thesis prepared by Brhane Weleslase entitled: Corporate Social Responsibility Practice of Ethiopian Industries: Mesfin Industrial Engineering in Focus, and submitted in partial fulfillment of the requirements of the Degree of Master of Arts in Journalism and Communications, Specialization in Public Relations and Strategic Communications compiles with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Boards of Examiners and Advisor

Examiner (Internal) _____ Signature _____ Date _____

Examiner (External) _____ Signature _____ Date _____

Advisor _____ Signature _____ Date _____

Acknowledgements

This thesis is not only the result of my endeavors but also many others. And I would like to forward my gratitude to those, who supported me morally, financially, professionally, and physically throughout my study works.

I do not thank enough to my Almighty God without Him nothing is possible and with Him nothing is impossible!

Under the Wholly Almighty God my heartfelt gratitude goes to my Advisor Professor Ton Veen for his honest, and fatherly guidance, supervision, and comments from start to end of my work. He was guiding me in a way that gives me freedom, courage, confidence, and trust in myself. His approach to guidance let me able to develop a lot of skills and knowledge, which I am going to apply in my future life.

I would also like to thank Mekelle University for its sponsorship of my education. The Department of Journalism and communication also deserves gratitude for the endeavors that wrote a letter of support in the local language to the study area. I also praise Addis Ababa University that without its financial support my study was impossible.

My gratitude goes to my instructor Dr. Amanuel Gebru for his friendly and honest support in shaping my proposal when I was developing a proposal for this study. I do not forget Dr. Krishnamurthy Sriramesh (American), Who shaped my title since I asked him for help through online.

My gratitude goes to my friend Fitsum Zerue, who supported me morally and physically throughout my work. My colleague Meaza Arega has supported me in data entry into SPSS and she was giving me a lot of courage. So, she deserves a special praise. I also praise my staff member Mr. Ebrahim, who guided me how to operate with the SPSS software.

My las but not least gratitude goes to Mesfin Industrial Engineering and all offices and bureaus in the study area for their cooperation during my study works. All participants of the study also deserve praise for their frank information.

Table of Contents

Declaration.....	i
Acknowledgements	iii
List of tables.....	vii
List of figures	viii
List of acronyms.....	ix
Abstract.....	x
Chapter One	1
1.1. Introduction and Background	1
1.2. Statement of the problem	3
1.3. Research questions.....	6
1.4. Objective of the study	6
1.4.1. General objective	6
1.4.2. Specific objectives.....	6
1.5. Significance of the study	6
1.6. Scope of the study.....	7
1.7. Defining key terms.....	8
1.8. Use of terms.....	9
1.9. Limitations of the study	9
1.10. Organization of the study	9
Chapter Two	10
Review of Related Literatures.....	10
2.1. Introduction	10
2.2. Basic concepts of corporate social responsibility	10
2.2.1. Definitions	10
2.2.2. Arguments on corporate social responsibility	11
2.2.3. CSR as a strategy for stakeholder engagement	13
2.2.4. CSR as a tool of public relations	14
2.2.5. CSR strategy for organizations' merit	14
2.3. Historical development of CSR	15
2.3.1. The classical view of CSR	16
2.3.2. Modern view of CSR.....	16

2.3.3.	CSR on global context	17
2.3.4.	CSR in developing countries.....	17
2.3.5.	CSR in Ethiopia.....	18
2.3.6.	Ethiopia’s CSR policy	20
a.	“Environmental Pollution Control Proclamation No.300/2002”	20
b.	“Prevention of Industrial Pollution Council of Ministers Regulation: No 159/2008”	20
2.4.	Theories to explain CSR.....	21
2.4.1.	Stakeholder theory.....	21
2.4.2.	Corporate Social Responsibility Model.....	23
2.5.	Empirical evidences	28
2.6.	Conceptual framework	32
	Figure 3 Conceptual framework.....	32
	Chapter Three.....	33
	Research Methodology	33
3.1.	Research approach	33
3.2.	Research Methods	34
3.2.1.	Research design.....	34
3.2.2.	Data Type.....	35
3.2.3.	Quantitative research method: Sample survey	35
3.2.3.1.	Sampling design	35
3.2.3.2.	Sample size	36
3.2.4.	Qualitative data collection methods	37
3.2.4.1.	In-depth interview	37
3.2.4.2.	Key informant interview	37
3.2.4.3.	Document review.....	37
3.2.5.	Data gathering instruments	38
3.2.5.1	Questionnaire	38
3.2.5.2	Interview guide.....	38
3.2.6.	Data collection procedures.....	38
3.2.7.	Data analysis method.....	40
3.2.8.	Ethical considerations of the research	40
3.2.9.	Validity	40
3.2.10.	Field experiences.....	41

Chapter Four	42
Data Presentation, Interpretation and Analysis	42
4.1. Introduction	42
4.2. Background Information and Setting of Study Area.....	42
4.3. Demographic Characteristics of Respondents	43
4.4. Legal aspects of CSR	45
4.5. Ethical domain of CSR.....	50
4.6. Economic domain of CSR	57
4.7. Philanthropic aspects of CSR	65
4.7.1. Environmental.....	66
4.7.2. Practices for social developments	72
4.7.2.1. Infrastructural practices	72
4.7.2.2. MIE’s contribution to Health sector	74
4.7.2.3. MIE’s contribution in Education	79
4.7.2.4. Employment opportunity by MIE.....	82
4.7.2.5. MIE’s contribution at sport.....	84
4.8. Employees’ treatment by MIE	86
4.9. Summary of major findings	95
Chapter Five.....	97
Discussion of Major Findings	97
Chapter Six	101
Conclusion and Recommendation.....	101
6.1 Conclusion.....	101
6.2 Recommendations.....	102
Appendices.....	110

List of tables

Table 1: summary of reviewed empirical evidences.....	31
Table 2: shows size proportionate sample size for each sampling unit.....	36
Table 3: list of In-Depth-Interview participants.....	37
Table 5: list of questionnaires distributed including 10% for nonresponse and incomplete papers	39
Table 6: Demographic characteristics of both employee and residence respondents.....	44
Table 7: Frequency distribution of respondents on legal framework of CSR.....	46
Table 8: Frequency distribution of respondents on ethical domain of CSR.....	51
Table 9: Frequency distribution that shows how MIE works on economic aspects of CSR.....	57
Table 10: Frequency distribution of respondents on the state of environmental protection by MIE	66
Table 11: Frequency distribution of respondents' ratings on infrastructural engagement of MIE.....	72
Table 12: Frequency distribution shows industry's participation on healthcare.....	75
Table 13: Shows industry's contribution on education.....	80
Table 14: Shows the industry's contribution to reduce unemployment.....	82
Table 15: Frequency distribution that shows industry's contribution to sport development.....	84
Table 16: Employees' treatment approach by MIE.....	86

List of figures

Figure 1: Framework of stakeholder theory	23
Figure 2: Carroll’s pyramid of CSR.....	28
Figure 3 Conceptual framework	32
Figure 4: Convergent parallel mixed design	34
Figure 5: Map of Geographical location of Mesfin Industrial Engineering	43
Figure 6: The status of the company in giving priority for public interest	53
Figure 7: the industry's status of ensuring human rights.....	55
Figure 8: the state of hardworking of the company	59
Figure 9: shows the company's status of generating persistent revenue	61
Figure 10: shows how much the industry contributes on other businesses	62
Figure 11: indicates industry's market competition	64
Figure 12 implies company's status of production quality	65
Figure 13: industry's participation on city solid waste management	67
Figure 14: the status of the company on energy saving	68
Figure 15 company's cooperation on rain water harvesting	70
Figure 16: shows company's participation in planting trees.....	71
Figure 17: industry's engagement in road construction.....	74
Figure 18: the state of the company in providing hospitals	77
Figure 19: Company's status on rewarding youths participate in sport	85
Figure 20: The industry's status on giving education to its employees.....	88
Figure 21: company's status on giving training to its employees	89
Figure 22: Organizations status on providing incentives and services at discount	90
Figure 23 The status of the company in keeping the safety of its employees	91
Figure 24: Company's status on giving medicine to employees	92
Figure 25: The status of the company in affirmative action.....	94

List of acronyms

AAU	Addis Ababa University
ADLI	Agricultural Development Led Industrialization
AFMMU	Automotive and Farming Material Motorizing Unit
CSR	Corporate Social Responsibility
DANT Enterprises	Deqeqtan Anaeshtn Tikalat, to mean Small and Micro Enterprises
EFFORT	Endowment fund for Rehabilitation of Tigray
EPRDF	Ethiopia Peoples' Democratic Liberation Front
EU	European Union
FGD	Focus Group Discussion/Discussant
GERD	Great Ethiopian Renaissance Dam
GTP	Growth Transformation Plan
HDVL	Heavy Duty Vehicles & Locomotive
ICIU	Industrial Construction and Installation Unit
IDI	In-Depth-Interview/Interviewee/s
IDII	In-Depth-Interview-Informant
IDIP	In-Depth-Interview-Participant
IEPU	Industrial Equipment Production Unit
ILO	International Labor Organization
IPRA	International Public Relations Association
KI	Key Informant
MIE	Mesfin Industrial Engineering
MNO	Multi National Organization
NGO	Non-Governmental Organizations
PR	Public Relations
TDVA	Tigray Development Association
TDVA	Tigray Disabled Veteran Association
TPLF	Tigray People Liberation Front
UN	United Nation
UNDP	United Nation Development Program
WA	Workers' Association
WHO	World Health Organization

Abstract

Nowadays, in the postmodern era, the society is becoming active and cost-benefit analyzer. As a result of a fast growing socio-economic and political development and awareness, societies ask and seek answers for their questions more than ever before. "The search for answers to these questions necessitates a corporate vision that goes beyond the conventional, economically driven business perspective. In the past decade the search for these answers led to the development of the concept corporate social responsibility. Corporate social responsibility can be defined as concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. The purpose of the study was to investigate how Mesfin Industrial Engineering engages in corporate social responsibility. Corporate social responsibility embraces four (legal, ethical, economic and philanthropic) components/domains that was developed by Carroll in the form of pyramid. As a theoretical framework, the researcher used Corporate social responsibility model under social and stakeholder theories. In regard to research method, the research was done by triangulation method. Sample survey was conducted with 290 respondents applying probability sampling design and systematic sampling technique from both internal (135 employee respondents) and external (155 respondents from the nearby community members) stakeholders using size proportionate. The sample size was determined by Rao software sample size calculator. The survey was also accompanied by interview: both key informant and in-depth-interview, and document analysis. Finally, the data gathered through questionnaire from survey were analyzed using tables and percentages descriptively by using SPSS software version 20. And the qualitative data were analyzed thematically. The finding of the study showed that the industry mainly works on good employees handling, economic domain of corporate social responsibility and from the philanthropic aspect it participates in sport. In a half way as the results showed the company works with in the legal framework. Whereas, results showed that the company does not work on environmental protection, education, healthcare, infrastructure, and ethical aspects of corporate social responsibility. From the findings the study gives a general remark that corporate social responsibility is not well practiced by industries in Ethiopia. Therefore, the researcher suggests organizations need to know the advantage of engaging in corporate social responsibility. The researcher understood and forward a strong comment that so as to make visible the value of working in corporate social responsibility, governments, media, non-governmental organizations, civil societies and scholars play decisive role.

Key words: corporate social responsibility, stakeholder, industry, community, public

Chapter One

1.1. Introduction and Background

This study takes an issue of corporate social responsibility (CSR) for investigation. Nowadays, in the postmodern era, the society is becoming active and cost-benefit analyzer. As a result, new and unforeseen demands are placed upon businesses. Businesses are also changing their approaches of handling to and interacting with the demanding society so as to respond to the non-routine situations. As a result of a fast-growing socio-economic and political development and awareness, societies ask and seek answers for their questions more than ever before. *“The search for answers to these questions necessitates a corporate vision that goes beyond the conventional, economically driven business perspective. In the past decade the search for these answers led to the development of the concept corporate social responsibility (CSR).”* (Jonker, 2006, p.1). According to the EU, CSR can be defined as *“concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”* (Helg, 2007, p. 7)

Besides, (Jonker, 2006) stated that corporate social responsibility is a new phenomenon, which is the business of profit organizations deal with voluntary engagement of companies in philanthropic activities of socially, environmentally, legally and morally beyond profit making. On the other hand, (Carroll and Shabana, 2010) stated that the history of corporate social responsibility can be traced back to the end of the second world war despite the practice for centuries of some aspects of its principles. And currently its significance is growing. The modern definitions of corporate social responsibility started during the 1970s.

The intended final goal of corporate social responsibility is cultivating societal and governmental support by building trust and belongingness in the heart of the people (Aras, 2008) and (Jonker, 2006). There is also a sound idea that is mentioned by Balabanis, Philips and Lyal as cited by Aras (2008) in the modern commercial areas, companies and their managers should be subjected and responsible to the well-publicized pressure so as to play an increasing and alert role in social affairs of the society.

The idea of corporate social responsibility is debatable. There are two thoughts of schools of corporate social responsibility. For example, from (Carroll, 2003) it can be understood that the one extreme supports all aspects of corporate social responsibility are important, while the other school of thought argues against it.

The negative connotation of the concepts of corporate social responsibility shows selfishness that portrays companies are not obliged to serve the society, but to use the potential resources without deception and fraud. The central idea of this argument is *“profit is all that matters”*. This shows that organizations and the society, which the organizations reside in have no any tie. However, pragmatically, it is impossible any organization to live without the consent of the community.

Nowadays, corporate social responsibility issues have become global issues. All either developed, or developing nations’ citizens are challenging managers’ and organizations’ missions (Carroll A. B., 2015).

As questions of corporate responsibility crossed borders and cultures as never before, the challenges to business managers and companies grew significantly. The dilemma of global businesses became one of balancing and reconciling the conflicting pressures, demands, and expectations of home and host country stakeholders. Companies wanted to achieve legitimacy in the eyes of other countries, especially developing countries, and this became a central challenge in the 1990s and beyond. Being a socially responsible enterprise was the surest path to legitimacy in these countries (Carroll A. B., 2015, p. 88).

Corporate social responsibility is a little bit new phenomenon in Africa, where it is started as a response by profit organizations to remedy the effect of their investment activities on the local communities. Since it is the new emerging phenomenon, there seems to have a problem both in perception as well as in practice. (Helg, 2007).

Similarly, in Ethiopia there is inappropriate treatment of communities by companies. Despite there is no more empirical study of corporate social responsibility in Ethiopia, some studies for example, Yusuf (2013) shows that companies are not working on the way of keeping and protecting of the safety of the nearby communities. The study deals with corporate social responsibility practice of profit organizations in Ethiopia, Mesfin industrial engineering in particular. In regard to Mesfin industrial engineering firm, no empirical studies and documents are found. That is why the researcher inspired to investigate on corporate social responsibility practice within the perspectives of profit and manufacturing organizations.

1.2. Statement of the problem

Nowadays, people are demanding more from companies. Managers and company owners also aware of the awareness of the society and what the community demands them and why. Companies, which are socially responsible are more trusted and rewarded by the society; while companies that are socially not responsible are punished and criticized by the community. Companies know that they could not live without the consent of the society. They believe on the saying of “the wealth of any organization is its people” (Keinert, 2008). Similarly, Heath (2005) stated that firms can be defined as the set of identifiable interested groups to whom management has responsibilities and to set the task for the corporation as the most dominant social institution to respond as fully as possible to the needs of its stakeholders.

Through good CSR strategy employers can penetrate the heart of their stakeholders. Analyzing the practice of CSR, stakeholders trust the company and they develop sense of belongingness on companies with good CSR engagement. CSR is a good strategy for achievement of labor relations (Keinert, 2008).

Stakeholders of companies are seen as of two categories. These classifications are based on the contribution or effect of the groups. One, the closest and contributor groups are called primary stakeholders (Caremark, 2013). These groups include employees, executives, managers, shareholders, suppliers, customers, whole sellers and retailers are categorized under primary stakeholders. Two, the general publics, government and the nearby communities are grouped under the secondary stakeholder. Aras, (2008) on the other hand classified stakeholders as internal and external stakeholders.

From the international arena corporate social responsibility is growing fast. Internationally, Willi (2014) studied corporate social responsibility in developing nations. According to Willi, the practice of corporate social responsibility in developing nations is inappropriate. Deyassa (2016, p. 299) also supported Willi’s findings that corporate social responsibility practice is not amenable with the principle of the phenomenon.

International institutions also give concern to CSR. **International organizations:** such as international trade organizations (ITOs), World Health Organization (WHO), International Labor Organization(ILO), United nations development program(UNDP) and others have made tremendous efforts for the development of CSR by urging to governments to integrate social and environmental issues in their policies. These organizations set rules, and ethical codes of operations. Such operational legislations include social, environmental, ethical and legal issues

(Keinert, 2008). In addition, in 2017 June 30 and July 1 the International Public Relations Association (IPRA) launched the 24th research symposium in Slovenia at Bled. And the theme of the research symposium was “*Corporate social Responsibility in the Hypermodern Timer*”. According to almost all researchers, the theme of corporate social responsibility was recognized as a newly emerging phenomenon. This internationally recognized thematic area with its uncountable limitations motivated the researcher to conduct research on it in the Ethiopian context.

According to (UN, 2012), 80% of the global population is with no access to comprehensive and social protection. If so, what is the value of having many billioneries of companies? This indicates that companies are working on the expense of the society to make profit for the shareholders. This problem is more severe in developing nations than in developed nations as researches show. To see Willi (2014)’s finding for example, “*Local Companies’ social obligation CSR practices are motivated by coercive pressures from MNCs rather than from the State*”

The UN stated that nations and governments should include social and environmental issues in their investment policies. And accordingly, the government of Ethiopia proclaimed that “*Even a factory shall have the obligation to handle equipment, inputs, and products in the manner that prevents harm to the environment and to the human and animal health*” (EPRDF, 2009, pp. 4424, Article 2).

Coming to the local context, corporate social responsibility practice is not visible. In terms of literature and researches, it is scarce on the area of CSR. As to the level of the researcher’s review, literatures in regard to corporate social responsibility is not that much in developing nations. Especially, in Ethiopia there is lack of literature and scholarly papers of corporate social responsibility. Recently, very limited studies on the phenomenon of CSR are appearing in Ethiopia. Of course, studies show that the concept of CSR is newly emerging phenomenon all over the world. But there are tremendous CSR’s literature scarcity and problems in developing nations than in developed nations. Even the limited studies in quantity are also superficially studied.

In spite of the availability of some researches, they are either one sided of the domains of CSR or methodologically limited to one single method. Mohana & Kassa (2016) Studied corporate social responsibility of factory in Ethiopia, but they were only give focus for the environmental

aspects. Furthermore, in their method of study there was a gap that they imposed convenience method of sampling to gather primary data from respondents.

Hence, in this study the researcher filled the above gaps by: giving value holistically to the four (philanthropic, ethical, legal and economic) aspects of corporate social responsibilities rather than merely to one aspect. Instead of convenience method of sampling technique, the researcher used triangulation method of study.

Mesfin industrial engineering as a branch of EFFORT is aimed for rehabilitation of Tigray. From the beginning, the industry is purposefully found for the development of the society. Therefore, Mesfin industrial Engineering's purpose is close to the concept of CSR. Hence, the researcher was motivated to investigate how Mesfin Industrial Engineering is engaging in social and environmental issues.

All these prompted the researcher to conduct research on corporate social responsibility of Ethiopian Industries taking Mesfin industrial engineering as a case.

1.3. Research questions

The researcher posed and tried to address the following questions:

1. In what philanthropic CSR activities does Mesfin Industrial Engineering participate?
2. What are the ethical aspects of CSR MIE performing?
3. Does MIE respects and act upon the legal obligations on environmental and social issues of the country?
4. How MIE operates with the economic domain of CSR?

The study attempted to investigate Mesfin Industrial Engineering's engagement in social and environmental concerns. Therefore, the questions of the study are based on Carroll's corporate social responsibility model so as to test them in the Ethiopian context.

1.4. Objective of the study

1.4.1. General objective

The main objective of the study was to investigate on corporate social responsibility practice of Ethiopian industries with a focus on Mesfin industrial engineering.

1.4.2. Specific objectives

In line with the general objective, the following specific objectives were assessed. The study attempted to:

1. Identify the philanthropic CSR activities that Mesfin Industrial Engineering works in,
2. Analyze the ethical aspects of CSR MIE performs,
3. Examine if the company respects and act upon the legal obligations on environmental and social issues of the country,
4. Analyze how MIE operates with the economic domain of CSR.

1.5. Significance of the study

Since this study focusses on the very recent phenomenon, it is expected to contribute plenty of advantages on both literatures for academics and practices in industries. This study is important not only for academics and industries in Ethiopia, but also applicable in the wider context of

developing nations as well as developed nations. However, the significance of this study for both local and international research consumers can depend on level of accessibility.

In academic area this research can open eyes and give some clue about corporate social responsibility. It can also add knowledge to the existing literature on the phenomenon. This research is highly expected to be of great contribution in shaping of perception, practices and challenges of principles of corporate social responsibility in developing nations, especially in Ethiopia. It can lay foundations for further researches and investigations in different aspects of this theme.

This study is also of huge importance specifically to Mesfin Industrial Engineering firm, generally to all industries in developing nations how they should understand and perform with social responsibility issues. The significance of the study is not only limited to industries, but also of great contribution to any institution either it is government or non-government, for-profit or not-for-profit.

This study can also be utilized by policy makers and higher government officials. Policy makers can use this paper as a guide and reference to prepare a working guide to guide, control and follow up how industries and institutions are responding to social and environmental issues. It can be helpful to higher government officials and managers to formulate rules and regulations for investment.

Furthermore, this research is given value to let the society clearly understand how they interact with the nearby industries and institutions. For those, who are not clear with the rights and duties of companies; as well as the rights and duties of the nearby community, can understand those rights and obligations after reading this paper. For those who are clear and familiar with the above rights and obligations, it can add clarifications and spicy elements to what they have. Again this study is anticipated to make contribution on research areas. Practitioners and academics can conduct researches on the theme of corporate social responsibility. While academicians and practitioners conduct research, they are likely to use this paper as a reference tool for their study.

1.6. Scope of the study

Thematically, the study deals about corporate social responsibility. It mainly intends to investigate CSR practice of industries in developing nations: Mesfin Industrial Engineering in

particular. The model of CSR has four domains viz. economic, legal, ethical and philanthropic components. All these domains are in focus of the research.

Geographically, the study is delimited to Tigray Regional State. Mesfin Industrial Engineering firm is the study site. This firm is located at Mekelle the capital city of Tigray Regional State, particularly, in Semen Wereda. From Semen Wereda MIE occupied two Tabias: Tabia Mesfin and Tabia Industry.

Methodologically, triangulation method was employed for the best validity and reliability of the data. Both qualitative and quantitative approaches were employed for collecting and analyzing the data of the research.

1.7. Defining key terms

Corporate social responsibility: *“Actions that do not have purely financial implications and that are demanded or expected of an organization by society at large, often concerning ecological and social issues”* (Cornelissen, 2004, pp. 186, Glossary). *“Corporate social responsibility simply means that organizations have responsibilities to society that extend beyond the traditional contract to produce goods and services at a profit. In today’s complex and dynamic environment of conflicting interests, being socially responsible means that “corporations are more than just economic institutions and have a responsibility to help society solve some of its most pressing problems”* (Heath, 2005)

Philanthropy: a voluntary activity for the wellbeing of the society, which includes voluntary helping, voluntary giving, voluntary association and so on (Heath, 2005).

Stakeholder: Any group or individual that can affect or is affected by the achievement of the organization's objectives (Cornelissen, 2004, pp. 26, table 1.4)

Community: group of people, who live in the nearby of industries

Internal stakeholders: *“internal stakeholders are those included within the organization, such as, employees or managers (Aras, 2008, p. 30).”*

External stakeholders: external stakeholders are groups outside of the organization like the nearby community, suppliers, consumers, government, and so on. These groups are not considered as parts of the organization (Aras, 2008).

Public: “People who mobilize themselves against the organization on the basis of some common issue or concern to them” (Cornelissen, 2004, p. 26 table 1.4)

1.8. Use of terms

This part of the research tells to readers what is the meaning of key (frequently used) words in this paper only. Contextually, these words may have different meaning in other context. So, this is not to confuse readers and not to waste readers’ time thinking the meaning of words.

Terms like: **organization, industry, firm and company** are used interchangeably in this research.

The words of **Internal stakeholder** and **employees** are also used for the same purpose in this study.

Public and **society** are the same in meaning only in this research.

1.9. Limitations of the study

In research field researchers are expected that they have to be skilled, knowledgeable, and systematic enough. To do so, researchers should pass through longer time of tremendous experiences in research area. However, since the study purpose is for academic fulfillment with time boundary and the researcher is beginner, the quality of the study might be affected.

1.10. Organization of the study

The study has six chapters. The first chapter sets a background for the study. The next part chapter two presents literature review. The third chapter explains the research methodology and study setting followed by chapter four, which is devoted to the presentation of the findings. The fifth part of the thesis chapter five provides discussion and finally, in chapter six conclusions and recommendations are presented.

Chapter Two

Review of Related Literatures

2.1. Introduction

This session discovers the existing knowledge, distinctive nature and arguments of the concept of CSR. It familiarizes readers with the meaning, trends, development, practice and activities of the concept of CSR. This part of the paper is comprehensive of practical differences of CSR practices between developed and developing nations. Detail of all domains of corporate social responsibility is covered in this section of the study. The domains of CSR are economic, legal, ethical and philanthropic. These umbrellas of CSR components can also be divided into many other subcomponents.

2.2. Basic concepts of corporate social responsibility

2.2.1. Definitions

As literature shows many scholars come into common argument that nowadays, in the postmodern era, the society is becoming active and cost-benefit analyzer. And this approach of the modern society results that new and unforeseen demands are placed upon businesses. Businesses are also changing their approaches of handling to and interacting with the demanding society so as to respond to the non-routine situations. As a result of a fast growing socio-economic and political development and awareness, societies ask and seek answers for their questions more than ever before. *“The search for answers to these questions necessitates a corporate vision that goes beyond the conventional, economically driven business perspective. In the past decade the search for these answers led to the development of the concept corporate social responsibility (CSR).”* (Jonker, 2006, p. 1)

According to the EU, CSR can be defined as *“concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”* cited by (Aras, 2008, p. 11)

CSR from its nomenclature to its practices is controversial (Paula, 2004). CSR has been associated for centuries with related terms such as, business ethics, corporate performance, corporate accountability and corporate responsibility (Elasrag, 2015). There is different denomination of CSR in different parts of the world. The reason for having no commonly agreed definition of CSR might be as Sharma (2013) stated that CSR is a newly emerging concept. CSR depending on chronology, had been defined in various ways. For example, according to Carroll & Shabana (2010) one recent study identified 37 definitions of CSR. In America literatures show CSR is similar to corporate citizenship (Keinert, 2008). Similarly, Mele et.al.(2004) state CSR is beyond a landscape of theories but also a proliferation of approaches that are controversial, complex and unclear. The complexity and controversy nature of the phenomena (Aras, 2008) resulted to have CSR no common definition. Based on chronological differences, the following naming and terminology of CSR are found from different literatures:

- Corporate Social Responsiveness
- Corporate Social Performance
- Corporate Governance
- Corporate Citizenship
- Corporate Sustainability
- Socially Responsible Investment
- Socially Responsible or Philanthropic Marketing Practices
- Business Ethics Theory

Based on the naming differences, the definition of CSR is varied. The almost commonly agreed definition of CSR is: *“it is the management of relationships between organizations and stakeholders since organizations are dependent on either heterogeneous or homogeneous groups”* (Keinert, 2008, p. 39).

2.2.2. Arguments on corporate social responsibility

The concept of CSR is debatable. There are different sides on different aspects of CSR. Some people question that: are industries responsible out of the economic aspect (profit making) anything for? Some also argue on the scope of CSR (Paula, 2004). On the other hand, others pose questions what are companies responsible for? Others ask that for whom are companies taking responsible? The way how and why industries or companies could take CSR are also subjective and debating (Keinert, 2008). Companies and scholars do not see eye to eye on CSR activities, philosophy and performance. Some say companies are not obliged to engage in social and environmental agendas, while others insist companies are obliged to take care of the life

and safety of the society at large and the nearby community (Schreck, 2015). The most common arguments on CSR are briefly discussed hereunder.

Profit is what matters: Some people argue for example, Hetherington (1973) as cited by Aras (2008, p. 12) says “*corporations that are established for profit are not obliged to think of the corporate not profit activities.*” They believe that profit is all matters. People with such assumptions reflect their stand towards CSR that spending cost on social and environmental issues, which are not contributing to shareholders is not acceptable. For instance, Paula (2004) states that profit entities would not engage in CSR if it hurts their bottom line. It reduces the dividends of the shareholders as of the thinking of the people, who are against CSR. Therefore, they stress on the selfish and grid thoughts that the company should not harm its shareholders so as to benefit the external stakeholders. But this is a short term consequence analysis. Spending for the external issues such as environmental and social sustainable development is not a cost, rather it is a long term social capital.

Companies are parts of the society: on the contrary of merely profit seekers, there are many people extremely urge companies should engage in sustainable development of the society. Those people believe and lobby that corporations regardless of their purpose either they are for profit, or not for profit are parts of the society. The early CSR theorist Carroll stated that businesses should encompass economic, legal, ethical and philanthropic expectations that society has of companies at a given period of time (Aras, 2008).

Companies are obliged to take care of social and environmental issue: moving more far from the above arguments, some authors and scholars argue that CSR is legal obligation of companies. Similar to this, the UN urged nations should have policy of CSR in regard to companies’ establishments and investment.

CSR is a voluntary activity: though some scholars believe companies are obliged to participate in social and environmental cases for sustainable development, others argue it is voluntary activity to engage in CSR issues (Paula, 2004).

CSR is neither voluntary nor obligatory activity: Others argue that CSR is neither legally obliged nor voluntary activity of companies. It is not choice. Rather, it is forced by marketing and profit making principles. The nature of producing and selling goods and products as well as services lead companies to engage in CSR activities. Companies are in the hands of the people. The long term life of organizations is dependent on the consent of the nearby society. Without the consent of the people, it is unlikely to survive companies producing goods and

services and generating profit as well (Florence et.al., 2009). This connotes that companies produce goods and sell to the society. The society also needs advantage. For its advantage the society compare and contrast on different companies in regard to their contribution to its life. Hence, the society prefers to buy and use goods and products of companies, which they take care of its life and answer its questions faster than companies which are selfish and grid and reject its question. If so, companies have to care to the people. Consequently, they get acceptance of their products by the people, generate more profit and can live long.

2.2.3. CSR as a strategy for stakeholder engagement

In the modern world the relationship between society and companies is characterized by engaging all stakeholders. The task of the stakeholders might be tangible or intangible. So, the task should be identified clearly. Stakeholders might also be internal or external. Therefore, all stakeholders should be engaged in the process of formulation of social contract. An organization, either company, corporation, or an enterprise is a dynamic system composed of stakeholder groups. This means the whole organization exists only if there is coordination between it and its internal and external stakeholders (Fryzel, 2011).

The definition of corporate social responsibility used in this book, assumes that it is an approach to management where the enterprise needs to find a balance between the interests of all the stakeholders in a way which not only maximizes the value of the company but also contributes to the wellbeing of a society and the generation of common good, including wealth. The concept of corporate social responsibility (CSR) postulates exceeding a standard compliance with law and as such it becomes an expectation that companies will actively engage in fulfilling their duties towards the stakeholders. It is an expectation that corporate codes of conduct will be backed up by more profound strategic deeds (Fryzel, 2011, p. 1).

The above statement implies that companies are dependent on both internal and external stakeholders. Without the consent of the internal and external stakeholders, companies' life is at risk. Therefore, to reduce this risk, companies need to engage stakeholders in holding a stake and getting a share. As a result, stakeholders develop sense of belongingness in their mind. If so, there is mutual benefit and strong relationship between stakeholders and companies. Then, there will be a long time of life of companies and sustainable development of the society.

2.2.4. CSR as a tool of public relations

All scholars come in to common agreement with the definition of PR that it does not have a universal definition throughout the world. Even though there is no one commonly agreed definition of PR, there are some common elements of the tremendous definitions. For instance, let us see one definition of PR given by Harlow as cited in Yeomans (2006) that PR can be defined as a distinctive management function to build and maintain sustainable and mutual line of relationship between organizations and stakeholders using different mechanisms. From this definition it can be easily grasped that PR people stand between organizations and stakeholders so as to establish mutual ground for mutual merit.

Public relations is an important subsystem of an organization. Effective practice of public relations is integrally bound to the health of organizations. It gives a way for organizations to effectively monitor, interact and react with stakeholders (Gqamane, 2010, p. iv). A corporation commits itself to operate as open system when it embraces public relations and public affairs. An open organization interacts with its environment at tremendous aspects beyond and in its boundaries with all stakeholders (Lerbinger, 2006). Organizations have important relationships outside of their boundaries with many stakeholders by using different strategies and means of relationship (Gerry Johnson, 2005).

According to the concepts stated in the above paragraphs, PR applied different mechanisms, techniques and strategies. From these strategies, CSR can be taken as a strategy of building strong and smooth relationship between the organization and its stakeholders. It can also be helpful for building and creating good image and reputation of organizations. From the historical developments of the concept of CSR, it can be understood that CSR is developed as a result of tremendous organizational causes towards negative consequences on the society and societies demand compensations for negative impact from industries.

2.2.5. CSR strategy for organizations' merit

There are tremendous advantages of good CSR policy of corporations. It helps to build good relationship with all stakeholders. Stakeholders can develop sense of belongingness on corporations with good CSR policy, and practice. It is also advantageous to build good image of corporations. It helps to increase sells. Increasing sells, it generates more profit for shareholders of the organizations. CSR helps companies and companies' shareholders to win the market over competitors. Through good CSR strategy employers can penetrate the heart of their employees. Analyzing the practice of CSR employees trust their company and they

consider it as it is their own if good CSR activities are performed. CSR is a good strategy for achievement of labor relations (Keinert, 2008).

Corporations and enterprises are currently changing their look. They are involving in activities of beyond profit making. They are giving focus for the external factors including the society, environment and climate change. This is due to different factors. Globalization, social and economic development, change in employees' performance, competition with other market players are the most important forces behind involvement of corporations and enterprises in caring the social, cultural and environmental issues. The law of the state and stakeholder expectation to companies also force corporations to engage in CSR (Fryzel, 2011).

Economic power grows with sales volume, profits, shareholder value and market capitalization. Economic power needs a space to grow. From a societal perspective, power is intermediated by norms and, eventually, by laws, which have a reciprocal relation with individual values, thus connecting to personal perspective. At the same time, norms and laws influence organizational roles within organizational structure, authority and individual attitudes, needs and perceptions (Fryzel, 2011, p. 29).

2.3. Historical development of CSR

The history of CSR can be traced hundreds of years back. According to Paula (2004), the concept of CSR was in practice since 1870s, but not scientifically. The root of CSR certainly extends before world war I (B. Carroll and M. Shabana 2010). Scholars for instance, Fryzel, (2011) blames corporations and business organizations abuse human rights. For the advantage of limited number of people, the mass is disadvantaged. Owners or members of corporations exploit the wealth of citizens. Workers in organizations are burdened that they are less paid, but work longer hours. Neglecting the needs and wants of their employees and mass of the society, corporations give huge money for donation of political parties. The nearby community and the society as a whole are getting disadvantaged by the corporations investing around. Water is poisoned, climate is polluted. There is also sound and air pollution, because of gas and sound emission from the industries. In addition, states also suffer from abuse of corporations. Corporations do not pay appropriate tax for the state they are investing in. As time goes, peoples become aware of corporations' conspiracy and unethical acts. Citizens start taking immediate action towards the unethical deeds of corporations. Customers start to undertake harmful and powerful boycotts over corporations' goods, products and services

whom they do unethical activities. Civil societies such as media, non-governmental organizations (NGOs) also start supporting to the consumers' movement against unethical corporations. Following this, corporations turn their concern to some social and environmental issues. It can easily be perceived that consumers are not always powerless. The life license of corporations is in the hand of the citizens. It is impossible to live any corporation or organization without the consent of the society (Fryzel, 2011).

This implies that corporate social responsibility is developed as a response to a growing corporate power. Civil societies, individual consumers, activists, NGOs, and scholars contributed for CSR development. In pragmatic form Carroll categorized CSR practice as traditional and modern practice.

2.3.1. The classical view of CSR

The traditional view of CSR reveals that companies are not responsible for any case of the society, or for environment and climate change prevention. This classical view assumes that companies only focus on producing goods, products and services to satisfy for the need of the market in efficient way. The one and only one companies should bother is producing more goods and products and selling more goods and products to make more profit for the shareholders (Keinert, 2008). In the 80s and 90s a series of major corporate scandals, fraud, and white-collar crimes even of human and environmental tragedies caused by irresponsible and ignorant companies (Keinert, 2008).

The selfish kind of view of companies and managers on CSR had no longer time to continue. Because of increasing social awareness, civil societies such as, NOGs, mass-media, activists start to punish unethical companies. Following this, people used to boycott on products, goods and services of unethical companies. Therefore, the grid and selfish behavior of managers, and shareholders of companies started to modify. Stakeholders are through time becoming important parts of companies. Following this kind of thinking and action according to (Tran, 2015), starting from the 18s and 19s the issues of CSR had been given focus by organizations.

2.3.2. Modern view of CSR

Corporate social responsibility is currently coming as a persistence function of companies all over the world. CSR forms the principles of social responsibility, corporate social responsiveness determines the process of reacting to social demands and corporate social performance measures the results of this performance (Keinert, 2008).

In the recent years there is interesting development of companies' perception towards CSR. There is a fast growing segment of the capital market called socially responsible investment. This indices listing companies active in social and environmental issues have been established. The fast changes and developments in consumers' and investors' perception in regard to firm's duties and responsibilities show that CSR is gaining ground. Nowadays, there are only very few companies, which would reject the existence of firm's responsibilities towards social and environmental issues. However, the problem is the scope or the state of social and environmental responsibilities companies should take on (Keinert, 2008).

2.3.3. CSR on global context

In some literatures there is an assumption for both Public relations theories and multinational organizations with regard to practice of serving the host community. It is like that. 'Hiring PR practitioners means that messages are "localised" and tailored towards the needs of the publics in the host country. In this sense, MNOs adapt to the culture of the host country through PR and international PR becomes domestic PR" (Yeomans, 2006, p. 120). In addition, there is a concept about international theories of PR: In international PR, it is especially important to evaluate carefully on theory and whether it accurately translates across borders and socioeconomic and political systems in other places different from its country of origin.

As of Willi (2014), corporate social responsibility is affected by context. Similarly, Wright (2010) states that CSR application varies with social, political, economic, cultural and religious conditions of each nation. Even in the globalizing world context matters. The soul of CSR bases on contextual variables (White, 2008). Going from the global context towards developing countries' context, the practice of CSR varies (Peter Lund-Thomsen, 2016) . This implies that the concept of CSR is spreading from the international arena to the local context. That means the emerging place of CSR is the developed nations and extended to the nations in developing or under development.

Globalization, growing concern for environmental degradation and the bold social inequality present CSR as global agenda (Willi, 2014).

2.3.4. CSR in developing countries

In developing nations, CSR is not much pragmatic. The practice of CSR in developing nations is ineffective (Peter Lund-Thomsen, 2016). There is little work done regarding CSR in

developing nations. Researches of CSR even are not significant in nations of developing group (Willi, 2014). This argument also proved by Tom Børsen (2017) that the activities of CSR by companies in developing nations counts small fractions.

Developing nations are characterized by uncertainty and abrupt changes in rule and contracts. The operation of companies in developing nations is compounded by social problems, such as poverty, illiteracy, social exclusion, political and economic instability. The weakened practice of CSR in developing nations is due to the weakness of governments that they give little or do not give focus for environmental and social issues (Peter Lund-Thomsen, 2016). This indicates that governments of developing nations due to instability in politics, they only give focus for their goals of staying in power for life. To do so, they harm the society and exploit the resource of their nation.

Similarly, companies in developing nations ignore the issues of social development and environmental protection. In development countries companies ignore the issues of CSR, because governments are more bureaucratic than in developed countries (Willi, 2014).

2.3.5. CSR in Ethiopia

It was not easy to find literature of corporate social responsibility in Ethiopian context. Even though there are some literature of the issue of CSR from the countries of sub-Saharan countries of Africa, most of the time it is about Ghana, Nigeria, Cameroon, Kenya, and South Africa not about Ethiopia. The researcher tried to find and contextualize the issue of CSR in to Ethiopian context, but it is limited to a very few trials regarding documents. One study indicates that in Ethiopia private sectors are established after 1991, but before, since the nation was following socialism, there were no private sectors and there was no practice of CSR (Nigatu, 2015).

Ethiopia is one of the developing countries striving to develop private sector role in its development. Being under the challenge of poverty, governance gaps, and access to social services etc., there is desperate need for role of private firms in various sectors. Until 1991, the country was socialistic and private ownership of firms did not exist. A market oriented economy was declared in 1991 which brought the emergence of private companies in various sectors with the intention to reverse a decade of economic decline. When the economic reform was done, big private sector responsibility is attached to create jobs, improve production, raise export and reduce poverty which is the challenge to the nation (Nigatu, 2015, p. 2).

In addition, this study added that since the economic system of the country is agrarian economy, the country works to promote industrialization. It is following agriculture-lead-industrialization policy. Let us have a look on the following idea from the study.

Ethiopia is a predominantly agrarian economy, and its major products are coffee, meat, and animal hides. Following the deregulation and privatization policy with the existing regime, firms entered to different kinds of industry except service industry. With its national development policy, Agricultural Development Led Industrialization (ADLI), the country works to boost the manufacturing industry basing advantageous agricultural inputs. In this respect, the private sector is expected to be the dominant actor in the economy with the favorable investment environment created. However, many people believe that companies are not shouldering their responsibility to their employees, environment and society. Among the most common claims raised in the country's private sector are low wage, poor working condition and environmental impacts. Firms learn and adopt CSR elements for strategic business reasons and by external pressure or both. Some of the factors driving corporate social responsibility in a developing country context are different from advanced nations where CSR is believed to come from. CSR in developing country is influenced by national and international motivators (Visser, 2008) ranging from socio-economic priorities and governance gaps to supply chain and compliance to international standards (Nigatu, 2015, p. 2).

According to (<http://www.addisadmassnews.com/July>, 28, 2017) cautious announcement, the case was like this: unknown or forged letter as of Addis admass newspaper that asks for sponsorship was written not only written, but also reached to St. Georg beverage factory (ቅዱስ ጊዮርጊስ ቢራ ፋብሪካ). And Addis admass newspaper were aware of the conspiracy. The letter mentioned the reason of its sponsorship that Addis admass newspaper is going to celebrate its 15th anniversary by July 7, 2009 E.C. However, according to the newspaper's cautious announcement, the newspaper celebrated its 15th anniversary two years ago.

Sponsorship is one aspect of corporate social responsibility. From this, the researcher understands that CSR is misunderstood and used mistakenly in Ethiopia. This is also another motivating factor of the researcher on conducting research in Ethiopia's CSR practices.

Rao and kassa (2016) Studied corporate social responsibility of beverage factory in Ethiopia, but they were only give focus for the environmental aspects. But their study shows in Ethiopia the practice of CSR is inactive and inappropriate. And this is because of different reasons. The inactive and inappropriate practice of CSR is not only in Ethiopia but in all African nations and all developing countries of the world. Most importantly the economic aspect of CSR is boldly seen in Ethiopian CSR practice.

2.3.6. Ethiopia's CSR policy

a. "Environmental Pollution Control Proclamation No.300/2002"

According to this proclamation, "environment" means The entirety of all materials whether in their natural state, or modified because of human interferences or other living beings including, but not limited to land, atmosphere, weather and climate, water, living things, sound, odor, taste, social factors and aesthetics (Article 6 of (EPRDF, 2002, p. 1959).

This proclamation also defined what hazardous material mean is. And accordingly, 'hazardous material' means any substance either in solid, liquid, or gaseous state, or any plant, animal or microorganism that harms the environment or the health of the society (Article 8).

This environmental pollution control proclamation clearly defined what pollution mean is. It is directly stated the definition hereunder.

"Pollution" means any condition which is hazardous or potentially hazardous to human health, safety, or welfare or to living things created by altering any physical, radioactive, thermal, chemical, biological or other property of any part of the environment in contravention of any condition, limitation or restriction made under this Proclamation or under any other relevant law (Federal Negarit Gazieta of the Federal Democratic Republic of Ethiopia, 2002, pp. 1960, Article 12).

This proclamation therefore, stated that no one either individual, group or organization should pollute, or cause anyone to pollute the environment. Anyone, who pollute, or cause someone else to pollute the environment is liable and the case is taken in to legal proceedings.

b. "Prevention of Industrial Pollution Council of Ministers Regulation: No 159/2008"

According to (EPRDF, 2009) " An existing factory" means a factory, which operates, or a project to which an application has been submitted so as to get permission of industrial

establishment, before or on the date of the entry into force of this regulation. This proclamation also defined what pollution mean is. But the definition is the same as stated in the above stated proclamation of environmental pollution control. The proclamation states the following obligations to industries operating in Ethiopia.

(1) A factory subject to this proclamation shall prevent or, if that is impossible, shall minimize the generation of every pollutant to an amount not exceeding the limit set by the relevant environmental standard and dispose of it in an environmentally sound manner. (2) Even a factory shall have the obligation to handle equipment, inputs, and products in the manner that prevents harm to the environment and to the human and animal health (EPRDF, 2009, p. 4424).

Both the above stated proclamations basically, revolve in the legal aspects of Carroll's CSR model. In this case both environmental and social issues are given concern. The economic, ethical and philanthropic aspects of CSR are not addressed in these proclamations.

2.4. Theories to explain CSR

Theory can be defined as a prediction of how situations and actions are related. It is difficult to think to study without theoretical framework. In our research theoretical framework helps us as a guide to know what to concern on when we are conducting a research (Vicent A. Anfarara Jr., 2008).

2.4.1. Stakeholder theory

What is stakeholder? This is a critical question. *"A stakeholder is any group or individual that can affect to or be affected by the objectives of companies."* (Aras, 2008). A complementary paradigm parallel to the evolution of the concept of CSR is stakeholder theory, which was developed by R. Edward Freeman in 1983. It shows that it is not only the owners of a firm to have a legitimate interest in and claims on the firm, but every one or any group that can affect or be affected by the company's activities has a right to be considered in the process of decision making (Keinert, 2008). Stakeholders should be involved in the decision making process of the organizations and be protected, because of three reasons: (1) it is morally and ethically correct way to behave it; (2) doing that benefits the shareholders and (3) it shows what actually is happening in the organizations.

Stakeholder theory shows that organizations are meaningless without their internal and external publics. The life of companies is the summed makeup of executives, managers, employees, customers, suppliers, whole sellers, retailers, government and the general publics. The life license of companies is approved by the signature of all these parts. To get companies licensed by all these groups, there must be smooth and mutual relationship with all groups. The best mechanism to build good relationship is to use CSR.

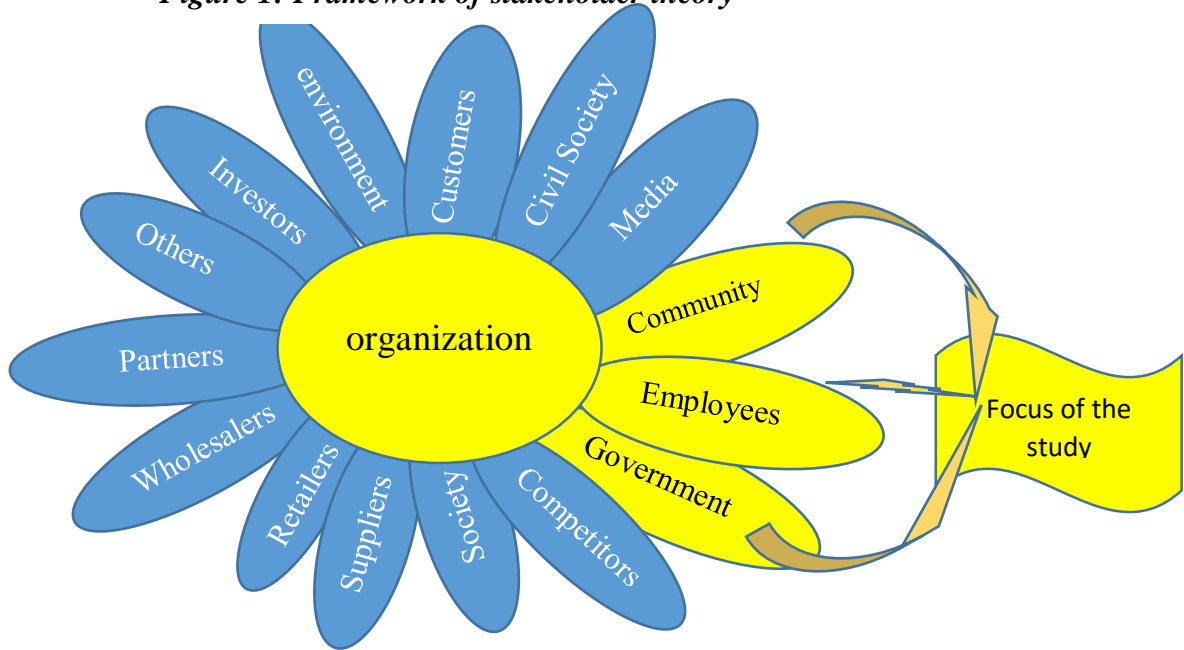
Stakeholders of companies are seen as of two categories. These classifications are based on the contribution or effect of the groups. One, the closest and contributor groups are called primary stakeholders (Caremark, 2013). These groups include employees, executives, managers, shareholders, suppliers, customers, whole sellers and retailers are categorized under primary stakeholders. Two, whereas, the general publics, government and the nearby communities are grouped under the secondary stakeholder. Aras, (2008) classified stakeholders as internal and external stakeholders.

The main objective of stakeholder theory is to show firms as the set of identifiable interested groups to whom management has responsibilities and to set the task for the corporation as the most dominant social institution to respond as fully as possible to the needs of its stakeholders. Stakeholder theory gives a theoretical foundation to public relations practitioners so as to extend their understanding of how individuals, groups, and external organizations affect their company. Stakeholders are important for public relations professionals since they are basically the "public" in public relations (Heath, 2005).

Stakeholder theory is an outgrowth of general systems and resources dependent perspectives suggesting that organizations should forge links with stakeholders to get important resources or stakes and minimize uncertainty (Heath, 2005).

One of the central tenets of stakeholder theory is that organizations should attend to the needs of a broader set of stakeholders that reaches beyond stockholders. From a public relations perspective, stakeholder theory seeks to identify and manage the diverse needs, values, and interests of various stakeholders and the potential communication tensions between these groups. organizations and stakeholders can and should mutually influence one another in an ongoing process of accommodation. Since organizations are dependent upon stakeholders for resources, these groups have the ability to withhold their resources if they disagree with the organization on important issues. (Heath, 2005, p. 809)

Figure 1: Framework of stakeholder theory



Firm's stakeholder model from Clarkson (1995) and Waddock (2002) with some modifications

The stakeholder theory answers the questions with whom one organization can work and for whom takes responsibility. As shown from the above diagram any organization works with and takes responsibility for different stakeholders namely, employees, the nearby community, the society, supplier, retailers, wholesalers, partners, investors, environment, customers, media and so on. In this study the researcher focusses on the nearby community, government and employees of Mesfin industrial engineering.

It would be better to cover all stakeholders. But due to time constraint and limited man power it is difficult to include all stakeholders. Therefore, the researcher chose three representative stakeholders from the whole. Most of CSR activities can be done with the stakeholders of employees, community and government.

2.4.2. Corporate Social Responsibility Model

Corporate social responsibility was developed in 1999 by Archie B. Carroll in the form of pyramid. His pyramid of corporate social responsibility includes four components. The four domains of the CSR pyramid of Carroll are economic, legal, ethical and philanthropic. The CSR model from the intention of Carroll's model interpretation answers the question for what activities can any organization be responsible. Carroll himself developed his model of CSR in

different times. For example, in his book of “Business and Society” stated CSR as corporate citizenship interpreted it as follows.

“Corporate social responsibility—emphasizes obligation, accountability

Corporate social responsiveness—emphasizes action, activity

Corporate social performance—emphasizes outcomes, results” (Carroll A. K., 1995, p. 36)

Nowadays there are only very few companies, which would reject the existence of firm’s responsibilities towards social and environmental issues. However, the problem is the scope, or the state of social and environmental responsibilities companies should take on. (Keinert, 2008).

People are demanding more from companies. Managers and company owners also aware of the awareness of the society and what the community demand them and why. Companies, which are socially responsible are more trusted and rewarded. Companies that are socially not responsible are punished and criticized by the community. Companies know that they could not live without the consent of the society. They believe on the saying of “the wealth of any organization is its people”.

The scientific CSR is developed by Carroll who is the earliest theorist of CSR and known as the founder of the model of CSR in the form of pyramid with four dimensions. The CSR model according to (Carroll A. B., 2016) easily answers the question “*what responsibilities to society may businessmen reasonably be expected to assume?*” The four dimensions of CSR according to Carroll are discussed as follows.

- a. **Economic aspect of CSR:** the economic aspect of CSR deals with persistent profit generation to the shareholders of the company. “*CSR model initially seemed to them like a pyramid, the base of which is economic responsibility. Economic responsibility for Carroll is a basic duty of the organization to carry out its functions in the market for the provision of services / products to society and profit*”. (Firuza S Madrakhimova, 2013). Companies need to generate profit for the sake of sustained and stabled existence. It is unlikely to enhance and foster the life of both the company and employees if enough profit is not gained. Thus, to continue with a good performance and to ensure the life of employees, companies should work hard to increase revenue. If there is more income, it is possible to involve in CSR activities by paying much taxes to the state and by sustaining the existing employees and recruiting new entrant employees. Then the ability of companies to compete and win in the market increases. Generally, the economic aspect of CSR is companies’ first purpose (Carroll A. B., 2016).

While thinking about its’ economic responsibilities, businesses employ many business concepts that are directed towards financial effectiveness– attention to

revenues, cost-effectiveness, investments, marketing, strategies, operations, and a host of professional concepts focused on augmenting the long-term financial success of the organization. In today's hypercompetitive global business environment, economic performance and sustainability have become urgent topics. Those firms that are not successful in their economic or financial sphere go out of business and any other responsibilities that may be incumbent upon them become moot considerations. Therefore, the economic responsibility is a baseline requirement that must be met in a competitive business world (Carroll A. B., 2016, p. 3).

The model of corporate social responsibility generally, implies that companies should work on the following baselines:

- ♥ Must work hard for their persistent profit making
- ♥ Should generate revenue sustainably
- ♥ Should contribute to other businesses as a result of earning plenty of revenue
- ♥ Need to have capacity of producing and providing high quality of goods and services to the society
- ♥ Have to win within the competitive market

b. Ethical aspect of CSR: before immediately going to the ethical components, it is better to define what is business ethics. Business ethics can be defined as a set of rules prescribing what is good or bad. Ethics includes honesty, respect, confidence, and fair acting in all places. In general, ethics is the overall fundamental principles and practices to improve the wellbeing of the society (Aras, 2008). However, it is not easy to define and identify ethics as Aras stated. Let us see for example some direct ideas from Aras.

Ethics is the natural and structural process of acting in line with moral judgments, standards and rules. being a concrete and subjective concept "business ethics" can be discussed with differing approaches and in varying degrees of importance in different fields. Indeed, it is highly difficult to define ethics and identify its limits and criteria. Accordingly, there are difficulties in discussing this concept in literature as it is ubiquitous in business life, at the business level, and in human life. According to what, how, how much and for whom ethics is or should be are important questions. It is not always easy to find answers to these questions (Aras, 2008, p. 53).

As per of Carroll, taking the ethical aspect of CSR, organizations should embrace standards, norms, activities and practices of the society even though they are not codified in to law. it is

important companies to work in a manner consistent with expectations of social moral and ethical values. Companies are accepted by the society if they respect and accept the moral and ethical values of the public. companies should work on the ethical codes and standards. They should respect the right behaviors and condemn the wrong behaviors. They have to list and pursue on some values and philosophies. Businesses should work their affaires in a fair and objective manner.

The goal of these expectations is that businesses will be responsible for and responsive to the full range of norms, standards, values, principles, and expectations that reflect and honor what consumers, employees, owners and the community regard as consistent with respect to the protection of stakeholders' moral rights. The distinction between legal and ethical expectations can often be tricky. Legal expectations certainly are based on ethical premises. But, ethical expectations carry these further. In essence, then, both contain a strong ethical dimension or character and the difference hinges upon the mandate society has given business through legal codification (Carroll A. B., 2016, p. 4).

The above concept complies with the concept from public relations (PR) that PR is sometimes the conscience of an organization, because it incorporates ethical issues and public concerns in to decision making of the organization (Heath, 2005). This shows that The overall concepts of the ethical domain of corporate social responsibility relies on the following listed assumptions:

- ♥ Companies need to promote honesty
- ♥ It is important companies condemn theft
- ♥ It rewards for companies if they condemn lie and cheating
- ♥ It is crucial companies promote integrity
- ♥ Companies should not be partial that they should treat all equally without prejudice based on religion, gender, power, race and other differences
- ♥ Companies must respect all ethical and moral values of the society
- ♥ Companies must be loyal to all stakeholders and accountable for their acts
- ♥ Helps to people with disability and vulnerable groups

c. **Legal aspects of CSR:** Legal responsibility can be defined as the need for the organization to exist in law and work within the legal framework (Firuza S Madrakhimova, 2013). Companies are required to perform under the law of the state. They should not contradict with the law of the state when companies draft internal rules and regulations. It is important for companies to work complying with government expectations (Dejan Verèiè, 2000, p. 27). It

is also mandatory companies to agree with different federal, state, regional and local rules and regulations. Companies should produce and provide goods and services that at least meet the minimal requirement of the law and policy of the nation operate in. Companies need to be a law abiding corporate citizen. A company in any nation is defined as successful if and only if it fulfills its legal obligations (Carroll A. B., 2016). This idea complies with the Ethiopian constitution. The FDRE constitution stated that anyone has the right to protection (FDRE, 1995).

From the concept of the model of corporate social responsibility the following interpretative concepts are listed. As per the overall content of the model, companies are required to operate based on the following legal obligations:

- ♥ Any practice of any company must be done within the legal framework
- ♥ Appropriate tax must be collected from each company
- ♥ Companies have to fight corruption
- ♥ Companies are required to ensure human rights
- ♥ Companies should not affect the water, air and sound negatively
- ♥ Respecting all legal obligations of the country is necessity to companies
- ♥ Ensuring all policies, rules and regulations of the country

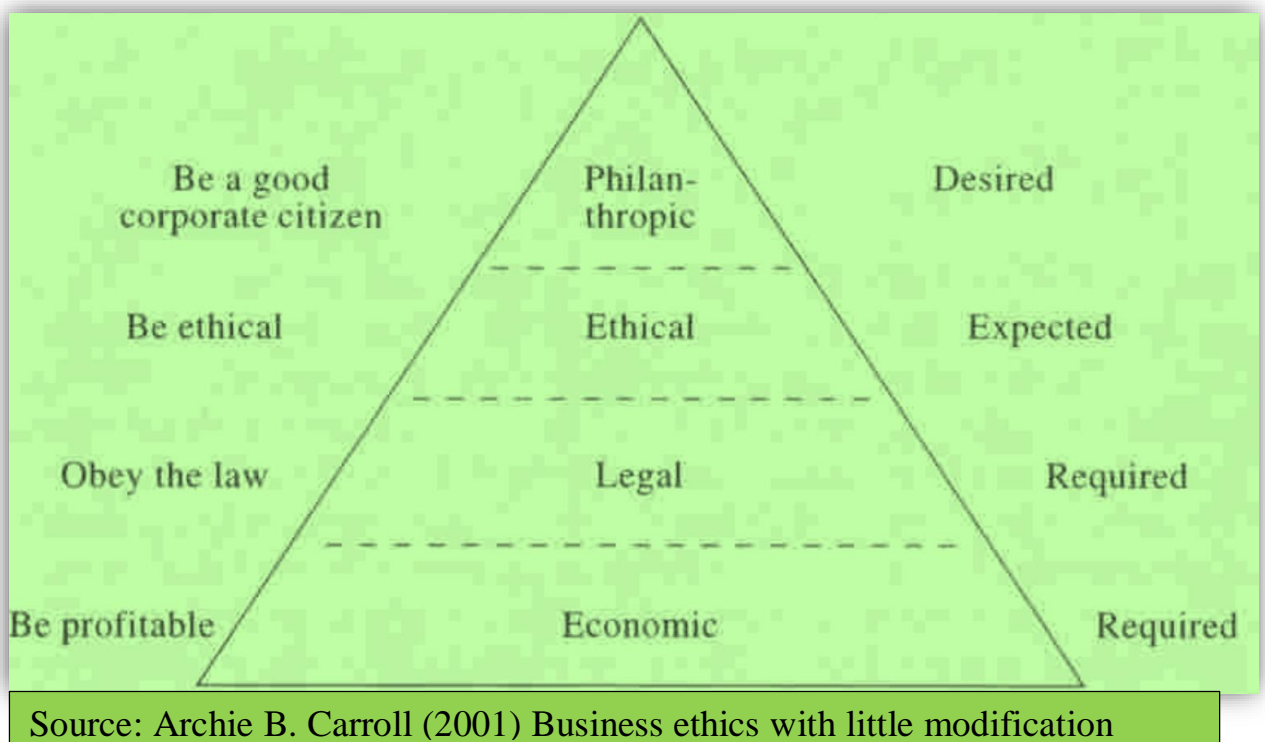
d. Philanthropic aspect of CSR: Maderakhimova stated that the philanthropic domain of Carroll's CSR pyramid is the highest point of the pyramid. According to Carroll, this domain of CSR is much more based on volunteer activities. Others say this is the inherently driven activity of companies to build smooth relationship with stakeholders. This part of CSR includes activities such as, giving donations for art, culture, education, peace and stability promotions. It is important companies to work in a manner that persistent with charitable expectations of the society. It is necessity to assist the fine and performing arts. Companies need to work on charitable activities within the local communities. In addition, it is crucial for companies to provide support for private and public educational institutions. It is also indispensable for companies to work voluntarily on projects, which enhance a community's quality of life.

In sum, the overall flesh of the philanthropic domain of corporate social responsibility is made up of plenty variables. The most visible and important ones are listed herewith.

- ♥ Companies need to work on environmental protection
- ♥ It is rewarding to participate in education system of the society

- ♥ Participating in sport and entertainment facilities give advantages for companies
- ♥ Companies can build a smooth relationship with stakeholder by giving infrastructural facilities and attributing to social development
- ♥ It is also important to companies to work on gender issues
- ♥ Employers must handle wisely for their employees.
- ♥ Industries are advantageous when they engage in healthcare

Figure 2: Carroll's pyramid of CSR



2.5. Empirical evidences

This section reviews empirical findings regarding practice of the phenomenon of corporate social responsibility. As much as possible the researcher reviews papers against some criteria. Though it is difficult to judge others' work, many researches account many problems as the researcher's level of understanding. The researcher tried to show the gaps of all analyzed papers and the difference of this study from the previous studies.

As to the level of the researcher's review, literatures in regard to corporate social responsibility is not that much in developing nations. Especially, in Ethiopia there is lack of literature and scholarly papers of corporate social responsibility. Recently, very limited studies on the

phenomenon of CSR are appearing in Ethiopia. Of course, studies show that the concept of CSR is newly emerging phenomenon all over the world. But there are tremendous CSR's literature scarcity and problems in developing nations than in developed nations. Even the limited studies in quantity are also superficially studied.

From the international arena corporate social responsibility is growing fast. Many institutions give attention to CSR issues. The 24th international public relations research symposium in 2017 was on corporate social responsibility. The theme was "*corporate social responsibility in the hypermodern timer*". Researches were done intensively in the phenomenon of corporate social responsibility.

Internationally, Willi (2014) studied corporate social responsibility in developing nations. It is an institutional analysis. According to Willi, the practice of corporate social responsibility in developing nations is inappropriate. Willi came up with findings, which have similarity with Ethiopian context of corporate social responsibility as (Deyassa, 2016, p. 299)studied.

Geographically Willi's study was limited in Argentina. It is difficult to say this study is representative of all developing nations' CSR practice. Methodologically, both Willi's and Deyassa's researches relied only on qualitative research approach but also limited to in-depth interview by applying purposive sampling method. This portrays the studies lacked methodological triangulation and sample representativeness.

Similarly, (Nigatu, 2015) studied a thesis entitled "Corporate Social Responsibility Learning in the Ethiopian Leather and Footwear Industry". Findings of Nigatu's study show corporate social responsibility in Ethiopia is strange. Methodologically, his study was limited to qualitative case study.

The study was carried out as a qualitative case study, informed by the selected leather and footwear firms, industry association and leather industry development institute. Interviews and content analysis of policy/regulatory documents were the main methods employed. The firms and the state were at the center of the analysis. The issue of analysis was empirical CSR practice and how regulative, normative and strategic motives shape firms learning towards responsible business (Nigatu, 2015, p. viii).

In similar way Abdulhamid, (2013) studied on practice and determinants of corporate social responsibility practices in tannery firms in Ethiopia. it was carried out on Awash and Addis Ababa leather industries. In his findings a positive perception of corporate social responsibility

is shown. Similarly, Tilahun (2011) conducted a thesis on “corporate social responsibility in sustainable environment management in Ethiopia”. Tilahun’s study’s objectives are listed here under and criticized against the model of corporate social responsibility.

1. *To assess how multinational corporations, local companies, and social entrepreneurs are contributing to the achievement of sustainable environmental management in Ethiopia.*
2. *To describe the major kinds of environmental tools that are used by multinational corporations, local companies, and social entrepreneurs to preserve the environment in Ethiopia.*
3. *To identify the factors that obliged multinational corporations, local companies and social enterprises to engage in environmental preservation in Ethiopia.*
4. *To examine the implications and possible lessons that could be learnt* (Tilahun, 2011, p. 14)

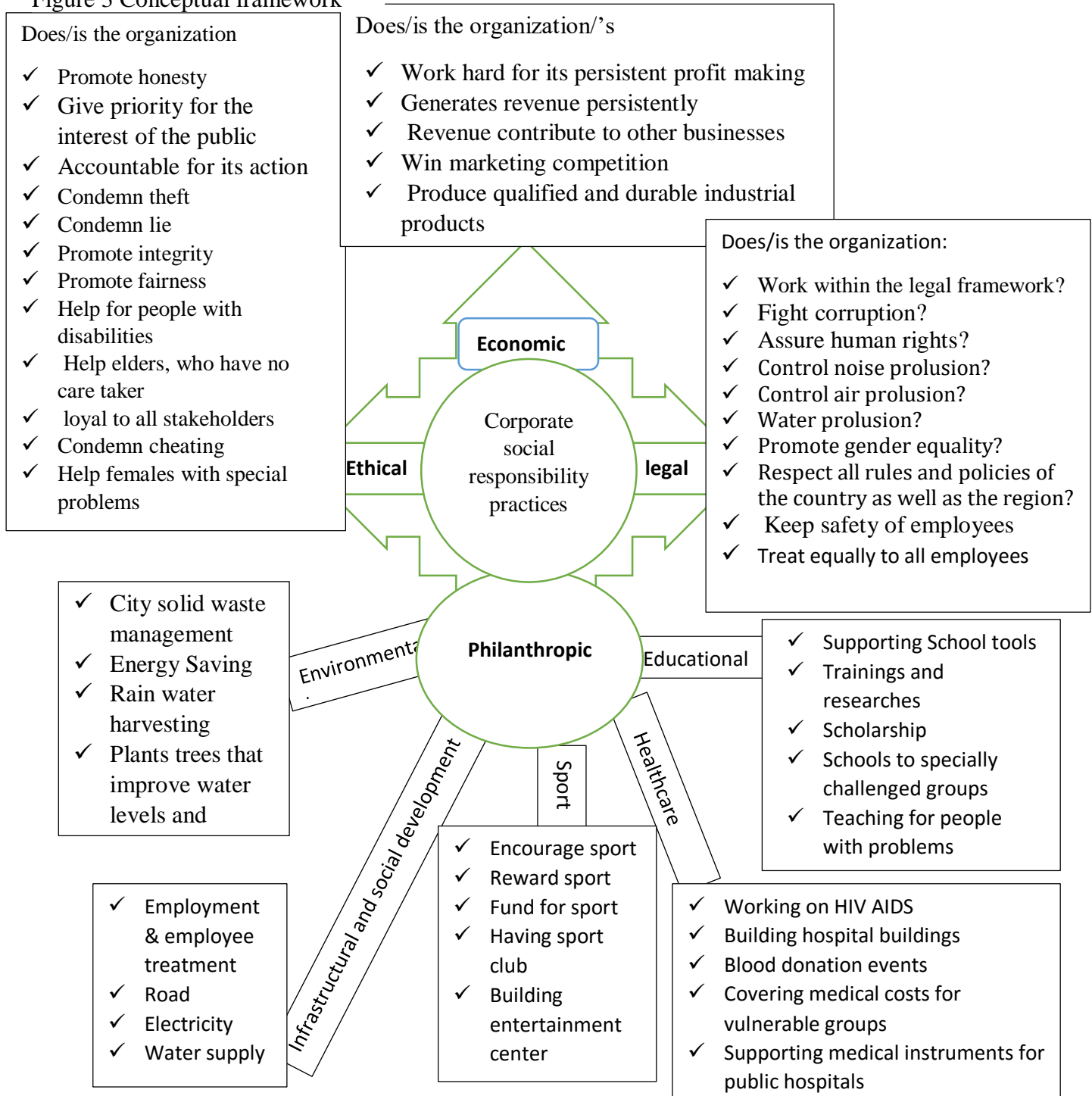
The CSR model as discussed in the theoretical section composed of four components, viz. economic, legal, ethical and philanthropic aspects. (Tilahun, 2011)’s study however as seen from the above listed objectives, focusses on multinational corporations’ role on environmental management. On the same issue of environmental domain of CSR, but in different case K. Rama Mohana, (2016) studied corporate social responsibility of beer industry in Ethiopia. they were give attention for one component (environmental from the philanthropic subcomponent) of the four CSR aspects. In addition to the concept gap methodologically they were employ convenience method based survey study. Convenience method is highly vulnerable to biasness. It would be better to use triangulated method of study for data validation and reliability.

Table 1: summary of reviewed empirical evidences

Author & year	Country of study	Purpose of study	Theory used	Study method
Willi, (2014)	Developing nations (Argentina as a case)	To study the role of multinational com[anise on local corporate social responsibility practice	Institutional theory	Qualitative: in depth open-ended interviewees
Asemamaw, (2011)	Ethiopia	Knowing the major roles of corporations' and entrepreneurs' corporate social responsibility role for environmental management in Ethiopia	Theories of Entrepreneurship	-----
Mathias, (2015)	Ethiopia	Investigating and analyzing CSR learning in Ethiopian leather & footwear industry	-----	Qualitative: Interview and content analysis
Fentaye & Mohana (2016)	Ethiopia	Examining the perception of employees towards environmental corporate social responsibility of beer industries in Ethiopia		Quantitative method: survey based on Convenience method, which is easily exposed to biasness.
Abdulhamid, (2013)	Ethiopia	Analyzing the condition of CSR practices in Addis Ababa and Awash Tanneries	Stakeholder theory	Qualitative: observation and in-depth interview Quantitative; survey
Kassaye (2016)	Ethiopia	To investigate and analyze the concept of CSR from Ethiopian perspective	Institutional and stakeholder theory	Qualitative: field study and personal interviews and dialogue

2.6. Conceptual framework

Figure 3 Conceptual framework



Source: developed by the author, 2018

Chapter Three

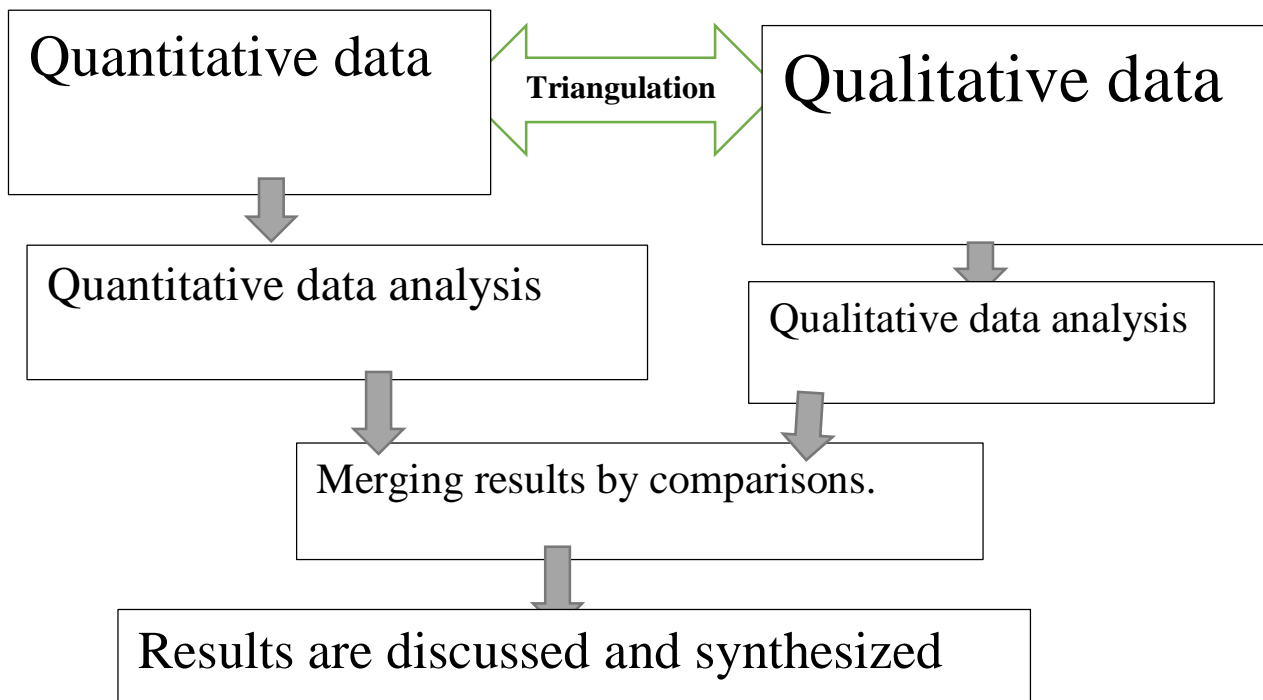
Research Methodology

Research methodology according to Kothari (2004) is a way that shows how researchers systematically and scientifically conduct a research or solve the research problem. This includes the study of what is existed (ontology) and how to dig out the facts or the truth (epistemology). As far as the researcher's searching and reading level, almost all researchers do not show this part in their research. However, many research books show this part is the foundation of all researches regardless of the genre. That is why, the researcher wants to show it briefly here.

3.1. Research approach

There are two types of research approaches, viz. qualitative and quantitative approaches for collecting, analyzing and mixing both qualitative methods and in a single study, or series of inquiries to have understanding of issues and problems (Creswell, 2012). The quantitative approach usually applies numeric data, and it uses survey and questionnaire as method and instruments of data collection respectively. While, the qualitative approach focuses on subjective opinion analysis, and it does allow interviewees to express detail information about the phenomenon under inquiry. It uses In-depth interview, focus group discussion and observations as methods and interview guide as data collection instrument. Both approaches have their own drawbacks. To alleviate the problems of qualitative and quantitative approaches researchers develop another third approach of research called mixed/triangulation approach (Holloway, 2002). Therefore, since the researcher believes that it is helpful applying different but relevant methods of data collection to come up with valid and reliable result, hence in this study standing from that point of view, triangulated research approach is in use of gathering and processing data.

Figure 4: Convergent parallel mixed design



Adopted from (Hadis, 2017) Convergent parallel mixed design with little modification

3.2. Research Methods

Research methods include all those techniques/methods that are adopted for conducting research. Thus, research techniques or methods are the methods that researchers adopt for conducting the research studies (Holloway,2002).

3.2.1. Research design

According to (Admassie, 2010), when data are collected at one point of time from selected samples to explain the larger population's perspective at a specific period of time, it is called cross-sectional sample survey. Since this study focusses on practice of CSR by Mesfin Industrial Engineering, it is a study of stakeholders' perception to the practice granted to them. As far as this study explores the status of CSR engagement by particular industry and public responses towards the practice, cross-sectional survey is applied.

3.2.2. Data Type

In this investigation, primary and secondary data were vital to achieve the overall objectives of the study. Primary data were collected through in-depth-interview, key informant interview, and questionnaire from both the nearby communities and employees of MIE at Mekelle Tigray Regional state. In addition, document review was employed So as to collect secondary data.

3.2.3. Quantitative research method: Sample survey

With the attempt of capturing the practice of CSR, the researcher carried out survey with employees of Mesfin Industrial Engineering and the nearby community. It was carried out based on systematic random sampling.

3.2.3.1.Sampling design

Sampling design is of two types namely: probability and no-probability sampling designs. The former design gives equal chance of involvement for all individuals or items in the population to be member of the respondents or to be included in the sample. Whereas, the later does not give equal chance of participation in the research for all members of the population rather it discriminates members of the universe because of some special cases or interests and nature of the study for the quality of the research. Sampling design is not haphazard action. It is a thought over action. It is determined by the nature, time duration, the study and the largeness of population to be investigated (Kothari, 2004).

Therefore, having above concept, representative sample survey was done applying probability sampling design and systematic random sampling technique from both internal and external stakeholders. The industry resides on two Tabias, viz. Tabia Mesfin and Tabia Industry. Both Tabias have four Ketenas for each. From both Tabis there are two Ketenas, namely 4 Ketena (Ketena arbaete) from Mesfin Tabia and Mesel Ketena (Ketena Mesel) from Industry Tabia, which are very close to the industry. Therefore, based on the assumption that the closest residents are the most probably be affected by and familiar to the nearby industry, the researcher selected researched samples from these places. The population size of the research is from two sampling units namely, internal and external stakeholders by summing up of employees and community members of two Ketenas from two Tabias of Semen Wereda. There are 837 households from Industry Tabia (from Ketena Mesel), 935 Households from Mesfin

Tabia (from Ketena 4) and 1678 permanent employees of Mesfin Industrial Engineering. In sum, the total population was 3450.

The sampling frame for community members was constructed taking a list of households from the offices of small and micro enterprises. The same procedure was done to the employees that the list was taken from the industry’s human resource office. Then, having the sampling frame, the researcher selected participants of the study by using systematic sampling technique. To mean by systematic sampling technique dividing the total population by the sample size, the interval of each persons to be selected to participate in the research is found. Then, until the required sample is reached the researcher continued following the interval. In case of this research, the total population is 3450 and the sample size is 346. So, $3450/346=9.971$.. approximately 10. Therefore, every 10th person of the list taken from both internal and external stakeholders was selected to be participant of the survey.

3.2.3.2. Sample size

Sample size for the research was determined by Rao software sample size determination calculator. The procedure of sample size determination calculator is done online. Simply the software needs the margin of error the researcher needs. The most common of margin error is 5%. In this case the researcher used 5% of margin error. Next the software asks level of confidence. The confidence level is based on the margin error. And for this case the researcher used 95% level of confidence. Another thing what the software asks is population size. In this case as listed above the total population to be studied was 3450. The final variable what Rao software needs is response rate. This variable shows the skewness of your population. If you do not know your response distribution, the software orders to leave it as 50%. Hence the researcher leaved the response distribution as 50%. Following these procedures, the software has calculated sample size for this research and the recommended sample size were 346 respondents. See appendix8. Then, for each sampling unit sample size was calculated by size proportion. Sample size was calculated as follows for each sampling unit.

Table 2 ÷ shows size proportionate sample size for each sampling unit

No	Sampling units	Population size of sampling units	Size proportionate sample size
1	Employees	1678	168
2	Tabia Mesfin	935	94
3	Tabia Industry	837	84
	Total	3450	346

3.2.4. Qualitative data collection methods

3.2.4.1. In-depth interview

To back up the data gathered by questionnaire the researcher deployed in-depth interview. Interview was made to understand how CSR is practiced in Ethiopia. It was carried out with specialized individuals by using purposeful sampling method and snowball method. Some interview participants from the industry have been selected intentionally by using purposeful method and some are by using snowball that people suggested the researcher from where can relevant and rich data been collected? The same procedures were applied for interviewees from the community. The following table illustrates the list of In-Depth-Interviewees.

Table 3 ÷ list of In-Depth-Interview participants

S.N	Represents for	Number of participants
1	Employees/internal stakeholders	3
2	External stakeholders (Tabia Mesfin)	4
3	External stakeholders (Tabia Industry)	4
	Total	11

3.2.4.2. Key informant interview

Key informants are people, who know a lot about the issue and they are willing to share ideas with the researcher (Bernard, 2006) as cited by (Hadis, 2017). There are some people, who are being considered that they have knowledge of CSR. The researcher assumed that people who are in position of public relations directorate, communication management, stakeholder management and higher management positions have special knowledge on CSR. Therefore, key informant interview was made with these people. The following table (table 4) shows people, who participated in this research as key informants.

3.2.4.3. Document review

For triangulation of data in this research the researcher has reviewed documents from the head office and branch offices of Mesfin industrial engineering plant. In this part the researcher reviewed and analyzed the available quarterly and special publication magazines of MIE and other institutions' magazines that show connection with the company. The safety manual of

MIE was reviewed for the consumption of the research. In addition, the need assessment research for the expansion of the industry done by Mekelle University have been also analyzed. All these were done against the CSR principles and domains and practical evidences from the organization.

3.2.5. Data gathering instruments

3.2.5.1 Questionnaire

Questionnaire according to (Kothari, 2004) is the most important and widely used instrument in quantitative data gathering method. It is a series of questions about a specific title. It is given/asked in printed or soft copy form for respondents so as to get data about the title chosen already or to answer the research questions.

For this study the researcher adopted questionnaire from different sources with contextualization, changes and modifications. The format of the questionnaire was adopted from Tilahun (2011). And the variables were taken from different samples from the internet. The adopted list of questions is internalized and modified against the local context and cultural aspects of Ethiopian societies. After the final step of adoption of the questionnaire it has been translated in the local language Tigrigna (Tigrinya) the language widely spoken in Tigray regional state. Then, the questionnaire was tested before the final distribution to employees and community members. After getting the questionnaire tested, the researcher checked if there were some important lessons and took corrections. Finally, Questionnaire was distributed for final use of data collection. And data was gathered.

3.2.5.2 Interview guide

For qualitative data collection the researcher developed an interview guide with list of elements to be checked during the interview. This guide employed during the key informant interview and in-depth interview processes. For more details, see from the appendix.

3.2.6. Data collection procedures

At the most beginning structured questionnaire with open and close ended questions was developed. Then it was given to friends and colleagues for comment. Having taken all the comments, the researcher rearranged that some important ideas were included and irrelevant ideas were excluded. Then, after receiving all constructive comments, the questionnaire was

translated in the local language Tigrigna language. At this time again the researcher pretested the questionnaire by distributing some sample questionnaires both to colleagues and non-actual respondents from the study area.

From the pretest phase, the researcher learnt some important things and took measurements for the errors happened. Some errors were linguistic. In addition, font of the type in the questionnaire was rearranged. There were also technical errors. Even from friends' and colleagues' suggestion changes in format and structure have been made on the questionnaire.

After taking all comments and rearranging the questionnaire based on the comments, the survey was made by adding ten percent (10%) papers for nonresponse and spoiled papers. Taking himself the researcher as supervisor he employed and trained two data collectors to the external stakeholders. To the internal stakeholders with the help of some ex-friends and ex-classmates the researcher made the survey by himself. The response rate of the distributed questionnaire is shown on the following table.

Table 4: list of questionnaires distributed including 10% for nonresponse and incomplete papers

No	Sampling units and size of samples	no of papers based on sample size	Added papers for assumed nonresponse and spoiled papers (10%)	Total distributed papers	Response rate of actual sample	Response rate in percentage
1	Tabia Mesfin	94	$94 \times 10 / 100 = 9$	$94 + 10 = 104$	80	85.1%
	Tabia Industry	84	$84 \times 10 / 100 = 8$	$84 + 8 = 92$	75	89.2%
	Employees	168	$168 \times 10 / 100 = 17$	$168 + 17 = 184$	135	80.3%
	Total	346	34	380	290	83.8

Note: during the calculation for 10% of the added papers, the result of the two Tabias was 8.4 for Tabia Industry, and 9.4 to Tabia Mesfin. Therefore, since there is no decimal person, by using lottery method one paper was given to Tabia Mesfin. So, the total papers that distributed to Tabia Mesfin were 104

During qualitative data collection procedures, the researcher was conducting, key informant interview and in-depth interview. By then, digital recorder was used. This was purposed for alleviating missing information because of information overload during discussion and interview. Even though the researcher was organized himself that instruments are available, some participants were not free and volunteer to give a sound record. And the researcher compensated by using other mechanisms. For example, taking note in a fast speed and if participants are speedy in speaking the researcher tried to pause them and take notes then reminding them the final point they stopped he let them start.

3.2.7. Data analysis method

This is the backbone of the research. The researcher analyzed the gathered data both qualitatively and quantitatively. To analyze the qualitative data, SPSS version 20 software has been applied. The quantitative data were analyzed in descriptive statistics by using tables, graphs, pi-charts, bar graphs and chart. Then, the quantitative data backed up by the qualitative data that are gathered through interviews and discussions from internal and external of the organization. The textual data are supported by photographs taken from the field during field observation.

3.2.8. Ethical considerations of the research

Everything included in this study that needs personal consent is passed through the consent of the individuals. For respondents an informed consent was written at the beginning of the questionnaire. The informed consent included that the work was voluntary, no need of writing name on the questionnaire, confidentiality of respondents will be kept, no negative impact is resulted from participating in the study etc. And the purpose of the questionnaire was defined. During the interview every informant was asked for his/her consent for audio record. Any picture in this study is taken with the consent of each individual. If it is taken from secondary source, it is cited and credited to the author.

3.2.9. Validity

Validity in research is the amenability of research methods, tactics, strategies, designs, approaches and methodologies with the issue, the research problem, research questions and objectives the researcher intends to achieve at the end of the day of the research process. Validity can be seen as internal validity and external validity or generalizability. "*Internal validity is the extent to which the findings of a study are 'true', and whether they accurately reflect the aim of the research and the social reality of those participating in it*". (Holloway, 2002). In this research also as to the level of the researcher's reading, searching, observing, interpreting, and understanding abilities, all the elements related to validity have been tried to have in to account for instance, pre-testing and adopting questionnaire, which have been developed previously by other researchers by taking in to account contextual factors. The external validity or generalizability is discussed separately below.

3.2.10. Field experiences

During the research process the researcher passed through motivating and hindering situations. Starting from finding literature to the final date of data collection there were some challenges and opportunities. The researcher faced some challenges in the field of the study during data collection period. Since the sampling technique of the research was probability sampling, the researcher had to get a list of resident households in the study sites. However, it was not easy to get the list from the Tabias that they did not have clear list of statistical data of the resident households. Therefore, the sampling frame was made by collecting from different offices of the study sites. The Tabia leaders suggested the researcher to go and ask the list from the Ketenas under the researched Tabias. And the Ketenas suggested to go to the office of small and micro enterprises or Deqeqtan Anaeshtan Tikalat (DANT). So, it was difficult to meet all Ketena and DANT leaders. It consumed more time to gather all frames from different offices.

Chapter Four

Data Presentation, Interpretation and Analysis

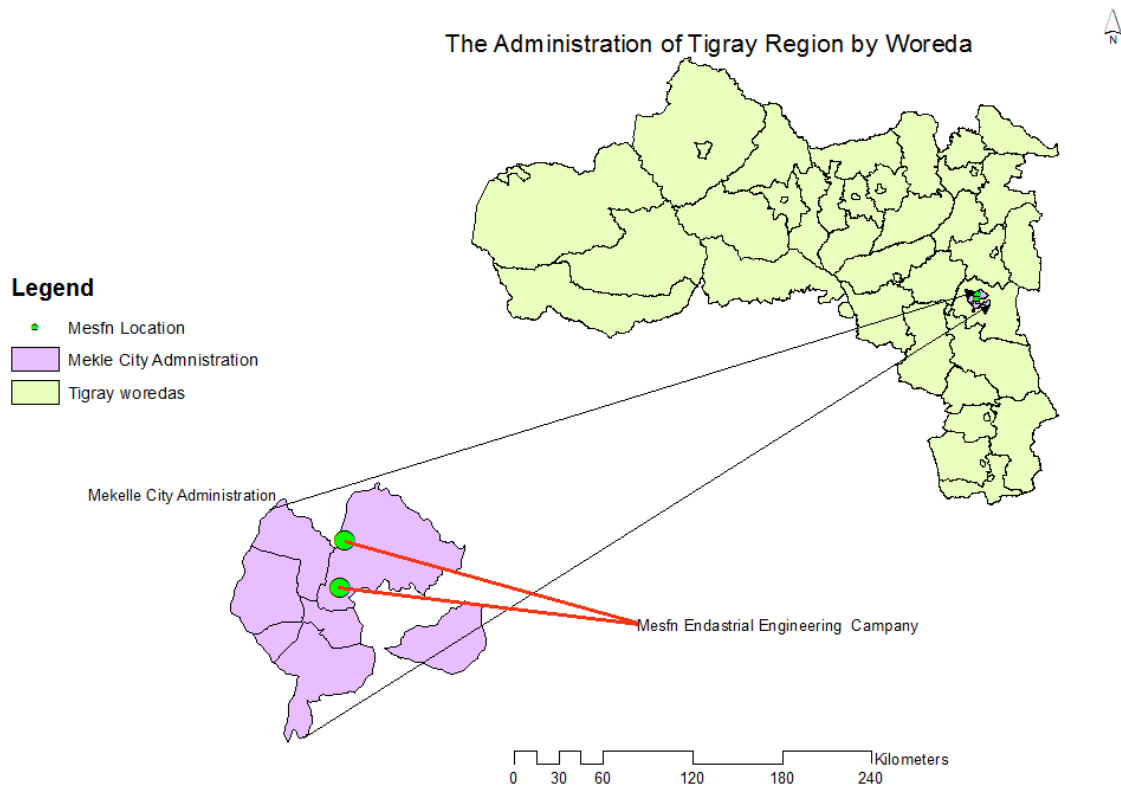
4.1. Introduction

As discussed in the previous chapters, this study revolves in the issue of industrial engagement on corporate social responsibility in Ethiopia particularly in Tigray regional state, taking Mesfin Industrial Engineering as a case. The concept of CSR encompasses four components such as, legal, ethical, economic and philanthropic. So, in this chapter result of respondents against to each domain is presented in a tabular and percentage. Following the tables all issues are interpreted and analyzed by merging all data from all sources of data. And finally, findings are discussed by synthesizing all data with literatures and theoretical assumptions against mesfin industrial engineering. As shown in the method of study, from the calculated sample size of respondents the actual participants that returned the complete questionnaire are 290 (83%) of the 346 selected respondents. Therefore, everything in this chapter is discussed based on the actual respondents.

4.2. Background Information and Setting of Study Area

The study was done in Tigray Regional State by taking Mesfin Industrial Engineering, which is the giant industrial Engineering in East Africa. The company is named after one fighter of Tigray People Liberation Front (TPLF) called Mesfin. Tigray regional state is subdivided in to seven administrative zones and 53 *Weredas* (16 urban and 37 rural *Weredas*) (Tigray Office of Plan and Finance 2016). The area is Situated in Mekelle, the historic city and Industrial hub of Tigray Region. Mesfin Industrial Engineering plc is established in 1993 as an engineering wing of the Endowment Fund for the Rehabilitation of Tigray (EFFORT) (MIE Profile 2017).

Figure 5: Map of Geographical location of Mesfin Industrial Engineering



Source: drawn by Tigray Regional National State Bureau of Plan and Finance (TRNSBPF), May, 2018

4.3. Demographic Characteristics of Respondents

This session briefly shows how respondents of the research are composed. The variables that measure respondents' composition are sex, type of stakeholder (internal and external/beneficiary), educational status, age, religion, of all respondents. Besides to this the demographic nature of respondents, exclusive variables either to the internal or external stakeholders are discussed briefly. Variable that identifies to the external stakeholders is job. Furthermore, position, marital status, and work experience of internal stakeholders are summarized in this part. The following table summarizes respondents' composition.

Table 5: Demographic characteristics of both employee and residence respondents

Demographic variables	Measurements	Frequency of N=290	Percent
Sex of respondents	Male	195	67.2%
	Female	91	31.4%
	Missed value	4	1.4%
	Total	290	100%
Type of stakeholder	Internal	135	46.6%
	External	155	53.4%
	Total	290	100%
Religion of respondents	Orthodox	225	77.6%
	Protestant	24	8.3%
	Muslim	23	7.9%
	Catholic	4	1.4%
	Missed value	14	4.8%
	Total	290	100%
Age of respondents in years	20-25	57	19.7%
	26-30	105	36.2%
	31-40	65	22.4%
	41-50	44	15.2%
	Above 50	17	5.9%
	Total	288	99.3%
	Missed value	2	.7%
	Total	290	100%.0
Educational status of respondents	Illiterate	15	5.2%
	Elementary school literate	7	2.4%
	Secondary school literate	31	10.7%
	Preparatory school literate	6	2.1%
	Certificate	3	1.0%
	Diploma	41	14.1%
	Degree	165	56.9%
	Masters and above	15	5.2%
	Missed value	7	2.4%
	Total	290	100%

The value of N=135			
Marital status of internal stakeholders	Unmarried	82	60.7%
	Married	52	38.5%
	Widow/widower	1	.7%
	Total	135	100.0%
Position of internal stakeholders	Employees	113	39.0%
		4	3.0%
	Employees	113	83.7%
	Position holders	18	13.3%
Work experience of internal stakeholders	Less than 2 years	24	17.8%
	2-4 years	63	46.7%
	5-7 years	31	23.0%
	8-10 years	7	5.2%
	More than 10 years	9	6.7%
	Total	134	99.3%
	Missed value	1	.7%
	Total	135	100.0%
The value of N=155			
Job of beneficiaries	Trade	33	21.3%
	Government employee	29	18.7%
	Privately employed	14	9.0%
	Self employed	17	11.0%
	Employee of Mesfin industry	14	9.0%
	NGO employee	5	3.2%
	Other	13	8.4%
	Unemployed	29	18.7%
	Missed value	1	.6%
	Total	155	100.0%
Note: “N” =155 implies questions only to beneficiaries, while “N” =135 implies questions only to employees.			

Source: respondents’ survey, 2018

4.4. Legal aspects of CSR

This session shows how the industry is responding to the legal obligations? This component of CSR is measured by different variables. To measure this domain of CSR the researcher applied 8 variables namely, the status of working within the legal framework, fighting corruption, assuring human rights, controlling noise, air and water pollution, promoting gender equality and respecting all legal obligations of the country. These variables are derived from the legal

aspects of CSR model. All variables that the researcher used to measure the legal practices of the industry are presented hereunder the table corresponding to the respondents' agreement.

Table 6: Frequency distribution of respondents on legal framework of CSR

Measurements	Responses	Frequency of N=290	Percent
It works within the legal framework	Yes	173*	59.7%
	No	17	5.9%
	In part	32	11.0%
	Not satisfactory	19	6.6%
	No idea	49	16.9%
	Total	290	100.0%
Fights corruption	Yes	77*	26.6%
	No	69	23.8%
	In part	52	17.9%
	Not satisfactory	46	15.9%
	No idea	46	15.9%
	Total	290	100.0%
Assures human rights	Yes	108*	37.2%
	No	44	15.2%
	In part	69	23.8%
	Not satisfactory	31	10.7%
	I have no idea	38	13.1%
	Total	290	100.0%
Controls noise pollution	Yes	40	13.8%
	No	161*	55.5%
	In part	51	17.6%
	Not satisfactory	26	9.0%
	I have no idea	12	4.1%
	Total	290	100.0%
Controls air pollution	Yes	43	14.8%
	No	150*	51.7%
	In part	48	16.6%
	Not satisfactory	28	9.7%
	I have no idea	21	7.2%

	Total	290	100.0%
Controls water pollution	Yes	56	19.3%
	No	137*	47.2%
	In part	43	14.8%
	Not satisfactory	24	8.3%
	I have no idea	30	10.3%
	Total	290	100.0%
Promotes gender equality	Yes	173*	59.7%
	No	23	7.9%
	In part	34	11.7%
	Not satisfactory	30	10.3%
	I have no idea	30	10.3%
	Total	290	100.0%
Respects all legal obligations of the country	Yes	73	25.2
	No	35	12.1
	In part	92*	31.7
	Not satisfactory	53	18.3
	I have no idea	37	12.8
	Total	290	100.0

Source: respondents' survey, 2018

Note: * =the highest frequency

As shown from the above table, it can be perceived that MIE works within the legal framework of the country. The data from the above table tells, 173 (59.7%) saying “Yes” and 32 (9.1%) “In part” majority of respondents replied Positively to the question “does the industry works within the legal framework or not?” This implies that the company complies with the legal framework of the nation. To check this, the researcher made interviews and reviewed documents. Therefore, documents and interviewees tell that the industry performs its function with complying to the law, rules, regulations and policies of the country. For example, one study done by Mekelle University shows the industry’s social-economic, environmental impact assessment and legal feasibility of the industry. It says like this;

“The expansion of Mesfin industrial engineering has multidimensional advantages. Its impact to the environment is positive. It is also feasible

economically, socially, legally and environmentally based on the investment policy of the country...” (feasibility study of MIE’S expansion, 2017).

In addition, all key informants tell that MIE is a praised company that it complies with the legal framework of the country. For example, one key informant said this: *“Mesfin industrial engineering works its function with no slight contradiction to the legal obligations of the country. Even it goes beyond the obligation of the legal framework.”*

This indicates that the industry works in a way that it is obeying to the legal frameworks that the government of the country demands.

Respondents were also asked to rate the status of the industry regarding fighting corruption. And respondents’ responses show that there is no bold gap among the measurements. The frequency distribution of respondents’ agreement is like this: 77 (26%) ‘yes’ and 52 (17%) “In part”. On the contrary, 69 (23%) saying “no” 46 (15.9%) no idea and not satisfactory reacted negatively. But actually, the number of respondents, who replied positively exceeds to those of negatively replied. However, qualitative data tell that the industry is weak in fighting corruption. One interviewee said like this:

Let us leave the state of fighting corruption. It encourages and commits corruption the industry by itself. When there is vacancy, people in the industry call to their relatives and tell them to prepare themselves and to enter in to work. But people like me have no access of information cannot be employed in the industry. Even if you have the access, you cannot pass the exam if you do not have any relative or closed person in the industry. I am speaking because I am evident enough. I do have a concrete evidence. Sometime, it was posted a vacancy and we applied. Then, they called us for exam and we have taken the exam. Then we were waiting for months that they will post the result. But when we ask some of our friends, they laughed on us. We confused why they are laughing on us. And we asked them why they are laughing. And they said us people are selected secretly and they are taking their salary for the second time (in-depth-interviewee 3).

This indicates MIE is not fighting corruption. Rather, the industry by itself involves in systematically corrupted practices. It can be generalized that there are secret practices done by people in Mesfin industrial engineering only exposed to some individuals, but hidden to the mass society. There is no transparency and clarity of organizational practices to the people.

Respondents were asked to respond on how MIE is working on assuring human rights? As also seen from the above table, more than 60% of the respondents reacted positively with frequency

distribution of 108 (37.2%) “yes”, and 69 (23.8%) “in part”. Documents and interviews also show similar results that the industry ensures human rights. One key informant explained the state of ensuring human rights by MIE as beneath presented.

Mum..... As far as I know, anyone is enjoying his/her human rights. As I Have explained, no one is forced to work overtime unless he/she is payed overtime payment. If there is overload, there is overtime payment. If there is extra work, there is extra payment (K11).

The above concept is supported by another key informant. He explained as follows.

In our industry no one is deprived of his/her natural rights. Mesfin industrial engineering does not violate the rights of employees as well as all publics. Basically, there is no any situation to let MIE violate human rights of the public, with regard to the employees anyone is enjoying all inviolable and inalienable rights (K12).

All information from respondents and informants revealed that there is a practice of ensuring human rights in MIE. From both qualitative and quantitative data, it is possible to say MIE is not violating the rights of humans. Mesfin industrial engineering ensures human rights.

On the other hand, respondents show their disagreement to the question “does Mesfin industrial engineering control noise, air and water pollution?” As shown from the table above 161 (55.5%) respondents responded negatively towards the status of noise control of the industry. Similarly, 150 (51.7%) of the total participants disagreed on air pollution control by the company. With no significant different to the state of water pollution controlling by MIE respondents reacted negatively that 137 (47.2%) of the respondents said “no” and 24 (8.3%) said not satisfactory.

Qualitative data from in-depth-interview also comply with the above result. For example, one informant said the following.

.....We are living at the wall of Mesfin industrial engineering compound. We get nothing positive except the negatives. I am not saying it has to give us money or anything, but since we are its neighbors, it had to consider about us, it should consider about our children, it should think about the condition of the nearby residents. For example, if you are sick, you cannot sleep. There is always noise. There is no rest. it works day and night. At the midnight children wakeup hearing the sound. And they cry and disturb the room. Then all members of the family are disturbed. It is like this I never see mesfin industrial engineering works either in controlling air, water or noise pollution.... (IDII2).

This shows that the industry is not taking care of the nearby community with regard to their safety and stability. The above idea implies the community is disturbing by the noise of the industry. And this is the implication of industrial carelessness on community issues. Therefore, it can be concluded that the industry does not work on water, air, and noise pollution.

On the other hand, respondents have positive perception towards MIE's status of promoting gender equality and respecting all legal obligations of the country. For the variable that measures gender equality with 173 (59.7%) saying "yes" and 34 (11.7%) "in part", respondents show that the industry promotes gender equality. Similarly, to the question of 'how MIE respects all legal obligations?' 73 (25.2%) and 92 (31.7%) respondents saying 'yes' and 'In part' respectively rated positively.

This is supported by key informant interviewees and in-depth interviewees. One key informant added the following idea.

What makes MIE unique is promoting females. In our country metal maintenance was taken as males' work for many years, but MIE believes females can work in any place and brings females to work on maintenance activities. Females are receiving equal benefit and participation in leadership, position and so on in MIE. It difficult to say it equal, but there are activities. To let females come to power and position our industry tries its best (K11).

Generally, when the industry is evaluated by the status of working with the legal framework in some elements it works, but it does not in some others. The legal elements that the industry works in are working within the legal frameworks, ensuring human rights, promoting gender equality and respecting policies and regulations of the country.

On the contrary, there are legal variables that the industry does not give concern. Respondents show that the company do not control noise, water, and air pollution. Similarly, MIE does not fight corruption. Instead, it involves itself in corrupted system.

4.5. Ethical domain of CSR

This is the second question of the research posed to be answered in this part. The researcher used 12 variables to address this issue against MIE. These variables have been taken from the ethical aspects of CSR. All variables of this aspect of CSR are presented concurrent to responses, frequencies and percentage in the table below.

Table 7: Frequency distribution of respondents on ethical domain of CSR

Measurements	Responses	Frequency of N=290	Percent
It promotes honesty	Yes	65	22.4%
	No	81*	27.9%
	In part	52	17.9%
	Not satisfactory	62	21.4%
	I have no idea	30	10.3%
	Total	290	100.0%
It gives for public interest first	Yes	56	19.3%
	No	110*	37.9%
	In part	49	16.9%
	Not satisfactory	61	21.0%
	I have no idea	14	4.8%
	Total	290	100.0%
It is accountable for its action	Yes	72	24.8%
	No	57	19.7%
	In part	47	16.2%
	Not satisfactory	94*	32.4%
	I have no idea	20	6.9%
	Total	290	100.0%
It condemns theft	Yes	95*	32.8%
	No	59	20.3%
	In part	35	12.1%
	Not satisfactory	68	23.4%
	I have no idea	33	11.4%
	Total	290	100.0%
It condemns lie	Yes	67	23.1%
	No	83*	28.6%
	In part	43	14.8%
	Not satisfactory	70*	24.1%
	I have no idea	27	9.3%
	Total	290	100.0%
It promotes integrity	Yes	51	17.6%
	No	82*	28.3%
	In part	63	21.7%
	Not satisfactory	64	22.1%
	I have no idea	30	10.3%
	Total	290	100.0%
It ensures fairness	Yes	60	20.7%
	No	88*	30.3%
	In part	42	14.5%

	Not satisfactory	75	25.9%
	I have no idea	25	8.6%
	Total	290	100.0%
Helps to people with disability	Yes	83	28.6%
	No	118*	40.7%
	In part	29	10.0%
	Not satisfactory	37	12.8%
	I have no idea	23	7.9%
	Total	290	100.0%
Helps for elders	Yes	83	28.6%
	No	133*	45.9%
	In part	21	7.2%
	Not satisfactory	28	9.7%
	I have no idea	25	8.6%
	Total	290	100.0%
Supports vulnerable groups	Yes	47	16.2%
	No	145*	50.0%
	In part	33	11.4%
	Not satisfactory	29	10.0%
	I have no idea	36	12.4%
	Total	290	100.0%
The status of loyalty	Yes	71	24.5%
	No	90*	31.0%
	In part	49	16.9%
	Not satisfactory	64	22.1%
	I have no idea	16	5.5%
	Total	290	100.0%
It fights against cheating	Yes	83	28.6%
	No	107*	36.9%
	In part	27	9.3%
	Not satisfactory	37	12.8%
	I have no idea	36	12.4%
	Total	290	100.0%

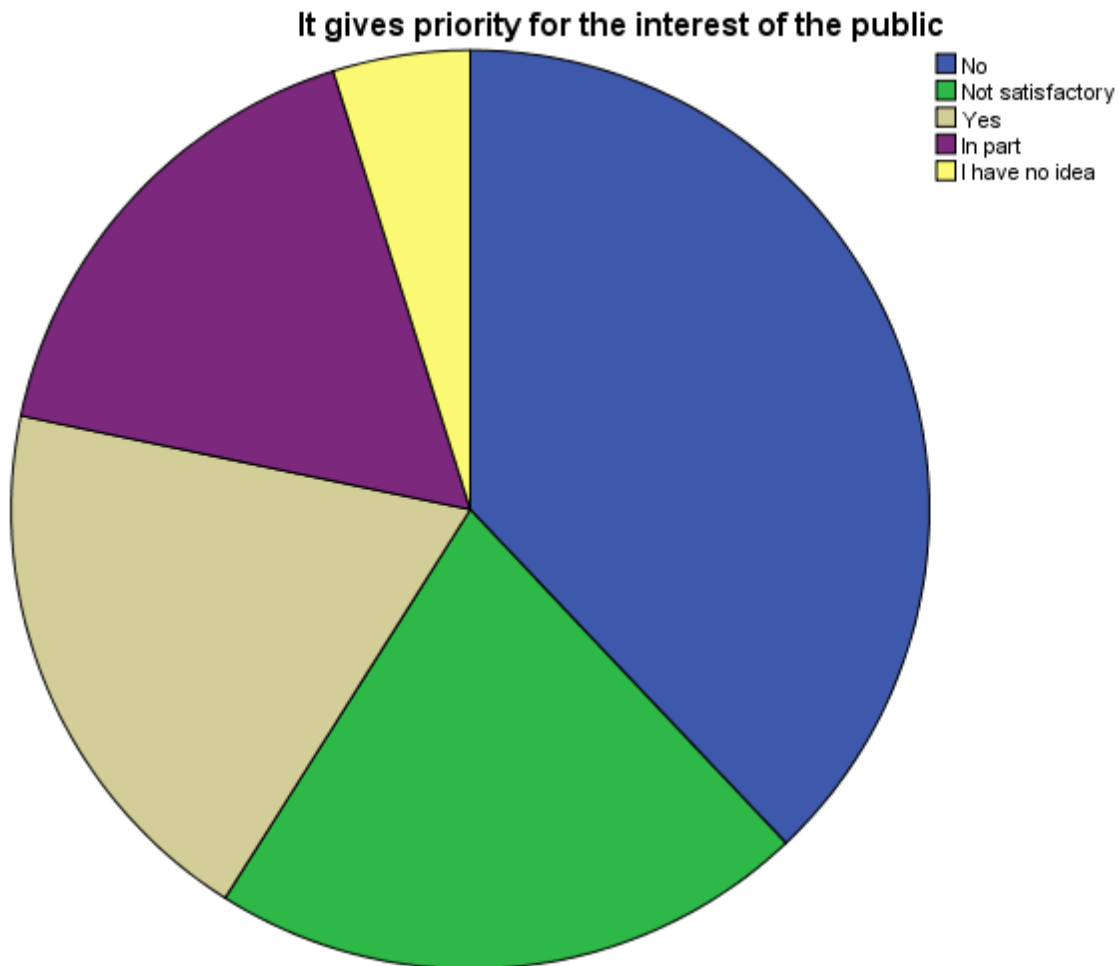
Source: sample survey, 2018

Where “*” =highest frequency

As can be seen from the above table, even though there is a little bit even frequency distribution, the mode is “No” for the first measurement with 81 (27%) of respondents followed by 62 (21.4%) saying “Not satisfactory”. For the second measurement of the ethical domain of CSR respondents replied negatively. Based on the data from the table, 58% of the respondents with 110 (37.9%) said “no” and 61 (21.0%) said “not satisfactory”, forwarded negative responses to the variable ‘does the industry works giving for public interest first?’ This implies Mesfin

Industrial engineering neglects public interest, rather it works for its immediate goal. The bar-graph below depicts the dispersion of respondents' answer for the state of MIE's public interest consideration.

Figure 6: The status of the company in giving priority for public interest



Processed result with SPSS version 20 software, 2018

Participants of the research were asked about accountability of the organization for its action. Regarding this measurement, the data from the above table tells majority of respondents disagreed that the organization is not accountable for its acts. The aforementioned tabular presentation of data portrays that 94 (32.4%) respondents saying 'not satisfactory and 57 (19.7%) 'No' totally 151 (52.1%) respondents reacted negatively. This implies that the company is not responsible and not accountable for the actions it does.

With regard to the next forth measurement of ethics, participants' response tends to positive. To this variable a total of 130 (44.9%) respondents forwarded their agreements that the organization condemns stealing. From the total agreed respondents 95 (32.8%) said 'Yes' and

35 (12.1%) said ‘in part’ for the question whether MIE condemns and makes endeavor to quit theft or not. This reveals the organization tries to show that theft is morally wrong and legally crime.

With regard to the state of giving credit to the value of the society in condemning lie, the result shows the industry is not working on that issue. From the table above it is seen that 153 (52.7%) of the respondents responded that the organization is not condemning lie.

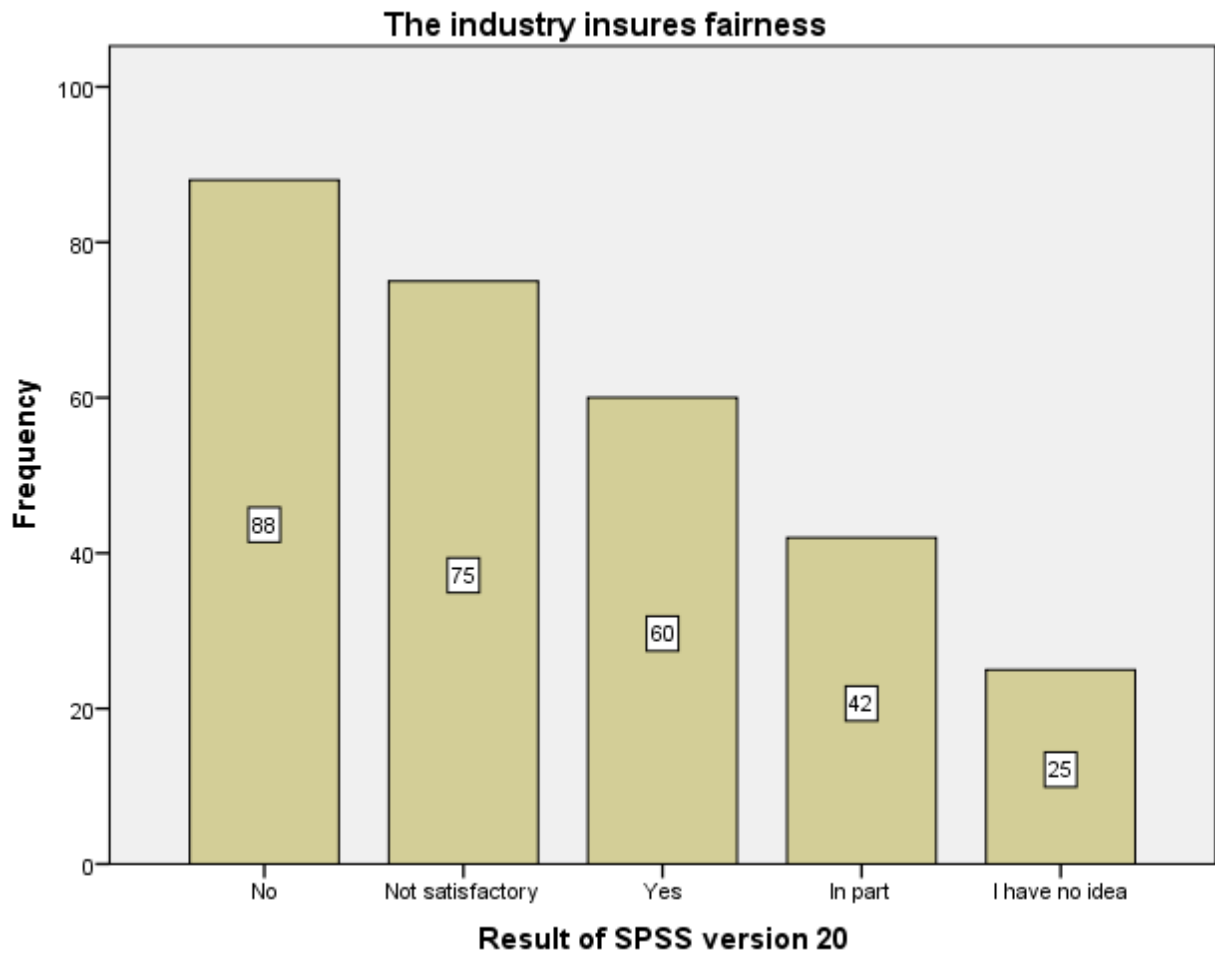
With regard to organizational integrity of Mesfin industrial engineering, respondents show that MIE does not promote integrity. According to the data above 145 (50.4%) of respondents replied negatively with 82 (28.3%) and 64 (22.1%) saying ‘No’ and ‘Not satisfactory’ respectively. This indicates the industry does not work in the way people can learn integrity from it. Qualitative data also comply with this. One in-depth-interviewee said the following.

Integrity? Integrity form Mesfin? It is never! MIE is the son of EFFORT. And EFFORT is the center for conspiracy and intrigue. There is no a slight humanity and ethics in EFFORT. No one expects integrity and ethics from EFFORT as well as from MIE. To tell you frankly, if you tell to EFFORT or to MIE the truth or you try to go in to the legal proceedings to ask your democratic rights, they change the case and accuse you and leave you in charge of any crime even you are victim of their conspiracy. MIE is a merciless but public organization in name (IDII 3).

This shows that MIE is weak in promoting and practicing integrity in its practices and performances.

Respondents were asked to rate the state of fairness of MIE. Majority of participants’ agreement rate that the industry is unfair. Quantitative data from survey portrays 163 (56.2%) said the organization is unfair. The following bar-graph depicts the dispersion of respondents’ response on MIE’s status of fairness.

Figure 7: the industry's status of ensuring human rights



As the above picture shows, majority of the survey participants are on negative attitude towards the industry's fairness. Similarly, people from focus group discussion added similar idea on this issue.

Disability was posed as a variable to measure MIE's practices on helping for people with disability. Respondents were asked to rate on does MIE help for disabled people? And as shown from the previous table, a large number of respondents give their disagreement on this measurement. The data tells more than half of the respondents forwarded their response negatively. 155 (53.5%) of respondents said that MIE does not help for people with disability.

Respondents show similar responses on variables of the state of helping to elders and vulnerable groups by MIE. The data tells that 133 (45.9%) of respondents replied 'No' for the question "does MIE help to elders?" Similarly, 145 (50%) of the respondents said 'No' for the measurement that asks "does or not MIE help for vulnerable groups?"

Even though the survey implies the industry does not support for vulnerable groups/individuals, qualitative data shows that the industry supports for some disadvantaged children. Interview data were also supported by documents indicate the company is working on supporting vulnerable groups. For example, let us see the following data.

Regarding helping vulnerable groups Mesfin industrial engineering helps for 83 orphans. It gives educational material and cash payment varied according to grades of the students. For instance, the payment of 2010 E.C. was like this: KG1, 1200 birr, grade 1-4, 1700 birr, grad 5-8, 2500 birr, grade 9-12 3000 birr. The payment is made by the time education is started (Quarterly magazine of MIE).

The researcher tried to contact for some students taking their phone number from the list of MIE; and the students assured that they are being supported by the company.

For the last two variables that were applied to measure ethics of the industry respondents rated them in negative level. The status of loyalty and the state of fighting cheating were asked for survey participants to rate on them. and accordingly, it is seen form the data 154 (53.1%) and 144 (49.7%) of respondents showed their attitude negatively for the questions of “is the industry loyal?” and “does it fight cheating?” respectively.

In addition to interview and survey, the researcher reviewed some relevant documents. And accordingly, there are some points found in a quarterly magazine listed as core ethical values that the organization is ambitious to make them real. And those are:

- ♥ Customer satisfaction.
- ♥ Social responsibility.
- ♥ Organizational and individual development.
- ♥ Integrity and transparency.
- ♥ Technical excellence with professional ethics. Continuous learning, improvement and professionalism.
- ♥ Dignity and self-respect.

In general, when we see the ethical aspect of CSR, there is more or less similarity with the legal engagement. Like in the legal aspects, here in the ethical aspects of CSR Respondents identified in which aspects MIE works and not. And accordingly, despite it works on condemning and theft, respondents show that the company does not give concern to all ethical values.

Respondents tell that the industry is not honest and it does not give concern for public interest when it works. Instead, it works only for the immediate goal of making profit. In addition, respondents show that the company is not accountable for its action. Similarly, the industry is not working on teaching integrity and fairness for its employees as well as to the general public. Despite the survey data shows that the industry works on helping to people with different problems, the data collected qualitatively show it is insignificant. Regarding the state of loyalty and fighting cheating, results portray that the industry is not loyal to stakeholders and its system is cheated.

4.6. Economic domain of CSR

This session deals with internal situation and organizational strength and its contribution to other businesses of the country. It directly related to economic success and creative mechanisms for long life of organizations as well as for their employees and as a result, the role for sustainable development. To measure the economic aspects of CSR of MIE the researcher selected five variables from the economic domain of CSR model, which measure (1) the industry's state of hardworking (2) whether it generates persistent revenue, or not? (3) if its revenue contributes for other businesses, (4) the state of wining marketing competition and (5) its ability to produce and provide qualified industrial products. The following table shows respondents' ratings on each measurement.

Table 8: Frequency distribution that shows how MIE works on economic aspects of CSR

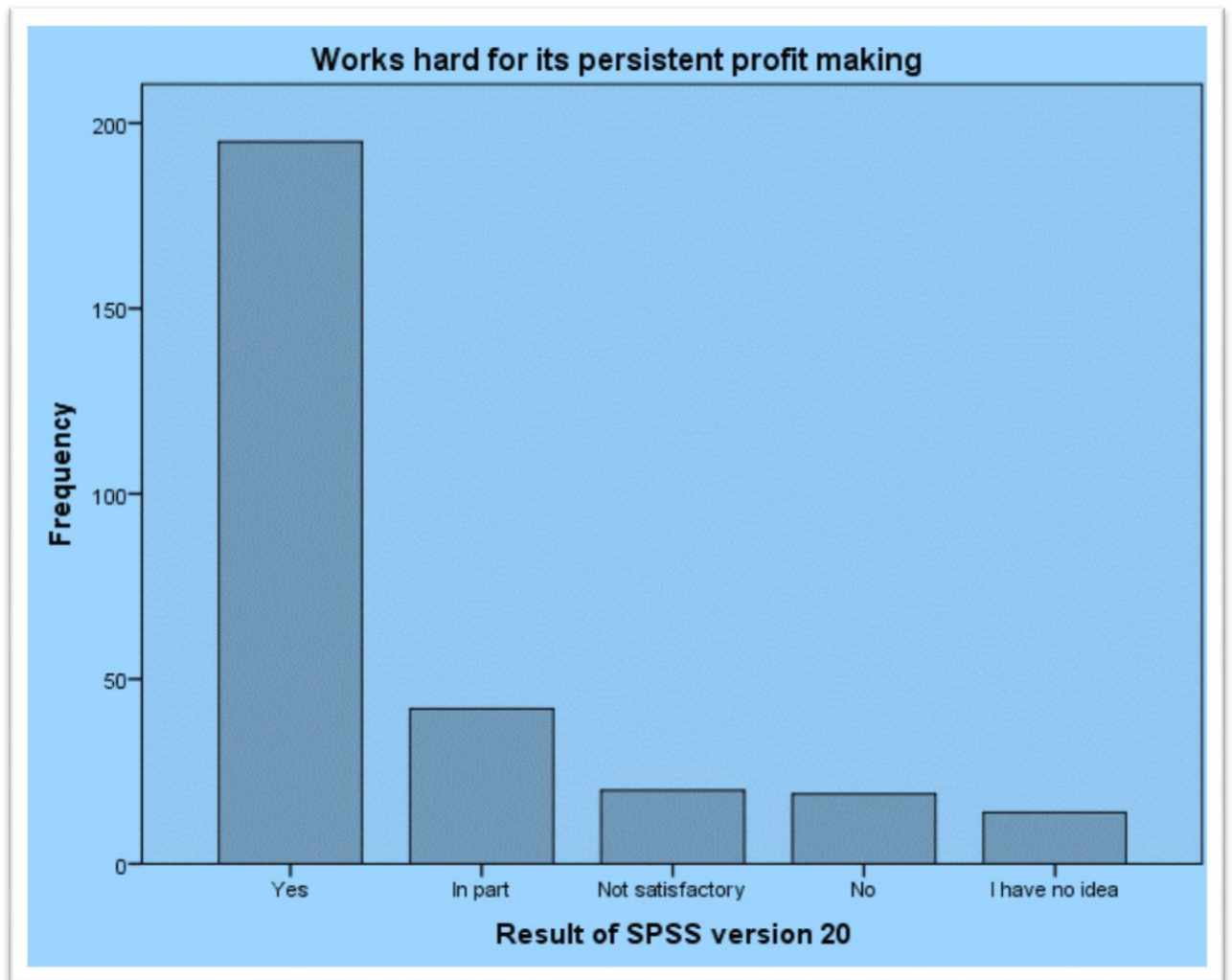
Measurements	Responses	Frequency of N=290	Percent
It is hardworking	Yes	195*	67.2%
	No	19	6.6%
	In part	42	14.5%
	Not satisfactory	20	6.9%
	I have no idea	14	4.8%
	Total	290	100.0%
It generates persistent revenue	Yes	185*	63.8%
	No	16	5.5%
	In part	44	15.2%
	Not satisfactory	22	7.6%
	I have no idea	23	7.9%
	Total	290	100.0%
Its revenue contributes to other businesses	Yes	107*	36.9%
	No	53	18.3%
	In part	64	22.1%

	Not satisfactory	49	16.9%
	I have no idea	17	5.9%
	Total	290	100.0%
It wins marketing competition	Yes	130*	44.8%
	No	29	10.0%
	In part	76	26.2%
	Not satisfactory	39	13.4%
	I have no idea	16	5.5%
	Total	290	100.0%
It produces qualified industrial products	Yes	158*	54.5%
	No	16	5.5%
	In part	75	25.9%
	Not satisfactory	27	9.3%
	I have no idea	14	4.8%
	Total	290	100.0%

Source: respondents' sample survey, 2018

The above data indicates that majority of the respondents tell MIE is working well with the economic domain of CSR. To the first measurement that asks the state of hardworking of MIE, 195 (67.2%) and 42 (14.5%) saying 'Yes' and 'In part' respectively, 237 (81.7%) of respondents show that the industry is hardworking. This portrays how the industry is hardworking. Even though this is the immediate goal of the organization, on the second level it helps employees to feel confidence on their employer. The following picture depicts the dispersion of respondents' rating on the state of hardworking by Mesfin industrial engineering.

Figure 8: the state of hardworking of the company



This is also supported with qualitative data from both documents and interview and one key informant said like this.

UMM... the detail story of MIE's state of hardworking is explained in the quarterly magazine number 19, but for the purpose of the interview let me mention some points. As I said earlier when we see the development of MIE, it began its legal work with not more than 30 employees. And its capital was about 7 million birr. It starts with maintenance of small things. At the beginning it was repairing windows and doors. Then it developed in to maintaining trucks. Then, it developed in to making cares, tankers, trucks and liquid and dry trucks. Bringing fast growth MIE is providing industrial equipment for industries like fuel storage tankers and normal tankers. Evaluating the national growth, MIE conducted a study of how to go with the national development by analyzing GTP1 and GTP2. Then it is working by having four business units. The four

business units are considered as independent companies. One automotive and farming material motorizing unit (AFMMU) is as one manufacturing plant it makes small cars and automobiles and tractors. Two HDVL unit works on making huge dry and liquid trucks as well as train locomotives. Three, industrial equipment production unit (IEPU) produces and deliver to other factories like sugar factories and cement factories. And four industrial construction and installation unit (ICIU) builds factories and installs machines(KII).

This indicates that the company is not only hardworking, but also smartly working. From the above interview it can be understood that the company analyzes situations and identifies strengths, weaknesses, opportunities and threats for the betterment of its economic progress. Documents also supported to this idea. The data from internally established documents indicate that the company is known by its economic success, production quality, and ability of predicting the future. The following data taken from different magazines of the company indicate how the company is strong in economic success.

Plan for the future: documents reveals that MIE is in expansion and development process and it planned in the coming five years in the new 100 hectares of land 15 plants will be built and those plants will create employment opportunity for more than 20,000 employees. Similarly, in Wukro two of automotive and agricultural factories are on the way to build and it is expected to create employment opportunity for 3000 employees. At the end of the next five years MIE's capital can grow in to 12 billion birr (Habte Hadush, General manager of MIE on (Mesfin Industrial Engineering, 2017).

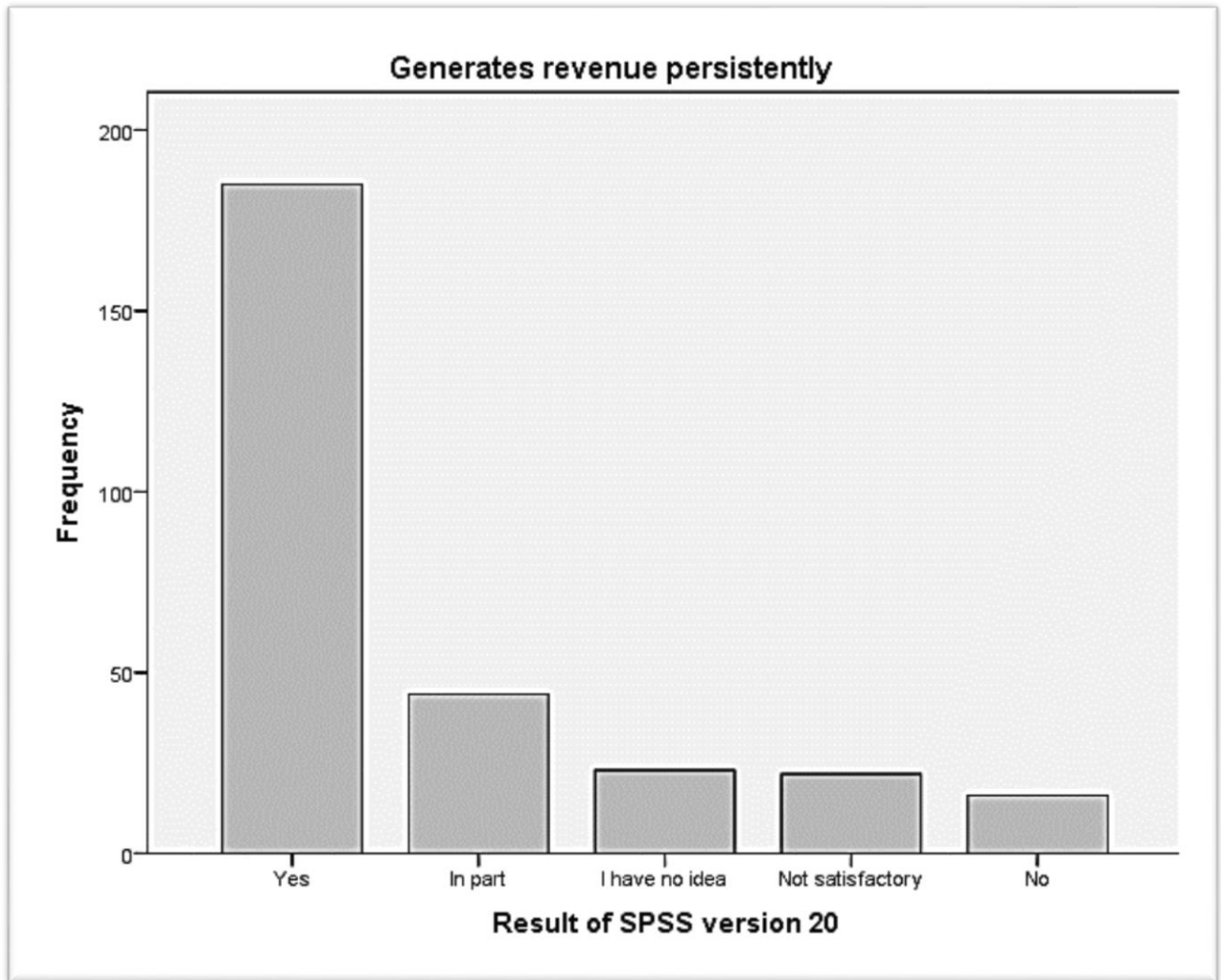
In addition, this idea is supported by the idea of key informant interviewees. For example, one key informant said like this:

.... Moreover, as we know everyone is contributing to the grate Ethiopian renaissance dam (GERD). And MIE as industry contributes a lot. Still, it buys more than ten million (10,000,000 birr) bond for GERD. We bought three round bond to the GERD. For the future we will continue until the GERD is finalized (KIII).

This part as discussed in the theoretical framework related to the immediate goal of the industry, but its development should also contribute to the other businesses of the country. Therefore, as the above data portrays, the industry is contributing on national development.

In regard to the second measurement respondents agree that the company generates persistent revenue. The data on the above table shows 185 (63.8%) replied ‘Yes’ and 44 (15.2%) ‘In part’. This indicates majority of the respondents believe that MIE as a result of its hardworking, it generates persistent revenue. The graph below depicts in short and precis way.

Figure 9: shows the company's status of generating persistent revenue



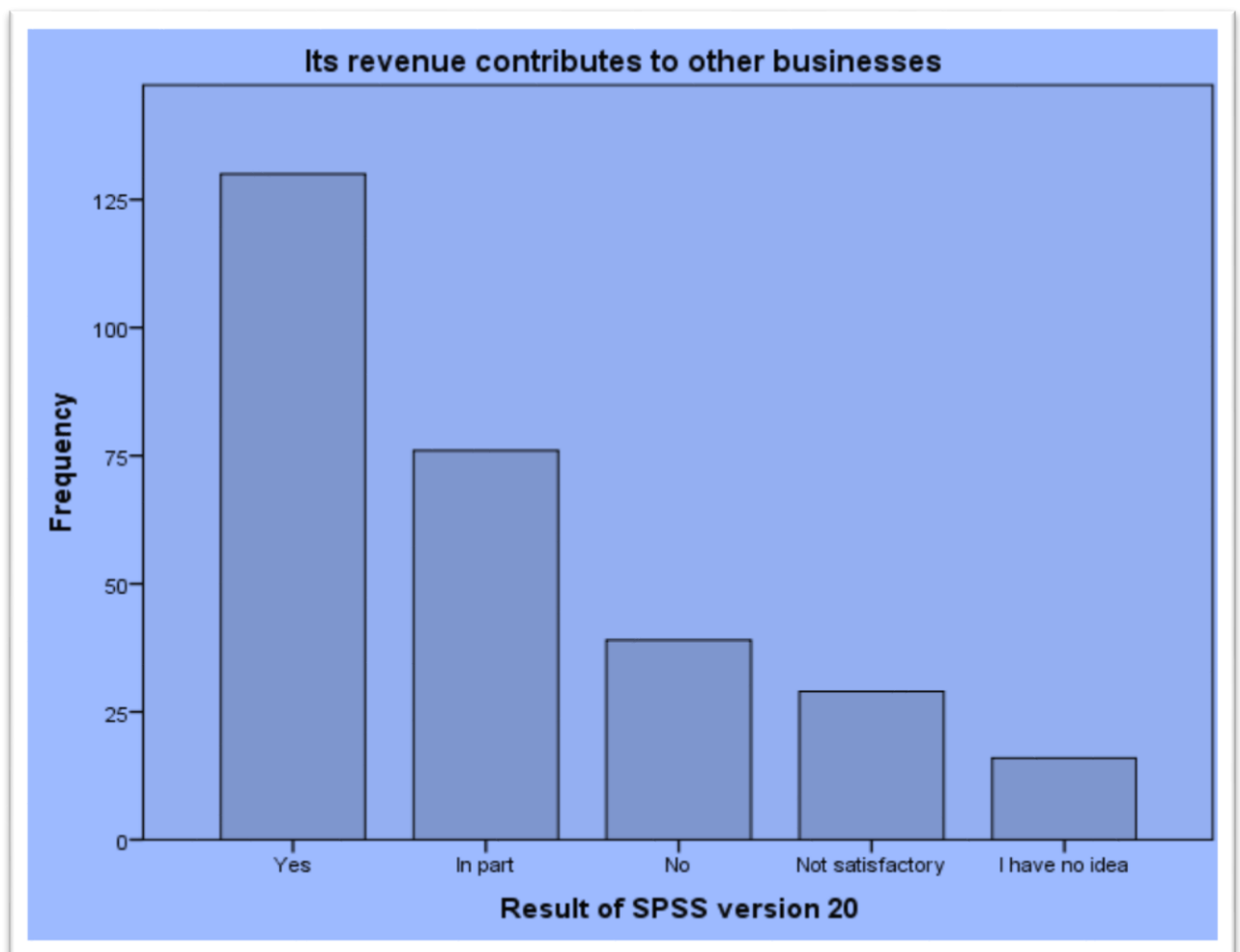
Not only qualitative data, but the researcher also tried to investigate on MIE’s persistency revenue generation from different documents. And accordingly, the researcher found some information about its revenue and its initial capital. The following data tells about MIE’s state of generating revenue.

Having been established by a mere 358 thousand USD initial investment, currently MIE commands more than 35 million USD capital. Twenty four years after it opened its door for business, MIE has reached a milestone turnover of

90 million USD in 2015/16 budget year (Mesfin Industrial Engineering Profile, 2017).

Similarly, respondents were asked to evaluate the status of the company's revenue if it is contributing on other businesses. And accordingly, 107 (36.9%) expressed their agreement by saying 'yes' and 64 (22.1%) 'In part' totally 171 (53%) of the respondents have positive perception towards the question does Mesfin industrial engineering contribute on other businesses as a result of generating persistent revenue? This implies that the company contributes on other businesses

Figure 10: shows how much the industry contributes on other businesses



The above data implies that the industry is contributing on other businesses. The existence of the company is helpful for the existence of other businesses.

There is a similar data from documents that support the industry generates persistence revenue and as a result, its revenue contributes to other businesses. Let us see for example, the following idea.

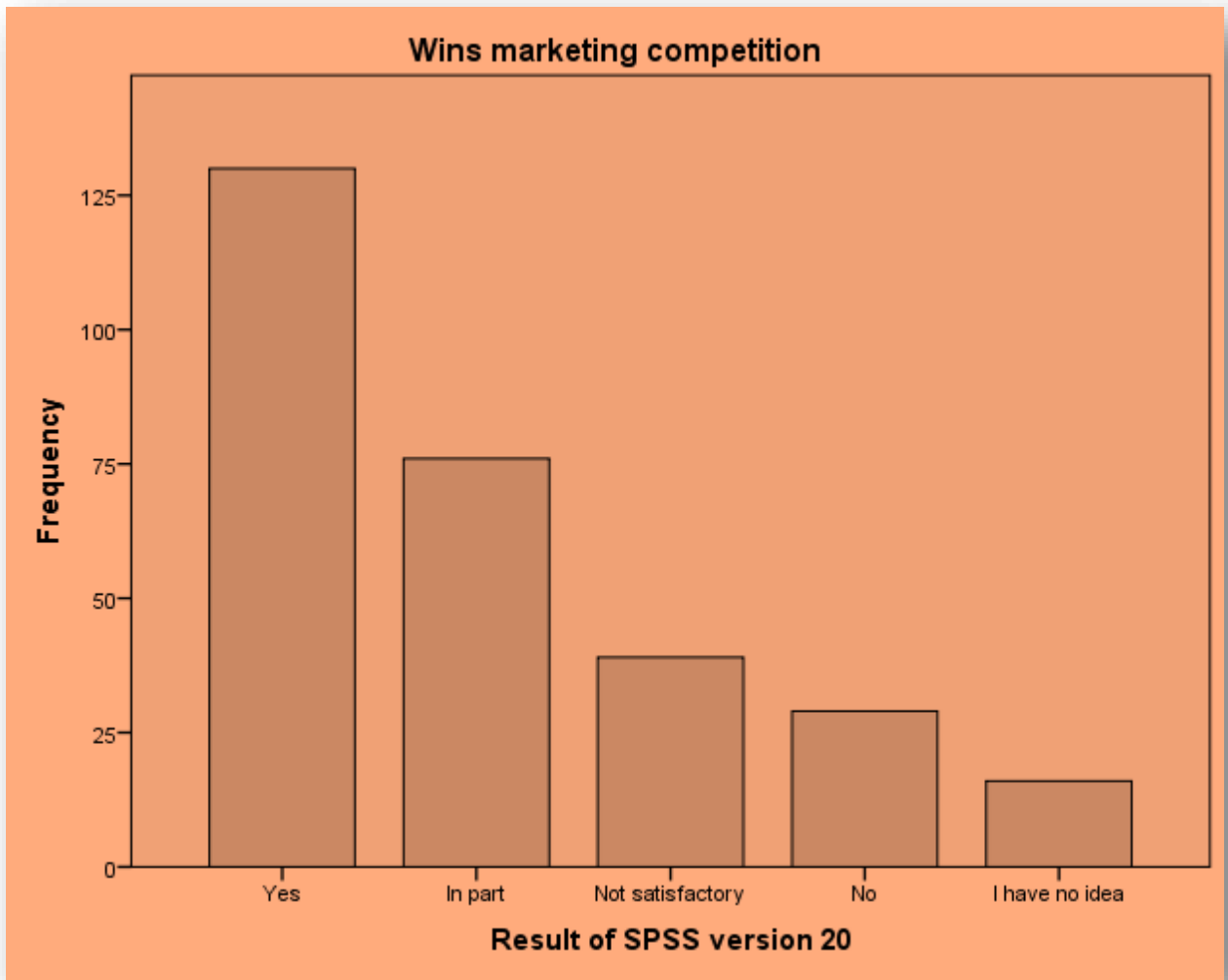
After the accomplishment of the five years' plan, MIE contributes more on social development. One, helps farmers to withdraw the traditional way of plowing and transform into using tractors and other modern technology based farming system. Two, improves the day-to-day transportation system of the society. Three, establishing many small and micro-enterprises, enable many youths get job (ibid).

Following the dynamism of the business environment in the country, MIE's product portfolio has also changed, and diversified. Accordingly, MIE has reorganized its business lines in to four units with each business unit having a specific product line; Automotive & Agricultural Machinery Assembly, Heavy Duty Vehicles & Locomotive Manufacturing, Industrial Equipment Manufacturing and Industrial Construction & installation Works. MIE is an ISO 9001: 2008 QMS certified company and it is currently implementing KAIZEN leadership principle throughout the company (Mesfin Industrial Engineering Profile , 2017).

This is the indication of the company's innovative and adoptive capability on taking and modifying others' system. Many interviewees witnessed that the company is very innovative.

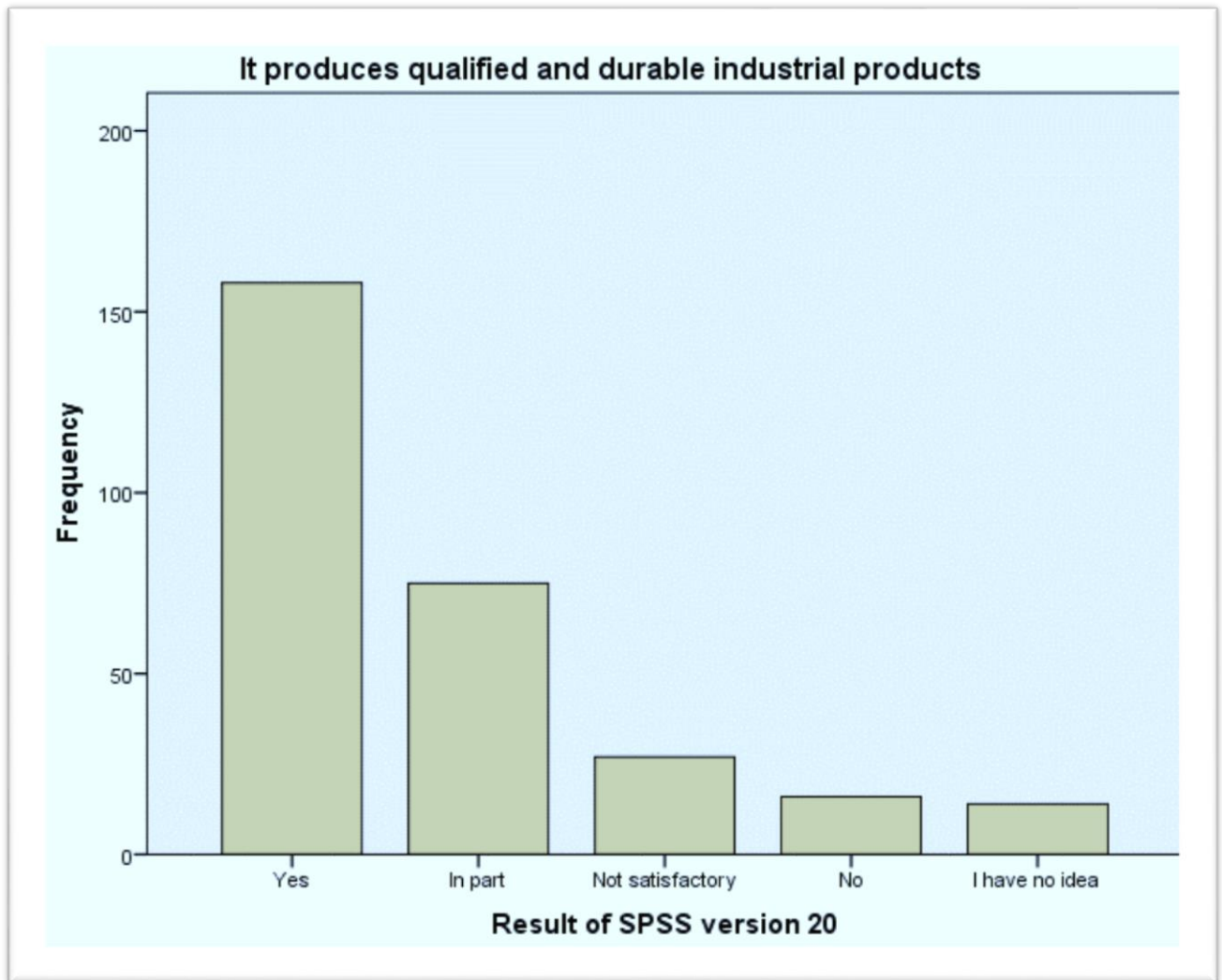
On the other hand, respondents had been asked to react on "does it win on marketing competition or not?" So, as can be seen from the above table, 130 (44.8%) replying 'yes' and 76 (26.2%) 'In part' majority of respondents agreed that the industry is competent enough. This shows the company computes in the market highly.

Figure 11: indicates industry's market competition



Respondents were asked to rate on the state of MIE's capacity of producing and providing qualified products. The data from the table above table portrays that 158 (54.5%) forward their agreement by saying 'Yes' and 75 (25.9%) 'In part'. Therefore, with total of 233 (80.4%) respondents are confident on the quality of products produced and provided by Mesfin industrial engineering. Interviewees also supported this idea. They appreciate the quality of products of the company. They told that it produces very beautiful and durable automobiles, tractors, and trucks.

Figure 12 implies company's status of production quality



As shown from the data above, majority of respondents tell positive responses to all economic variables, which measure the industry's status on economic aspects of CSR. From the above result it is possible to conclude that the company works in a better way than other CSR activities.

4.7. Philanthropic aspects of CSR

This is a broad subcategory of corporate social responsibility. Hence, the researcher made other subcategories under this session. And accordingly, the main issues raised here are environmental and social protection. Social protection is also categorized in to different subtopics like, healthcare, education, sport, infrastructure and internally employees' treatment.

4.7.1.Environmental

This subtitle deals with how Mesfin industrial engineering affects the environment? Under this the researcher used 4 variables taken from the CSR model to measure MIE’s engagement on environment. Each variable is presented corresponding to the given ratings.

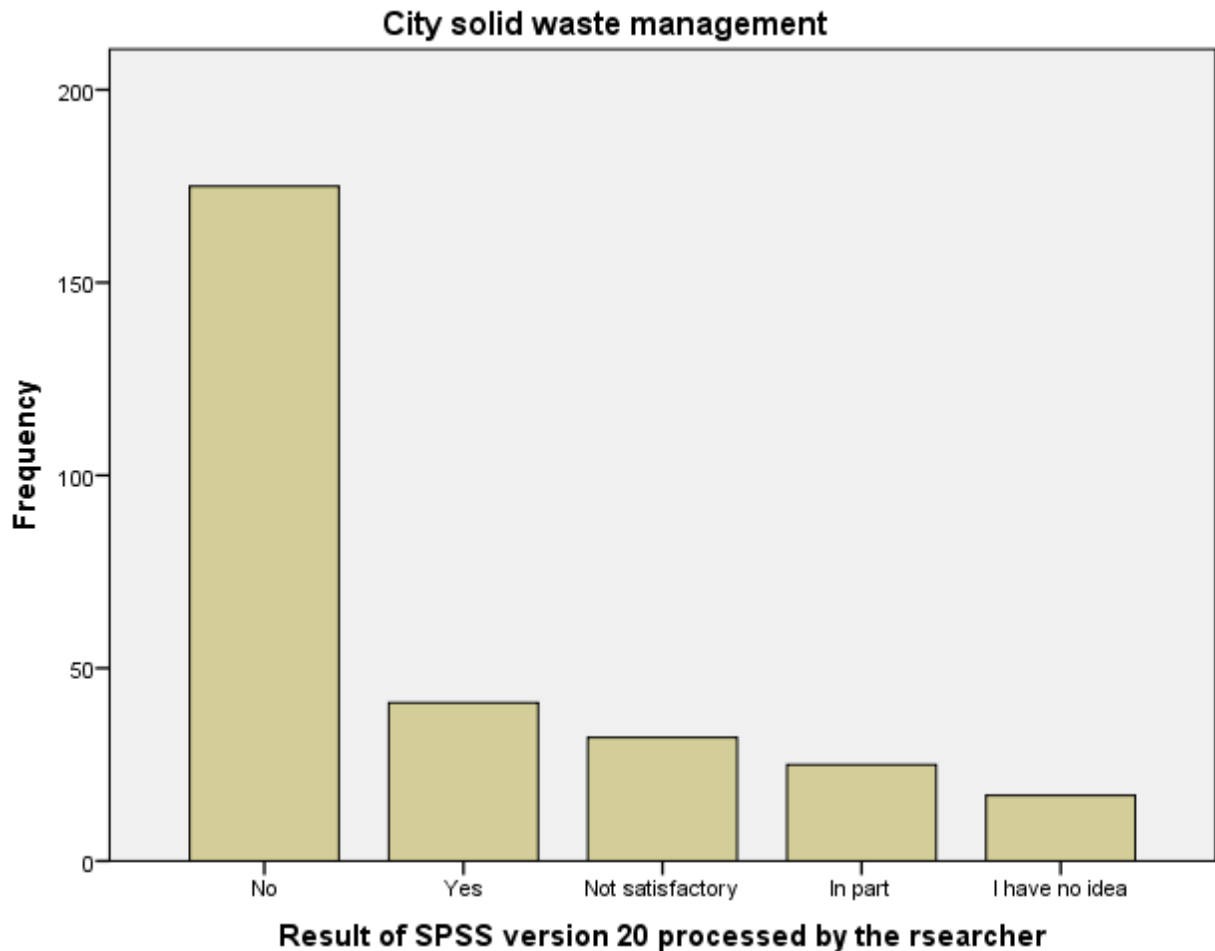
Table 9: Frequency distribution of respondents on the state of environmental protection by MIE

Measurements	Responses	Frequency of N=290	Percent
Works on city solid waste management	Yes	41	14.1%
	No	175*	60.3%
	In part	25	8.6%
	Not satisfactory	32	11.0%
	I have no idea	17	5.9%
	Total	290	100.0
It uses resources in a way it saves energy	Yes	35	12.1%
	No	162*	55.9%
	In part	31	10.7%
	Not satisfactory	27	9.3%
	I have no idea	35	12.1%
	Total	290	100.0%
It collaborates on rain water harvesting	Yes	17	5.9%
	No	179*	61.7%
	In part	24	8.3%
	Not satisfactory	29	10.0%
	I have no idea	41	14.1%
	Total	290	100.0%
Plants trees for water improvement and greenery	Yes	36	12.4%
	No	159*	54.8%
	In part	35	12.1%
	Not satisfactory	27	9.3%
	I have no idea	33	11.4%
	Total	290	100.0%

For the first variable of the above table majority of the respondents are blaming that the company is not working on environmental protection. As one measurement of environmental safety, respondents were asked to rate on the question ‘does MIE work on city solid waste management? This variable attempted to measure does or not MIE work on keeping the city of Mekelle clean or not? However, as the data from the above table shows, 175 (60.3%) replied negatively by rating “No” followed by 32 (11.0%) “Not satisfactory”. Not only this, but also

key informants from the management body also witnessed that they never participated on environment safety management.

Figure 13: industry's participation on city solid waste management



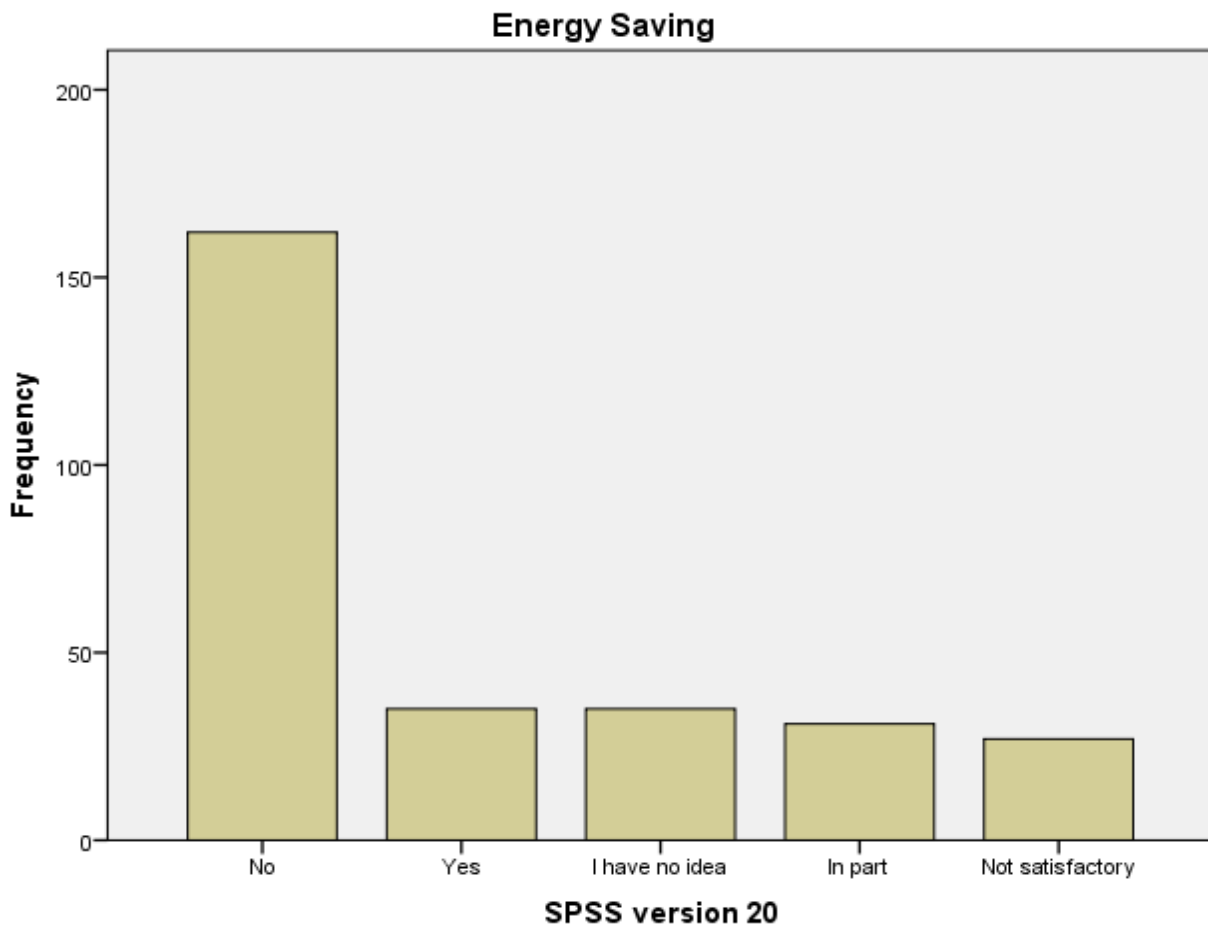
This indicates that the industry is not working on environmental protection. In principle, any organization should keep safe the environment surrounded it and its resources for sustainable development. As shown from the above graph respondents rated the company’s practice in environmental protection negatively. This is also supported by the qualitative data from in-depth-interview. One in-depth-interviewee explained as follows.

I know Mesfin in and out. It is a greedy company. It has no human element a company run by human beings. It only believes that if there is money, everything can be done and anything will be okay. But it should not be. I can explain Mesfin as evil industry. It is not the building to be evil, but the people, who are working there. They do not give concern for the community let us leave the environment. (IDI15).

It can be generalized that Mesfin industrial engineering neglects the environmental issue even though it becomes as a burning issue in the international arena. Working in the environment helps organizations to create image in the mind of the society. But Mesfin does not apply this for its advantage.

Similarly, respondents were asked if “does MIE use resources in a way it saves energy”? however, as shown from the above table the data tells that the company does not use resources in a way it saves energy. To this measurement 162 (55.9%) respondents replied “No” and 27 (9.3%) “Not satisfactory”. Totally, 189 (65.2%) respondents have negative perception towards the company regarding wise usage of resources. See the following figure for detail information.

Figure 14: the status of the company on energy saving



Regarding this, many participants and non-participants of the research blame the company. They are not feeling good at its usage of land resources and resources wise.

This implies that the company is not wise in using resources. There is resource monopoly by the company as can be understood from the above data. This idea indicates not only resource monopoly, but also market monopoly.

Interview data also comply with both survey and focus group discussion data. One in-depth-interview-informant also added the following:

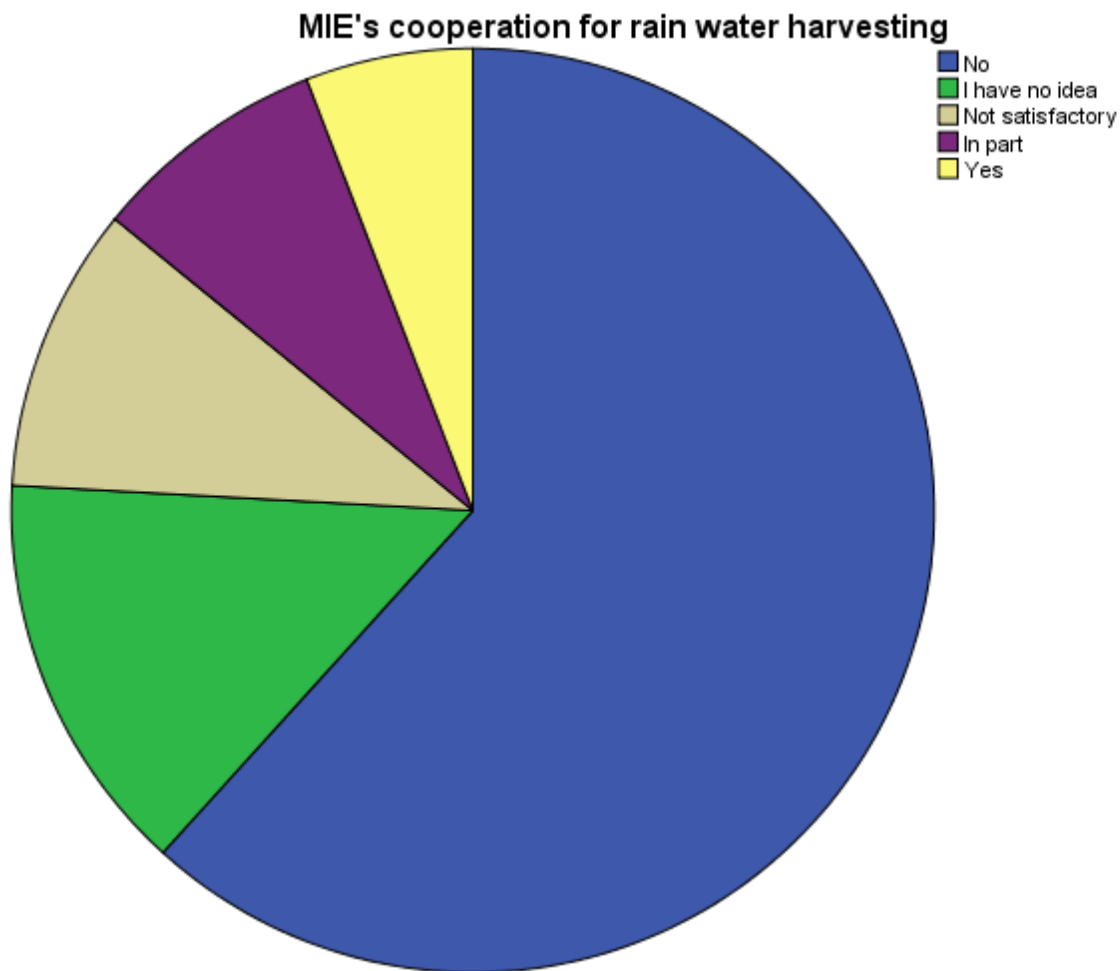
.....Umm... well, Mesfin industrial engineering is following the long years back traditional way of investment. I do not think it is using resources and energy wisely. It is exploiting human resources and land resources. It does not mean resource is only from the environment. It also includes human energy. So, Mesfin industrial engineering is exploiting the labor. It recruits workers for contract for three months. And these workers renew their contract over three months. At any time, if it wants, it fires these workers with no any endowment. But its main goal is endowment fund for rehabilitation of Tigray. It is not only monopolizing, but exploiting man power. It is like this (IDII6.)

This implies that Mesfin industrial engineering is not working in collaboration with the people. It does not ask for the consent of the people for industrial establishment or expansion of investment. Any organization is obliged to ask to the society for their consent of its establishment or expansion and if there is any negative impact as a result of its establishment, it should give compensation to the victimized ones. Though principles say this, MIE does not follow it.

The other variable, which was used to measure if the industry is collaborative on rain water harvesting? Similar to the other measurements respondents explain that the industry does not work on harvesting rain water. According to the data on the above table, 179 (61.7%) and 29 (10%) of respondents said “No” and “Not satisfactory” respectively. Hence, a total number of 208 (71.7%) responded negatively to the question “does MIE cooperate in rain water harvesting?”

Therefore, it can be concluded that Mesfin industrial engineering does not take initiatives to cooperate and encourage on rain water harvesting. Similarly, key informants from the management also admit that the company never ever participate in such activities. according to the informants, the issue of rain water harvesting never been taken as an issue to be discussed as a social problem. You can see simply from the following picture.

Figure 15 company's cooperation on rain water harvesting



One in-depth-interview-informant stated the following while the researcher asked her about the industry's participation in rain water harvesting.

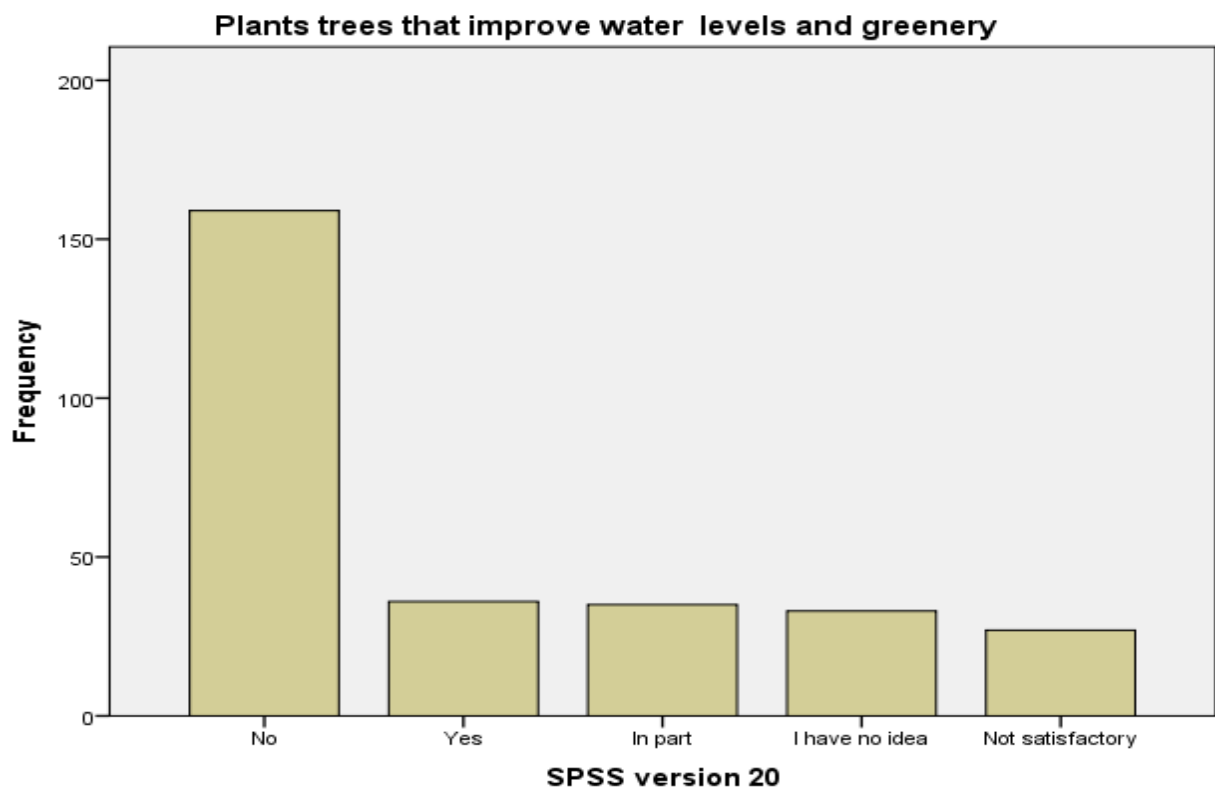
Yea! It was possible for industries to participate and cooperate in rain water harvesting. Even the government is trying to let people use rain water by using different mechanisms. In different places a lot of shack dams are built. But the society do not and never demand to industries to build them a shack dame. The society only demand a wise and honest use of resources and to free the investment for all investors. It is obvious that there hast to be a mutual benefit relationship between industries and the society. However, I do not see this from Mesfin industrial engineering. It should involve in social development since it is dependent on the society. But I do not think people from the industry understand this (IDI7).

The above information shows that it is not the concern of the industry about rain water harvesting nor the demand of the society. Working industries in letting the society use rain

water is luxury. This implies there is no care of sustainable development by industries. With the final variable there is no significant difference in respondents' answer. The researcher preferred to show it in bar-graph for the sake of avoiding repetition.

Respondents were also asked if the company plants trees for environmental greenery and water level improvement. And accordingly, 159 (54.8%) of respondents saying “No” and 27 (9.3%) “Not satisfactory”, significant number of respondents show the company does not participate in planting trees. This is similar to the above discussed measurements of environmental protection. There is no practical work of planting trees and making the environment green and prosperous. This was supported by the data collected through qualitative methods from all in-depth-interview and key informant interviews. All types of data show that it is not common to see the company participating in planting, trees reforesting degraded lands, building shack dams on eroded lands. See for more details from the following picture.

Figure 16: shows company's participation in planting trees



Generally, with regard to the industry's engagement in protecting and keeping the safety of the environment significant number of respondents show negative perception to all environmental variables. This implies that the company does not involve in environmental safety protection. Even though environmental issues are globally recognized issue to be addressed by companies, it is neglected by Mesfin industrial engineering company. The environment is critical issue for

the life of all living organisms and all entities are dependent on the environment. If so, they have to take care of the environment they reside in. However, this is not given value by industries.

4.7.2. Practices for social developments

This session mainly has issues specifically represent philanthropy activities and contribute to sustainable development of the society. The researcher selected some issues of this by internalizing to Ethiopian context. These includes infrastructural practices, healthcare, education, sport activities and employment opportunities to the nearby community by the company. The researcher also tried to see how the industry treats its employees? All these are discussed in the following pages.

4.7.2.1. Infrastructural practices

In this subtopic of the philanthropic domain of CSR three aspect are presented on the table below. The other aspects are discussed separately. the variables presented beneath are road works, water supply and electric works for electricity provision. The same function with the other previous presentations variables are presented at the left side of the table while responses, frequency distribution and percentage of responses are presented to the right side direction of the table under.

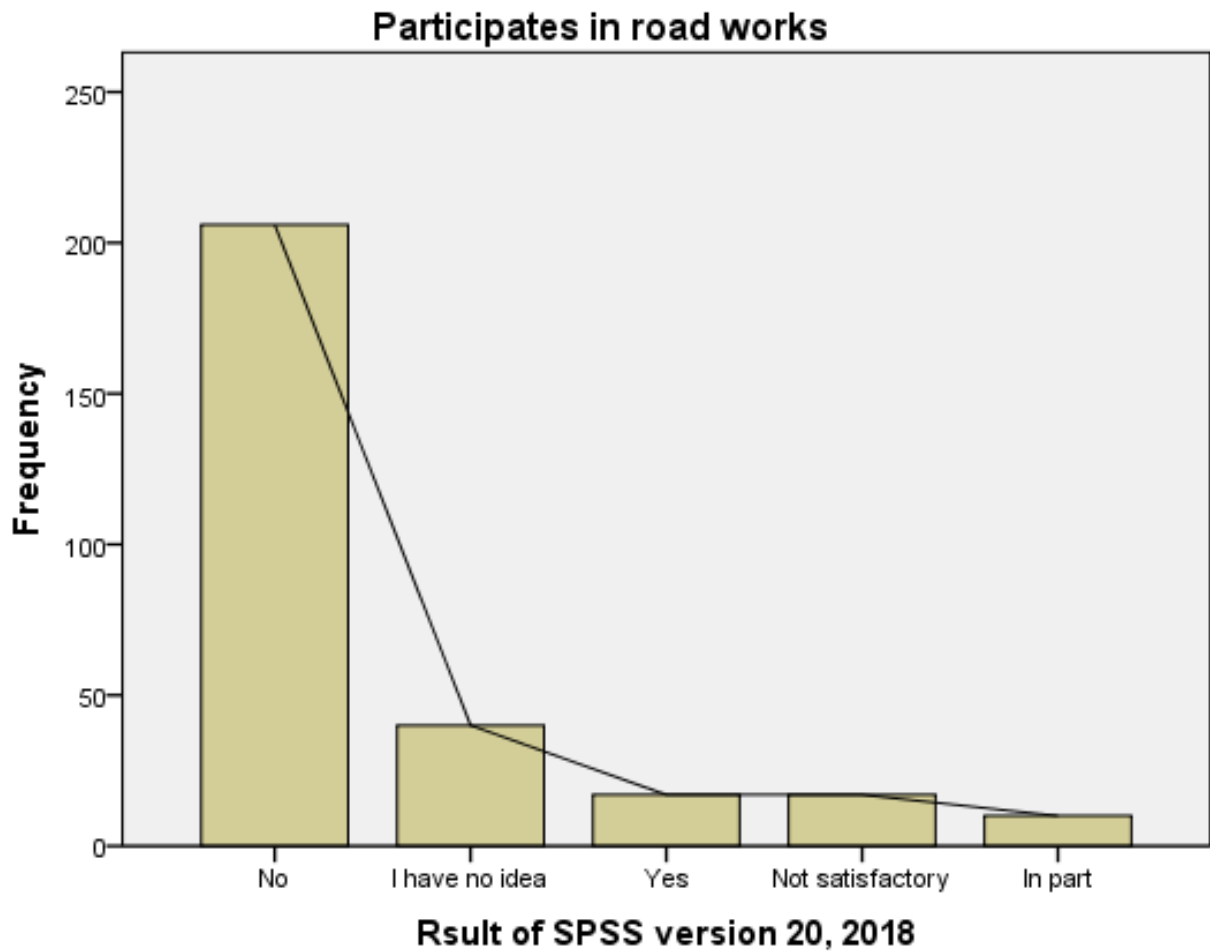
Table 10: Frequency distribution of respondents' ratings on infrastructural engagement of MIE

Measurements	Responses	Frequency of N=290	Percent
Participates in road works	Yes	17	5.9%
	No	206*	71.0%
	In part	10	3.4%
	Not satisfactory	17	5.9%
	I have no idea	40	13.8%
	Total	290	100.0%
Water supply when shortage of water is faced in the community	Yes	13	4.5%
	No	192*	66.2%
	In part	18	6.2%
	Not satisfactory	21	7.2%
	I have no idea	46	15.9%
	Total	290	100.0%
Electrical works for electricity provisions	Yes	10	3.4
	No	205*	70.7

	In part	16	5.5
	Not satisfactory	14	4.8
	I have no idea	45	15.5
	Total	290	100.0

The first variable from the above table attempts participants to rate in road work activities done by Mesfin industrial engineering to the society. The data from the table above shows that a large number 206 (71%) of respondents said “No” to the question does MIE participate or not in road construction? From the remaining the large number of respondents occupied 40 (13.8%) and 17 (5.9%) “No idea” and “Not satisfactory” respectively. There is no significant difference with respondents’ ratings to the other variables from the first variable in the above table. For the second variable “does MIE participate in water supply if shortage of water is observed in the community?” majority of the respondents 192 (66.2%) replied “No”. And for the next measurement “does MIE engage in electrical works for electricity provision if necessary?” 205 (70.7%) respondents replied negatively by saying “No”. the following picture shows response dispersion of respondents on infrastructural variables.

Figure 17: industry's engagement in road construction



The data collected through interview also supported the above idea. There is complement between the result of qualitative and quantitative data. They show sameness in message and content. This implies the company does not involve in infrastructural facility provisions to the society.

Generally, in this section the highest number of survey participants rate on negative status to all the above variables that attempted to measure the company's contribution on infrastructural facilities. This is conformed from both quantitative and qualitative data that the company is weak in infrastructural activities as respondents and informants both from internal and external stakeholders indicated.

4.7.2.2. MIE's contribution to Health sector

This section deals with does or not the company contribute to make the society healthy. With regard to healthcare the researcher selected six variables to measure the status of MIE in contributing to the health sector. The same procedures and styles are applied to this session like the above sessions.

Table 11: Frequency distribution shows industry’s participation on healthcare

Measurements	Responses	Frequency of N=290	Percent
Caring for people living with HIV AIDS	Yes	165*	56.9%
	No	30	10.3%
	In part	25	8.6%
	Not satisfactory	37	12.8%
	I have no idea	33	11.4%
	Total	290	100.0%
Provides hospital buildings for public health centers	Yes	13	4.5%
	No	205*	70.7%
	In part	15	5.2%
	Not satisfactory	16	5.5%
	I have no idea	41	14.1%
	Total	290	100.0%
Organizes blood donation events	Yes	145*	50.0%
	No	55	19.0%
	In part	21	7.2%
	Not satisfactory	43	14.8%
	I have no idea	26	9.0%
	Total	290	100.0%
Donates medical equipment for public hospitals and clinics	Yes	20	6.9%
	No	194*	66.9%
	In part	22	7.6%
	Not satisfactory	13	4.5%
	I have no idea	41	14.1%
	Total	290	100.0%
Covers medical costs for those, who have special problems	Yes	56	19.3%
	No	154*	53.1%
	In part	20	6.9%
	Not satisfactory	29	10.0%
	I have no idea	31	10.7%
	Total	290	100.0%
Collaborates on delivering trainings on HIV AIDS	Yes	128*	44.1%
	No	55	19.0%
	In part	30	10.3%
	Not satisfactory	47	16.2%
	I have no idea	30	10.3%
	Total	290	100.0%

As shown on the above table. The data tells that majority of respondents replied positively to the first variable. From the total participants 165 (56.9%) respondents replied “Yes”. Qualitative data also show the company is working on caring for people, who are living with HIV AIDS. For instance, let us see one key informant’s idea. It says like this:

.....*In addition, there are 20 employees who are living with HIV AIDS. And these victimized employees voluntarily give education about HIV AIDS. From the 20 HIV AIDS victimized employees five are females the remaining 15 are males. So, the company cooperates with these volunteer employees by giving them some incentives to encourage them to announce themselves and teach the other generation. the amount and type of incentives are varied. Commonly for all who have announced themselves covers lunch in the industry and gives cash payment more than 500 birr by the time they teach (KI2).*

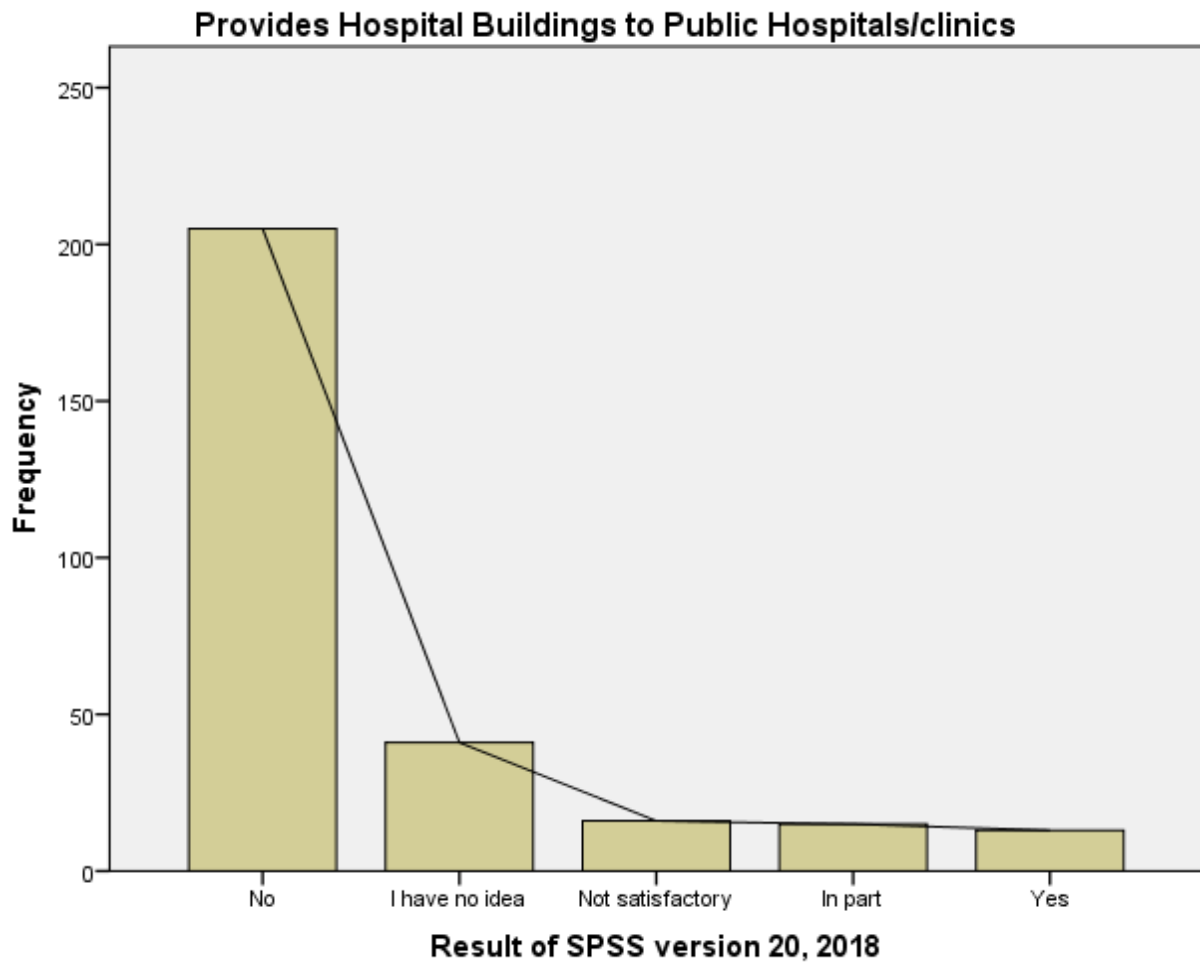
In addition to the interview data, reviewed documents also show that the company works on HIV AIDS prevention and caring people, who have HIV Virus in their blood. The quarterly magazine of MIE stated the following.

Within the industry there are employees, who are living with HIV AIDS and volunteer to make themselves aware to other employees and they give trainings to stop HIV AIDS from them. For the employees having HIV IADS in their blood and give education on attitudinal change the industry covers 30 day's lunch, three times a year 1500 birr for each for holydays 500 birr for onetime by the time they give trainings. Moreover, the industry treats to the sick of HIV in the way they can work ease that it gives rest time until they recover and allows them to work in ease and simple works. By the initiative of the clinic of the industry diagnose of HIV and sexual transmitted diseases is made by health professionals (quarterly magazine).

This implies that the company works on HIV AIDS prevention. All data from qualitative and quantitative methods show positive perception of the practice of the industry in preventing HIV AIDS.

Respondents have rated the industry's status on cooperating to build hospital or clinical buildings. And as shown from the above table, respondents witnessed that the company does not Provide hospital buildings for public health centers. As it can be seen on the table above to the second variable 205 (70.7%) indicate that the industry does not provide hospitals for public hospitals and clinics. See for example the following graph.

Figure 18: the state of the company in providing hospitals



This is also reinforced by the qualitative data gathered from in-depth-interview and. Key informants from the management body told that the company does not take a role to build health centers.

This infers that the company does not involve in providing buildings to public hospitals or clinics. This might be because of misunderstanding of the added value of participating on CSR by providing hospital buildings to hospitals.

Contrarily to the first variable, majority of the respondents reply positive response to the second variable in the above table. As it can be seen from the table above, 166 (57.2%) of respondents agreed that the organization is working to contribute on healthcare by organizing blood donation events for employees. The researcher crosschecked the data gathered through survey by conducting interview. Therefore, the result conforms to the quantitative results.

This result implies the company works in health sector to save life by coordinating its employees to donate blood. The industry organizes blood donation events for volunteer

employees to contribute for saving life passing away as a result of different hazards. This indicates that the organization has empathetic elements.

For the next two variables respondents' ratings show the organization does not participate on providing medical equipment to public hospitals and clinics and does not cover medical costs for people with special problems. The data tells 194 (66.9%) and 154 (53.1%) said "No" for the questions "does the company participate in providing medical equipment for public hospitals and clinics?"; "does the company covers medical costs for those who have a special problem?" Respectively.

Similarly, data from in-depth-interview and key informant interview also show the company does not work in covering medical instruments to public hospitals and covering medicine for people with difficulties. For instance, let have a look over one IDII's expression.

Let me tell you one concrete example. There was a guy, who was sick of diabetes (shokorya in local language). And I was helping him as much as I can for some years. Once upon a time, we were talking about his background and his all situations. And he told me that he does not have parents and any relatives to care him. His father and mother were solders. And both his mother and father are died. And he is sick of diabetes. When I heard that I cried. Then finally, I advised him to go to MIE or trans and he said me that he already went and asked them for giving him some money. But they did not give him positive reply. Then after some months he stopped coming to my home. So, now I do not have any information where this guy is. I have no idea whether he is alive are died? It seems like that (IDII8).

With regard to the final variable, 158 (54.4%) of respondents reacted positively. This indicates the industry collaborates in giving trainings about HIV AIDS. This was accompanied by reviewing documents, interview and discussions. So, information received from interview and documents supported to this data. For example, let us see the data from documents. It is presented here under.

...there are 20 employees who are living with HIV AIDS. And these victimized employees are voluntarily giving education about HIV AIDS. From the 20 HIV AIDS victimized employees five are females and the remaining 15 are males. So, the company cooperates with these volunteer employees by giving them some incentives to encourage them to announce themselves and teach the other

generation. the amount and type of incentives are varied. Commonly for all who have announced themselves covers lunch in the industry and gives cash payment more than 500 birr by the time they teach (KI2).

Key informants also supported this idea. And this information show that the company cooperates in giving trainings regarding HIV AIDS. This complies with other two variables of healthcare that the company engages in different health issues of the society.

Generally, as the data shows the company works in some health issues, but not in some other issues. For the variables in the above the data shows the organization works on three areas from the six areas the researcher used to measure the company's engagement. The industry works in caring people, who live with HIV AIDS, organizes blood donation events, and collaborates in trainings given regarding HIV AIDS. However, it does not work on providing buildings to health centers, does not cover medicine to people with special problems and does not give medical instruments to public hospitals. This implies that even though there is some practice by the industry to contribute on health, it is not satisfactory. This might be because of lack of experience, or lack of awareness of the contribution of contributing to health for the image and reputation of the company.

4.7.2.3. MIE's contribution in Education

In this part of the study the researcher tries to show the status of the industry in supporting the education system and educators. As we all know, this is a very broad issue, but the researcher tried to identify and focus on some important ones. The same as the previous sessions all variables (based on the CSR model) that have been selected to measure educational activities by the industry are listed in the left side of the table against their response rates, frequency and percentage.

Table 12: Shows industry's contribution on education

Measurements	Responses	Frequency of N=290	Percent
Helps to primary/secondary education	Yes	33	11.4%
	No	168*	57.9%
	In part	24	8.3%
	Not satisfactory	24	8.3%
	I have no idea	41	14.1%
	Total	290	100.0%
Collaborates to let students get scholarship	Yes	45	15.5%
	No	160*	55.2%
	In part	17	5.9%
	Not satisfactory	28	9.7%
	I have no idea	40	13.8%
	Total	290	100.0%
Buys equipment to schools or colleges	Yes	28	9.7%
	No	164*	56.6%
	In part	23	7.9%
	Not satisfactory	28	9.7%
	I have no idea	47	16.2%
	Total	290	100.0%
Collaborates with educational institutions on giving trainings for students	Yes	54	18.6%
	No	149*	51.4%
	In part	27	9.3%
	Not satisfactory	25	8.6%
	I have no idea	35	12.1%
	Total	290	100.0%
Covers cost of residence and education for students	Yes	19	6.6%
	No	179*	61.7%
	In part	16	5.5%
	Not satisfactory	27	9.3%
	I have no idea	49	16.9%
	Total	290	100.0%
Provides fund for researches on education quality	Yes	17	5.9%
	No	165*	56.9%
	In part	31	10.7%
	Not satisfactory	14	4.8%
	I have no idea	63	21.75%
	Total	290	100.0%
Provides schools for discriminated/challenged groups	Yes	18	6.2%
	No	174*	60.0%
	In part	19	6.6%

	Not satisfactory	24	8.3%
	I have no idea	55	19.0%
	Total	290	100.0%

Source: sample survey of respondents, 2018

Respondents had been asked to rate on the question “does Mesfin industrial engineering helps primary/secondary education?” And majority of the respondents replied negative response. According to the data from the above table, 168 (57.9%) and 24 (8.3%) of the respondents said “No” and “Not satisfactory for the first variable of the above list. Totally, 192 (66.2%) respondents rated in negative place to the industry’s contribution on education by supporting primary and secondary schools.

Despite a slight difference in number, respondents’ ratings go similarly with all variables listed in the above table to measure the contribution of MIE in education. For the question “does MIE collaborate to let students get scholarships?” 160 (55.2%) respondents replied “No” and 28 (9.7%) “Not satisfactory”. Respondents were also asked does the industry buy equipment to schools or colleges? And their answer indicates it does not. As the data in the above table shows, 164 (56.6%) respondents replied “No” and 28 (9.7%) “Not satisfactory”. To the next measurement “do the company collaborates with educational institutions on giving trainings for students” 149 (51.4%) respondents replied “No” and 25 (8.6%) “Not satisfactory”. Respondents were also asked to rate does the industry covers cost of living and education for students. But majority 179 (61.7%) respondents said “the industry does not cover any cos for students. Again participants indicated that the industry does not fund money for researches in quality education. As the data tells, 165 (56.9%) respondents blame that the organization is not working on giving fund to researches on quality education. The researcher investigated “does/not the industry provides schools for discriminated/challenged groups?”. Finally, the result was that 174 (60.0%) of the respondents indicate the industry is not concerned on this issue. The final variable in education was “does/not the industry host education to outstanding female students?” similar to the other variables, 193 (66.6%) respondents replied “No’.

As it can be seen from the above table, to all variables that have been used to measure the status of the industry’s contribution in education respondents did not show that the industry is working in either of the variables. This implies that the industry is not contributing to the education system of the country though it is a giant company. This implies not the industry is a week in contributing to the education system, but it never participates in such activities. This might be also because of lack of awareness and attitude towards the role of supporting to the

education system for the status of the company. Or it may be because of afraid of the management bodies that the organization can reduce its profit if it helps money to the education system.

4.7.2.4. Employment opportunity by MIE

If there is industrial establishment, it is obvious that there is an opportunity for the nearby community in particular and for the whole society in general. But the intention of the researcher here is to measure how much it is and in what way the industry is working. The table below presents two employment measurements. The first measurement asks general perception to all respondents how the industry contributes to reduce unemployment in the country. But the second variable investigates how many members of the nearby communities get opportunity to work in the industry?

Table 13: Shows the industry’s contribution to reduce unemployment

Measurements	Responses	Frequency of N=290	Percent
Reduces unemployment	Yes	162*	55.9%
	No	27	9.3%
	In part	40	13.8%
	Not satisfactory	56	19.3%
	I have no idea	5	1.7%
	Total	290	100.0%
	N=155		
Do you get an opportunity to work in the industry?	Yes	16	10.3%
	No	139*	89.7%
	Total	155	100.0%

Source: sample survey of all respondents, 2018

As shown in the above table, majority 202 (69.7%) of respondents perceive that the industry contributes on unemployment reduction in general. From the total respondents that agreed the industry is contributing in reducing unemployment 162 (55.9%) said “No” and 40 (13.8%) “In part”.

On the contrary, however, qualitative data from interview indicates that it is insignificant the contribution of the industry in reducing unemployment. For instance, one in-depth-interview said the following;

This is a giant company. It should employ many people or allow other industries to inter in to the region and they will employ more poor unemployed youths.

Alongside with the government, Mesfin industrial engineering closed the investment by monopolizing it. Even for those who are working in the industry does not treat them genuinely. There are some people employed in contract. They renew their contract by three months. This is done intentionally for not to give stipend at the end of their employment (IDII3).

Even though there is contradicting idea from in-depth-interview, key informants supported the industry is not only contributing in reducing unemployment, but in multidimensional growth and development of the country. One key informant said the following.

Starting from the struggle of the TPLF MIE from the beginning is socially, economically and legally responsible organization. And after the struggle having a legal license of manufacturing it continues to contribute on multi-dimensional aspects of national and regional developments. Since it is socially responsible organization, MIE it is highly contributing on uplifting and moving up the social, environmental and economic growth of the country in general and regionally particularly (KII).

The second measurement deals with the opportunity of the nearby community to work and be benefited in/from the industry. According to respondents from the external stakeholders 139 (89.7%) implied that they do not get a chance to work in the industry. On the other hand, 16 (10.3) of the respondents from the nearby community indicate that they get a chance to have a job in the industry. This implies few people from the nearby community are working in the industry.

The purpose of this section is to measure how much is the contribution of the industry on reducing unemployment? But it is obvious there must be an opportunity to get some jobs to the nearby community and to the general society.

Therefore, the contribution of the industry in reducing unemployment according to the data is insignificant. This infers that the company is not contributing as much as its it its largeness. This might be because of leaving down the contribution demand of the society and only focusing to gain more profit by less man power and low cost.

4.7.2.5. MIE's contribution at sport

This session attempts to investigate how companies participate in and contribute to the sport science. As all we know, it is common that giant companies engage themselves in sport activities. that is why the researcher needs to investigate how MIE participates in and contributes to sport? The researcher selected five variables to measure the contribution of MIE in sport.

Table 14: Frequency distribution that shows industry's contribution to sport development

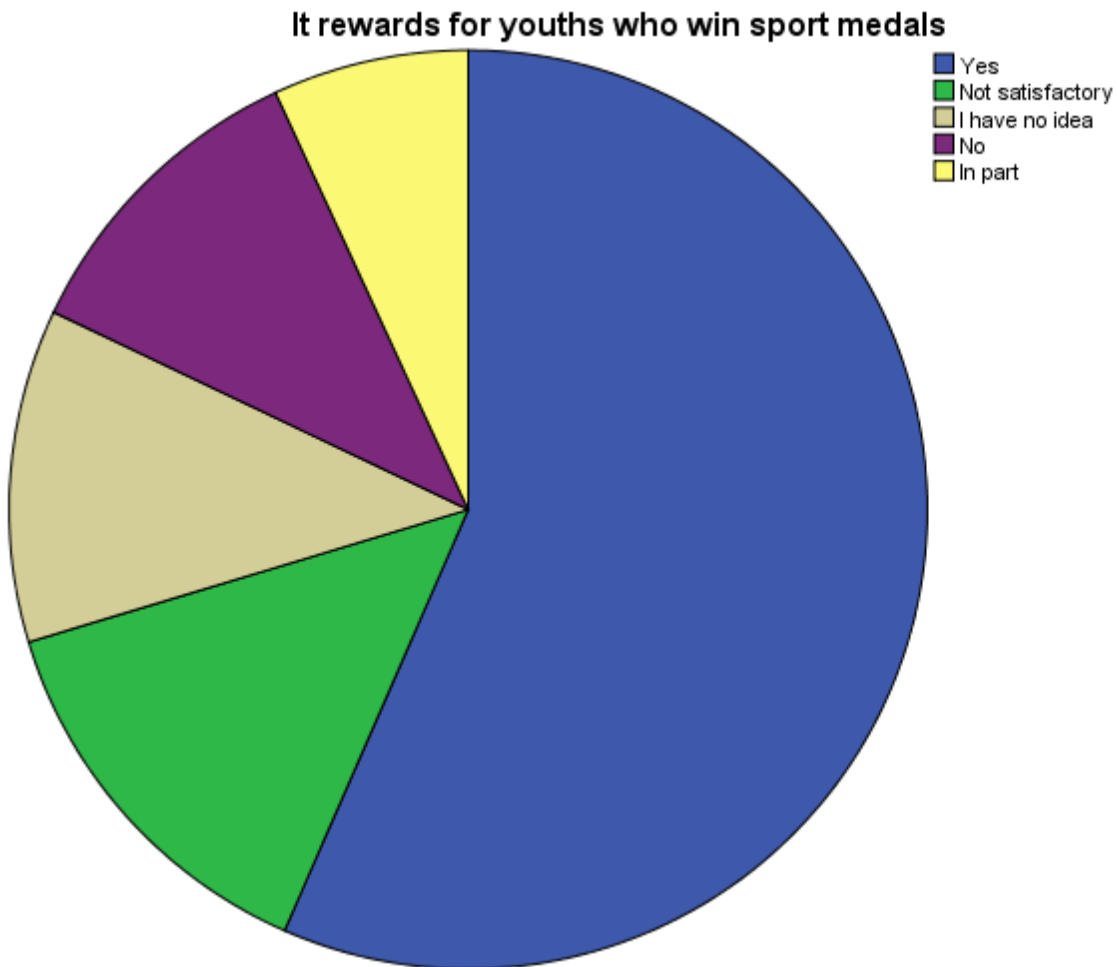
Measurements	Responses	Frequency of N=290	Percent
Gives incentives to youths to participate in sport	Yes	166*	57.2%
	No	33	11.4%
	In part	20	6.9%
	Not satisfactory	42	14.5%
	I have no idea	29	10.0%
	Total	290	100.0%
Rewards for youths, who won sport medals	Yes	164*	56.6%
	No	32	11.0%
	In part	20	6.9%
	Not satisfactory	40	13.8%
	I have no idea	34	11.7%
	Total	290	100.0%
Funds for sport clubs	Yes	149*	51.4%
	No	38	13.1%
	In part	22	7.6%
	Not satisfactory	30	10.3%
	I have no idea	51	17.6%
	Total	290	100.0%
It works organizing its own sport clubs	Yes	247*	85.2%
	No	5	1.7%
	In part	14	4.8%
	Not satisfactory	12	4.1%
	I have no idea	12	4.1%
	Total	290	100%
It builds entertainment center	Yes	55	19.0%
	No	163*	56.2%
	In part	18	6.2%
	Not satisfactory	13	4.5%
	I have no idea	41	14.1%
	Total	290	100.0%

*=highest number of respondents

Source: sample survey, 2018

From the data in the table above, except to the final variable majority respondents assured that the industry works in sport development. The table presents that to the first variable 166 (57.2%) participants of the survey agreed the industry gives incentives to youths to let them participate in sport. Similarly, 164 (56.6%) indicate the company rewards for youths, who won sport medals. The following picture depicts the dispersion of respondents on the status of the industry in rewarding for youths participate in sport.

Figure 19: Company's status on rewarding youths participate in sport



With a slight difference 149 (51.4%) replied positively that the industry works on sport by funding sport clubs. Respondents were also asked to rate does or not the industry work founding its own sport clubs? For this variable 247 (85.2%) forwarded their agreement.

However, for the final variable that intends to discover if the industry builds entertainment centers for the nearby communities. Majority of respondents expressed their disagreement. As

it can be seen from the table above 163 (56.2%) of the respondents blamed that MIE does not build entertainment centers for the public.

Respondents tell that the industry participates in funding sport clubs, gives incentive to youths to encourage them to participate in sport, rewards youths, who win sport medals and it has its own sport clubs. But the data show that the company never built an entertainment center. This hint at the company have good practices in sport. This result may come because the people in the management body understand that participating in and contributing to sport is more important than its cost to the reputation, image and public acceptance of the company.

4.8. Employees' treatment by MIE

This session belongs to employee respondents only that excludes the external stakeholders. This attempts to see how the industry treats its employees? The investigator had 8 variables at hand to measure the industry's employees handling approach.

Table 15: Employees' treatment approach by MIE

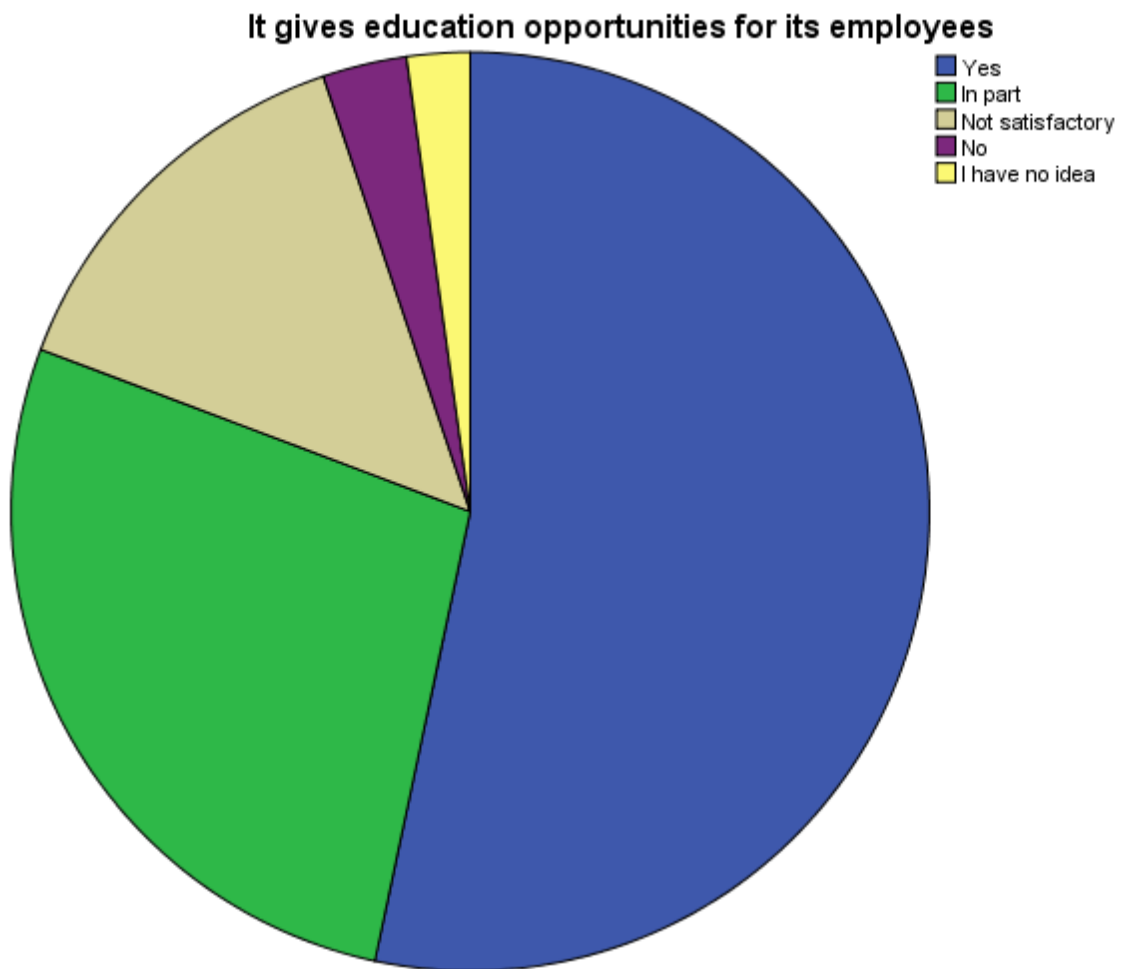
Measurements	Responses	Frequency of N=135	Percent
Gives education for employees' professional development	Yes	72*	53.3%
	No	4	3.0%
	In part	37	27.4%
	Not satisfactory	19	14.1%
	I have no idea	3	2.2%
It gives training on capacity building for its employees	Total	135	100.0%
	Yes	84*	62.2%
	No	7	5.2%
	In part	34	25.25
	Not satisfactory	9	6.7%
	I have no idea	1	.7%
It provides allowances of living and transport	Total	135	100.0%
	Yes	62*	45.9%
	No	15	11.1%
	In part	33	24.4%
	Not satisfactory	20	14.8%
	I have no idea	5	3.7%
Incentives and discounts	Total	135	100.0%
	Yes	72*	53.3%
	No	8	5.9%
	In part	29	21.5%

	Not satisfactory	23	17.0%
	I have no idea	3	2.2%
	Total	135	100.0%
Keeps safety of employees	Yes	79*	58.5%
	No	2	1.5%
	In part	45	33.3%
	Not satisfactory	6	4.4%
	I have no idea	3	2.2%
	Total	135	100.0%
Provides free medicine for employees	Yes	111*	82.2%
	In part	20	14.8%
	Not satisfactory	4	3.0%
	Total	135	100.0%
It treats all employees equally	Yes	67*	49.6%
	No	24	17.8%
	In part	23	17.0%
	Not satisfactory	17	12.6%
	I have no idea	4	3.0%
	Total	135	100.0%
Assures affirmative action for females	Yes	95*	70.4
	No	6	4.4
	In part	22	16.3
	Not satisfactory	8	5.9
	I have no idea	4	3.0
	Total	135	100.0

Source: sample survey of MIE's employees, 2018

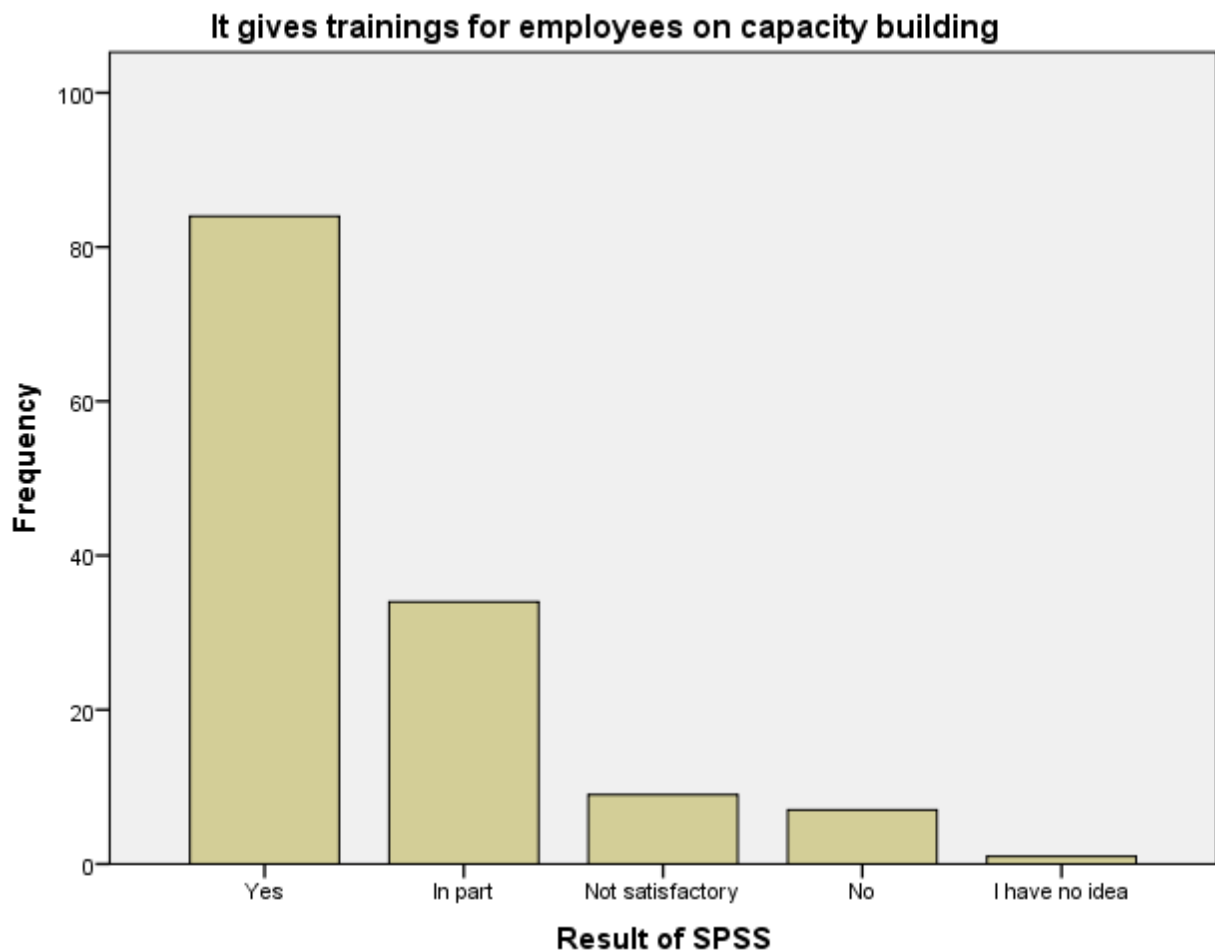
As per the data in the above table tells, majority of the respondents agreed that the company gives education for employees' professional development. From the total respondents 109 (80.7) respondents replied positively by saying 72 (53.3%) "Yes" and 37 (27.4%) "In part". This implies that the company is working on human resource development. It works to develop the skill, knowledge and attitude of its employees. This also implies that the company believes human resource is the lifeblood of companies. The following picture shows how respondents rate on the first variable.

Figure 20: The industry's status on giving education to its employees



Respondents were also asked to rate whether the company gives training of capacity building for its employees? And as we can see from the above data a great number of respondents agreed that their employer MIE gives them training on capacity building. According to the table, 84 (62.2%) followed by 34 (25.25%) said “Yes” and “In part respectively when they are asked to rate the measure the status of the industry in giving training on capacity building. See for instance the following picture.

Figure 21: company's status on giving training to its employees

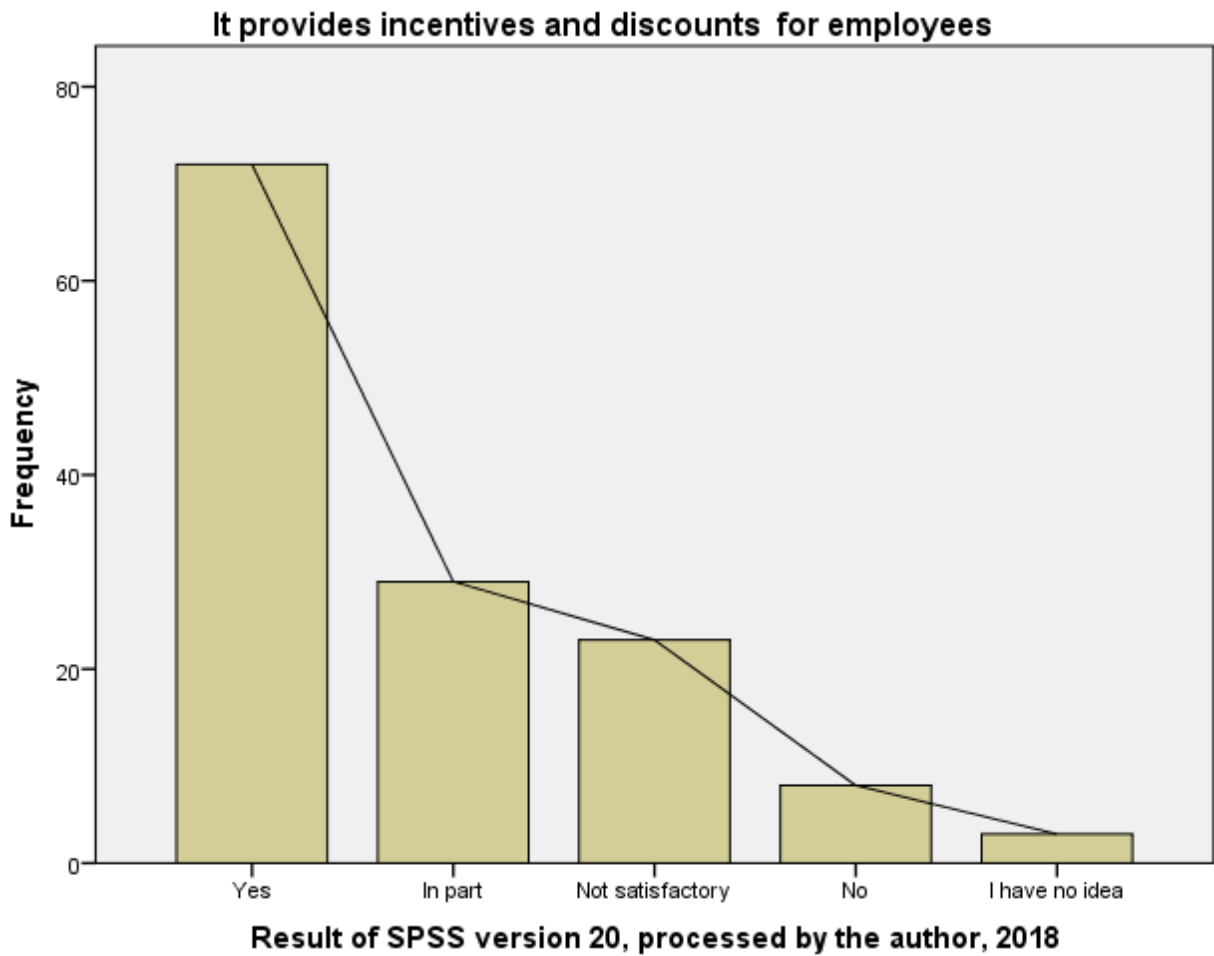


This shows that the industry builds its employees' professional skill by giving them training. Similarly, the interview data shows the company gives training to employees. According to one interviewee, the industry gives training for employees in different ways at different times. One it gives technical training when it recruits employees. Two by organizing and scheduling program it gives a life skill training by selecting some employees using different criteria.

Employee respondents were also asked if the industry gives them allowances of living and transport? And they assured it gives them. as shown from the table above, 62 (45.9%) and 33 (24.4%) saying "Yes" and "In part" totally 95 (70.3%) of respondents replied positively that the company gives allowances of transport and house.

Respondents were asked to rate on the state of giving Incentives and discounts for employees by the industry. And accordingly, 72 (53.3%) and 29 (21.5%) saying "Yes" and "In part" respectively a total of 101 (74.8%) respondents agreed that the industry gives incentives and services of discount. See for example, the following graph.

Figure 22: Organizations status on providing incentives and services at discount



Similarly, the employee respondents have been asked “does the industry keeps their safety or not?” On this issue more than 90% of the respondents assured that the industry works on keeping the safety of its employees. As shown from the above table 79 (58.5%) and 45 (33.3%) saying “Yes” and “In part” they agreed their employer MIE keep them safe when the work. This shows how much employees are kept safe in the industry. It can be grasped easily how respondents replied to this issue from the following picture.

Figure 23 The status of the company in keeping the safety of its employees



The survey data is also accompanied by qualitative data such as interview and document review. And accordingly the data from interviewees supported to the qualitative data that the industry is good at keeping safety of its employees. For example, let us see one key informant’s idea:

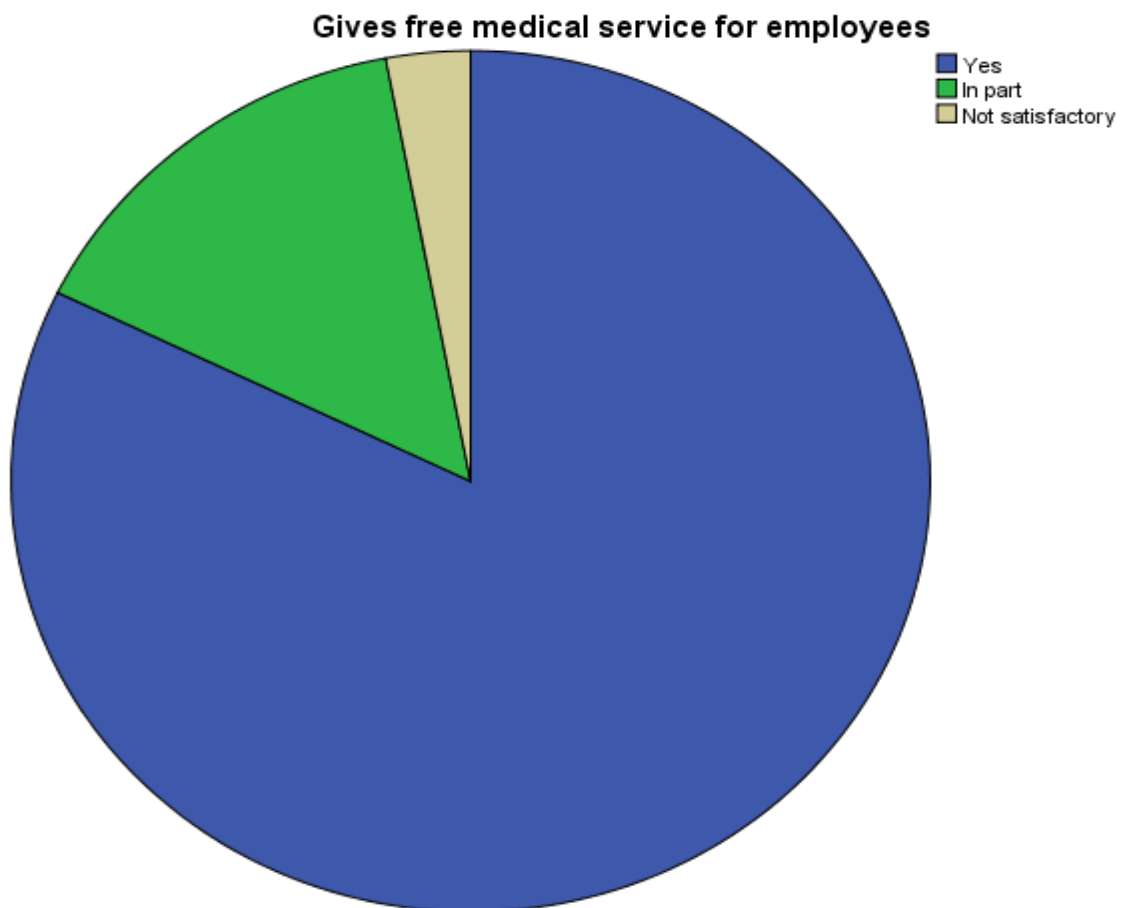
...With recognition of workers’ association (WA) we have a safety manual. With the WA’s professionals we identified who needs what kind of safety materials. And based on that manual, we buy all necessary safety materials from abroad and local markets. Therefore, every employee, who need any safety material gets the best amenable safety material with his/her function. Our industry believes that the first thing is human resource. Any organization needs to invest on human capital. Having safe employees any industry or profit organization can accomplish its mission. MIE works on giving endowment for retired and physically threated employees..... (KII3).

In addition, regarding the safety of employees, the researcher reviewed and analyzed some documents. There is safety manual that guides what kinds of materials for whom to buy. And

this manual tells the detail list of offices and required safety materials to be provided including the terms of purchasing for those materials.

The researcher also tried to investigate how the industry works in medical assurance of its employees? So, employee respondents were asked if the industry give them free medicine or not? Accordingly, 111 (82.2%) and 20 (14.8%) replied “Yes” and “In part” respectively to the variable that posed to measure medical treatment to employees by the industry. You can see from the following picture how respondents replied to this issue.

Figure 24: Company's status on giving medicine to employees



This is substantiated with the qualitative data from interview and review of documents. For instance, let us see one key informant’s idea.

MIE works on healthcare for its employees. The coverage varies from contract employees to permanent employees. For permanent employees it covers hundred percent local medicine. But to the contract employees it covers fifty percent local cost of medicine. MIE has agreement with Mekelle hospital and Aider referral hospital. So, employees are given services based on this

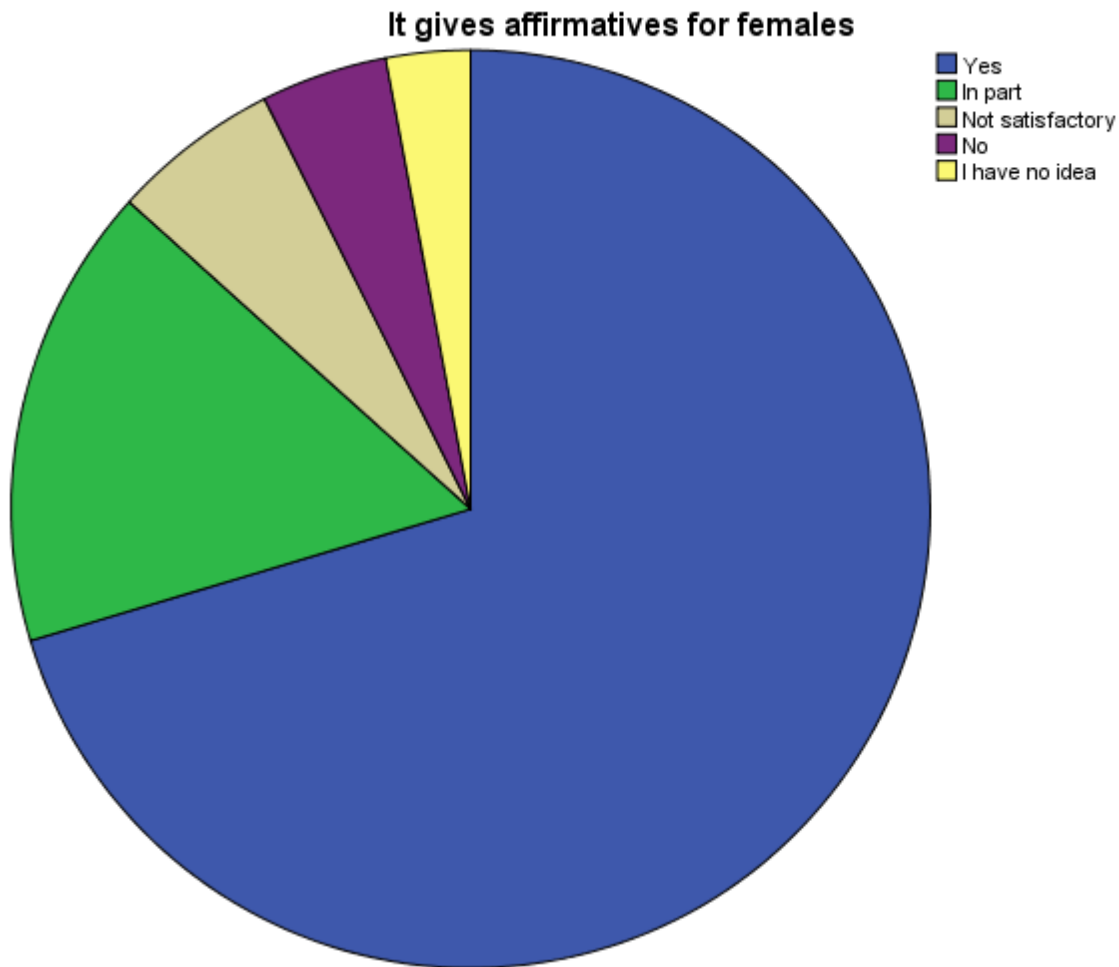
agreement. Besides, there is a medium clinic inside of the industry with full medical professionals. It has laboratory, pharmacy and nursing (KI2).

This shows the company works well in health assurance of its employees. This infers to the assumption that human capital is the flesh of organization, and organizations should keep their flesh protected. This is also accompanied by personal observation of the researcher. And the researcher perceived that the company works to its employees in health issues in a better way than to the outside stakeholder.

Respondents were also asked how the industry treat them. This issue attempted to investigate the status of the industry does it welcome to all employees without any barriers or it favors to some individuals and discriminates to others by any racial or sexual or religious barriers. And accordingly the above table presented that 67 (49.6%) and 23 (17.0%) responded positively saying “Yes” and “In part” respectively. A total respondent of 90 (64.6%) agreed that the industry treats all employees equally.

Referring to the employee respondents, the researcher investigated how gender issue is applied by the industry. To get concrete data about this the researcher asked employee respondents does or not MIE assures affirmative action for females? Respondents’ response as shown in the table above tells 95 (70.4%) and 22 (16.3%) said “Yes” and “In part” respectively. This indicates more than 80% of respondents agreed that there is a culture of empowering women in the industry. The following picture shows respondents’ frequency distribution of this measurement.

Figure 25: The status of the company in affirmative action



This data is also buoyed up by the qualitative data from interview. For example, one key informant said the following.

What makes MIE unique is promoting females. In our country metal maintenance was taken as males' work for many years, but MIE believes and brings females to work on maintenance activities. Females are receiving equal benefit and participation in leadership, position and so on in MIE. It difficult to say it equal, but there are activities. To let females come to power and position our industry tries its best (KIII).

This implies that the industry is working on ensuring gender equality in its function. This can also lead in to the inference that the industry gives value for gender issues.

In general, the company works well with employees handling and treatment. There is good employees' handling by the industry as both qualitative and quantitative data portrays. Regarding this session, respondents' ratings go positively against all variables with higher

frequency than that of external stakeholders. This implies the company more focuses to the internal stakeholders. This

4.9. Summary of major findings

Regarding to the legal aspect of CSR, the data shows that the company works within the legal frameworks, ensures human rights, promotes gender equality and respects policies and regulations of the country.

On the contrary, there are legal variables that the industry does not give concern. Respondents show that the company does not control noise, water, and air pollution. Similarly, MIE does not fight corruption, instead, it involves itself in corrupted system.

Like in the legal aspects, here in the ethical aspects of CSR Respondents identified in which activities MIE works and not. And accordingly, despite it works on condemning lie and theft, respondents show that the company does not give concern to all ethical values. Respondents tell that the industry is not honest and it does not give concern for public interest when it works. Instead, it works only for the immediate goal of making profit. In addition, respondents show that the company is not accountable for its action. Similarly, the industry is not working on teaching integrity and fairness for its employees as well to the general public. Despite the survey data shows that the industry works on helping to people with different problems, the data collected qualitatively show as its contribution is insignificant. Regarding the state of loyalty and fighting cheating, results portray that the industry is not loyal to stakeholders and its system is cheated.

With regard to the economic aspect of CSR, majority of respondents tell positive responses to all economic variables, which measure the industry's status on economic aspects of CSR. The result that the company works in a better way in the economic aspects than other CSR activities. Generally, with regard to the industry's engagement in protecting and keeping the safety of the environment significant number of respondents show negative perception to all environmental variables. This implies that the company does not involve in environmental safety protection. Even though environmental issues are globally recognized issue to be addressed by companies.

Likewise, to the infrastructural activities the highest number of survey participants rate on negative status to all variables that attempted to measure the company's contribution on infrastructural facilities. This is conformed from both quantitative and qualitative data that the

company is weak in infrastructural activities as respondents and informants both from internal and external stakeholders indicated.

With regard to the health issue, the result shows that the company works in some health issues, but not in some other issues. As per of the result, the organization works on three areas from the six areas the researcher used to measure the company's engagement in health sector. The industry works in caring people, who live with HIV AIDS, organizes blood donation events, and collaborates in trainings that are given regarding HIV AIDS.

However, results show that the company does not work on providing buildings to health centers, does not cover medicine to people with special problems and does not give medical instruments to public hospitals. This implies that even though there is some practice by the industry to contribute on health, it is not satisfactory.

By means of the result, to all variables that have been used to measure the status of the industry's contribution in education, respondents did not show that the industry is working in either of the variables. This implies that the industry is not contributing to the education system of the country though it is a giant company. This implies not the industry is weak in contributing to the education system, but it never participated in such activities.

Similarly, the contribution of the industry in reducing unemployment according to the result is insignificant. This infers that the company is not contributing as much as its largeness.

On the other hand, results show that the industry participates in funding sport clubs, gives incentive to youths to encourage them to participate in sport, rewards youths, who win sport medals and it has its own sport clubs. Nonetheless, results show that the company never built an entertainment center to the nearby community.

There is exceptional result with regard to the employees handling approach of the industry. With extreme different, results indicate that the company is better in employees handling than all other activities to external stakeholders. Regarding this session, respondents' ratings go positively against all variables with higher frequency than that of external stakeholders. This implies the company more focuses to the internal stakeholders.

Chapter Five

Discussion of Major Findings

The study deals with CSR engagement of profit organization in Ethiopia particularly, in Tigray regional state taking MIE as a case. As it has been discussed in chapter two, the concept of CSR is debatable. There are different sides on different aspects of CSR. Some people question that “are industries responsible anything out of the economic aspect (profit making)?” Some also argue on the scope of CSR (Paula, 2004). On the other hand, others pose questions what are companies responsible for? Others ask that for whom are companies taking responsibility? The way how and why industries or companies could take CSR is also subjective and debating (Keinert, 2008). Thus, it is possible to take a broad view that the practice of CSR can be affected negatively as a result of not coming to consensus about its scope and boundaries.

Despite the different viewpoints of CSR from different corners of the world and scholars, a fundamental growth is being observed starting from the classical view to the modern practice and perception of the concept. Even if studies show that there are some developments, they are with many gaps and limitations that practices and perceptions are shallow and narrow. This indicates that the concept is filled with many problems. But regardless of the lacunas, there are some developments.

For instance, many scholars standing from Carrol’s model of CSR, they are trying to make it possible to have its own specific framework. As a result of these efforts, the concept of CSR gets its specification and clear cut principles. Now, almost everywhere the CSR domains (legal, economic, ethical and philanthropic) are in consideration when CSR issue are posed. Thus, the researcher takes CSR model under social theory and stakeholder theory as theoretical framework so as to frame the study. The CSR pyramid of Carrol includes legal, economic, ethical and philanthropic dimensions. Therefore, the purpose of this research was to investigate these CSR domains’ practice in Ethiopian context especially in Tigray, which is one of the nine regions of Ethiopia taking MIE, which is one giant industry.

Having this in mind, the researcher attempted to disclose questions like, (1) In what philanthropic CSR activities does/not the industry participates? (2) What are the ethical aspects of CSR the industry performs? (3) What are the legal aspects of CSR that the industry works in? (4) And how does the industry operate with the economic domain of CSR? Based on these

questions, the researcher tried as much as possible, to come up with concrete and evident findings for the issues at hand.

As per of the result of the study, the industry engaged in very few aspects of the CSR domains. At a very basic thing the company has no department of CSR and devised strategy of corporate social responsibility. This indicates that the company is working haphazardly and superficially on practicing of corporate social responsibility. This result has resemblance with (Nigatu, 2015)'s findings as he found that most of the industries he studied had no independent CSR department.

Regarding to the legal aspect of CSR, the data shows that the company works within the legal frameworks, ensures human rights, promotes gender equality and respects policies and regulations of the country.

On the contrary, there are legal variables that the industry does not give concern. Respondents show that the company do not control noise, water, and air pollution. Similarly, MIE does not fight corruption, instead, it involves itself in corrupted system. This makes analogous with (Fryzel, 2011)'s argument that the nearby community and the society as a whole are getting disadvantaged by the corporations investing around. Water is poisoned, climate is polluted. There is also sound and air prolusion, because of gas and sound emission from the industries. In addition, states also suffer from abuse of corporations. Corporations do not pay appropriate tax for the state they are investing in.

With regard to the ethical domains of CSR the company is weak in preserving and promoting the ethical and moral values of the society as the result of the study indicates. Even though the survey indicates that it condemns stealing and lie, it does not promote honesty, integrity all social values. As it has been discussed in chapter two, there are views advocated by some scholars and companies applied them. For example, let have a look on some arguments, which discourage companies should be engaged in CSR activities if it hurts them. for example, (Hetherington, 1973) as cited by (Aras, 2008) says "*corporations that are established for profit are not obliged to think of the corporate not profit activities.*" They believe that profit is all matters. People with such assumptions reflect their stand towards CSR that spending cost on social and environmental issues, which are not contributing to shareholders is not acceptable. For instance, (Paula, 2004) states that profit entities would not engage in CSR if it hurt their bottom line. It reduces the dividends of the shareholders as of the thinking of the people who are against CSR. Therefore, they stress on the selfish and grid thoughts that the company should

not harm its shareholders so as to benefit the external stakeholders. But this is a short term consequence analysis. Spending for the external issues such as environmental and social sustainable development is not a cost, rather it is a long term social capital.

However, the researcher's stand is different from this. Companies should participate in activities that support for sustainable development. The life of companies is dependent on the environment. So, they have to care for the environment. Without the consent of the people, it is unlikely to live and operate as industry. Therefore, companies should ask public consent and the question should not be by cheating to the society, rather it has to be honest and frank. The public need to gain some advantages as a result of the industrial or company establishments. If not, people start to boycott and ban for companies. For example, it is possible to see Midrok company in Ethiopia Oromia regional state. People accused "it harms the society and it should be stopped working there." Then, immediately an examining committee has been established.

In addition, it is possible to see how citizens challenge to governments. In Ethiopia tremendous public revolutions are made from 2016 until the recent time (2018). During the revolution, many firms and organizations even public institutions are damaged. This is because people are angered at the government and companies. As a result of the public revolution, many government officials including Haile-Mariam Desalegn the Prime-minister of Ethiopia People Revolution Democratic Front (EPRDF) and other top officials are resigned and substituted by others. This shows that the public has a power to legitimize and overthrow and extinct companies and governments if they are irresponsible to the society. Therefore, companies should be socially responsible and accountable and contribute to the wellbeing of the society. With the economic aspects of CSR, results show resemblances with many researchers' results. The company works better in the economic aspects of CSR than other aspects. This makes analogue with (Nigatu, 2015)'s argument that he found the industries only contribute on economic parts of CSR.

Different from the economic aspects the company does not involve in environmental safety protection. This implies that though the company works very well in the economic aspects of CSR, its economic development is not contributing to the environmental protection and sustainable development. Even though environmental issues are globally recognized issues to be addressed by companies, it is not practiced by the company as results implies. This shows resemblance with the classical view of CSR as discussed in the literature. For instance, in the

80s and 90s a series of major corporate scandals, fraud, and white-collar crimes even of human and environmental tragedies caused by irresponsible and ignorant companies (Keinert, 2008). Similarly, in the other aspects of philanthropic CSR engagement of the company results revealed the company is weak in addressing infrastructural, health, and education. Even though the company works in some aspects of health issues, it is insufficient according the results. The company participates in caring orphans; the community blames the selection of the orphans lacks transparency.

In a very similar way with the economic domains of CSR, results showed that the company works very well in sport activities.

The company is appreciated by all internal and external stakeholders that it is good in handling employees. Result revealed that there is a praised and admired approach of employees' treatment in the industry.

Chapter Six

Conclusion and Recommendation

6.1 Conclusion

Based on the findings, the researcher came up with some inferences. Legal obligations are under one umbrella legal CSR aspect. So, according to the findings, even though there are some limitations, the company complies with the legal frameworks of the country. This enables the researcher to come up with the general idea that companies obey and respect to the law of the country since governments urge them. However, despite governments' influence on companies through the investment laws, rules and regulations, companies manipulate the laws, rules and regulations of the country in some cases.

In regard to the ethical aspects of CSR results of the study show that the company is very weak in promoting social values. This can lead to the inference that companies are not willing and volunteer to invest in promoting the ethical and moral values of the society. Having the needs and desires of shareholders of companies, employees and managers work hard to fulfill the needs and desires of companies' shareholders, but forget ethics, moral and social responsibilities. This implies that employees and managers of companies believe investing in promoting social values, having ethical codes and morality harms the profit of their owners.

Another aspect of CSR is economic part, which is always addressed by companies since it is attached with profit making. In this research results reveal that the company is hardworking and it contributes to other businesses as a result of its internal development. This implies that employees and managers strongly believe that it is possible for companies' success to work hard and generate more revenues. Therefore, this assumption let employees and managers forget other social issues and they believe they are addressing social responsibilities by the time they run this session.

Philanthropic component of CSR occupies the widest part of the study. This includes environmental protection, infrastructural activities, education, healthcare and sport. In addition, internally, employees' treatment approach of the industry was investigated. And accordingly, results show that the company works in a better way in employees' treatment and sport activities than other philanthropic activities. This indicates that company shareholders are trying to continue their companies by having loyal employees and investing in sport.

Employees and managers may believe that the life of their company can alive by having loyal employees and by investing in sport, because it helps to advertise and promote the company. Results reveal that companies use sports to make promotions so as to build their reputations and create good image in the mind of the societies.

However, employees and management bodies of industries think that investing in more social issues and social problems may negatively affect the life of their companies. Companies are not willing to invest in education, healthcare, infrastructure, solving social problems. This might be because company shareholders, employees and managers assume that participating in building schools, hospitals, funding for education researches and so on have no positive impacts to their companies' image, reputation, and profit making. Rather, they believe that it is wasting money and missing objectives to work on no-profit activities to help the society. This might come from the wrong assumption that social issues belong to governments, but not to companies.

6.2 Recommendations

As it has been discussed in all parts of the study, there are some implications in regard to corporate social responsibility that need to be addressed by different parts. And accordingly, the researcher suggested some corrective measures on the practice of corporate social responsibilities.

1. The researcher is curious to see companies working in a way that benefit or at least control any negative consequence on the society or on sustainable development. It is valuable and rewarding for organizations to participate and engage in solving social problems, protecting environments and promoting social values and norms. Companies can get public consent to operate for long time if they care to the public. Therefore, the researcher suggests MIE need to work on promoting the values and norms of the society since it is dependent on the public one or the other way.
2. It is the researcher's suggestion to the government to include in the investment law of the country or the region all corporate social responsibilities' components. It is important to control companies if they are caring or violating to the community through having the corporate social responsibility issues in the investment policy.
3. This research also come to learn that civil societies are important to let companies contribute on sustainable development of the country. It is important that media and NGOs to set agendas of sustainable development and social development. Therefore,

companies start to compete with companies of similar brands and in the same paces. Therefore, the researcher gives a piece of idea that media and NGOs need to facilitate issues for social and environmental protection.

4. Governments are also taken as decisive parts in this research as big role-players to let companies take care of social and environmental issues. Governments may determine how companies should operate. Promoting for companies, who are working within the legal frameworks and punishing for those, who are not working within the legal frameworks the government have a decisive role on letting companies benefit to the society and protect the environment.
5. Scholars are also given values in this study that they do have the ability to expose the negative and positive impacts of companies towards the social and environmental sustainable development.
6. The researcher strongly suggests that the company need to develop the perception that engagement in corporate social responsibility is vital for its image and reputation. Companies can build reputation and create good image engaging in corporate social responsibilities.

References

1. Admassie, Y. (2010, January). *Social Research methods*. Addis Ababa, Ethiopia: Addis University.
2. Aras, D. C. (2008). *Corporate Social Responsibility*. Ventus Publishing Apps.
3. Archie B. Carroll and Kareem M. Shabana. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of management Review*.
4. Caremark, C. (2013). *Corporate Social Responsibility Report*. CVS : CVS Caremark .
5. Carrol, M. S. (2003). Corporate Social Responsibility: a Three Domian Approach. *Business Ethics*, 3.
6. Carroll, A. B. (2015). Corporate Social Responsibility: The centerpiece of competing and complementary Framework. *Journal Homepage*, 88.
7. Carroll, A. B. (2016). Carroll's Pyramid of CSR : Taking Another Look. *International Journal of Corporate Social Responsibility* . Retrieved from <https://www.researchgate.net/publication/304662992>
8. Carroll, A. K. (1995). *Business and Society: Ethics and Stakeholder Management* (7th ed.). United States of America: Cengage Learning.
9. Cornelissen, J. (2004). *Corporate Communications Theory and Practice*. London, Britain : SAGE Publication Ltd.
10. Creswell, J. W. (2012). *Educational Research Planing, Conducting, and Evaluating Quantitative and Qualitative Research* (Fourth Edition ed.). United States of America: Pearson Education Inc.

11. Dejan Verè, a. G. (2000). *Perspectives on Public Relations Research*. London: Routledge.
12. Deyassa, K. (2016). CSR from Ethiopian Perspective. *International Journal of Scientific & Technology TResearch*, 5(4).
13. Elarag, H. (2015). Corporate Social Responsibility: an Islamic Perspective. Munich : MPRA.
14. Engineering, M. I. (2017). Mesfin Industrial Engineering Profile .
15. EPRDF. (2002). Federal Negarit Gazieta of the Federal Democratic Republic of Ethiopia. *Proclamation No. 300/2002 Page 1959 Environmental Pollution Control*. Addis Ababa , Addis Ababa, Ethiopia: EPRDF.
16. EPRDF. (2009). Federal Negarit Gazeta of Federal Democratic Republic of Ethiopia .
“*Prevention of Industrial Pollution Council of Ministers Regulation: No 159/2008*” .
Addis Ababa , Ethiopia : EPRDF.
17. FDRE. (1995). Constitution of Federal Democratic Republic of Ethiopia: Part Two, Article 18, Prohibition Against Inhuman Treatment. Addis Ababa, Addis Ababa, Ethiopia: FDRE.
18. Firuza S Madrakhimova, U. (2013). Evolution of the Concept and Definitions of Corporate Social Responsibility. *Global Conference on Business and Finance Proceedings, Volume 8 Number 2*.
19. Fryzel, B. (2011). *Building Stakeholder Relations and CSR*. London , United Kingdom: Palgrave Macmillan.
20. Gerry Johnson, K. S. (2005). *Exploring Corporate Strategy*. London , England: Pearson Education Limited.

21. Gqamane, Z. (2010). The role of public relations: A case of selected corporate organisations within the greater Durban area. *Dissertation submitted in fulfilment of the requirement for the Masters Degree of Technology: Public Relations Management Department of Marketing, Retail and Public Relations Faculty of Management Sciences*. Durban University of Technology.

22. Hadis, C. (2017). Socio-Cultural Aspects of Illegal Migration in Raya Azebo, Tigray National Regional State. Addis Ababa, Addis Ababa, Ethiopia: Addis Ababa University.

23. Heath, R. L. (Ed.). (2005). *Encyclopedia of Public Relations* (Vol. 2). London , United Kingdom : SAGE Publications .

24. Helg, A. (2007). Corporate Social Responsibility from Nagerian Perspective. *Management and Organization*.

25. Holloway, C. D. (2002). *Qualitative Research Methods in Public Relations and Marketing Communication*. London : Routledge.

26. Jonker, D. M. (2006). *Management Models for Corporate social Responsibility*. Berlin: Springer Berlin.

27. K. Rama Mohana Rao, F. K. (2016, 03 08). Environmental corporate social responsibility of brewery firms in Ethiopia. *International Journal of Applied Research*, 2(4): 01-07. Retrieved August 13, 2017

28. K. Rama Mohana, R. &. (2016, 03 08). Environmental corporate social responsibility of brewery firms in Ethiopia. *International Journal of Applied Research*, 2(4): 01-07. Retrieved August 13, 2017

29. Keinert, M. C. (2008). *Corporate Social Responsibility as an International Strategy*. Austria .
30. Kothari, C. (2004). *Research Methodology Methods and Techniques* (Second Revised Edition ed.). New Age International Publisher. Retrieved 2017
31. Lerbinger, O. (2006). *Corporate Public Affairs: Interacting With Interest Groups, Media and Government*. London, New Jersey, British : Lawrence Erlbaum Associates, Inc.
32. Mesfin Industrial Engineering, P. (2017, November). *Magazine*, 22.
33. Nigatu, M. (2015, December). *Corporate Social Responsibility Learning in the Ethiopian Leather and Footwear Industry: in partial fulfilment of the requirements for obtaining the degree of Master of Arts in Development Studies*. The Hague, Netherlands: International Institute of Social Studies .
34. O'Rourke, D. (2004). *Opportunities and Challenges for Reporting Corporate Social Responsibility in Developing Countries*. The World Bank. Clifornia: The World Bank Group.
35. O'Leary, Z. (2004). *The Essential Guide to Doing Research* . London : Sage.
36. Paula, A. (2004). *Corporate Social Responsibility in Brazil: A Comparative Analysis of Two Paper Companies*. Massachusetts Institute of Technplpgy.
37. Peter Lund-Thomsen, A. L. (2016). *Industrial Clusters and Corporate Social Responsibility in Developing Countries: What We Know, What We Do Not Know, and What We Need to Know* . *Journal of Business Ethics*, Vol. 133, No. 1.

38. Schreck, P. (2015). *The Business Case FOR Corporate Social Responsibility: Understanding and Measuring Economic of Corporate Social Responsibility*. Munich, Germany : Springer.com.
39. Serafeim, I. I. (2010, August). What Drives Corporate Social Performance? International Evidence from Social, Environmental and Governance Scores. Harvard: Harvard Business School.
40. Sharma, M. Y. (2013). Role of Corporate Social Responsibility in Organization. *IOSR Journal of Business and Management*, 13(4), 1-8.
41. Tilahun, A. (2011). Corporate Social Responsibility in Sustainable Environment Management in Ethiopia. Addis Ababa, Addis Ababa, Ethiopia: Thesis in partial fulfillment of masters Degree in Public Management Policy, Specialization in Development Management.
42. Tom Børsen, M. A. (2017). Corporate Social Responsibility Activities and the Developing Nations. *European Journal of Business and Social Sciences*, 6, 13-22. Retrieved from <http://www.ejbss.com/recent.aspx/>
43. Tran, T. (2015). *Corporate Social Responsibility and Profits: A tradoff or Balance*. Sanford University: Freeman Spongli Institute for International Studies.
44. UN. (2012). United Nation System Task Team . United nation .
45. Vicent A. Anfarara Jr. (2008). Theoretical Framework. In L. M. Given (Ed.), *The SAGE Encyclopedia of Qualitative Research Methods*. Thousand Oaks: SAGE Publications.
46. White, A. L. (2008). Business for Social Responsibility: Culture Matters the Soul of CSR in Emerging Economics. *Online Journal www.bsr.org*.

47. Willi, A. (2014). *Corporate Social Responsibility in Developing Nations: an Institutional Analysis* (Doctorial Thesis). University of Bath.
48. Wright, K. (2010). *Corporate Social Responsibility: a Review of the Literature* . *Subject Center for Philosophical & Religious Studies* .
49. Yeomans, R. T. (2006). *Exploring Public Relations*. England : Pearson Education.
50. Yusuf, A. (2013). *Assessment on Corporate Social Responsibility Practices and Determinants: A Comparative Study Conducted in Addis Ababa Tannery and Awash Tannery*.

Appendices

Appendix1: questionnaire for employees and beneficiaries (English)

Addis Ababa University
College of Humanities Journalism and Communication
Public Relations and Strategic Communications

A Questionnaire to Be Filled by Residents of the Surrounding and employees of Mesfin Industrial Engineering

The purpose of this questionnaire is to collect data for a research work on the title of “Corporate Social Responsibility practice as a Strategy for building relationship with stakeholders from profit organizations’ perspective: Mesfin Industrial engineering in Focus”. Your information is vital for this study. That is why you have been selected for this study.

General Instruction:

- ♥ The research has no any negative impact for anyone participated in this study except merits for social and national development.
- ♥ Your participation is voluntary
- ♥ The researcher keeps your confidentiality that your responses will not be disclosed to any one
- ♥ Do not write your name on the questionnaire
- ♥ The questionnaire contains seven (7) pages. So, check if all pages are available and try to fill all questions of all pages.
- ♥ Please simply select the appropriate responses for the following questions as per of each instruction
- ♥ If you have any question, please give a missed call to this number +251977507327

Thank you in advance for your kind cooperation!

Name of interviewer-----code of questionnaire-----

1. Demographic survey of respondents

From the information in the table circle one from the identity group that identifies you

1A	Sex	Male	Female
1B	Type of stakeholder	Beneficiary	Employee

1B	Tabia (if beneficiary)	Mesfin	Industry							
1C	Religion	Orthodox	Muslim	Catholic	Protestant	Other				
1D	Age	20-25	26-30	31-40	41-50	Above 50				
1E	Education	Illiterate	Elementary school	Grade 10	Preparatory	Certificate	Diploma	Degree	Master and above	
1F	Job	Trade	Government employee	Private employee	Self-employee	Employee of Mesfin	NGO employee	I don't have	Other	

Direction: for the ideas in the following tables put the mark (x) under 'yes' if you agree, under 'no' if you disagree, under 'in part' if you agree partially, under 'not satisfactory' if you believe it is not satisfactory and under 'no idea' if you do not have any idea

2. Legal aspects of CSR

No	Activities	Yes	No	In part	Not satisfactory	No idea
2A	It works within the legal frameworks					
2B	Fights corruption					
2C	It assures human rights					
2D	Noise Pollution control					
2E	Air pollution control					
2F	Water pollution control					
2G	Promotes gender equality					
2H	Respects all legal obligations of the country					

Please give clarifications or examples for your answers of the ideas in the above table -----

3. Ethical aspects of CSR

In which ethical activities does/not the industry involves in? put mark like the above table

No	Activities	Yes	No	In part	Not satisfactory	No idea
3A	It promotes honesty					
3B	It gives priority for the interest of the public					
3C	It is accountable for its action					
3D	It condemns theft					
3E	It condemns lie					
3F	It promotes integrity					
3G	It promotes fairness that avoids religion, gender, power, and race based prejudice					
3H	Helps for people with disabilities					
3I	It helps elders, who have no care taker					

3J	Supports vulnerable groups					
3K	It is loyal to all stakeholders					
3L	It condemns cheating					

please give clarifications or examples for your answers of the ideas in the above table -----

4. Economic domain of CSR

No	Activities	Yes	No	In part	Not satisfactory	No idea
4A	Works hard for its persistent profit making					
4B	Generates revenue persistently					
4C	Its revenue contributes to other businesses					
4D	Wins marketing competition					
4E	It produces qualified and durable industrial products					

Can you please give clarifications or example for your answers of the ideas in the above table? -----

5. Philanthropic aspects

5A. Environmental protection

No	Activities	Yes	No	In part	Not satisfactory	No idea
5A1	City solid waste management					
5A2	Energy Saving					
5A3	Rain water harvesting					
5A4	Plants trees that improve water levels and greenery					

If you have can please give clarifications or examples for your answers of the ideas in the above table -----

5B. Educational activities

What aspects of educational activities done by the industry? The same job like the above

No	Activities	Yes	No	In part	Not satisfactory	No idea
5B1	Support to Primary / Secondary Education					
5B2	Collaborates to help students get scholarships					
5B4	Buys Furniture, equipment etc. to schools / Colleges					
5B5	Cooperation on giving trainings to students					
5B6	Provides fund for residence and education to students					
5B7	Provides fund for quality of education researches					

5B8	Special school buildings to Physically Challenged Persons					
-----	---	--	--	--	--	--

Would you please give clarifications or examples for your answers of the ideas in the above table? -----

5C. Healthcare activities

How does the industry involve in Healthcare? The same as previous

No	Activities	Yes	No	In part	Not satisfactory	No idea
5C1	Caring for people who live with HIV/AIDS					
5C2	Provide Hospital buildings					
5C3	Organizes blood donation events for staffs					
5C4	Donating medical instruments for public hospitals and clinics					
5C5	Giving medical fund for those who are with special problems					
5C6	Collaborates in giving training on HIV/AIDS					

Please Give clarifications or examples for your answers of the ideas in the above table -----

5E. Sport activities

What sport activities does the industry participate in? fill like the above procedure

No	Activities	Yes	No	In part	Not satisfactory	No idea
5D1	It gives incentives for youths to participate in sport					
5D2	It rewards for youths who win sport medals					
5D3	It funds for sport clubs					
5D4	It has its own sport club					
5D5	It builds entertainment centers					

Would you please Give clarifications or examples for your answers of the ideas in the above table? -----

5F. Infrastructural and community development

What Infrastructural activities the industry contributes for

No	Activities	Yes	No	In part	Not satisfactory	No idea
5F1	It creates employment opportunity					
5F2	Roads					
5F3	Water supply					
5F4	Electricity					

If you have please give clarifications or examples for your answers of the ideas in the above table -----

Do you have any other general? -----

Appendix 2 questions only to employees

6 How does the industry treats for its employees

No	Activities	Yes	No	In part	Not satisfactory	No idea
6A	It gives education opportunities for its employees					
6B	It gives trainings for employees on capacity building					
6C	It gives house, transport and other allowances					
6D	It provides incentives for employees					
6E	It keeps safety of employees					
6F	Gives free medical service for employees					
6G	All employees are treated equally					
6H	It gives affirmatives for females					

Please give clarifications/examples for your answers to the ideas in the above table-----

Do you have any other general? -----

I thank you so much for your cooperation!

Appendix3: translated questionnaire for employees and beneficiaries(Tigrigna)

**የኒሽርሲቲ አዲስ አበባ
ናይ ሁማኒቲ፣ ጋዜጠኝነትን ኮሙዩኒኬሽንን ኮሌጅ
ርክብ ህዝብን ስትራቴጂክ ኮሙዩኒኬሽንን ፕሮግራም**

ብ ነበርቲ ጣብያታትን ሰራሕተኛታት ኢንድስትሪ መስፍን ዝምላእ ቃለ-መሕትት

ናይዚ ቃለ-መሕትት ዕላማ 'አፈፃፀማ ማሕበ-ረሰባዊ ሓላፍነት ከም መስርሕ ምስ ሰብ-ድርሻ አካላት ርክብ ንምዕባይ፣ ብዓይኒ መትረፍቲ ትካላት፣ መስፍን ኢንድስትሪያል ኢንጅነሪንግ ጠመተ ብመሃብ' (Corporate Social Responsibility practice as a Strategy for building relationship with stakeholders from profit organizations' perspective: Mesfin Industrial engineering in Focus) ብዝተባህሰ ኣርእስቲ ንዝግበር መፅናዕታዊ ፅሑፍ ሓበሬታ ምእካብ እዩ። ስለዚ ኣብዚ መፅናዕቲ ሓሳቦም/ሓሳብን ወሳኒ ኮይኑ ስለዝተረኸበ ናይዚ መፅናዕቲ ተሳታፊ/ት ኮይኖም/ናን ኣለው/ዋ ሓፈሻዊ መብራህርሂ

- ♥ እዚ መፅናዕቲ እዚ ኣብ ዝኾነ ናይዚ መፅናዕቲ ተሳታፊ ኣካል ዝኾነ ዓይነት ኣሊታዊ ፅልዋ ከሕድረሉ ዝኸእል መንገዲ ፈጺሙ የለን። ንትርፌ እወንታዊ ውፅኢት ንጥቕሚ ማሕበረሰብን ሃገርን።
- ♥ ኣብዚ መፅናዕቲ እዚ ዝግበር ተሳትፎ ኣብ ድሌት ዝተመስረተ እዩ።
- ♥ ኣብዚ መፅናዕቲ እዚ ንዝኸበሩ/ኦ ኣሳብ ምስጢሩ ዝተሓለወ እዩ። ንዝኾነ ኣካል ተመሓኣሊፉ ኣይወሃብን።
- ♥ ሽሞም/መን ምፅሓፍ ኣየድልን
- ♥ እዚ ቃለ--መሕትት እዚ ኣሙሽተ (5) ገፃት ዝሓዘ ብምዃኑ በይዝኣም/በይዘእን ኩሎም ገፃት ምህላዎም የረጋግፀ/ፃ። ኩሎም ገፃት ንምምላእ 'ውን ይፈትኑ/ና።
- ♥ በይዝኣም ስዒብም ንዘለዉ ሕቶታት ትኸክለኛ መልሲ ይሕረዩሎም/ይሕረያሎም
- ♥ ዝኾነ ይኹን ሕቶ እንተሃሊዎም/ወን በዚ ስልኪ እዚ ይደውሉ/ላ +251977507327

ነቲ ቕኑስ ተሳትፎኡም/ን ኣቐዲመ ካብ ልበይ ኣመስግን!

ሽም ናይ ኣካቢ ቃለ-መሕትት -----መለሰዬ ቁፅሪ ናይቲ ቃለ-መሕትት-----

1. ናይ ተሓተትቲ መንነት ሓፂር መፅናዕቲ
 ኣብቲ ዝስዕብ ሰደቓ ንዘለዉ ናይ መንነት ኣመልክትቲ ሓሳባት ይገልፅኒ እዩ ዝብልዎ/ኦ የኸብቡ

1A	ፆታ	ተባዕታይ	ኣንስታይ						
1A	ኩነታት ኣዳር	ምርፅው/ቲ	ፈቲሐ	ዘይተመርፀኹ					
1C	ሃይማኖት	ኦርቶዶክስ	ሙስሊም	ካቶሊክ	ፕሮቴስታንት		ካሊእ		
1D	ዕድመ	20-25	26-30	31-40	41-50		ልዕሊ 50		
1E	ደረጃ ትምህርቲ	ኣይተመሃርኩን	ቀዳማይ ብርኪ	ዓስራይ ክፍሊ	መሰናድኦ	ቲታኤ	ዲፕሎማ	ዲግሪ	ማስተርን ልዕሊኡን
1F	ኣላፍነቶም/ተን እንታይ እዩ-----								
1G	ስራሕ ልምዲ-----								

ሓበሬታ፡ ስዒብም ኣብዝቐረቡ ሃሳባት እንድሕር ዝስማዕምዎ ኾይኖም ናይ ኤክስ (x) ምልክት ኣብ ትሕቲ “እወ” ፣ እንድሕር ዘይስማዕምዎ ኾይኖም ኣብ ትሕቲ “ኣይፋል” ፣ ብኸፋል ዝስማዕምዎ እንተኾይኖም ኣብ ትሕቲ “ብኸፋል” ፣ ኣፅጋቢ እንተዘይኮይኑ ኣብ ትሕቲ “ኣፅጋቢ ኣይኮነን”፣ ሓሳብ እንተዘይ ሃሊዎም/ን ኣብ ትሕቲ “ኣሳብ የብለይን” ይፅሓፉ።

3. ናይ መስፍን ኢንዱስትሪያል ኢንጅነሪንግ ተሳትፎ ኣብ ምርግጋፅ ሕጊ

ተ-ቐ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣፅጋቢ ኣይኮነን	ኣሳብ የብለይን
2A	ስርሑ ኣብ ትሕቲ ሕጊ ብምዃን የከናውን					
2B	ኣንፃር ሙስና ይቃለስ እዩ					
2C	ሰብኣዊ መሰል የረጋግፅ እዩ					
2D	ብኸለት ድምጺ ይቆፃፀር					
2E	ብኸለት ኣየር ይቆፃፀር					
2F	ብኸለት ማይ ይቆፃፀር					

2G	ናይ ያታ ማዕርነት የረጋግፅ እዩ					
2IH	ኩሎም ሕግታትን መምርሕታትን የኸብር እዩ					

በይዝአም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኣም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም። -----

4. ምስ ስነ-ምግባር (Ethics) ዝተተሓሓዙ ብመስፍን ኢንድስትሪ ዝካየዱ ስራሕቲ

ተ-ቐ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
3A	ሓቃውነት የበረታትዕ					
3B	ናይ ሕብረተሰብ ጥቕሚ ቅድሚት ሂቡ ይሰርሕ					
3C	ንዝሰርሖም ስራሕቲ ተጠያቓነት ይወስድ እዩ					
3D	ስርቂ ይቃወም/ የውግዝ እዩ					
3E	ሓሶት ይቃወም/የውግዝ እዩ					
3F	ቅንዕና የበረታትዕ እዩ					
3G	ፍትሓውነት የረጋግፅ እዩ። ብሃይማኖት፣ ብዖታ፣ ብስልጣን፣ ብዓሌትን ካልኦትን ኣፋላይ ከይገበረ ንኹሉ ብማዕረ የስተኣናግድ					
3H	ንጉድኣት ኣካል ይሕግዝ					
3I	ጠዋሪ ዘይብሎም ኣረጋውያን ይሕግዝ					
3J	ጥቕናት ንዝበፀሖም ወገናት ሓገዝ ይገብር እዩ					
3K	ንሰራሕተኛታቱ፣ ንግማዊሉ፣ ንሕብረተሰብ ከምኡ ምን ንኹሉ በዓል ድርሻ ተኣማኒ እዩ					
3L	ምትላል ይቃወምን የውግዝን					

በይዝአም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኣም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም። -----

4. ኣብ ኢኮኖሚ መሰረት ዝገበሩ ተግባራት

ተ-ቐ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
4A	ዘላቕነት ንዘለዎ መትረፋይነት ብልዑል ሃዕሪ ይሰርሕ					
4B	ቀፃልነት ዘለዎ ኣታዊ ይእክብ					
4C	ልዑል ኣታዊ ብምርካቡ ኣብ ካልኦት ስራሕቲ ኣስተዋዕኦ ይገብር እዩ					
4D	ናይ ዕዳጋ ተወዳዳሪይነት ክእለቱ ልዑል እዩ					
4E	ብፅግነትን ግልጋሎትን ዘተኣማምኑ ውዕኢታት ኢንድስትሪ የምርትን የቕርብን					

በይዘአም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኣም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

5. ስራሕቲ ሰናይ ምግባር

5A. ከባብያዊ ክንክን ብኢንድስትሪ በመስፍን

ተ-ቁ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
5A1	ናይ ከተማ ደረቅ ንሕፍ መቆፃፀሪ ይሰርሕ					
5A2	ኣብ ሃፍቲ ዕቀባ ጠመተ ይገብርን ይሰርሕን					
5A3	ማይ ዝፍብ ኣብ ጥቕሚ ንኸውዕል ይትሓባበር					
5A4	ናይ ከባቢ ሓምለዎይነት፣ ጠሊ ከባብያዊን ማይን ንምውሳኽ ይሰርሕ					

በይዘአም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኣም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

5B. ኣብ ትምህርቲ ዙርያ ብኢንድስትሪ መስፍን ዝግበሩ ሰናይ ምግባራት

ተ-ቁ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
5B1	ቀዳማይ/ካልኣይ ብርኪ ቤት ትምህርቲታት ይሕግዝ					
5B2	ንተመሃሮ ናይ ትምህርቲ ዕድል ንክርኸቡ ይሕግዝ					
5B4	ንቤት ትምህርቲታት ናውቲ ትምህርቲ ይሸፍነሎም					
5B5	ተመሃሮ ስልጠና ክርኸቡ ይተሓባባር					
5B6	ንተመሃሮ ናይ መንበሪ ወፃኢ ይሸፍን					
5B7	ኣብ ዕሬት ትምህርቲ መሰረት ገይሮም ንዝካየዱ መፅናዕታዊ ዕሑፋት ናይ ገንዘብ ሓገዝ ይገብር					
5B8	ንዝተጎድኡ ወገናት ፍሉይ ትምህርቲ ቤት ይሰርሕ					

በይዘአም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኣም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

5C. ኣብ ሓለዎ ጥዕና ብኢንድስትሪ መስፍን ዝግበሩ ምንቅስቃሳት

ተ-ቁ	መዕቀንታት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
5C1	ምስ ኤድስ ንዝነብሩ ወገናት ይክፍኸን					
5C2	ናይ ጥዕና ጣብያ ህንፃታት ይሰርሕ					
5C3	ናይ ደም ልገሳ ፕሮግራም የዳሉ					

5C4	ንናይ ህዝቢ ናይ ጥዕና ማእኸላት መሳርሕታትን ናውትን ሕክምና ንክማልኡ ይገብር					
5C5	ፍሉይ ፅገም ንዘለዎም ሰባት ናይ ሕክምና ድጋፍ ይገብር					
5C6	ኣብ ሕማም ኤድስ ዘድሀቡ ስልጠናታት ንክወሃቡ የተሓባበር					

በይዝኦም/ኣን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኦም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

5D. ስፖርት መሰረት ገይሮም ብኢንድስትሪ መስፍን ዝወሃቡ ሰናይ ተግባራት

ተ-ቁ	ተግባራት	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
5D1	መናእሰይ ኣብ ስፖርት ንክሳተፉ መተባብዒ ይህብ					
5D2	ናይ ስፖርት ዋንጫ ንዘሸንፉ መናእሰይታት ይሸልጹ					
5D3	ንናይ ስፖርት ክለባት ናይ ገንዘብ ድጋፍ ይገብር					
5D4	ናይ ባዕሉ ናይ ስፖርት ክለብ መስሪቱ ይሰርሕ እዩ					
5D5	ናይ መዛናግዒ/መዝናነዩ ማእኸላት ይሃንፅ					

በይዝኦም/ኣን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኦም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

5E. ኣብ መሰረተ ልምዓትን ስልጣን ሕብረተሰብን ጠመተ ብምግባር ብመስፍን ዝስርሑ ስራሕቲ

ተ-ቁ	ስራሕቲ	እወ	ኣይፋል	ብኸፋል	ኣዕጋቢ ኣይኮነን	ሓሳብ የብለይን
5E1	ምፍጣር ስራሕ ዕድል					
5E2	መንገድታት ይሰርሕ እዩ					
5E3	ኣድላዩ ኣብዘኸነሉ ግዜ ናይ ማይ ኣቕርቦት ግልጋሎት ይህብ					
5E4	ኣብቲ ከባቢ ንዘለዉን ኣድላዩ ኣብዘኸነሉ ካልኣት ከባብታትን ናይ ኤለክትሪክ ምትእትታው ስራሕቲ ይሰርሕ					

በይዝኦም/ኣን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኦም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

Appendix4 ብሰራሕተኛታት ኢንዱስትሪ መፍን ጥራሕ ዝምላእ

6. ኢንዱስትሪ መስፍን ንሰራሕተኛታቱ ብኸመይ ይንከባኸብ/ይሕዝ?

ተ-ቁ	ተግባራት	እወ	አይፋል	ብኸፋል	አዕጋቢ አይኮነን	ሓሳብ የብለይን
6A	ንሰራሕተኛታቱ ናይ ትምህርቲ ዕድል ይህብ እዩ					
6B	ንሰራሕተኛታቱ ናይ ዓቕሚ ምዕባይ ስልጠናታት ይህብ እዩ					
6C	ናይ ገዛ፣ መንግሥትን ካልኦትን ውሕስና ይህብ					
6D	ንሰራሕተኛታቱ ጥቕማጥቕሚ ይህብ እዩ					
6E	ናይ ሰራሕተኛታቱ ድሕንነት ክሕሎ ይገብር እዩ					
6F	ንሰራሕተኛታቱ ነፃ ናይ ሕክምና ግልጋሎት ይህብ እዩ					
6G	ኩሎም ሰራሕተኛታቱ ብማዕረ ይግልገሉ እዮም					
6H	ደቂአንስትዮ የበረታትዕ					

በይዝኦም/አን ኣብ ላዕሊ ኣብ ዘሎ ሰደቓ ንዘለዉ ሓሳባት ንዝሃብዎም/ ኮም መልስታት መብራህርሂ/ኣብነታት ይሃብሎም/ይሃባሎም -----

ካሊእ ክብልዎ/ኦ ዝደልዩ ሓሳብ እንተሃሊዎም ብዛዕባ መስፍን ዝሰርሑም ስራሕቲታት ቀጺሉ ኣብ ዘሎ ቦታ ብዝርዝር የብራህርሁ -----

ስለ 'ቲ ዝገበሩ/ራለይ ሓገዝ ካብ ልቢ የመስግን!

Appendix5: interview guide for in-depth-interview

1. Legal

How do you explain the status of Mesfin industrial engineering in respecting the law of the country as well as regional laws and regulations?

- ♥ The state of working within the legal frameworks
- ♥ Fighting corruption
- ♥ The status of assuring human rights
- ♥ Noise Pollution control
- ♥ Air pollution control
- ♥ Water pollution control
- ♥ Promoting gender equality

- ♥ Respects all legal obligations of the country

2. Ethical

How can you define the company's ethics? With regard to:

- ♥ Promoting honesty
- ♥ Giving priority for the interest of the public
- ♥ Accountability
- ♥ Condemning theft, lie and cheating
- ♥ Promoting integrity, fairness, and loyal
- ♥ Helping for people with disabilities, elders and vulnerable groups

3. Economic

Can you tell me your understanding of Mesfin industrial engineering's contribution on economic developments? The state of:

- ♥ Hardworking
- ♥ Innovation and adopting new technologies
- ♥ Contribution on other businesses
- ♥ Unemployment reduction

4. Philanthropic

How can you explain the industry's engagement on philanthropic activities? For instance, in the areas like:

- a. Education: giving scholarships, supporting schools, funding researches, giving schools for disadvantaged groups and so on...
- b. Environmental protection: city solid waste management, rain water harvesting, energy saving, planting trees etc.
- c. Healthcare: with regard to caring to people, who have HIVIDS in their blood, cooperating with public hospitals, providing medical instruments to public health centers, covering cost of medicine to those, who have no capacity and so on...
- d. Sport: encouraging youths to participate in sport, rewarding sport participants funding to sport clubs etc.
- e. Infrastructure: water supply in a condition, where it is necessary, cooperation during electric provision constructing roads and bridges and so forth...

Appendix7: key informant interview guide

1. How do you explain the status of Mesfin industrial engineering in respecting the law of the country as well as regional laws and regulations?
2. How can you define the company's ethics?
3. Can you tell me your understanding of Mesfin industrial engineering's contribution on economic developments?
4. How can you explain the industry's engagement on philanthropic activities?

Appendix 8: List of key informant and in-depth interview participants

No	Status of participants	Type of participation	Duration of time during interview
1	Vice manager of MIE	Key informant	16 minutes and 30 seconds
2	PR head of MIE	Key informant and in-depth interview	34 minutes and 31 seconds
3	Health officer of MIE clinic	Key informant and in-depth interview	43 minutes and 21 seconds
4	Community leader from Tabia Industry	Key informant	20 minutes and 35 seconds
5	Community leader from Tabia Meles	Key informant	32 minutes and 51 seconds

Appendix9: Rao software sample size calculator

Raosoftware Sample size calculator

What margin of error can you accept? %
5% is a common choice

What confidence level do you need? %
Typical choices are 90%, 95%, or 99%

What is the population size?
If you don't know, use 20000

What is the response distribution? %
Leave this as 50%

Your recommended sample size is **346**

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer yes, while 10% answer no, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margin of error requires a larger sample size.

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

Online surveys with Vovici have completion rates of 66%!

Alternate scenarios

With a sample size of	<input type="text" value="100"/>	<input type="text" value="200"/>	<input type="text" value="300"/>	With a confidence level of	<input type="text" value="90"/>	<input type="text" value="95"/>	<input type="text" value="99"/>
Your margin of error would be	9.66%	6.73%	5.41%	Your sample size would need to be	251	346	557

Save effort, save time. **Conduct your survey online with Vovici.**

More information

If 50% of all the people in a population of 20000 people drink coffee in the morning, and if you were repeat the survey of 377 people ("Did you drink coffee this morning?") many times, then 95% of the time, your survey would find that between 45% and 55% of the people in your sample answered "Yes".

4:54 PM 2/22/2010