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**Corporate Social Responsibility (CSR) practice of Ethiopian
Floriculture Firms: The Case of Floriculture Firms around
Debre Zeyit**

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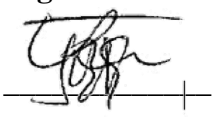
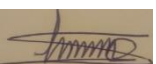
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Approval Sheet

We, the undersigned, members of the Advisor and Examiners of the final defense by Rahel Fekadu have read and evaluated his thesis entitled “Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms: The Case of Floriculture Firms around Debre Zeyit” and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Master of Science in Management.

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DECCLARATION

I, Rahel Fekadu, hereby declare that this Master Thesis titled “Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms: The Case of Floriculture Firms around Debre Zeyit” is my novel work and this study has not been submitted for the award of any program or any other institution. I have carried out the present study independently with the guidance and support of the research advisor, Asres Abitie (PhD). Any other research or academic sources used here in this study have been duly acknowledged.

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Date _____

CERTIFICATE

This is to confirm that the work embodied in the accompanying thesis entitled “Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms: The Case of Floriculture Firms around Debre Zeyit” has been carried out entirely by the candidate under my direct supervision and guidance and that the candidate has fulfilled the requirements of the regulations laid down for the partial fulfillment of the requirement of the Degree of Masters of Science in Management examination of the Addis Ababa University College of Business and Economics.

Advisor: Asres Abitie (PhD)

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Date _____

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ACRONYMS AND ABBREVIATIONS

CSR	-----	Corporate Social Responsibility
EC	-----	Environmental Council
EIA	-----	Environmental Impact Assessment
EPC	-----	Environmental Protection Authority
ILO	-----	International Labor Organization
ISO	-----	International quality standard organization
NGO	-----	Non-Government organizations
OECD	-----	Organization to Economic Co-operation and Development
UN	-----	United Nations
UNIDO	-----	United Nations Industrial Development Organization

ABSTRACT

The purpose of this research was to assess the Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms: The Case of Floriculture Firms around Debre Zeyit. Data were gathered from a ZK flower PLC, Roshanara Rose plc, and the community around floriculture. The research is a quantitative and qualitative research approach using a Cross-sectional survey method and the researcher employed probability and non-probability sampling technique to select the sample from each firm and to make the sample more representative of the population. The data was analyzed using Likert Scales. For statically interpretation frequency and percentage was used because expressed the qualitative data and more descriptive and the perspectives of CSR are not interrelated each other. Statically Packages for Social Science software was used since it is appropriate to the study. Finding of the Study has shown that ZK flowers PLC and Roshanara Rose plc have low practice of CSR activities in different aspects such as protecting the environment, involvement of community support Controlling pollutions and waste management system by using treatment plant and recycling the materials to minimize the degree of risk of tolerance. But the government doesn't strengthen the legal and ethical aspects of CSR of floriculture firms in the areas. In addition, there is no clear strategies and policy of CSR in ZK flowers PLC and Roshanara Rose plc and there is the challenges of CSR in floriculture firms such as there is no concrete policy and standards how to practice and the Ethiopian government and institutions and the awareness of societies for CSR is very low. Hence, ZK flowers PLC and Roshanara Rose plc should periodically review their practice of corporate social responsibility in order to improve and keep the environment from hazards and pollution.

Keywords: Economic responsibility, Legal responsibility, Ethical responsibility, Philanthropic responsibility, corporate social responsibility, and floriculture firms

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The globalized thinking of business concepts has led the business world towards a more advanced and well-established system of transactions in which business organizations are required to provide the best quality with environmentally friendly and socially responsible products and services. It is increasingly recognized that the role of the business is critical. As a part of society, it is in the interest of business firms to contribute in addressing common problems. Strategically speaking, a business can only flourish when the communities and ecosystems in which they operate are healthy (Hohenen, 2007).

Developing countries don't share the similar norms and priorities, cultural and social values that underpin CSR in 'western 'nations (Blowfield and Frynas, 2005; Jamali and Mirshak, 2007). There's some worry that corporate social responsibility continues to "legitimize and reproduce values and perspectives that aren't within the interests of developing economies or the poor and marginalized" (Blowfield and Frynas,2005). In a real-world level, businesses also are confronted with the challenges of the way to balance the desire for global integration with the need for local responsiveness (Gugler and Shi,2009). In the case of Africa, therefore, the institutional environment and determinants that are driving CSR practices in various African countries to begin to develop an 'Africanized agenda has to be understood. A contextually relevant corporate social responsibility agenda is important if people are to interrogate crucially the role and capacity of CSR to deal with sustainable development in Africa (Hamann, 2006; Muthuri,2007; Visser,2008). Ethiopia is one of the developing countries in which the philosophy of CSR is not well developed. However, currently, there are some good starts by some industries like the horticulture sector. This paper tried to see how some flower farms are practicing CSR in Ethiopia, particularly those farms around Debre Zeit.

Flower farm is now one of the booming sectors in Ethiopia and the country is the second-largest supplier and exporter of flowers from Africa next to Kenya (Kassa, 2017). The Ethiopian Floriculture sector started in 1997 with just two flower farms but has grown to more than 80

operational flower farms in the country today. The industry continues to grow physically and monetarily, however, as it grows in such a large scale, there are concerns about potential environmental and socio-economic impacts. The major environmental concerns are high water consumption, application of inorganic fertilizers, pesticides, pollution, and waste disposal. In addition, socio-economically the industry has problems related to laborers who are suffering from health problems due to toxic chemicals (Hatch and Wells, 2012).

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 society. Until 1991, the country was socialistic and private ownership of firms did not exist. A market-oriented economy has declared in 1991 that brought the emergence of private companies in various sectors. In this respect, the private sector has expected to be the dominant actor in the economy with the favorable investment environment created. However According to Mathias (2016), many people believe that companies are not shouldering their responsibility to their employees, environment and society. Among these, a sector of leading role in economy and employment is the floriculture industry. This industry knows for its significant contribution in employment and foreign currency earnings.

With respect to CSR In a study carried out by Robertson (2009) revealed that the private sector in Ethiopia strives but not active in CSR and private-public partnership is very limited. Shiferaw (2007) in Robertson (2009) also added that when private sector grows stronger, CSR would experience parallel growth. Yet, the practice towards responsible business in Ethiopia is unexplored, which need further investigation so that the status of firm's CSR practices and determinants of CSR become clear.

This study paper has assessed the practice of corporate social responsibility in Ethiopia, particularly in the floriculture firms around Debre Zeyit.

1.2. Statement of the problem

Corporate social responsibility as a concept has no consensus definition. CSR is a corporate conscience or corporate social performances are duties perform by the organization to the society in which they are operate, such as protection of the environment, provision of social amenities health and safety, and so on (Odetayo et al, 2014). Now a days the concept of CSR becoming increasingly widespread and is endorsed by growing a number of economic actors.

Yet awareness levels in sub-Saharan Africa remain low, and few businesses implement formalized activities. Encouraged, supported and adopted to local realities, CSR could be an effective level of for sustainable Development (Philippe Barry, 2015). Corporate social responsibility has to do with an organization going out of its way to initiate actions that will impact positively on its host community, its environment and the people generally. It can be seen as a way of acknowledging the fact that some business fallouts have adverse effects on the citizens and society and making efforts to ensure that such negative impact are corrected. The first CSR initiatives were a response to public pressure and media exposure of poor company behavior. CSR was supposed to show that companies were capable of cleaning up their act. The drivers for CSR in the west are to be found within areas such as increased brand value, greater access to finance, a healthier and safer workforce, stronger risk management and corporate governance, motivated people, customer loyalty, enhanced confidence and trust of stakeholders as well as enhanced public image (David, 2012). Robbins and Coulter (2007) cited in Sharma and Mani (2013) explained that the management's social responsibility goes beyond making profit to include protecting and improving social's welfare of its stakeholders and the environment in which the firm carries out its operations. This statement is based on the belief that corporation are not independent entities responsible only to stockholders. They also have the responsibility to the society that allow their formation through various laws and regulations and support them through purchasing their products and services.

Especially when intentional CSR activities on behalf of predominantly Western corporations remain a construct of Western hegemony, corporate initiatives for CSR and sustainable development may indeed be worse, given that most of the global sustainability problems have been driven by consumerism and industrialism in the West and in high-growth developing economies like the so called BRIC countries: Brazil, Russia, India and China (Banerjee, 2007, 2008; Morse,

2008). These critical voices argue in line with Luke (2005, p. 236) that „The real political agenda of sustainable development.

Bedada et al, (2011) had conducted research under the title “Ethiopian Floriculture Industry from Corporate Social Responsibility (CSR) “explores the practice of corporate social responsibility and the related governance on Ethiopian flower industry. They clearly stated that since Ethiopia is one of the developing countries the philosophy of corporate social responsibility is not well developed and also the governance system takes the form of mere control and decision making rather than well-developed ethical code of conduct. According to the study of Bedada et al, show that the findings of the industries on CSR practice with the three pillars of Corporate Social Responsibility economic, environmental and social sustainability is presented in the research from the view of CSR in floriculture industry.

Mezgobo (2012) the context of Ethiopia and its interface with corporate social Responsibility has been illustrated using Carroll’s model. Although many models on CSR developed in the West Prescribe universal applications of the components and priorities, the contextual factors in developing countries in general and Ethiopia in particular may not allow the direct adoption of such models. In Ethiopian context the practice like many other African countries is on the economic aspect of the CSR and such emphasis may be at the expense of other dimensions. In such a situation how, we can reconcile the different components is the major challenges that need to be addressed. According to Tewelde, as per the discussion of CSR in Ethiopia it is clear that the legal and ethical responsibilities are the least in terms of practice as it is the case in most of African countries context.

Ethiopia being a developing nation is also facing CSR challenges as the country is aggressively working towards FDI and attracts as many MNCs as possible. In this regard, the country is also working towards the prevention and protection of its natural and other resources. Accordingly, the country has taken a comprehensive environmental prevention and protection measures (develop a national environmental policy, Environmental Pollution Control Proclamation NO.300/2002, established an appropriate and responsible agency) has labor law (Labor Proclamation- No. 377/2003), regulations on Fair Trade Practices and Consumer Protection, to mention a few and major ones. These and other proclamations address the major components of CSR activities that are described as Economic responsibilities, Social, Ethical and Environmental responsibilities of businesses. And also, one of the developing nations, business activities in Ethiopia are expected to

properly address the elements of CSR in the areas of environmental protection, concern for employees, community and society at large. But the practice of CSR is not visible as nation.

In addition to that, Ethiopia's vast natural resources and ecological systems are sensitive to changes in climatic conditions and exploitation. Addressing current and future climate vulnerabilities and mainstreaming the climate change agenda to the country's overall development planning is critical in ensuring sustainable human development. The Environmental Protection Authority (EPA) is mandated to regulate and coordinate development and implementation of environmental management strategies in Ethiopia (Assessing progress Towards the MDGs Report 2012). Of course, many researches have been done in the area of CSR the following research were done on practice corporate social responsibilities such as Addis Ababa tannery and Awash tannery by (Abdul Hamid, 2013) and Addis Mojo Edible Oil Company By (Mahlet, 2016).

Corporate engagement with society, also termed corporate social responsibility (CSR), has become a commonly used term in contemporary society and refers to one process by which an organization expresses and develops its 'corporate culture' and social consciousness (Rupp et al, 2006; Calderon, 2011).

The floriculture sector has become a very promising and attractive business in many countries globally. In the late 1990s, Ethiopia has entered the global floriculture market and it is growing fast. Floriculture firms are one of the major sources of foreign currency and create job opportunities for many citizens.

Studies were done to identify the position and strategic opportunities for recently emerged hubs in the cut flowers value chain like Kenya, Tanzania, Ethiopia, Nepal (Gebreeyesus & lizuka, 2012; Gebreeyesus & Sonobe, 2009; Maangi, 2008; Yanai et al., 2007) as well as studies were done on the agriculture value chains (Slingerland et al., 2006; Van Plaggenhoef, 2007; Dolan & Humprey, 2000). These researchers are mainly emphasizing the importance of sustainable quality management and regulation systems in the supply chain as well as acknowledge the growing importance of networking and cooperation of the value chain's stakeholders in logistics, marketing, innovation, research, and development.

Even though the subject matter is highly sensitive and crucial, due attention was not given in the research area to explore the core values of corporate social responsibility practice of floriculture firms.

Flower Industry, in general, is accused of environmental and socio-economic problems. The major environmental concerns are high water consumption, application of inorganic fertilizers, pesticides, pollution, and waste disposal (Belwal & Chala, 2008). In addition, socio-economically the industry has related to laborers who are suffering from health problems due to toxic chemicals. Moreover, the industry has additional problems related to landholding issues (Gudeta, 2012).

This paper tried to show the practice of Corporate Social Responsibility (CSR) of ZK flowers PLC, Roshanara Rose plc, and the community around floriculture in Debre zeyit town by using organizational or companies CSR practices within the community. As a researcher, there is no study on this topic which includes communities' attitudes of CSR. This research was thus in response to the above facts and fill the gap by investigating the practice and challenges of Corporate Social Responsibility (CSR) in the study areas.

Therefore, the paper was mainly designed to answer these problems from the Corporate Social Responsibility (CSR) point of view. It is therefore designed to answer the main research question. "How is Corporate Social Responsibility (CSR) practiced in the Ethiopian Floriculture firms?"

1.3. Research questions

1. How are the firms practicing corporate responsibility within the organization?
2. What are the motivating factors to practice corporate social responsibility in the floriculture firms?
3. What are the firms' challenges in practicing the CSR?

1.4 Research objectives

The general objective of this study is to assess Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms.

Having this general objective, the study has some more specific objectives, which are indicated as follows.

- To assess how the firms practices corporate social responsibility within the organizations.
- To determine the motivating factors to practice corporate social responsibility in the floriculture firms.
- To examine the firms' challenges in practicing the CSR.

1.5. Significance of this paper

This study has given an overall insight concerning on the practices of CSR in Floriculture Firms which is located in Debre Zeyit town. ZK flowers PLC and Roshanara Rose plc Floriculture Firms can use the output of this research to improve their Corporate Social Responsibilities in the area. Furthermore, results coming out from this study may help as a basis for further study and add knowledge in the area of CSR practice of the organizations in general, and in the floriculture firms in particular. Moreover, research should facilitate forwarding important procedural and functional suggestions and advice for improvements to the floriculture firms Corporate Social Responsibility (CSR).

1.6. Scope and limitation of the study

The study is subjected to some familiar and peculiar limitations. On one hand, the limited time and resources of the researcher to travel frequently to the farms make it difficult to get as much information as needed. On the other hand, due to the new Covid-19 pandemic, a situation affecting dramatically the way we perform our daily activities as human beings, it makes it very difficult for the researcher to get deep insight by approaching each flower company and their employees as well as the community living around the farm area. Moreover, the study faced the difficulty with well-developed information on the area considering it is a relatively new business in the country.

1.7. Definition of terms

Corporate Social Responsibility: According to Hopkins (2004), CSR can be defined as treating the stakeholders of the firm ethically or in a responsible manner. Koestoer (2007) offered definition is: Ways of companies in addressing various social issues in their operating areas, individually or collectively, are known as Corporate Social Responsibility (CSR).

Floriculture firms: Floriculture firms can be defined as cultivation/production and marketing of a wide variety of plants and planting material: starting from parental products like plant parts and cuttings to the end product for the market like cut flowers, foliage, potted plants, garden plants, nursery stock (trees), flowering leafy, annuals, perennials, flower bulbs and tubers (van et al, 2005).

1.8. Organization of the thesis

The thesis starts with the first chapter, which introduces the introduction of the study and defines the research problems and research questions, including the objective of the study, scope, and limitations of the study, the significance of the study, the definition of terms, and this section. Chapter two included a literature review that consisted of the theoretical framework of corporate social responsibility, an empirical study on corporate social responsibility, and a conceptual framework. Chapter three describes the research methodology used in conducting the research. Chapter four is all about results and discussion, and summary of findings. Finally, chapter five presented the findings in the form of conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents prior literature relevant to the study. It deals with the theoretical framework and conceptual framework. The researcher tried to present different theories and practical studies on corporate social responsibility and floricultural firms, as well as their relationship to get ideas on which can help to answer the basic research questions raised in chapter one and to develop the conceptual framework of the study.

2.2. Definition of CSR

It is very difficult to have an agreed definition that clearly reveals the concept of CSR. For this paper, we will look at definitions of CSR which will help us to analyze the problem statement.

CSR is complex area with an interdisciplinary focus which includes human rights, environmental responsibility, and diversity of management, sustainability and philanthropy (Sheate, 2010).

According to Dobers (2009), the most often used definition of corporate responsibility, written originally by the Commission of the European Communities in 2001, is: An idea whereby organizations join in environmental and social worries in their business activities and in their interaction with their stakeholders on a voluntary basis. On the other hand, Visser (2011) defined CSR as the formal and informal manners in which business, alongside making a benefit, consistently makes the shared value in society through economic development, good governance, stakeholder responsiveness, and environmental improvement of the developing countries in which they work, through their business model and activities, while remaining sensitive to prevailing religious, historical and cultural contexts.

Based on the above definitions CSR has developed as common way expressing a broad concepts of business concerns such as environmental protection, workers right, consumers and supplier's protection and its behavior on social issues like safety, health under the consideration of profit making.

2.3. Corporate social responsibility

Corporate social responsibility has become a subject of increasing significance in businesses and national and International business laws concerning the safety, security and well-being of a society at large and of course for the protection and development of the natural environment. Nowadays, no analysis of corporate governance structures would be complete without taking into consideration of the pressures on companies to be seen as responsible corporate citizens in terms of their contribution towards their employees, consumers, competitors, community, environment and the society at large (Cynthia & Abigail,2016). Consequently, Investors, especially Multinational Corporations as well have become more observant in recent years to environmental and social responsibilities in their portfolio management practices across countries and therefore more concerned with corporate social responsibility. Moreover, Hohenen & Potts (2007) also stated that there is growing recognition of the significant effect the activities of the private sector have on employees, customers, communities, the environment, competitors, business partners, investors, shareholders, governments and others.

2.4. Development of CSR

Historically, the presence of CSR in academic literature has a longer history. Epstein (2007) points out that the idea of corporate responsibility from the ethics point of view is already quite old. several researchers for example Carroll (2008) argue that the Industrial Revolution of the late 1800s was the starting point for CR, because that was the transformation in the economy that brought about the organizational form of doing business.

According to Helg (2007), H. R. Bowen is considered the man who introduced the modern debate about CSR. In 1953 Bowen initially proposed the term CSR, suggesting that business should take into accordance the objectives and values of the society (Wartick & Cochran, 1985). However, Windsor (2001) has actually traced the emergence of the concept of CSR back to the 1920s as an ideological movement intended to legitimize the power of large companies. Carroll & Bucholtz (1989) goes even further back in time claiming that Adam Smith's classic economic model "the invisible hand" from the 19th century was an example of business' early social responsibility. Simply put, Smith argued that if business responded to market demands, society would get what it wanted (Carroll & Bucholtz, 1989).

In describing the evolution of CSR, Bichta (2003) stated that as a significant milestone in the development and practices of the concept, CSR began in the United States of America as a political and social reaction to the rapid growth of capitalism. In the 1970s, big companies arose and as a result they became too powerful, wasted resources, were politically dangerous and socially irresponsible. In order to address this unfavorable act of those big industries, an 'anti-trust' movement grew over time. Hence, the American government thinks accountability for amending the social behaviour of big firms as early as the 1890s and it passed laws on child labor, safety at industrial sites, and on workers' rights to form their associations (Bichta, 2003).

In the UK, the idea that business should take into consideration social and not only economic issues is traced back to the industrial revolution era. Among the inventors of this new epoch, Robert Owen and others called for a more responsible approach to the needs of those who failed to prosper from the industrial revolution and arguing that workers who were treated well would respond well and the entrepreneurs started funding a range of welfare activities including public health and education (Bichta, 2003).

The epoch of global corporate citizenship in the 2000s marked the beginning of a new phase in the corporate world. The business community became fascinated with the notion of sustainability or sustainable development, and this theme became an integral part of all CSR discussions (Carroll & Shabana, 2010). According to Visser (2011), the field of what is mostly referred to as responsible business, sustainability, corporate citizenship and business ethics is leading a new era in the relationship between business and society.

The new dimensions of responsible business Visser (2011) stated are characterized by: innovative businesses, stakeholder consultation, a shift in power relation from centralized to decentralized, and a shift from mainstream responsible business practices to shared value.

The idea of shared value as a procedure of responsible business was also echoed by Porter and Kramer (Porter & Kramer, 2011). They put their reason, corporations must take the lead in bringing business and society back together. The principle to do so relay in creating economic value or shared value in such a way that it also creates positive value for the societies in which a company runs. This can be done by considering new products and markets like targeting the poorest of the poor (base of the pyramid), targeting different stakeholders in the value chain, by focusing on

resource management, water management, working condition, health and safety of employees, and by supporting local cluster development in the form of partnerships (Porter & Kramer, 2011).

Nowadays, the concept of CSR is acknowledged by academic scholars, business executives, international organizations and the public, and it is also much debated among these groups.

2.5. Importance of CSR

A proper implementation of Social responsibility activities has multi-faceted advantages for a business in ensuring its sustainability, profitability, gaining good reputation, developing its goodwill, and win competitions in the industry it is engaged in. corporations can use their CSR efforts to improve their competitive position (Porter & Kramer, 2002).

In emphasizing the significance of CSR activities for business performance, McWilliams & Siegel (2000) stated that Support of CSR can also help to create a reputation that a firm is reliable and honest, and some consumers may assume that the products of a reliable and honest firm will be of high quality. Thus, promoting that provides information about CSR attributes may be used to make a reputation for reliability or honesty or quality -all attributes that are important but may be difficult for consumers to determine. Such advertising makes consumers aware of product quality and other features differentiation based on CSR attributes.

Therefore, at firm level, a business properly discharging its CSR components will be stable in its business operations, increase its productivity, undertake secured business operations, minimize costs by being proactive in implementation of CSR activities, to mention a few. In a broader level, activities conducted at the national and international level suggest widespread appropriate CSR roles played by government, industry, civil society and non-governmental organizations (NGOs) with respect to the natural environment, social development and social inclusion have a significant contribution for overall society wellbeing, development and sustainability (Bichta, 2003).

2.6. CSR Practices from the perspective of Developing Countries

Rostow (1959) stated that stages of Economic Growth model suggest that there are five stages (traditional society, preconditions for take-off, take-off, drive to maturity, and age of mass or high consumption), so far, most literature on CSR classifies countries only into or developing developed. The 'developing' grouping potentially comprises countries that are in first, second or third stage which may have an impact on their response to CSR issues.

In addition to economic variables, the United Nations' a Human Development Index (HDI) also considers life expectancy, education and income to measure how social as well as economic development manifestations that both of these concepts are important for consideration of CSR (UNDP, 2015).

In describing the efforts undergone in developing countries, Ehrler (2009) stated that Globalization, Sustainable development goals (SDG) and Public Private Partnerships (PPP) are highly considered to overcome the major sustainable developmental issues including poverty and food crisis. The discussions are initiated for realizing sustainable development in developing countries various business enterprises and civil society organizations (CSO) are working jointly with the governmental organizations to obtain this goal, which has a significant effect on CSR.

In describing the significance on integrating social and environmental issues in business operations, Ganuza (2012) indicated that the concern for social development and environmental issues is important for sustainable development to restore and protect the environment and conserve it for future generation.

But, the big challenge for developing countries is that the industry environment is not the same as in developed countries and major issues affecting CSR practices also vary widely according to the local environment. Economic or political uncertainty and weak legal controls and investors' protection often stand in the way of CSR engagement of corporations. Often, Governments in developing countries usually promote Foreign Direct Investment (FDI) for economic development rather than promoting standard CSR practices among corporations (Nicolae & Sabina, 2010).

2.7 Principles and Components of CSR

As it is indicated in the definition part of the review of the relevant literatures, CSR is an evolving concept that lacks a universally accepted definition. But, generally, CSR is understood to be the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the firm, create wealth and improve society. As issues of sustainable development become more important, the question of how the business sector addresses them is also becoming an element of CSR (Hohnen 2007). (Crowther and Aras 2008) identified the three major principles of CSR as Sustainability, Accountability and Transparency,

which all together comprise the activities of CSR. These basic principles encompass the broad economic, legal, ethical, and voluntary of dimensions of social responsibility of a business. In describing the components of the CSR within the framework of the above principles, the same authors also stated that earning profits is the economic foundation of and complying with the law is the legal dimension of a business. A business whose sole objective is to maximize profits is not likely to consider its social responsibility, although its activities will probably be legal and finally, voluntary responsibilities are additional activities that may not be required but which promote human welfare or goodwill. Legal and economic concerns have long been acknowledged in business, but voluntary and ethical issues are more recent concerns. A business that is concerned about society as well as earning profits is likely to invest voluntarily in socially responsible activities (Crowther and Aras 2008, 19-28). The principle of sustainability is concerned with the effect of the decisions and action taken today on future options available. Since resources are scarce and most often times are finite, the use of such resources will deplete their availability in the future. The sustainable availability of resources is also significant for the continuity of the business itself (Crowther and Aras 2008).

According to Crowther and Aras (2008), accountability refers to the concern of the business that its decisions and actions in running the business affect the internal and external environment and therefore assuming responsibility for the effects of its decisions and actions. The third basic principle of CSR is concerned with the reporting system that the business is producing to different stakeholders. It is particularly important to the external users of business activity information as these users do not have the access for the details as the internal ones may have. Therefore, in a nutshell, a business organization report about its activities, performance and intentions that will affect the different stakeholders and the society at large should be comprehensive and be well communicated. Within the broad basic principles of the activities of CSR, (Carroll 1991) identified the following four responsibilities of a business from the perspectives of CSR.

1. **Economic components**, which involves to perform in a manner consistent with maximizing earnings per share, be committed to being as profitable as possible, to maintain a strong competitive position, a high level of operating efficiency, and be consistently profitable so as to sustain in the business.

2. **Legal responsibilities** including performing in a manner consistent with expectations of government and law, comply with various federal, state, and local regulations, to be a law-abiding corporate citizen, successfully meet all legal obligations, and offer goods and services that at least meet minimal legal requirements.
3. **Ethical Responsibilities** including performing in a manner consistent with expectations of societal mores and ethical norms, to recognize and respect new or evolving ethical moral norms adopted by society, prevent ethical norms from being compromised in order to achieve corporate goals, doing what is expected morally or ethically, and recognize that corporate integrity and ethical behavior go beyond mere compliance with laws and regulations.
4. **Philanthropic responsibilities** involve performing in a manner consistent with the philanthropic and charitable expectations of society, providing assistance to private and public educational institutions, managers & employees participate in voluntary and charitable activities within their local communities, assisting the fine and performing arts, and assisting voluntarily those projects that enhance a community's quality of life.

On the other hand, Tolhurst and Pohl, Ed.(2010) identified the five major principles as Connectedness (concern for shareholders), Scalability (concern for being responsible and sustainability), Responsiveness (being responsive to community needs - reactive), Duality (concern for both shareholders and stakeholders), and Circularity (concern for recycle and wise use of resources).

But the aforementioned Carroll's classification of the components of the CSR was considered in due course of this study and of course company's responsibility and practice in protecting the natural environment was also assessed as an element of the CSR activities of the company under study.

2.7.1 Carroll's Pyramid of CSR

In 1991, Carroll introduced a model of CSR that distinguishes four dimensions of responsibility that a business is regarded to cover (Carroll, 1991). According to Dartey (2011), Carroll's CSR pyramid is designed in a way that it covers all the four criteria of responsible business- "economic, legal, ethical (social) and philanthropic".

These four responsibilities can be illustrated as a pyramid. The economic component is about the responsibility to profit and this responsibility serves as the base for the other components of the pyramid. Regarding the legal aspect, society expects organizations to comply with the laws and regulations. Ethical responsibilities are about how society expects organizations to embrace values and norms even if the values and norms might constitute a higher standard of performance than required by law. Philanthropic responsibilities are those activities that society expect for a firm to be a good corporate citizen (Helg, 2007).



Figure 2.1: The pyramid of Corporate Social Responsibility

Source: Carroll (1991, p.42) with modifications

Figure 2.1 shows the four parts of CSR with economic performance as the fundamental block. Furthermore, it shows that as the responsibility to be ethical. At its most fundamental stage this is the responsibility to do what is right and to avoid harming actors. Lastly, business is expected to be a good corporate citizen. This is included in the philanthropic responsibility, where in business is expected to contribute financial and human resources to the society and to add the quality of life.

2.8 Triple bottom Line

This concept explained how it can be useful for business, policy makers and economic development practitioners as base for formulating corporate social responsibility theories. TBL includes three dimensions of performance: social, environmental and economic. This varies from

traditional reporting framework as it incorporates social and environmental measures that can be difficult to suitable methods for estimation. The TBL is made up of social, economic and environmental (Slaper & Hall, 2011). Using these three pillars today companies prefer to use their sustainability framework under this approach. According to Kytte & Ruggie (2005), most businesses report uses the TBL performance measurement. But there are most significant key elements of CSR drivers, but the most important business competitiveness is to incorporate a triple bottom line effect into their corporate practice, and it becomes as one of the frameworks for accounting and reporting (Sheate, 2010).

In a condition where there is increasing pressure on businesses to deliver both shareholder value and social and environmental value, managers focus their attention on maximizing valued added across the triple bottom line. The TBD focuses on three dimensions of sustainability: economic, environmental, and social. Yet firms have difficulties to define their sustainability accounting measure. As indicated by Sheate (2010), today's straggle for firms to come up with accountability for sustainability improvement is to combine and report the financial, social, environmental and ethical accounting reporting for decision making for future sustainability development. It is very hard to talk about CSR without watching at TBD thinking (that is interactive thinking taking into consideration social, environmental and economic factors).

2.8.1 Economic Measures

Economic sustainability manages an economic growth of an organization should be increased in overtime and this profit should be earned without the impact of environmental degradation or from negative social impact (Rogers et al, 2008).It is related to enhancing the living standard of citizens through increasing of income, giving education, health care, job creation and so on and on the other hand it is directly associated with an economic growth at the aggregate. Studies and company experience revels that there is a clear positive relationship between CSR practice and their economic performance and others vice versa. However, current researchers acknowledge that positive financial performance is gained by attainment of a high level of CSR practice. Economic variables ought to be variables that deal with the bottom line and the flow of money. It could check out income or expenditures, taxes, business climate factors, employment, and business diversity factors. Job growth, Cost of underemployment, Income, Formation churn, Formation sizes, Employment distribution by sector, percentage of firms in each sector and Revenue by sector contributing to gross state product are some of the examples (Slaper, 2011). Even though main

emphasis is on financial performance, this often refers not only to profit but to the philosophies behind a company's strategy or behavior, the sustainability of its businesses and its 'human capital'.

2.8.2 Environmental Measures

Varied definition has given to environment around the world, some countries put in a very limited way and others gives a broaden and holistic understanding (Sheate, 2010). This implied that each country has its own rule on environment supported its context. Environmental sustainability comprises safeguarding of species on the earth. Ecological variables related with of degradation and natural resources consumption, gives potential influences on its viability. Concentration of oxide, *Sulphur dioxide* concentration, Excessive nutrient, Electricity consumption, selected priority pollutants, fuel consumption, Solid waste management and unsafe waste management Change in land use/land cover are some of the examples. (Slaper, 2011). The influence of its products or operations on the environment, and plus the nature of its emissions and waste and how it is dealing with them.

All mankind is involved with the environment. Everybody has used a lot of natural resources in the whole life. Unfortunately, nowadays our environment is destroyed by people or corporations that might not care about it of which there are many impacts on our planet such as increasing pollution around the world, wastes water, global climate change etc because we don't care about the environment enough. There are two main things of serious natural capitals reformative or replacing natural resources. Primarily, it's necessary for the reservation of life and ecosystem balance. Following, it can replace natural resources such as solar cells to limit fuels (Elkington, 1998). For their environmental performances, there are rules to firms in many countries. To protect the ecosystem or environment, we must protect the environment by reducing the use of natural resources because some resources can renew again by means of technological replacement like using wind energy to supply electricity or recycle products and can also reduce companies cost also. Moreover, we must protect environment at the same time by treating waste processes before sending to the environment. All the above show that, in maintaining the environment it is important that all parties have to realize it.

2.8.3 Social Measures

Social sustainability deals with a non-market entities or social aspect of an activity that is deals with outside of market framework. Societies can influence the CSR activity of business through their right as a consumer, and business in turn can influence societies through practices of a high level of CSR activity (Rogers et al, 2008). The third dimension of sustainability is becoming a more significant since in this globalized world, people needs to be participated in critical decisions that might worries them either by representative or themselves (External Agency). Social variables refer to social dimensions of a community or of life, and social capital. Unemployment rate, Relative poverty, Median household income, Female labor force participation rate, Percentage of population with a post-secondary degree or certificate, Average commute time, and Violent crimes per capita Health-adjusted life expectancy are some of the examples (Slaper, 2011). One of the important parts in triple bottom line is social development. It may also be affected to environment and economics too. Social capital is faith of people in society which some parts can measure people, ability to work together in organization. These abilities have importance to grow sustainability in every status of society (Elkington, 1998). Social accounting focuses on evaluating people who have impacted to the corporation. The area includes product safety, training, donation, community relations, employment, education and so on (Elkington, 1998).

For organizations, they must be responsible communities both inside and outside because it has impact to developing companies by providing good environmental workplace, training skills, welfare, and human right. Outside organizations must make good relationships with society by creating activities to support or help society such as donating money into communication or improving society to become better life etc. These firms will obtain good feedback from communication and all employees to corporate sustainable development.

Table 2.1: Three pillars of sustainability: Economic, social and environmental

Elements of sustainability	Criteria
Economic Sustainability	Income (Foreign currency)
	Job creation (opportunity)
	Infrastructures (road, health care, schools)
	Market access/channels
	Mode of transport
	Standards and labeling scheme
Environmental sustainability	
Pesticide utilization	Toxicity of pesticide
	Applicant of organic farming
	Absence or presence of obsolete pesticide
	Liquid and solid waste disposal mechanism
	Registration status of the pesticide
Water utilization	Water used (liters) in per day
	Water reuse/recycling system
	Water source from rainwater vs underground lakes rivers
	Water quality: traces of pesticides in groundwater surface water
Social sustainability	Workers health and occupational safety (appropriateness of proactive gears)
	Wages and benefits (promotion)
	Availability of work facility: toilet, dinning, drinking water
	Labour/workers union
	Training and personal development
	Other social problem women encounter and sexual harassment, grievance etc.

Source: Adapted from Van Marrewijk, (2003); Gullino et al. (2006) & Willard (2012)

2.9 CSR Practice in Ethiopian Floriculture Industry

Since the industry is at its infancy stage and the government as well as optimistic society of the country were very pleased at the beginning observing that it will increase the nation's foreign exchange problem and give a work opportunity of many jobless society. However, many Ethiopian environmental activists still argue that environmental policies or standards, labor regulations are not implemented by many companies within the industry as per the standards provided by the government. This concern is related to labor right and environmental issue like applying of too many inorganic fertilizers, chemicals especially pesticides that can harm the workers and environment (Belwal & Chala, 2008).

2.10 Empirical review

CSR disclosure for stakeholder is an important player in building corporate Image however no organized disclosure is made for both internal and external stakeholders except executives. Failure to communicate a corporate social practice likely limits the contribution of CSR for the construction of reputation Moreover; there is a conflicting reality between the social responsibility donations procedure and the practice (Mathias N. 2016). The practice of corporate social responsibility is issued by the economic, ethical, legal, and philanthropic responsibility and it contains key issues social welfare, human rights physical environment, community work and health and safety (Carroll 1991). According to Justyna Berniak- Wozny (2010) Polish Companies need to implement CSR concepts. They can start by rejecting Corruption and unethical behaviors in business Circles. They believe firms need expand the dimensions of management methods, starting code of conduct CSR and they also need implement CSR strategies according to global CSR standards. Welford (2004) research titled "Corporate social Responsibility in Europe, North America, and Asia" exposed noteworthy link between culture and policies. Such policies are found more often in countries with social Democratic traditions. He also discovered Connections between CSR and Economic Development, the more developed country the likelier it is engaged in CSR policies. The more companies and investors realize that medium to long term returns hold equal importance to short term returns, the more they will realize CSR benefit both their image and their livelihood (Fort, 2013).

Business in all countries should benefit society beyond their economical, legal and ethical responsibilities (Williams, 2012). CSR activities and practice in Africa are mainly focused on creating appositve corporate image, as well as addressing weak public sector service delivery in

the areas of health care (particularly HIV/AIDS), Education or labour skills development and the preventions of child labor. CSR Particularly prominent theme among mining oil and gas companies in southern Africa, due to their significance social and environmental impacts, although Telecommunications companies have gained a high profile more recently (Hamann and Kapelus, 2004). In Africa the research suggests that CSR is often seen as an add-on peripheral to the core Business. Most of CSR practitioners only allocate about 20-40% of their work time to CSR matters (Imani et al., 2009). Corporate Social Responsibility (CSR) Practices of Foreign and Local Companies in Ghana A research was done in Ghana the study results lead to the following sets of conclusions: The first conclusion pertains to the instrumental orientation of the CSR decisions of foreign firms in Ghana they appear to be willing to engage mostly in what is legally required of them. For this reason, the Ghanaian government must set and enforce minimum obligations to guide social behaviors of foreign businesses. In addition, management of foreign firms must be encouraged to go beyond that minimum through incentives, moral education, and headquarters“ interventions. The second conclusion is that, local firms appear to engage in CSR practices that support community development presumably because they see such activities as part of their culturally prescribed duties. Government must provide them with incentives that further encourage these activities. But the Ghanaian government must not see increased CSR initiatives in the country as an excuse to neglect its own social and community development obligations (Kuada & Hinson, 2012).

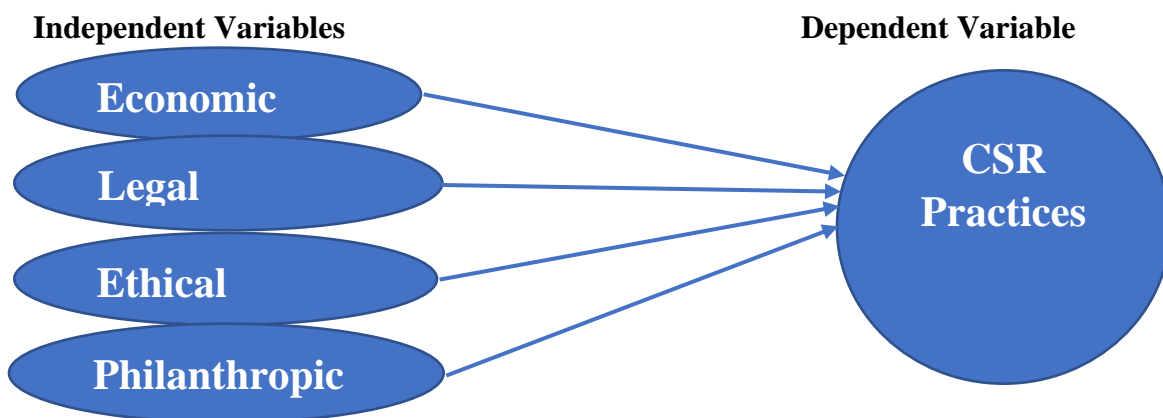
The review demonstrates that the concepts of CSR is new in Ethiopia and its functioning has started by multinational companies and NGOs formally and a very few in national companies informally. The current CSR engagement and its level stakeholder“s awareness regarding the firms CSR practice in Ethiopia is low thus need much more improvement from both firms and the government (Ayalew, 2018). A research was done in Ethiopia by Alemayehu (2017) unpublished thesis assessment of corporate social responsibility practice, The research result indicated that CSR activities of the company related to community development are in the areas of employment creation, infrastructural institutions support, sponsoring community events and or engagements, and others as per the request and based on scrutiny by the management of the company on the basis of its objectives. As one of the developing nations, business activities in Ethiopia are expected to properly address the elements of CSR in the areas of environmental protection, concern for employees, community and society at large.

Asemah (2016), corporate social responsibility enhance brand and reputation, reduce operation costs, attract new customers, balances power with responsibility, discourages government regulation, improves a company’s public image, promotes long run profit, improved relations with the investment community and better access to capital, enhanced employee relations, productivity and innovation and stronger relations within communities through stakeholder engagement. Galbreath (2009) corporate social responsibility diminishes employee turnover while improving customer satisfaction.

2.11 Conceptual framework

Conceptual framework helps to identify research variables and clarifies relationships among the variables which is linked to the problem statement that helps to set the stage of independent variables. Based from literatures Practices of corporate social responsibility measured by economic, legal, ethical, and philanthropic/ discretionary responsibilities that can be easily designated by pyramid which is synonymous with Abraham Maslow’s hierarchy of needs, represented as a pyramid with the more basic responsibilities are at the bottom by taking economic responsibility as the foundation/ base of the pyramid which is the first layer legal responsibility is the second layer which is built on economic responsibility then ethical responsibility is built on legal responsibility and philanthropic/ discretionary responsibility built on ethical responsibility and it is the maximum achievement of corporate social responsibility which is similar to Abraham Maslow’s Self-actualization. Based on literatures reviewed the research model which is depicted below is developed.

Figure 2.1: Conceptual Framework Source: Researcher



Model developed by the researcher based on (Carroll 1991)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design, sampling, and the sources of data and tools that are used in gathering data. The procedures of data collection and methods of analysis are also indicated in this chapter. The ethical considerations during the research are also stated.

3.1 Research Approach

The two basic research approaches are quantitative and qualitative approaches. These approaches have been used equally and likely by researchers depending on the type of research, nature of the problem, and data employed. According to Kothari (2004), the quantitative approach involves the generation of data in quantitative form, which can be subjected to rigorous quantitative analysis in a formal and rigid fashion whereas qualitative approach to research is concerned with subjective assessment of attitudes, opinions, and behavior.

The methodology that was employed for this study relied on exploratory sequential mixed approaches that are the use of mixed research of both qualitative and quantitative. Because, the exploratory sequential mixed methods design is characterized by an initial qualitative phase of data collection and analysis, followed by a phase of quantitative data collection and analysis, with a final phase of integration or linking of data from the two separate strands of data.

The mixed research approach is preferred in order to increase the validity and reliability of the result in the research since the use of both qualitative and quantitative research approaches were ensured that biases inherent in either method be neutralized by the strength of the other. This study was, thus, use both approaches to investigate the practices of CSR, because it is a technique or approach used to present and describe the existing situation within data using percentages, frequencies and mean analysis (Creswell & Plano, 2018).

3.2 Research Design

For the survey data collection, both qualitative and quantitative methods are used. And descriptive type of research is applied to meet the general and specific objectives stipulated in this research and to find the appropriate and justifiable answers for the research questions posed. This is because of the nature of the problem stated in this research paper that it is basically the assessment of the existing practices of the company based on the analysis of the actions and performances as far as CSR is concerned, which is the center of the study. In general terms, descriptive studies use the already available facts and analyze them to make a critical evaluation of the subject of a group of respondents.

Sequential explanatory research strategy is preferable regarding to this type of research; because Explanatory research seeks explanations of observed phenomena, problems, or behaviors. While descriptive research examines the what, where, and when of a phenomenon, explanatory research seeks answers to why and how types of questions. It attempts to “connect the dots” in research, by identifying causal factors and outcomes of the target phenomenon (Bhattacharjee,2012). The sequential explanatory strategy is the most straight forward of the six major mixed methods approaches. It is characterized by the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. As discussed above, the priority typically is given to the quantitative data, and the two methods integrated during the interpretation phase of the study.

The purpose of the sequential explanatory design typically is to use qualitative results to assist in explaining and interpreting the findings of a primarily quantitative study (Creswell, 2003).Hence, the research employs a mixed research approach that involves quantitative and qualitative methods to gather data from primary and secondary data sources. The study benefited from both qualitative and quantitative data collection instruments employing multiple forms such as, questionnaires, interviews, and observation analyze and interpret by using SPSS version 26 software.

3.3 Sources of data

Quantitative and qualitative approaches are employed to collect data across the study such as empirical studies/ collection and analysis of primary data based on direct observation or experiences in the 'field to describe the current status of an existing condition/ phenomenon. Thus, a structured questionnaire is employed for firms' employees and communities, and semi-structured interviews for managers the firms based on the convenience for the respondent's work nature to enhance the effectiveness and efficiency of the process.

3.4 Sample Design

The Sample design includes sampling techniques, the target population, sampling method, and sample size.

3.4.1 Sampling Techniques

The research was adopted both probability and non-probability sampling. From probability sampling, a simple random sampling for employees and communities were conducted since it helps to measure a subset of individuals selected from a larger population to approximate a response from the entire group., an unbiased approach to garner the responses from a large group because individuals who make up the subset are chosen at random (each individual in the large population set has the same probability of being selected). And from non-probability sampling techniques purposive sampling technique because of managers' similar occupation/ job, to ensure proper representation of the population and to get expertise knowledge.

3.4.2 Target Population

The target population of the study was the staff members of the ZK flowers PLC and Roshanara Rose plc and the communities that are found in Debre Zeyit. The grand total population/ total staff members of both flower companies found from human resource Management Departments are 1059. Among the population, 519 are from a ZK flowers PLC and 540 from a Roshanara Rose plc. Regarding the communities, the total estimated numbers which are found around both flower companies are 70 householders. Among those, 40 are from ZK flowers PLC and 30 from Roshanara Rose plc.

3.4.3 Sampling Method

This study used simple random sampling from probability sampling to give equal weights for all respondents, and purposive sampling technique for non-probability sampling techniques for the personnel managers and general Service manager of flower farms.

3.4.4 Sample Size

Even though there are different methods of sample size determination for the questionnaire, the study used was the one which has developed by Taro Yemane (1967) formula to calculate the sample from the population.

This technique is appropriate because it is an easier method to extract a research sample from a large population. It helps to minimize the biasedness in selecting the samples.

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

n= sample size

N= total population (Number of employees)

e = level of precision

* 95% confidence level and p= 0.05 are assumed

ZK flowers PLC employees

$$n=519/1+519*(0.05)^2$$

$$n=519/1+519*0.0025$$

$$n=226$$

Roshanara Rose PLC employees

$$n=540/1+540*(0.05)^2$$

$$n=540/1+540*0.0025$$

$$n=230$$

Communities around ZK flowers PLC

$$n=40/1+40*(0.05)^2$$

$$n=40/1+40*0.0025$$

$$n=36$$

Communities around Roshanara Rose PLC

$$n=30/1+30*(0.05)^2$$

$$n=30/1+30*0.0025$$

$$n=28$$

Therefore, from the result above the sample size which has been selected for the study is 226 employees from ZK flower PLC from a population of 519 and 230 employees from Roshanara Rose plc from a population of 540. Therefore, the total sample size is 456 employees.

On the other hand, from the community, sample size that has been selected for the study is 36 people from the community around ZK flower PLC from a population of 40 and 28 people from the community around Roshanara Rose plc from the population of 30. Therefore, the total sample size is 64 people.

3.5 Data Collection Techniques

The study used both qualitative and quantitative techniques to collect data. Qualitative technique semi-structured interview for managers of the firms because it allows the interviewer to be prepared and appear competent during the interview, allow informants the freedom to express their views in their own terms and can provide reliable data, observation technique to grasp what is going on in the firm in the course their activities that have made to protect the environment, surrounding community, employees interaction with their boss, safety and health of the employees and quantitative technique structured questioner used for the employees of the firms and the community since respondents answer at their convenience.

3.6 Research Instrument

The study employed both primary and secondary sources of data collection. In order to realize the target, the study used a well-designed questionnaire as the best instrument. The questionnaire was adapted from different sources that were found to be appropriate for the study. The questionnaire method as an instrument of data collection was used because it provides wider coverage to the sample and facilitates the collection of a large amount of data. The questionnaire contained, closed-ended questions with 5 Likert Scale from “Strongly Disagree” =1 to “Strongly Agree” =5 and it was administered by the researcher. Employees of the firm and the community around the firm were taken to serve as the main source of primary data.

Secondary data on the company’s records and on the previous works conducted in the subject matter were collected mainly from reference books, journals, and the company’s annual report, and websites were reviewed to make the study a complete picture.

3.7 Methods of Data Analysis

Data analysis in mixed methods research relates to the type of research strategy chosen for the procedures. However, analysis occurs both within the quantitative approach and the qualitative approach, after the required data were collected, analytical statistics used, and SPSS version 26 was used for the purpose of processing and analyzing the determinants of CSR practices.

Finally, the results of the interview guide integrated into the responses of employees and communities through questionnaires and analyzed accordingly. Similarly, the facts of the observations have integrated into the responses of employees and communities on questionnaires, and the comments of managers which were investigated in the interview, and then analyzed accordingly.

3.8 Validity and Reliability

3.8.1 Validity

Validity refers to the extent to which a test measures what we wish to measure. Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study (Kothari, 2004). The validity of the study, therefore, checked through the content validity method by taking advice from the advisor and an experienced person on the topic under study, and adopting questionnaires from previous researchers would increase its validity.

3.8.2 Reliability

Before discussing and measuring the corporate social responsibility, the study checked the satisfaction of reliability test using Cronbach's alpha test.

Table 3.1: Cronbach Alpha test

Indicators	Number of items	Scale reliability coefficient
Economic	5	0.7667
Legal	14	0.7436
Ethical	4	0.7190
Philanthropic	3	0.7640

Source: Sample Survey July 2020

The above table shows that all indicators have registered the expected value of scale reliability coefficient. A Cronbach alpha reliability coefficient is supposed to be higher than 0.7 to be reliable.

3.9 Ethical Consideration in the Research Work

At most care, the researcher followed, the following rules to ensure the issues of ethics at all times in the research process. The first is, respondents were communicated well about the objectives and significance of the study, and all the information or data they provide was exclusively used for research purposes and kept confidential. The second rule that the researcher kept in mind is all the literature reviewed and used is cited using the Harvard style of citation. Hence, the researcher believed and ensured that all writers and researchers (authors) are properly acknowledged. In addition to the above two rules, the researcher has still been at his most care to use and encode all data to avoid misrepresentation of the findings during the data analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The data collected from a ZK flowers PLC, Roshanara Rose plc, and the community around using questionnaires are presented and analyzed in this chapter. This section of the study deals with the statistical testing and interpretation of the result using SPSS.

As stated in the previous chapters of this paper, a questionnaire was designed and distributed to a total of 456 employees of the ZK flowers PLC, Roshanara Rose plc, and the community located in Debre Zeyit town. Accordingly, 243 questionnaires were appropriately filled and returned which gives more than half the return rate. Even though, due to Covid-19 respondents were not willing to fill the questionnaires and variation is shown between expected and actual sample size. But, a total of 243 employee respondents' responses was collected successfully from both flower companies' employees. From the surrounding community, the expected sample size was 64 and 53 questionnaires were properly filled. So, the response rate is enough to carry out the analysis. The detail is summarized in table 4.1 below.

Table 4.1: Response Rate

Target population	Expected Sample Size	Actual Responded	Percentage
ZK flowers PLC	226	109	48.23
Roshanara Rose plc	230	134	58.26
Community around	64	53	82.81

Source: Sample Survey July 2020

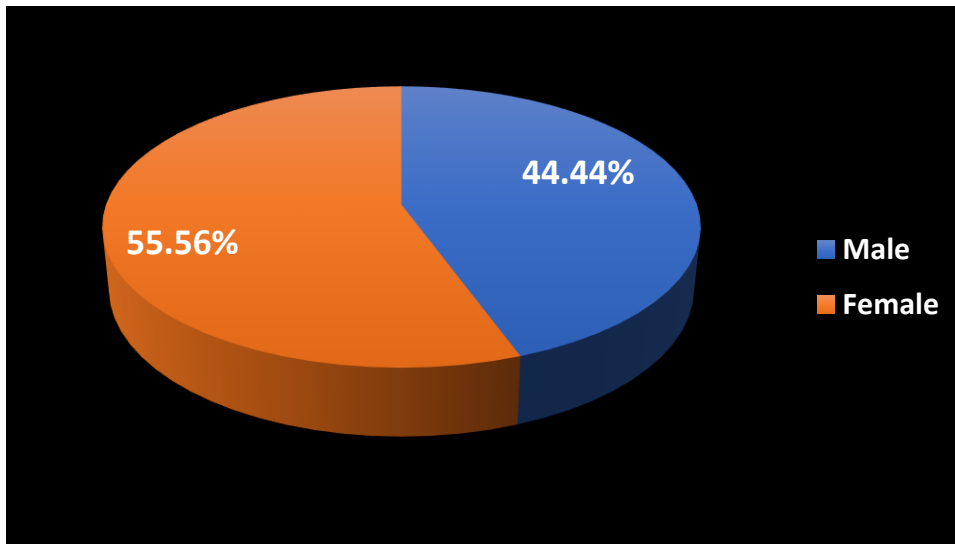
This chapter mainly comprises the demographic characteristics of respondents, the descriptive statistics; and the inferential statistics including correlation analysis and regression analysis.

4.2 Demographic Characteristics of Respondents

The first part of the questionnaire consists of four items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification, and year of service. The following tables, graphs, and figures depicted each demographic characteristic of the respondents.

4.2.1 Gender of Respondents

Fig. 4.1 Respondents Sex Characteristics

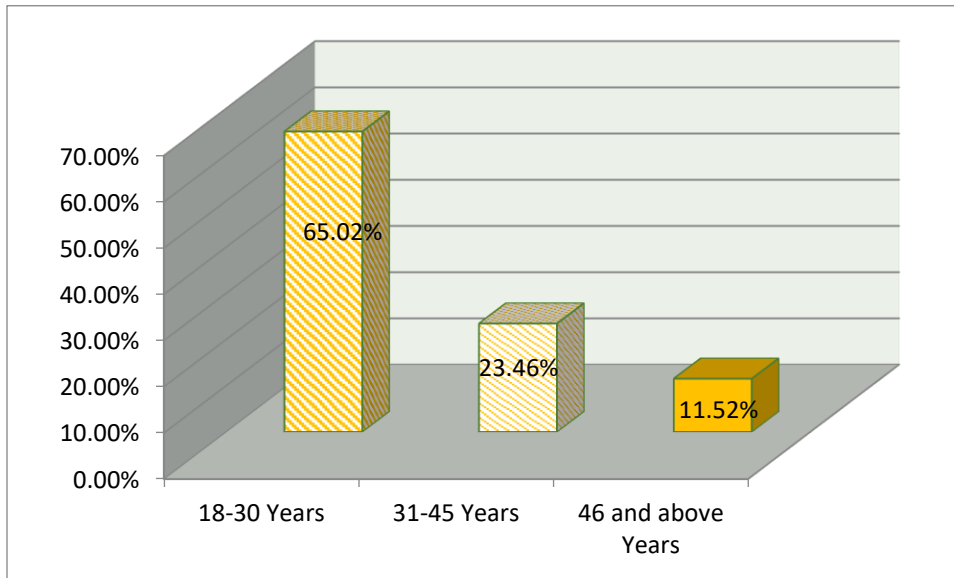


Source: Sample Survey July 2020

The demographic data for gender shows that out of the 243 respondents there were 108 males and 135 female. Table 4.1 shows that the female respondents formed the majority of the target population with a percentage of 55.56%, while male respondents were representing 44.4%.

4.2.2 Age of respondents

Fig. 4.2 Age group of respondents

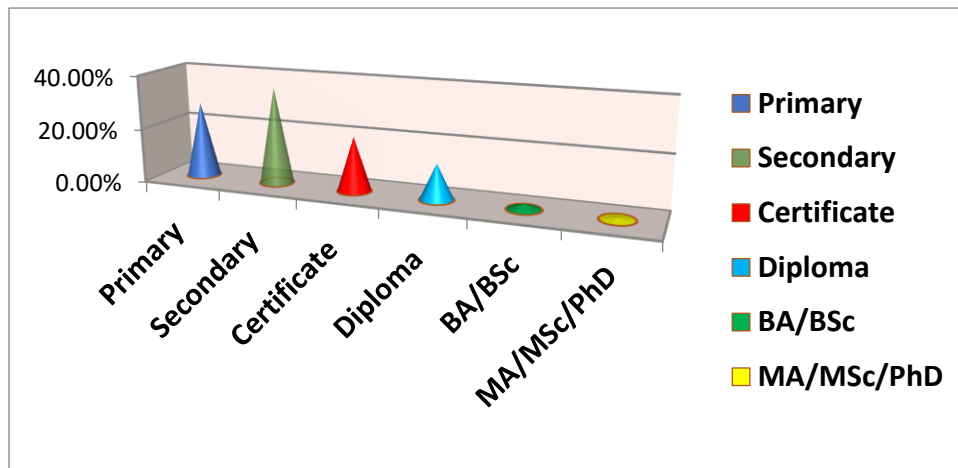


Source: Sample Survey July 2020

The sample population age distribution was clearly depicted in fig. 4.2 below is largely dominated by respondents who are at the age of 18 – 30 years old covering 158 (65.02%). The next highest group was 57 (23.46%) fall under age categories of between 31- 45. The remaining groups 22 (11.52%) were under the age categories of 46 and above years. Here the data indicated that most of the employees on the farm are in the maturity age that is productive and can contribute to the achievement of company objectives.

4.2.3 Educational Qualification of Respondent

Fig. 4.3 Educational Qualification



Source: Sample Survey July 2020

It can be seen in figure 4.3 that respondents hold a range of educational qualifications from a primary to a Ph.D degree. The majority of the sample group is a secondary education level, which accounted 87 (35.8%), 68 (27.98%) out of 243 respondents were primary education holders and 49 (20.16 %) of the respondents hold a certificate and the remaining 32 (13.17%), 5 (2.06%) and 2 (0.82%) were diploma, BA/BSc, and MA/MSc/Ph.D holders, respectively. And since the majority of the respondents were a secondary and primary level of education, it can be concluded that almost all employees are not able to understand the impacts of floriculture on the environment.

4.2.4 Service year of Respondents

Table: 4.2 Years of Service in the company

		Service Year			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 years	149	61.34	61.34	61.34
	6-10 years	57	23.46	23.46	84.8
	11 and above years	37	15.23	15.23	100
	Total	243	100	100	

Source: Sample Survey July 2020

Table 4.2 shows that the respondents have served in ZK flowers PLC and Roshanara Rose plc from 1 up to 11 years and above. Of the respondents, 149 (61.34 %) of them have worked between 3-5 years in the floriculture sectors. In the second stage, the respondents have served the company between 6 to 10 years, which consists of 57 (23.46%) of the study group while respondents who have served since 11 and above years followed with a frequency of 37 representing 15.23%. According to this figure, employees of the company are largely dominated by workers who have been working in the floriculture for less than five years. Since most of the respondents are youngsters, they have a few years of work experience.

4.3 Descriptive Statistics

In this section, various statistical data analysis tools such as mean, standard deviation, frequency, and percentile are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”).

According to Zaidaton and Bagheri (2009), the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate, and the mean score above 3.8 was considered as high as illustrated by Comparison basis of the mean of a score of five-point Likert scale instrument. Thus, the detail of the analysis is presented as follows:

4.3.1 Economic responsibility

Economic responsibility can be described in terms of creating job opportunities for the local community, staff capacity building, policy paying decent wage comparability with other companies provides reasonable benefits for employees, and strives to deliver high value and quality products that meet and/or exceed the expectations of their customers.

Table: 4.3 Employees response to Economic responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Job opportunity to the local community	6	2.5%	48	19.8%	101	41.6%	63	25.9%	101	41.6%	3.843621	1.229892
Staff capacity building policy	18	7.4%	45	18.5%	67	27.6%	65	26.7%	67	27.6%	3.485597	1.273862
The company is paying decent wage comparing with others	26	10.7%	59	24.3%	28	11.5%	63	25.9%	28	11.5%	3.032922	1.181358
The company provides reasonable benefits for employees	29	11.9%	40	16.5%	46	18.9%	78	32.1%	46	18.9%	3.296296	1.280281

The firm strives to deliver high value and quality products to the customers	10	4.1%	26	10.7%	85	35.0%	63	25.9%	85	35.0%	3.769547	1.159037
Average		7.32		17.96		26.92		27.30		26.92	3.48	
Overall Average Mean= 3.48, Disagree=54.22%, Agree= 25.28% Undecided= 26.92%												

Source: Sample Survey July 2020

According to the above table 4.3, a majority of 54.22% of the respondents disagreed that economic responsibility or opportunity which is given by the companies improve their livelihood while 25.28 % disagreed and the remaining 26.92% are undecided (neutral). These indicate that the existing economic responsibility or opportunity provided by the floriculture companies has a good opportunity in order to improve the employee’s livelihood, but still we can understand there is some (one-fourth) limitation in creating economic responsibility or opportunity for the society.

According to key informant interview, the firm manages the wellbeing of employees, the community, and society at large are through considering the interest of farmer (plant breeder as well as livestock breeder), by creation the of job small scale manufacturers (woodwork, metalwork, transport for company service and making a corporation by using company wastes producing fertilizer (compost making).

This finding implies economic responsibility is the precondition/basic requirement to exist as an entity and to steps into the next responsibility. Similarly, the research works of Visser (2008) and Mathias (2015) most African countries’ practices, economic responsibility due to Africa’s high unemployment rates, shortage of investment, and high poverty.

Besides economic responsibility to engage in CSR, many companies have a culture that is committed to certain business principles including moral duties (Van & Graafland, 2006). The notion of moral motivation is associated with what is reflected as legitimate behavior expected from business enterprises. Suchman (1995) deliberated legitimacy as a perception that the actions of an entity as desirable, proper, or appropriate within some socially constructed system of norms, values, and beliefs. Roberts (2003) defined ethical

and moral motivations as ‘the right things to do; and that firms are morally obligated based on the belief that behaving in a socially responsible way is a moral duty. This implies that CSR related efforts are considered to be moral duty towards the society. The premise that being ethical business runner brings intrinsic motive and lead firms to engage and work towards society.

In general, most of the employees of both firms are daily laborers, uneducated and youth that has poor knowledge about the right to paid fairly, work in a safe environment, make labor associations claim their rights in common, firm corporate social responsibility. Furthermore, floriculture firms are known for their water pollution, soil and water quality degradation, human and cattle health effects, air pollution, risk of aquatic life, as well as waterlogging and salinization and the communities are not responding to the negative impacts of the firm impose on the environment to the government and local responsible bodies. They are simply collecting their monthly salary rather than struggling for CSR.

4.3.2 Legal responsibility

Legal responsibility can be described in terms of meeting the required safety and environmental standards, suitable arrangements for health and safety, encouraging freedom of association, adhering to human rights, protecting employees against sexual harassment. Child labor, forced or compulsory labor, design a clear policy and guidelines on hour standards takes adequate procedures against discriminations, polluting air or water, designing waste reduction program, promotes energy conservation program, utilizes only recyclable materials, has an open dialogue schedule with the local community on adverse issues to reduce the enterprise’s environmental impact in terms of waste minimization and pollution prevention and promoting environmental awareness.

Table: 4.4 Employees response to Legal responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
All products meet the required safety and environmental standards	86	35.4%	47	19.3%	26	10.7%	43	17.7%	26	10.7%	2.489712	1.400597
The organization has suitable arrangements for health and safety	84	34.6%	64	26.3%	9	3.7%	43	17.7%	9	3.7%	2.296296	1.217413
The firm encourages freedom of association and the effective recognition	14	5.8%	46	18.9%	69	28.4%	82	33.7%	69	28.4%	3.600823	1.240301
The company adheres human rights	34	14.0%	45	18.5%	55	22.6%	62	25.5%	55	22.6%	3.242798	1.361627
The company protects employees against sexual harassment and Child labor	12	4.9%	19	7.8%	75	30.9%	78	32.1%	75	30.9%	3.761317	1.121091
Local labor law and ILO standards	10	4.1%	45	18.5%	40	16.5%	90	37.0%	40	16.5%	3.432099	1.093991
The organization takes adequate procedures against discriminations	20	8.2%	25	10.3%	64	26.3%	87	35.8%	64	26.3%	3.617284	1.211869
The firm does not pollute air or water	82	33.7%	62	25.5%	11	4.5%	44	18.1%	11	4.5%	2.341564	1.240918

The enterprise has waste reduction program	85	35.0%	47	19.3%	20	8.2%	50	20.6%	20	8.2%	2.477366	1.364584
The company promotes energy conservation program	9	3.7%	50	20.6%	60	24.7%	58	23.9%	60	24.7%	3.452675	1.175166
The company utilizes only recyclable materials	30	12.3%	60	24.7%	33	13.6%	54	22.2%	33	13.6%	3	1.229795
The company has an open dialogue schedule with the local community	68	28.0%	54	22.2%	7	2.9%	47	19.3%	7	2.9%	2.469136	1.172196
The company is trying to reduce the enterprises environmental impact	74	30.5%	60	24.7%	16	6.6%	30	12.3%	16	6.6%	2.399177	1.223529
The company promotes environmental awareness	51	21.0%	65	26.7%	19	7.8%	49	20.2%	19	7.8%	2.670782	1.232585
Average		19.4		20.2		14.8		24.0		14.8	2.94	
Overall Average Mean= 2.94, Disagree= 38.8%, Agree= 39.6% Undecided= 14.8%												

Source: Sample Survey July 2020

Above table 4.4 shows that the average mean score of Floriculture Company's Legal responsibility is 2.94 which can be considered as low mean score. This also explained by average percentile 39.6% are agrees with the current Legal responsibility practice on required safety and environmental standards, suitable arrangements for health and safety for its employees, pollute air or water by emitting hazardous waste, waste reduction program, and open dialogue schedule with the local community. On the contrary, 38.8 % disagree while the remaining 14.8 % are undecided (neutral). From these responses: we can conclude that employees are not satisfied with companies working situation on the safety and environmental standards, suitable arrangements for health and safety for its employees; they feel it an adverse effect or pollutes air or water by emitting hazardous waste, and keeping standard and awareness creation are not

fair. So, the legal responsibility of the companies should be designed carefully so as to keep and improve the community and the environment from hazard.

Regarding the availability and practice of monitoring and evaluation system by the regulatory government and non-government bodies, the key informants said there are waste disposal rule and regulation but, the concerned bodies are not practiced and monitoring whether the firm release wastes to the environment or not and the solution is not grounded most of the time.

With the reference to the analysis, the firms not practicing legal responsibility fully especially for protecting the environment and the employees don't know whether the firms practice legal responsibility. Because of a lack of clear concept among the employee about practices of legal responsibility. Supporting research findings of Demisse & Dachassa (2014), Vsser (2006), Gardaí (2014), Clar et al., (2015), due to the absence of proper waste treatment and disposal system and inadequate safety equipment is causing adverse impacts on the workers and the community, the company policy abuse employees, by denying fair wage, meaningful freedom and inhumane treatment as a result of weaker legal infrastructure, lack administrative efficiency and lack of awareness of workers the effects of waste to wear personal protective equipment in the workplace even though there are well-established standards for the discharge of floriculture or other industrial effluents have been set by the Ethiopian Environmental Protection Authority, almost all the floriculture firms do not comply with these national standards.

4.3.3 Ethical responsibility

Ethical responsibility can be described in terms of the company's openness and transparency in relationships with customers, employees, community groups, and governmental organizations, helping the communities to solve their social problems. Employs friendly or courteous or responsive personnel and respecting the norms, or the expectations that consumers, employees, shareholders, and the community regard as fair and just.

Table: 4.5 Employees response to Ethical responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
The company display openness and transparency	7	2.9%	34	14.0%	41	16.9%	78	32.1%	41	16.9%	3.460905	1.021218
The enterprise helps the communities to solve their social problems	11	4.5%	28	11.5%	43	17.7%	91	37.4%	43	17.7%	3.526971	1.056872
The company employs responsive personnel	11	4.5%	37	15.2%	53	21.8%	68	28.0%	53	21.8%	3.473251	1.125541
The firm respects the norms of the societies	28	11.5%	72	29.6%	50	20.6%	40	16.5%	50	20.6%	3.049383	1.322731
Average		5.85		17.58		19.25		28.50		19.25	3.37	
Overall Average Mean= 3.37, Disagree=47.75%, Agree= 23.43% Undecided= 19.25%												

Source: Sample Survey July 2020

In the above table 4.5 shows that near to half of the respondent’s i.e. 47.75% have no good attitude towards the existing ethical responsibility practice, but 23.43% are agreed and the remaining 19.25% are neutral. On the other side, we can also observe from the mean average score of 3.37 which is low the average Likert scale. This implies that the existing ethical responsibilities, practice is not

exercised well in which the company display openness and transparency, help the communities to solve their social problems, employ friendly or responsive personnel.

With the reference to the analysis, the firms are practicing ethical responsibility which is opposing the previous research finding Visser (2008) most African countries' practices, economic and philanthropy by overlooking legal and ethical responsibilities due to Africa's high unemployment rates, shortage of investment, and high poverty.

4.3.4 Philanthropic responsibility

Philanthropic responsibility can be described in terms of firm involvement to support highly appreciated projects by the community (supporting local schools, health centers, etc. and giving money to charity to the local community).

Table: 4.6 Employees response to Philanthropic responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
The company display openness and transparency	37	15.2%	47	19.3%	43	17.7%	59	24.3%	43	17.7%	3.098765	1.323078
The enterprise helps the communities to solve their social problems	29	11.9%	34	14.0%	57	23.5%	66	27.2%	57	23.5%	3.36214	1.304999
The company employs responsive personnel	21	8.6%	45	18.5%	52	21.4%	75	30.9%	52	21.4%	3.378601	1.248418
Average		11.9%		17.3%		20.9%		27.5%		20.9%	3.279835	
Overall Average Mean= 3.27, Disagree= 48.4%, Agree= 29.2% Undecided= 20.9%												

Source: Sample Survey July 2020

From table 4.6 the result of the mean of mean 3.27 and mean shows significant numbers of respondents are indifferent with firms on practicing philanthropy responsibility in their organization. This implies respondents at the low level have confirmed that the firm's practice philanthropy responsibility within the community.

Regarding the average respondents' responses, 48.4% of the respondents disagree with the availability of philanthropy responsibility for the community, 29.2% agree and the remaining 20.9% are undecided on this issue. From this data, we can infer that most employees of the firm have no good attitude towards practicing philanthropy responsibility in their organization.

According to the key informant interview, the only organization involved in voluntary programs that benefit a community or the nation is by minimizing unemployment rates locally as well as the national level and making a high return from foreign currency as floriculture has been accelerated business.

Opposing the previous research findings Commission of the European Communities (2002) and Visser (2008) company should mix social and environmental concerns in their operation and interaction with stakeholders on a voluntary basis and most African countries practices economic and philanthropy by overlooking legal and ethical responsibilities due to Africa's high unemployment rates, shortage of investment and high poverty, respectively.

4.3.5 Factors that motivate to adopt corporate social responsibility

Table: 4.7 Employees response to Factors that motivate to adopt corporate social responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Competitive advantage	12	4.9%	34	14.0%	96	39.5%	70	28.8%	96	39.5%	3.839506	1.227678
To get social and political legitimacy	32	13.2%	42	17.3%	55	22.6%	72	29.6%	55	22.6%	3.312757	1.345686
Improve financial performance	6	2.5%	23	9.5%	90	37.0%	76	31.3%	90	37.0%	3.909465	1.079501
Moral value or goodness/ normal ethical duties	5	2.1%	36	14.8%	66	27.2%	81	33.3%	66	27.2%	3.687243	1.087553
Mitigates risks	19	7.8%	29	11.9%	61	25.1%	69	28.4%	61	25.1%	3.510288	1.210703
Improve company's reputations	8	3.3%	41	16.9%	46	18.9%	86	35.4%	46	18.9%	3.497942	1.080918
Enhance innovations	13	5.3%	38	15.6%	62	25.5%	84	34.6%	62	25.5%	3.592593	1.179485
To solve social and environments problems	11	4.5%	46	18.9%	57	23.5%	67	27.6%	57	23.5%	3.465021	1.17208
To improve employee's motivation	29	11.9%	42	17.3%	35	14.4%	64	26.3%	35	14.4%	3.139918	1.214994
To mitigate new regulations & Satisfy pressure groups / stakeholders	30	12.3%	56	23.0%	34	14.0%	60	24.7%	34	14.0%	3.049383	1.238847
Average		6.8%		15.9%		24.8%		30.0%		24.8%	3.500412	
Overall Average Mean= 3.5, Agree= 22.7%, Disagree= 54.8% Undecided= 24.8												

Source: Sample Survey July 2020

From table 4.7, the result of the mean of mean 3.5 and mean show all numbers of respondents agrees with the factors that have mentioned in the table motivate the firm to practice corporate social responsibility in their firms even though their degree of influence varies. Accordingly improve financial performance, competitive advantage, moral value or goodness/ normal ethical duties, and enhance innovations are taking the rank from 1-4 respectively.

The key informant interview said that the factors which motivate to adopt the corporate social responsibility practice in the floriculture farm areas are the life standard of the society (poverty and below poverty) and to adopt new technology for the nearby farmers and make them a supplier of raw materials for the company it may be long term. In addition, the firm safeguards the environment by making microclimate suitable for biodiversity and the environment (plant, animal, water, soil...) and using wastes before contaminating the environment.

Likewise the research works of Galbreath (2009) & Asemah (2016), corporate social responsibility enhance brand and reputation, reduce operation costs, attract new customers, balances power with responsibility, discourages government regulation, improves a company's public image, promotes long-run profit, improved relations with the investment community and better access to capital, enhanced employee relations, productivity and innovation and stronger relations within communities through stakeholder engagement, diminishes employee turnover while improving customer satisfaction.

4.3.6 Challenges/ Problems to practice corporate social responsibility

Corporate social responsibility is an inescapable priority' for corporations in today's globalized world to be the parts the glob challenges should be examined and resolved to apply in the country in general and in the study area in particular. Challenges of in the terms of lack of knowledge, lack of institutions assist or low government intervention(poor monitoring and evaluation system) lack of specific legislation, lack of immediate benefits, high cost, lack of corporate skill, company's loss of interest, poor stake holders integration, lack of community participation, lack of clear guidelines and standardized metrics.

Table: 4.8 Employees response to Challenges/ Problems to practice corporate social responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Lack of knowledge	25	10.3%	44	18.1%	30	12.3%	73	30.0%	30	12.3%	3.160494	1.169058
Lack of institutions assist or low government intervention	23	9.5%	37	15.2%	73	30.0%	61	25.1%	73	30.0%	3.510288	1.315396
Lack of specific legislation	39	16.0%	60	24.7%	32	13.2%	54	22.2%	32	13.2%	2.917695	1.279776
Lack of immediate benefits	19	7.8%	39	16.0%	46	18.9%	67	27.6%	46	18.9%	3.337449	1.182394
high cost	16	6.6%	43	17.7%	35	14.4%	69	28.4%	35	14.4%	3.263374	1.111815
Lack of corporate skill	17	7.0%	36	14.8%	41	16.9%	76	31.3%	41	16.9%	3.36214	1.135694
Company's loss of interest	18	7.4%	44	18.1%	48	19.8%	52	21.4%	48	19.8%	3.279835	1.187001

Poor stake holders' integration	32	13.2%	67	27.6%	30	12.3%	67	27.6%	30	12.3%	2.983539	1.25628
Lack of community participation	32	13.2%	50	20.6%	29	11.9%	76	31.3%	29	11.9%	3.082305	1.233744
Lack of clear guidelines and standardized metrics	34	14.0%	52	21.4%	63	25.9%	53	21.8%	63	25.9%	3.242798	1.406412
Average		10.5		19.4		17.6		26.7		17.6	3.213992	
Overall Average Mean= 3.21, Disagree= 44.3%, Agree= 29.9% Undecided= 17.6												

Source: Sample Survey July 2020

The mean 3.510288 and standard deviation 1.315396 of table 4.8 indicates the respondents agree with the challenge to practice corporate social responsibility in the firm is lack of institutions assist or low government intervention (poor monitoring and evaluation system).

The mean 3.36214 and standard deviation 1.135694 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is lack of corporate skill.

The mean 3.337449 and standard deviation 1.182394 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is lack of immediate benefits.

The mean 3.279835 and standard deviation 1.187001 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is the company's loss of interest.

The mean 3.263374 and standard deviation 1.111815 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is high cost.

The mean 3.242798 and standard deviation 1.406412 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is lack of clear guidelines and standardized metrics.

The mean 3.160494 and standard deviation 1.169058 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is lack of knowledge.

The mean 3.082305 and standard deviation 1.233744 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is lack of community participation.

The mean 2.983539 and standard deviation 1.25628 of the table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is Poor stakeholders' integration.

The mean 2.917695 and standard deviation 1.279776 of table 4.8 indicates the respondents are indifferent to the challenge to practice corporate social responsibility in the firm is Poor stakeholders' integration.

During an interview with the key informants stated the major challenges or problems to practice corporate social responsibility in the company are higher CSR investment cost, negative perception of the influential peoples that make an influence on the overall social, Lack of transparency, the proposal of general criteria, neglecting of the main business stakeholder and not the introduction of criteria relative to the CSR outcome.

Accordingly, the lack of institutions assists or low government intervention (poor monitoring and evaluation system), lack of corporate skill, lack of immediate benefits, the company's loss of interest, and high cost are taking the rank from 1-5, respectively. Supporting the research works of Vsser (2006), Asfaw (2017), Nigatu (2015), Tsamenyi (2007) & Indian Institute of Technology Kanpur (2007) weaker legal infrastructure, lack administrative efficiency, not proactively by collaborating with corporations, government, other stakeholders, away from nurturing responsible investment, under-developed capital markets, weak legal controls and investors protection, economic or political uncertainty lack of properly trained staff at different levels, price of chemicals required in reducing or eliminating the use of the main polluting chemicals; the cost of purchase and installation of water conservation devices are the most challenging practices of corporate social responsibility.

4.3.7 Community perception on the best approach of Corporate Social Responsibility (CSR) activities.

Table: 4.9 Employees response to Challenges/ Problems to practice corporate social responsibility

Item	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly Disagree		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
The enterprise has offered job opportunity to the local community	3	5.7%	8	15.1%	10	18.9%	21	39.6%	11	20.8%	3.54717	1.153023
The firm does not pollute air or water by emitting hazardous waste	17	32.1%	18	34.0%	10	18.9%	7	13.2%	1	1.9%	2.188679	1.092925
The company has an open dialogue schedule with the local community on adverse issues	12	22.6%	19	35.8%	7	13.2%	11	20.8%	4	7.5%	2.54717	1.264395
The company display openness and transparency	10	18.9%	18	34.0%	6	11.3%	10	18.9%	9	17.0%	2.811321	1.401326
The enterprise helps the communities to solve their social problems	1	1.9%	12	22.6%	15	28.3%	18	34.0%	7	13.2%	3.339623	1.0367
The firm respects the norms and expectations of the community	5	9.4%	12	22.6%	11	20.8%	14	26.4%	11	20.8%	3.264151	1.288275
The firm involves and supports highly appreciated projects by the community	2	3.8%	12	22.6%	13	24.5%	17	32.1%	9	17.0%	3.358491	1.128211

The company gives money toward charitable for the local community	1	1.9%	10	18.9%	10	18.9%	21	39.6%	11	20.8%	3.584906	1.081914
Average		12.0%		25.7%		19.3%		28.1%		14.9%	3.080189	

Source: Sample Survey July 2020

From the above table, we can understand that the mean 3.54717 and standard deviation 1.153023 of the table 4.9 indicates the respondents agree with the Community perception on the best approach of Corporate Social Responsibility (CSR) activities is the enterprise has offered a job opportunity to the local community.

The mean 2.188679 and standard deviation 1.092925 of table 4.9 indicates the respondents are indifferent with Community perception of the best approach of Corporate Social Responsibility (CSR) activities if the firm does not pollute the air or water by emitting hazardous waste.

The mean 2.54717 and standard deviation 1.264395 of table 4.9 indicates the respondents are indifferent with Community perception of the best approach of Corporate Social Responsibility (CSR) activities if the company has an open dialogue schedule with the local community on adverse issues (e.g. accumulation of waste, emission/pollution, etc.).

The mean 2.811321 and standard deviation 1.401326 of table 4.9 indicates the respondents are indifferent with the Community perception of the best approach of Corporate Social Responsibility (CSR) if the company display openness and transparency in relationships with community groups.

The remaining community perception on the best approach of corporate social responsibility (CSR) the enterprise helps the communities to solve their social problems, the firm respects the norms, or expectations that the community regard as fair and just, the firm involves and supports highly appreciated projects by the community (supporting local schools, health centers, etc.) and the company gives money toward charitable for the local community have a mean value of 3.339623, 3.264151, 3.358491 and 3.584906, respectively.

According to the interview with management bodies the main factor that motivates them to adopt the corporate social responsibility practice within the firm are the life standard of the society (poverty and below poverty) and to adopt new technology for the nearby farmers and make them a supplier of raw materials for the company it may be long term. In addition, they mention the major challenges/ problems to practice corporate social responsibility in the company i.e. higher CSR investment cost, negative perception of the influential peoples that make an influence on the overall social, lack of transparency, the proposal of general criteria, neglection of the main business stakeholder and not introduction of criteria relative to the CSR outcome.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

After careful examination of CSR practices and determinants throughout the selected companies' analysis and interpretation of the study was made based on the data obtained through a questionnaire distributed, an interview conducted and the observation held in ZK flowers PLC, Roshanara Rose plc and the community around the flowers farm. Based on the analysis and interpretation, summary, conclusion, recommendations, and imitation of the study are presented in this chapter.

5.1. Summary

The general research objective of this study was to assess the Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms: The Case of Floriculture Firms around Debre Zeyit. Following this major research objective, the study attempted to answer the following specific research questions.

- How are the firms practicing corporate responsibility within the organization?
- What are the motivating factors to practice corporate social responsibility in the floriculture firms?
- What are the firms' challenges in practicing the CSR?

Answering the above specific research questions entails that meeting the corresponding specific research objectives. Hence, a summary of the major findings that align with all research objectives presented as follows.

- Regarding economic responsibility majority of 54.22% of the respondents disagreed that economic responsibility or opportunity which is given by the companies improve their livelihood while 25.28 % are disagree and the remaining 26.92% are undecided (neutral). These indicate that the existing economic responsibility or opportunity provided by the floriculture companies has a good opportunity in order to improve the employee's livelihood, but still we can understand there is some (one-fourth) limitation in creating economic responsibility or opportunity for the society.
- Legal practices are the major part of every sector's CSR when we see the average mean score of Floriculture Company's Legal responsibility is 2.94 which can be considered as a

low mean score. This also explained by average percentile 39.6% are agrees to the current Legal responsibility practice on required safety and environmental standards, suitable arrangements for health and safety for its employees, pollute air or water by emitting hazardous waste, waste reduction program, and open dialogue schedule with the local community. On the contrary, 38.8 % are disagree while the remaining 14.8 % are undecided (neutral).

- Nearly half of the respondent's 47.75% have not a good attitude towards the existing ethical responsibility practice, but 23.43% are agreed and the remaining 19.25% are neutral. On the other side, we can also observe from the mean average score of 3.37 which is medium the average Likert scale. This implies that the existing ethical responsibilities, practice is not exercised well in which the company display openness and transparency, help the communities to solve their social problems, employ friendly or responsive personnel.
- Kindness for the given society is one of the responsibilities of every organization and the mean of mean 3.27 and mean shows significant numbers of respondents are indifferent with firms on practicing philanthropy responsibility in their organization. This implies respondents at the medium level have confirmed that the firm's practice philanthropy responsibility within the community.
- Regarding the average respondents' responses, 48.4% of the respondents disagree with the availability of philanthropy responsibility for the community, 29.2% disagree and the remaining 20.9% are undecided on this issue. From this data, we can infer that most employees of the firm have no good attitude towards practicing philanthropy responsibility in their organization.
- The mean of mean 3.5 and mean show all numbers of respondents agree with the factors like competitive advantage, social and political legitimacy, financial performance, moral value, risk mitigation, company's reputations, to solve social and environments problems motivate the firm to practice corporate social responsibility in their firms even though their degree of influence varies. Accordingly improve financial performance, competitive advantage, moral value or goodness/ normal ethical duties, and enhance innovations are taking the rank from 1-4 respectively.

- The mean 3.08 indicates the respondents agree with the Community perception on the best approach of Corporate Social Responsibility (CSR) activities if the enterprise has offered job opportunities to the local community.

5.2. Conclusion

The study, after doing different analyses that the research objectives need, arrived, and based on the major findings, the following conclusions were made:

- Based on the finding there is no concert CSR policy in the company due to there is no standardized CSR policy in the country lack of awareness about CSR in the community and even the employees of the organization, there are no initiatives or motive standards of the organization to implement the CSR practice.
- ZK flowers PLC and Roshanara Rose plc indicated that CSR work activities of related with to community development are in the areas of employment creation, infrastructural institutions support, sponsoring community events and or engagements, health humanitarians activities and others as per the request and based on scrutiny by the management of the company on the basis of its objectives.
- Philanthropic CSR activity is not highly practiced in ZK flowers PLC and Roshanara Rose plc rather than other aspects such as legal, economical and ethical CSR activities.
- ZK flowers PLC and Roshanara Rose plc, Complies with all relevant legislation of Ethiopian government concerning the environmental protection activities by minimizing the wastes and recycling the materials and treatment plants protecting the environment, providing training for youth, women and orphanages, NGOs and controlling the pollutants waste.
- There are many challenges related with CSR in ZK flowers PLC and Roshanara Rose plc that existed at current time, there is no clear policy and strategies of CSR policy in the country how to practice in the country the company is practice by its own way link with the more philanthropic responsibility, lack of awareness about CSR in the community and even the employees of the organization, there are no initiatives or motive standards of the organization to implement the CSR practice, The leadership condition of the organization if there is fast transfer or promotion within the organization there is less consideration of the corporate social responsibility, current condition of the country conflict and displacement of the societies from place to place all over the region especially we cannot

reach in the remote area due to insecurity of rule of laws and lack of budget as a country and as accompany for corporate social responsibility implementation.

5.3. Recommendation

On the basis of analysis and its findings, the following recommendations have been given:

- The researcher has recommended that the Ethiopian government should have made Clear and understandable Policy and procedures as an industry for CSR activities Based on the finding floriculture firms Ethiopia have doing more and more CSR activities but there is no policy for it just managed by marketing and sales departments as an usual case in order to maximize the CSR activities the company should promote policy and strategies even if for other brewery factories as it's the oldest and experienced industry.
- The researcher recommended that for management of ZK flowers PLC and Roshanara Rose plc should doing more and more CSR activities such as community involvement, protecting the environment, protecting pollutant waste, support society by different aspects like assistance of education, health, humanitarians, art culture and sport but the CSR policy is not set by the company in countable manner so make it countable and clear for doing measurable.
- The researcher recommended that for policy maker make the policy of corporate social responsibilities for different sectors especially for floriculture firms because they affect the environments the communities to protect the welfare of the societies.
- The researcher recommended for research institute, and academicians to do more research and create awareness about CSR in societies, government and non-government organization.
- The researcher recommended that for Ethiopian government, Now Corporate Social Responsibilities practice is the key or the crucial issue in Africa due to the expansion of technological advancement ,investment create interlink age of the society and the industries, services and agricultural sectors, the government should responsible for make strategies, policies and procedures of CSR it is important for achieved millennium development goal 7 **ensure environmental sustainability** and sustainable development goal 14 Conserve & sustainably use the oceans, seas & marine resources for sustainable Development and goal 15 Protect ,restore and promote sustainable use of terrestrial

ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss in effectively.

- The researcher recommended to ZK flowers PLC and Roshanara Rose plc to solve the challenges of CSR cooperation with stakeholders such as Local NGOs, Regional administration Municipality of Mayor and universities and all over.
- Based on the finding the researcher recommended that for all stakeholders in our country the practice of corporate social responsibility is not expansion and the societies are not aware about it so you have to responsible to doing the CSR practice, and protect our environment, controlling the wastages, support the community and protect social welfare of the societies to got positive impacts.

5.4 Suggestion for Further Research

The study was limited due to its cross-sectional study design. However, these types of relationships may require a longitudinal analysis so; future researches should examine this relationship over a longer period of time. The researcher was limited to four factors or practices which affect CSR of floriculture, but the future researchers may focus on different variables or combination of those variables included in this study. The study was conducted in the Debre zeyit limiting its scope. Future researches may examine CSR in different places comparing their impact on the community as well as the environment.

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Annex 1



Addis Ababa University,

Date: 20/11/2012 E.C.

Dear respondents,

My name is Rahel Fekadu. I am a postgraduate candidate pursuing Master of science Program in Management at Addis Ababa University, College of Business and Economics. I am conducting my final year project research with the title '*Corporate Social Responsibility (CSR) practice of Ethiopian Floriculture Firms in selected Floriculture firms*'

This questionnaire is aimed to gather relevant information that will be useful in the above-mentioned research. I, therefore kindly request your utmost cooperation in filling the questionnaire honestly and accurately, as the quality of information you provide determines the ultimate reliability of the study. Please put the tick mark (✓) on the appropriate space in the box to the point which mostly reflects your idea.

Note :-

- ***Please do not write your name.***
- ***All information will be used only for academic purpose and treated confidentially.***

I. Demographic Information

1. Gender: Male Female
2. Age: 18-30 31-45 46 and above
3. Educational level: Elementary High School Certificate
 Diploma BA/BSC MA/MSc and PHD
4. For how long you work for the organization? 0-2 year
 3-5 year 6-10 year 11 and above year

Part two: Questionnaires related to corporate social responsibility

Note: Please indicate the extent to which you agree with the following statements by putting \checkmark in the space provided.

No	Economic responsibility	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	The enterprise has offered job opportunity to the local community.					
2	The enterprise has staff capacity building policy. (Provision of further education, Staff training, research and development, etc.)					
3	The company is paying decent wage comparing with others					
4	The company provides reasonable benefits for employees (medical services, performance bonuses, holiday pay, transport allowances etc.)					

5	The firm strives to deliver high value, & quality products that meet and/or exceed the expectations of their customers.					
	Legal responsibility					
6	The firm ensures that all products meet the required safety and environmental standards.					
7	The organization has suitable arrangements for health and safety that provide sufficient protection for its employees.					
8	The firm encourages freedom of association and the effective recognition of the right to collective bargaining of workers					
9	The company adheres human rights (, equal opportunity, respect for employees' right to increase skills and capabilities, occupational health and safety, and fairness in the workplace.)					
10	The company protects employees against sexual harassment. Child labor, forced or compulsory labor					
11	local labor law and ILO standards					

12	The organization takes adequate procedures against discriminations (women, ethnic group, religion etc.)					
13	The firm does not pollute air or water by emitting hazardous waste					
14	The enterprise has waste reduction program.					
15	The company promotes energy conservation program.					
16	The company utilizes only recyclable materials					
17	The company has an open dialogue schedule with the local community on adverse issues (e.g. accumulation of waste, emission/pollution etc.)					
18	The company is trying to reduce the enterprises environmental impact in terms of waste minimization and pollution prevention.					
19	The company promotes environmental awareness by providing information to their employees to enhance their understanding of environmental issues.					
	Ethical responsibility					

20	The company display openness and transparency in relationships with customers, employees, community groups, and governmental organizations					
21	The enterprise helps the communities to solve their social problems					
22	The company employs friendly or courteous or responsive personnel					
23	The firm respects the norms, or expectations that consumers, employees, shareholders, and the community regard as fair and just,					
	Philanthropic responsibility					
24	The firm involves and supports highly appreciated projects by the community (supporting local schools, health centers etc.)					
25	The company gives money toward charitable for the local community					
26	In general, does the firm practices corporate social responsibility?					

II. Questions are related to factors that motivate to adopt corporate social responsibility in your organization, Tick on the most appropriate responses for you and your enterprise in table provided

No	Factors that motivate to adopt corporate social responsibility	Strongly agree	Agree	Neither agree nor disagree	Disagree	strongly disagree
1	Competitive advantage					
2	To get social & political legitimacy					
3	Improve financial performance					
4	Moral value or goodness/ normal ethical duties					
5	Mitigates risks					
6	Improve company's reputations					
7	Enhance innovations					
8	To solve social & environments problems					
9	To improve employee's motivation					
10	To mitigate new regulations & Satisfy pressure groups / stakeholders					

III. Questions are related to challenges/ problems to practice corporate social responsibility in your organization. Tick on the most appropriate responses for you and your enterprise in table provided

No	Challenges/ Problems to practice corporate social responsibility	Strongly agree	Agree	Neither agree nor disagree	Disagree	strongly disagree
1	lack of knowledge					
2	lack of institutions assist or low government intervention (poor monitoring and evaluation system)					
3	lack of specific legislation					
4	lack of immediate benefits					
5	high cost					
6	lack of corporate skill					
7	company's loss of interest					
8	Poor stake holders' integration					
9	lack of community participation					
10	lack of clear guidelines and standardized metrics					

I thank you once again for your kind cooperation!

Community perception on the best approach of CSR activities.

No	Community perception	Strongly agree	Agree	Neither agree nor disagree	Disagree	strongly disagree
1	The enterprise has offered job opportunity to the local community.					
2	The firm does not pollute air or water by emitting hazardous waste					
3	The company has an open dialogue schedule with the local community on adverse issues (e.g. accumulation of waste, emission/pollution etc.)					
4	The company display openness and transparency in relationships with community groups					
5	The enterprise helps the communities to solve their social problems					
6	The firm respects the norms, or expectations that the community regard as fair and just,					
7	The firm involves and supports highly appreciated projects by the community (supporting local schools, health centers etc.)					
8	The company gives money toward charitable for the local community					

I thank you once again for your kind cooperation!

Interview Guides for managers

1. How does the company fulfill society's expectation that organization will produce goods and services that are needed and desired by customers?
2. How does the firm manage the wellbeing of employees, the community and society at large?
3. How does the firm safeguard the environment?
4. How does the organization involve in voluntary programs that benefit a community or the nation?
5. What factors motivate to adopt corporate social responsibility practice in the firm
6. What are major challenges/ problems to practice corporate social responsibility in the company?
7. Is there monitoring and evaluation system by regulatory government and non-government bodies?



አዲስ አበባ ዩኒቨርሲቲ

ቀን20/11/2012

ውድ መላሾች

ስሜ ራሄል ፍቃዱ ይባላል። በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ በማኔጅመንት ክፍል የሁለተኛ ድግሪ ተማሪ ነኝ። በአሁኑ ጊዜ የመጨረሻ አመት የጥናት ስራዬን “በተመረጡ የአበባ እርሻ ልማቶች ውስጥ የሚከናወኑ የድርጅት ማህበራዊ ኃላፊነት ተግባራት” በሚል ርዕስ እያከናወንኩ እገኛለሁ።

በዚህ ሰነድ ውስጥ የተካተቱ መጠይቆች ከላይ በተጠቀሰው ጥናት ላይ ተያይዞ የሆኑ መረጃዎችን ለመሰብሰብ ጠቀሜታ ያላቸው ናቸው። የጥናቱን አስተማማኝነት ላይ ወሳኝነት ያለው በመሆኑ እነዚህን መጠይቆች በታማኝነት እና በትክክል እንዲሞሉ በትህትና እጠይቃለሁ። የእርስዎን ሃሳብ በሚያሟሉ ሳጥኖች ውስጥ የ(✓) ምልክት ያስቀምጡ።

ማስታወሻ፡-

- እባክዎን ስሞን አይጻፉ
- ሁሉም የሚሰጧቸው መረጃዎች አካዳሚ አገልግሎት ብቻ የሚውሉ ሲሆን በሚስጥር የሚያዙ ይሆናሉ።

I. የግል መረጃ

1. ጾታ: ወንድ ሴት
2. እድሜ: ከ18 እስከ 30 ከ31-45 46 እና ከዛ በላይ
3. የትምህርት ደረጃ: የመጀመሪያ ደረጃ ሁለተኛ ደረጃ ሰርተፍኬት
ዲፕሎማ ቢ.ኤ/ቢ.ኤስ.ሲ ኤም.ኤ/ኤም.ሲ እና ፒ.ኤች.ዲ
4. ለድርጅቱ ምን ያህል ጊዜ ሰሩ?
ከ3-5 አመት ከ6-10 አመት ከ11 እና ከዛ በላይ

ቁጥር	የኢኮኖሚ ሃላፊነት	በጥብቅ እስማማሁ	እስማማሁ	አልታወቅም አልስማማም	አልስማማም	በጥብቅ አልስማማም
1	ድርጅቱ ለአካባቢው ማህበረሰቦች የስራ እድል ይፈጥራል።					
2	ድርጅቱ የአቅም ግንባታ ፖሊሲ አለው (ለሰራተኞች ተጨማሪ ትምህርት መስጠት፣ የሰራተኞች ስልጠና፣ ምርምርና ልማት ወዘተ)።					
3	ከባንያው ከሌሎች ጋር ሲነጻጸር የተሻለ ደመወዝ ይከፍላል።					
4	ከባንያው ለሰራተኞች ፍትሃዊ የሆነ ጥቅም ጥቅም ይሰጣል (የህክምና አገልግሎት፣ የአፈጻጸም ጉርሻ፣ የባሕር ክፍያ፣ የትራንስፖርት አበል ወዘተ።)					
5	ከባንያው የደንበኞችን ፍላጎት የሚያሟላ እና/ወይም የሚበልጥ ከፍተኛ ዋጋ እና ጥራት ያላቸው ምርቶችን ለማቅረብ ይጥራል።					
	ህጋዊ ኃላፊነት					
6	ከባንያው ሁሉም ምርቶች አስፈላጊውን የደህንነት እና የአካባቢ መስፈርት እንደሚያሟሉ ያረጋግጣል።					
8	ከባንያው ሰራተኞች በነጻነት የሰራተኞች ማህበር እንዲያቋቁሙ እንዲሁም በጋራ የሰራተኞችን የመደራደር አቅም ከፍተኛ የሚያደርጉ ሁኔታዎችን እንዲፈጥሩ ያበረታታል					
9	ከባንያው የሰብአዊ መብቶችን ያከብራል (እኩል እድሎች፣ ሰራተኞች ክህሎታቸውንና ችሎታቸውን ማዳበራቸውን ያከብራል፣ የስራ ቦታ ጤናና ደህንነት፣ እና በስራ ቦታ ሚዛናዊነት)					
10	ከባንያው ሰራተኞችን ከወሲባዊ ጥቃት፣ ከህጻናት ጉልበት ብዝበዛ፣ ከአስገድዶ ወይም በግዴታ ማሰራት ይከላከላል					
11	ከባንያው የስራ ሰራተኞችን በተመለከተ ከአገሪቱ የአሰሪና ሰራተኛ አዋጅና ከአለም አቀፍ ሰራተኞች ድርጅት መስፈርቶች ጋር የተጣጣሙ እና ግልጽ የሆኑ መመሪያዎችና ፖሊሲዎች አሉት					

12	ኩባንያው በአድሎ ላይ ግልጽ የሆነ ፖሊሲ አለው (ሴቶች፣ የብሔር ቡድኖች፣ ሐይማኖት ወዘተ)					
13	ኩባንያው ለጤና አደገኛ የሆኑ ተረፈ ምርቶችን በማመንጨት አየርን ወይም ውሃን አይበክልም					
14	ኩባንያው ተረፈ ምርቶችን የመቀነሻ ፕሮግራም አለው					
15	ኩባንያው የሃይል ቁጠባ ፕሮግራሞችን ያበረታታል					
16	ኩባንያው የሚጠቀመው እንደገናጥቅምላይ ሊሆኑ የሚችሉ ቁሾች ነው					
17	ኩባንያው ከአካባቢው ኑቆሪዎች ጋር ግልጽ የሆነ እና ስለአስከተለው ተጽእኖ የውይይት መርሃ ግብር አለው (ስለ ተረፈ ምርቶች ክምችት፣ አካባቢን የሚበክሉ ነገሮች ልቀት ወዘተ)					
18	ኩባንያው ተረፈ ምርቶችን በመቀነስ እና በካይ ነገሮችን በመከላከል በአካባቢው ላይ የሚያደርሰውን ተጽእኖ ለመቀነስ ጥረት ያደርጋል					
19	ኩባንያው ለሰራተኞች በአካባቢ ጉዳዮች ላይ መረጃ በመስጠት እና ያላቸውን መረዳት ለማሳደግ ስለከባቢ አየር ያለው ግንዛቤ እንዲያደግ ጥረት ያደርጋል					
	ስነ ምግባራዊ ሃላፊነቶች					
20	ኩባንያው ከደንበኞች፣ ከሰራተኞች፣ ከማህበረሰብ ቡድኖች እና ከመንግስት ድርጅቶች ጋር ግልጽ የሆነ እና ትራንስፓረንት የሆነ ግንኙነቶችን ያሳያል።					
21	ኩባንያው ማህበረሰቡ የራሱን ማህበራዊ ችግሮች እንዲቀርፍ እገዛ ያደርጋል					
22	ኩባንያው ወዳጃዊ የሆኑ፣ ግድ ያላቸው ወይም ሃላፊነት የሚሰማቸውን ሰራተኞች ይቀጥራል					
23	ኩባንያው የደንበኞችን፣ የሰራተኞችን፣ የአጋር አካላትን እና የማህበረሰቡን ባህሎች ሚዛናዊ በሆነ እና ትክክል በሆነ መንገድ ያከብራል።					
	በሰራተኞች መልካምነት ላይ የተመሰረቱ ሃላፊነቶች					

24	ኩባንያው በከፍተኛ ሁኔታ በሚበረታቱ ፕሮጀክቶች ላይ ይሳተፋል ይደግፋል (የአካባቢውን ትምህርት ቤቶች፣ የጤና ኬላዎች ወዘተ መደገፍ፡፡)					
25	ኩባንያው ለአካባቢው ማህበረሰብ የገንዘብ ልገሳ ያደርጋል					
26	በአጠቃላይ ኩባንያው የድርጅት ማህበራዊ ሃላፊነትን ይወጣል?					

II. በድርጅት ውስጥ የድርጅት ማህበራዊ ሃላፊነትን ለመወጣት የሚያግዙ ስልቶችን ተግባራዊ እንዲያደርግ የሚያነሳሱ ምክንያቶች ላይ የተመሰረቱ ጥያቄዎች በተሰጠው ሰነድ ላይ ስለ እርስዎ ድርጅት ተገቢ ነው ብለው በሚያምኑት መልስ ላይ ምልክት ያድርጉ

ቁጥር	ድርጅታዊ ማህበራዊ ሃላፊነትን ለመተግበር የሚያነሳሱ ምክንያቶች	በጥብቅ እስማማለሁ	እስማማለሁ	አልታወምም	አልስማማም	በጥብቅ አልስማማም
1	ለተፎካካሪ ጥቅም					
2	ማህበራዊ እና ፖለቲካዊ ተቀባይነት ለማግኘት					
3	የፋይናንስ አቅም ለማጠናከር					
4	የሞራል እሴት ወይም መልካምነትን እና ማህበራዊ ሃላፊነቶችን ለመወጣት					
5	ስጋቶችን ለመቀነስ					
6	የኩባንያውን መልካም ዝና ለማሻሻል					
7	ፈጠራዎችን ለማበረታታት					
8	የማህበራዊ እና አካባቢያዊ ችግሮችን ለመፍታት					
9	የሰራተኞችን ተነሳሽነት ለማሳደግ					
10	አዳዲስ ህጎችን ለመፍታት እና ተጽእኖ ፈጣሪ ቡድኖችን/አጋር አካላትን ለማርካት					

III. በድርጅት ውስጥ የድርጅት ማህበራዊ ሃላፊነትን ለመተግበር ከሚፈጠሩ ችግሮች/ተግዳሮቶች ጋር የተያያዙ ጥያቄዎች በተሰጠው ወንጠረዥ ላይ ስለ እርስዎና ድርጅትዎ ተገቢ ነው ብለው በሚያምኑት መልስ ላይ ምልክት ያድርጉ

ቁጥር	ድርጅታዊ ማህበራዊ ሃላፊነትን ለመተግበር የሚያጋጥሙ ችግሮች/ተግዳሮቶች	በጥብቅ እስማማለሁ	እስማማለሁ	አልቃወምም አልስማማምም	አልስማማም	በጥብቅ አልስማማም
1	የእውቀት ማነስ					
2	የድጋፍ የሚሰጡ ድርጅቶች አለመኖር ወይም ዝቅተኛ የመንግስት ጣልቃ ገብነት (ደካማ የክትትል እና የግምገማ ስርአት)					
3	ልዩ የሆነ ህግ አለመኖር					
4	ወዲያውኑ የሚያስገኘው ጥቅም አለመኖር					
5	ከፍተኛ ወጪ					
6	የድርጅታዊ ክህሎት አለመኖር					
7	የኩባንያው ፍላጎት ማጣት					
8	የአጋር አካላት ደካማ ተሳትፎ					
9	የማህበረሰብ ተሳትፎ አለመኖር					
10	ግልጽ የሆነ መመሪያ እና ስታንዳርድ አለመኖር					

ለቀና ትብብርዎ በድጋሚ አመሰግናለሁ

የማህበራዊ ሃላፊነትን ተግባራት አቀራረብ ላይ የማህበረሰብ ግንዛቤ።

ቁጥር	የማህበራዊ ሃላፊነትን ተግባራት አቀራረብ ላይ የማህበረሰብ ግንዛቤ።	በጥብቅ እሴት	እሴት	አልቃውምም እልሶማምም	አልሰማምም	በጥብቅ እልሶማምም
1	ድርጅቱ ለአካባቢው ማህበረሰቦች የሥራ እድል ይፈጥራል።					
2	ኩባንያው ለጤና አደገኛ የሆኑ ተረፈ ምርቶችን በማመንጨት አየርን ወይም ውሃን አይበክልም					
3	ኩባንያው ከአካባቢው ኑዋሪዎች ጋር ግልጽ የሆነ እና ስለአስከተለው ተጽእኖ የውይይት መርሃ ግብር አለው (ስለ ተረፈ ምርቶች ክምችት፣ አካባቢን የሚበክሉ ነገሮች ልቀት ወዘተ)					
4	ኩባንያው ከማህበረሰብ ቡድኖች ጋር ግልጽ የሆነ እና ትራንስፓረንት የሆነ ግንኙነቶችን ያሳያል።					
5	ኩባንያው ማህበረሰቡ የራሱን ማህበራዊ ችግሮች እንዲቀርፍ እገዛ ያደርጋል					
6	ኩባንያው የማህበረሰቡን ባህሎች ሚዛናዊ በሆነ እና ትክክል በሆነ መንገድ ያከብራል።					
7	ኩባንያው በከፍተኛ ሁኔታ በሚበረታቱ ፕሮጀክቶች ላይ ይሳተፋል ይደግፋል (የአካባቢውን ትምህርት ቤቶች፣ የጤና ኪላዎች ወዘተ መደገፍ።)					
8	ኩባንያው ለአካባቢው ማህበረሰብ የገንዘብ ልገሳ ያደርጋል					

ለቀና ትብብርዎ በድጋሚ አመሰግናለሁ

IV. ለሰራ አስኪያጅዎች ለሚቀርቡ ቃለ መጠይቆች መመሪያዎች

1. ኩባንያው በደንበኞቹ የሚፈለጉትን እቃዎች እና አገልግሎቶች በማምረት ረገድ ማህበረሰቡ ከድርጅቱ የሚጠብቀውን ነገሮች እንዴት ያሟላል?
2. ኩባንያው የሰራተኞችን፣ የማህበረሰቡን እና የህብረተሰቡን በሰፊው መልካምነት ለማሟላት እንዴት ይሰራል?
3. ኩባንያው እንዴት አካባቢውን ይንከባከባል?
4. ማህበረሰቡን ወይም አገሪቱን በሚጠቅሙ የበጎ ፍቃድ አገልግሎቶች ላይ ኩባንያው እንዴት ይሳተፋል?
5. ኩባንያው በማህበራዊ ሃላፊነት ተግባራት ላይ ለመሳተፍ የሚያነሳሱት ምክንያቶች ምንድን ናቸው?
6. በኩባንያው ውስጥ ማህበራዊ ሃላፊነት ለመወጣት በሚደረገው ጥረት ላይ የሚያጋጥሙ ችግሮች/ተግዳሮቶች ምንድን ናቸው?
7. በህግ አውጪ የመንግስት እና መንግስታዊ ያልሆኑ ድርጅቶች የሚደረግ የክትትልና የቁጥጥር ስርአት አለ?