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To the Graduate School of Journalism and Communication

Department of Public Relations and Strategic Communication;

***ANALYZING THE PRACTICE OF CORPORATE SOCIAL RESPONSIBILITY IN
MUGHER CEMENT FACTORY, IN RELATION TO STRATEGIC PUBLIC RELATIONS***

By

MIKIELLEMENGESHA LEMMA

Advisor: Professor Ton Veen

2019

ADDIS ABABA

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RELATIONS**

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MIKIELLE MENGESHA LEMMA

**A THESIS SUBMITTED TO
SCHOOL OF JOURNALISM AND COMMUNICATION: ADDIS ABABA UNIVERSITY
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTERS IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**

Approved by the Board of Examiners:

Chairperson	Signature	Date
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Advisor	Signature	Date
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Examiner	Signature	Date
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DECLARATION

The researcher here by, declares that this thesis entitled “*Analyzing the practice of Corporate Social Responsibility in Mugher Cement Factory, in relation to strategic public relations*” is my own original work. I have carried it out independently with the guidance and suggestions of my research advisor professor Ton Veen. And it has not been presented in Addis Ababa University or any other Universities. And all the sources of materials used for the thesis have been duly acknowledged.

Mikielle Mengesha
(The Researcher)

Signature

December, 2019

Addis Ababa University

LETTER OF CERTIFICATION

This is to certify that Mikielle Mengesha has carried out his thesis on the topic “*Analyzing the practice of Corporate Social Responsibility in Mugher Cement Factory, in relation to strategic public relations*” under my supervision. This work is original in its nature and is suitable for submission in partial fulfillment of the requirement to earn Master Degree in Public Relations and Strategic Communication.

Ton Veen (Prof.)
(Advisor)

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ACRONYMS AND ABBREVIATIONS

AAU	Addis Ababa University
CEO	Central Executive Officer
CSR	Corporate Social Responsibility
DA	Development Agent
EEITI	Ethiopia Extractive Transparency Initiative
FGD	Focus Group Discussion
IDP	In-depth-Interview Participants
ITCMD	Information Technology and Change Management Director
MCF	Mugher Cement Factory
NGO's	Non-Governmental Organizations
PRSC	Public Relations and Strategic Communication
SPSS	Statistical Package for Social Science
UN	United Nations

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Abstract

This research analyzes the practice of Corporate Social Responsibility in Mughher Cement Factory, in relation to strategic public relation. It assesses the benefits and challenges of practicing CSR in Mughher Cement Factory. Literatures on corporate social responsibility in relation to strategic public relation are discussed based on the research objectives. The research is carried out both qualitative and quantitative using mixed approaches: primary and secondary data were part of the study. Under the qualitative approach, data gathering tools such as document analysis: brochures, photos, event data, newspapers, magazines, videos, reports, rule and regulations and websites were included. The interview was made with Mughher Cement Factory management members (CEO, IT and change management director), school principals, community representatives, kebele administrators and managers .Chanchu Woreti, Mughher 01 and Reji Mekeda kebele managers, DA (development agents), various community leaders and members ranging from 10-15 were participated in the group discussion. In quantitative approach questionnaires were distributed to 342 households and 308 were collected on the given time. The overall findings of Mughher Cement Factory CSR have strong points with few limitations. The factory performs different activities to fulfill corporate social responsibility of the surrounding kebeles. It supports the community on human and environmental protection, and social supports. In relation to transparency and accountability, the factory participate the administration, community and their representatives continuously to assure its sustainability. Based on the findings the following recommendations are forwarded. Corporate social responsibility program should be owned by the community: Information should be free because each community member can contribute a lot in his or her way to the factory development. Mughher Cement Factory needs to engage in serious commitment to promote responsible and perform promises of the community.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Ethiopia is situated in Northeast Africa with an area of 1.12 million square kilometer and population of about 100 million. Systematic mineral exploration started in the 1970's and led to the discovery of many metallic mineral deposits and industrial raw material for manufacturing of cement, ceramics, glass, fertilizer, and etc. (Geological Survey of Ethiopia, 2003:1).

Mining is an important economic sector which could foster local community development and improve quality of life in places where extractive companies operate and at a national level in general. Minerals are non-renewable which requires rigorous and applicable policies, rules and regulations to ensure sustainable natural resources governance. On the other hand the revenue gained from the non-renewable resources, should incentivize other non-natural resources economic sector.

Ethiopia is now dealing with a large number of extractive companies operating at different parts of the country. But it is at an early stage benefiting from the mining industries. There are different mechanisms for enforcing responsible / sustainable mining practices. At a national level, legislation and guidelines will be available, and each country will have its own mechanisms for enforcement. A country that is able to enforce tighter controls can use this as a policing mechanism to mitigate against any negative aspects of mining and maximize the benefits. Developing countries, however, often have policies in place but do not have the money or manpower for enforcement, and therefore face greater challenges in mitigating for the potential impacts of mining. There is also an element of the `voice of public opinion` being greater in developed countries compared to developing countries, with corporations having paid more attention to the concerns of communities in developed countries than developing ones. The mining industry itself also has voluntary codes and guidelines that companies may choose to sign up to as a way of acknowledging their good practice which gave them public license. International organizations, like the World Bank, the UN and NGOs, also provide guidelines that challenge industry practice and performance.

The issues relating to regulations and government involvement in developing countries were much lower. The voice of society is changing and expectations of people to ensure their environment and society is treated responsibly, by themselves and others, is increasing. The combination of increasing awareness and the increase in expectations of different stakeholders (including the media), has placed demands on industries to reassess how they carry out their business interactions relating to all aspects of sustainability.

The negative consequences of globalization such as rising social inequalities, soaring disparities in income, the emergence of global environmental problems and the outsourcing of increasingly skilled operations to developing countries have led to demands for protection against the anarchy of unregulated market forces and for companies to take responsibility for their impact on society. These calls for responsible business practices and corporate contributions are normally framed in terms of Corporate Social Responsibility (Muthrl and Gilbert, 2011:467)

In this global economy, organizational survival and achievement is dependent up on satisfying both its economic (profit) and noneconomic (CSR) objectives by addressing the needs of the company's various stakeholders (Pirsch & Grau, 2007). In this regard managing CSR has become one of the most crucial elements for business success. Hence, Mughher Cement Factory is one of the oldest state-owned factories in Ethiopia with its long standing services (over 50 years): Mughher Cement Factory can be considered as the Father of all Cement Factories in Ethiopia. The company was the sole producer of cement in Ethiopia and has the lion's share in the development of construction industries. The inception of the establishment of this factory was driven by the increasing demands for cement at the national scale.

CSR is a company's commitment to operate in an economically, socially and environmentally sustainable manner whilst balancing the interests of diverse stakeholders. Like some other local organizations, Mughher Cement factory need to be socially responsible organization, which enables the company to increase its reputation in terms of achieving organizational success in serving the community that they exist.

Mughher cement factory is a state owned enterprise with a purpose of producing and supplying cement that are important for the attainment of its objectives. Initially it was established with an authorized capital over 334 million birr and formed in 1999 through amalgamated formerly

independent factories: i.e. Mughher cement factory and Addis Ababa cement factory. The factory is located about 90 Km North West of the capital city, Addis Ababa, on the elevation of about 2450mts above sea level. The initial factory has three production lines with production capacity of 5000 tons of clinker per day. The first, second and third lines started operation in 1984, 1990 and 2011 respectively (www.migher.cement.factory.gov.et).

The factory has mission to guarantee its customers utmost satisfaction and to promote national development by utilizing state of the art technologies and highly competitive workforce in manufacturing and marketing of cement products through operational efficiency and sustainability. Nowadays, many organizations are designing and implementing CSR practices in an effort to improve the sustainability of their business. Consequently, Mughher Cement factory should also design and implement a CSR strategy to maintain successful business.

1.2. Statement of the problem

Many companies profited from unethical practices in the early 20th century, in the late 20th century companies are benefiting themselves and their stakeholders and employees through more ethically based practice (Ralph and Yeomans 2009:103). Companies with reputation for ethics and social responsibility grew at a rate of 11.3% annually while it is only 6.2% for unethical companies (Ibid). There are companies who don't understand the benefits gained from ethical CSR practices. These are ignorant of both environmental and social aspects that affect the sustainability of their business in the future. There are three levels of impact ranging from basic in which a company adheres to society's rules and regulations, the organizational which is acting in the sprite of the law and the societal where a company makes a significant contributions towards improving the society it operates(Ralph and Yeomans 2009:99-100).

Governments of developing countries have been accused of refusal to enforce standards and regulations or easing business regulations relating to CSR as an inducement for foreign investment (Muthrl and Gilbert, 2011). Thus, it is important to analyze the corporate social responsibility in the mining sector, related to strategic public relations; the case of Mughher Cement factory. And how it could insure the sustainability of their business integrated with the welfare of the community.

In this study the researcher will fill the gaps mentioned above by giving value to the implementation of the three levels of impacts. According to Ethiopian extractive industrial and transparency initiative (EITI), most mining companies in Ethiopia are unable to make significant contributions to local community development projects and environment protection (EITI, 2014 p 50). Therefore the researcher analyzed Muger cement factory's corporate social responsibilities in relation to strategic public relations.

1.3. Objective of the study

1.3.1. General objective

The main objective of this paper is analyzing the practice of Corporate Social Responsibility in Muger Cement Factory, in relation to strategic public relation.

1.3.2. Specific objectives

The specific objectives are:

1. To analyze the practice of corporate social responsibility of Muger cement factory in the surrounding area.
2. To assess the benefits and challenges of practicing CSR in Muger cement factory.
3. To analyze the practice of strategic public relation in the factory.
4. To examine corporate social responsibility related to reputation building of Muger cement factory.

1.4. Research questions

The researcher tried to answer the following questions in order to achieve its general and specific objectives listed above in relation to corporate social responsibility in the case of Muger Cement factory.

1. How is corporate social responsibility practiced in Muger cement factory in the surrounding area?
2. What are the benefits and challenges of practicing CSR in Muger cement factory?
3. What is the practice of strategic public relation in the factory?
4. What is the result of practicing corporate social responsibilities in relation to reputation building of Muger cement factory?

1.5. Significance of the study

The results of this study are expected to enable PR/strategic communication practices of Mughher cement factory in fulfilling its corporate social responsibility. It also indicates the problems in practice of PRs and communication gaps between the public and factory. The researcher recommends the gaps in understanding about CSR and its advantages in the proper practice of its principles of the factory. Finally, it gives clue for other researches who conduct their study in similar area or topic.

1.6. Scope of the study

The scope of the study is thematically limited to the practices of corporate social responsibility with the practice of strategic public relation/communication in Mughher cement factory. And also the study used both qualitative and quantitative approaches to collect and analyze data as a methodology.

1.7. Limitation of the study

The study is limited to the data collection and analysis only at Mughher Cement Factory due to financial and time constraints. It was also included the corporate social responsibility activities in relation to public relations and strategic communication that exclude the internal communication gaps showed in other governmental and private organizations as a comparative study.

1.8. Organization of the Study

This study is organized into five chapters. Chapter one deals with the introductory part which contains the background, statement of the problem, research questions, general objective with specific objectives, significance of the study, scope of the study, limitation of the study and organization of the study. Chapter two deals with literature review that emphasized on reviewing several literatures on corporate social responsibility in relation to public relations and strategic communication. Chapter three deals with research approach, research methodology, research design, data type, sample design, sample size, data collection methods, data processing and analysis. Chapter four presents and discusses the realistic results and analyses of the study. In the last chapter the summary, conclusions and recommendations of the study had organized.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Introduction

The literature review begins with the introduction of the current academic context of corporate social responsibility and continues with presenting what CSR can be considered to be within organizations. The aim of the chapter is to show the variety of perspectives and opinions found in the literature, and to show the standpoint and specific focus of this study with in the public elation principles and practices.

2.1. Basic concepts of corporate social responsibility

2.1.1. Definitions

Concern for the environment is not a new phenomenon but its prevalence in Anglo-American business policy is growing and, due to the internationalization of market and business practices, this is influencing corporate strategies of companies throughout the world that encourages concern for societies in which they operate (Ralph, 2000, P. 98). During this time the concept of corporate social responsibility (CSR) is dominant in business reports. Crowther and Aras, (2008,p. 10) explained ``every corporate has a policy concerning CSR and produce a report annually detailing its activities”.

There is no agreed definition of CSR because the considerations to define the term are many. The definition of CSR broadly relies with what is-or should be-the relationship between corporations, government and individual citizens. So its definition concerned with the relationship between a corporation and the society it operates or with its stakeholders (Aras, 2008,p. 10). According to the EU Commission, CSR can be defined as `` concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (cited by Aras et al, 2008, p.11).

According to Keinert (2008) the most agreed definition of CSR is `` it is the management of relationships between organization and stakeholders since organizations are dependent on either heterogeneous or homogeneous groups” (as cited by Birhane, 2018, P.9).

2.1.2. CSR as strategy for stakeholder engagement

Individual members and groups in the community in which an organization operates are increasingly being recognized as important stakeholders in the long term security and success of large and small enterprises. Building relationships with these community groups is an important issue in corporate and communication strategy (Ralph, 2000,P.98). Corporate social responsibility is an organizations defined responsibility to its society and stakeholders (p.99). Stakeholders are any groups or individual who can affect or affected by the achievement of the organization's objectives. The most common stakeholders are managers and employees as internal and customers, investors, shareholders, suppliers as external. And also government, society at large and the local community included in stakeholders of an organization (Aras, 2008, p.28-30). Corporate social responsibility covers issues such as "employee relations, human rights, corporate ethics, community relations and the environment" (Moore, 2001, p.299-315).

According to scholars in developing countries, it is hard to find CSR practices as western and American model. Irrespective of whether corporations in Lebanon and Ethiopia are multinational or national, CSR is practiced in a philanthropic way. According to empirical findings, in Africa, economic responsibilities still get the most emphasis. However, philanthropy is given second highest priority, followed by legal and then ethical responsibilities (Pedersen & Huniche, 2006). But Ethical issues are highly rated in advanced countries (Kuada & Hinson, 2012, p. 521–536).

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. Under-developed capital markets, weak legal controls and investors' protection, and economic or political uncertainty often stand in the way of CSR engagement of corporations. Government in developing countries usually promotes foreign direct investment (FDI) for economic development rather than promoting standard CSR practices among corporations (Tsamenyi, Enninful-Adu and Onumah, 2007, p. 319-334).

Survey of CSR amongst business in Africa have found that the most common approach to CSR issues is through philanthropic support, in particular focusing on education, health and environment. According to the theoretical findings philanthropic responsibility is highly rated in Ethiopia. The empirical findings support this statement since all the people interviewed in Ethiopia evidenced the need for companies and organizations to engage in philanthropy since the

government and institutions not succeed to support the socioeconomic needs of the Ethiopia society (Kassaye, 2016, p.4). In Ethiopia, the concept of CSR is new; its functioning has already started in multinational companies and NGOs formally and a very few in national companies informally (Birhanu. 2008, p. 160).

2.1.3. Challenges and Determinants of CSR

Factors limiting when implementing CSR include “lack of community participation in CSR activities, need to build local capacities, issues of transparency, non-availability of well-organized NGOs, visibility factor, narrow perception towards CSR initiatives, non-availability of clear CSR guidelines, immense social problems that exist in the local setting and the lack of consensus on implementing CSR issues(Beurden & Goessling, 2008, P. 407-424)

According to Kassaye (2016) Businesses in Ethiopia cannot function if employees are affected by different problems or if infrastructure is unavailable and therefore philanthropic motives and business motives are closely interconnected. But in Ethiopia there is low understandable connection between CSR activities and cultural situations or there is a disconnection between philanthropic motives and business motives. Likewise, almost all national companies and government organizations have not developed CSR policy and a strategy since CSR is not operated on a formal basis.

The determinants of CSR are classified in to three i.e. firm characteristics, corporate governance characteristics and institutional or industry characteristics. Accordingly, firm characteristics play an important role in predicting firm’s level of CSR engagement and it includes factors such as size, profitability, capital structure, or investments. It is argued that larger corporations are more likely to invest in CSR initiatives because of the greater public scrutiny over their behavior. The industry, in which a company is active, seems to have a significant effect on a corporation’s level of CSR engagement (Marano & Kostova, 2016).

That is, firms those are active in more environmentally sensitive industries, such as the mining, oil and energy generation industries, tend to engage more in CSR activities than firms that are not active in environmental sensitive industries.

Samson.et.al (2011) mentioned that in Ethiopia only a hand full of companies for example in the Ethiopian textile industry has CSR policies to follow when they outsource production. These

include social criteria's such as controlling wages, working hours, safety equipment and instructions in the factory and environmental standards. CSR commitments including environmental protection, sustainable uses of natural resources and obligations to local communities are areas of concern (Yohannes, 2014).

2.2 Corporate Social Responsibility Model

B. Carroll developed corporate social responsibility model which includes four components. These components are economic, legal, ethical and philanthropic. These components show the objective of the plant organized and its responsibilities for the activities. Today some companies ignore their social and environmental responsibilities (Keinert, 2008).

A. Economic responsibility of CSR: _

Economic responsibility deals with continues profit generation and basic duty to the owners of the company. Companies need to generate profit for the sake of sustained existence by enhancing the life of the company and its employees. If a company profits more, it can afford for corporate social responsibility activities.

According to Carroll2016, the economic aspect of components of corporate social responsibilities is:-

Economic responsibilities, businesses employ many business concepts that are directed towards financial effectiveness-attention to revenue, cost effectiveness, investment, marketing, strategies, operations, and a host of professional concepts focused on augmenting the long term financial success of the organization. Companies which are not successful in their economic or financial sphere go out of business and any other responsibility has low considerations. Therefore, the economic responsibility is a base line requirement that must be in a competitive business world (Carroll, 2016, p.3)

The baselines for corporate social responsibility are working hard for persistent profit making, generating revenue sustainably, contributing to other businesses as a result of earning extra income, increasing the capacity of providing high quality of goods and services and enhancing the competitive ability of the company in the market.

B. Ethical responsibility of CSR: _

It is a set of rules for what is good or bad, which includes honesty, respect, confidence, and fair acting in all aspects (Aras, 2008). Aras described more on ethics as follows:-

Ethics is the natural and structural process of acting in line with moral judgments, standards and rules. According to what, how, how much and for whom ethics is or should be are important questions. It is not always easy to find answers to these questions (Aras, 2008, p.53)

According to Carroll, companies should work in a manner consistent with expectations of social, moral and ethical values. Companies get acceptance by the society if they respect and accept the moral and ethical values of the public. Companies should work on standards and ethical codes. Companies will be responsible if the norms, standards, values, principles and expectations of customers, employees and the community as a whole regard as consistent with respect to the protection of stakeholder's moral rights (Carroll, 2016, p.4). The concept of ethical corporate social responsibility should base on the companies educational activities. Thus companies should promote honesty and condemn theft, promote integrity, treat equally with no prejudice based on any difference.

C. Legal responsibility of CSR: _

Legal responsibility is the need for organization to exist based on law and legal framework. Companies are required to act based on the law of the country without contradicting with it. Companies should work in collaboration with federal state, regional and local administrations based on their rules and regulations. They should produce and provide goods and services at least to meet the minimum requirement of the law and policy of the nation. Companies in any nation are defined as successful only when they fulfill the legal obligations (Carroll, 2016).

Companies are required to operate based on legal frameworks of the country, pay appropriate tax, fight corruption, insure human rights, control air, water and noise pollution, respecting all legal obligations of the country, insure policies, rules and obligations of the country.

D. Philanthropic responsibility of CSR:-

According to Carroll, the philanthropic domain is the highest point of the corporate social responsibility pyramid and it is based on volunteer activities. This responsibility comprises of giving donations for education, sport, health, culture, peace and stability. Companies must work on charitable activities with in the local communities. In addition it is important for companies to provide support for private and public educational institutions and on projects which enhance companies' quality of life.

In general, philanthropic domain of CSR is made up of plenty of variables such as working on environmental protections, educational system of the society, sport and entertainment facilities, build smooth relationships with stakeholders, work on gender issues, wise handling of employment and work in health care activities.

Figure 1 Carroll's pyramid of CSR

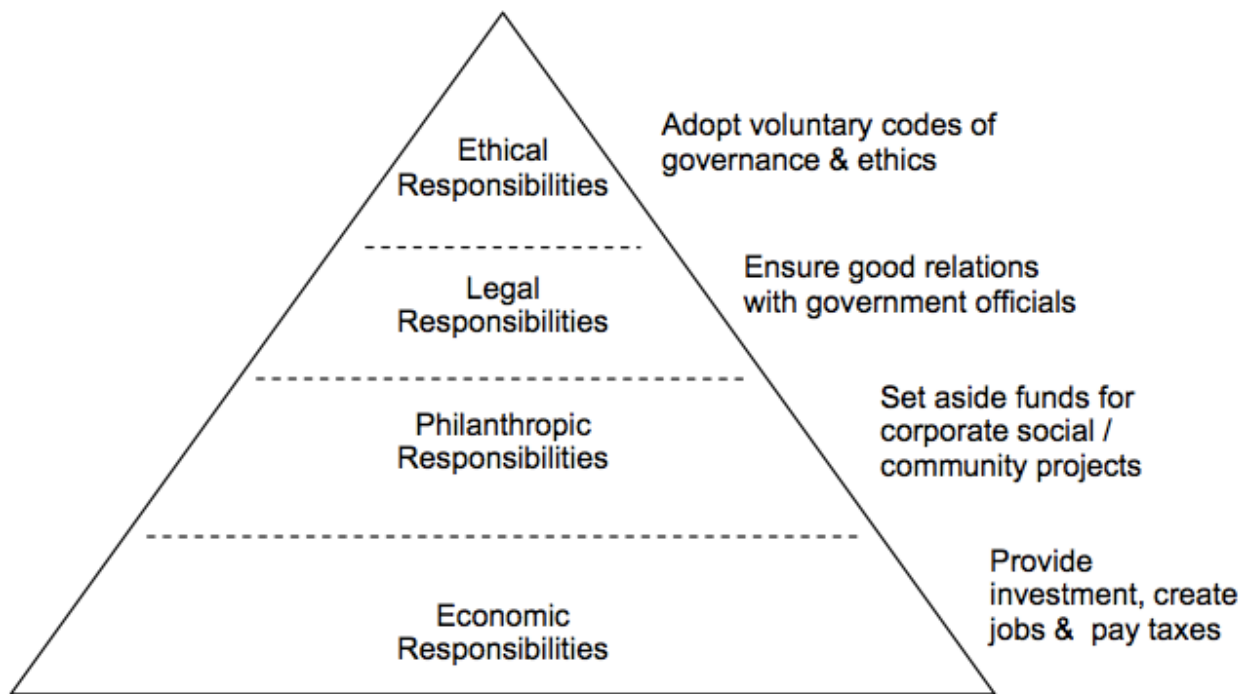


Source: Carroll (2011)

2.2.1. CSR practice in developing countries

The idea of corporate social responsibility emerged in the developed western countries. As a result, like mentioned in above, the practice of corporate social responsibility practiced effectively. In the contrary, corporations and other actors in developing countries are working to promote responsible investment and work together on various societal problems (Mathias, 2015). Carol (1991) developed a pyramid to explain four dimensions such as ethical, legal, philanthropic and economic responsibilities. These four dimensions are supposed to shoulder its responsibilities to various interest groups. This model explains also why firms need to adopt a socially responsible practice in a developing country context. These dimensions are economic, legal, social and philanthropic responsibilities respectively in terms of vitality. This model of CSR has been tested and supported by the findings (Carroll & Hatfield, 1985) but mostly in American context (Visser, 2006) which makes it difficult to adapt to developing countries.

Figure 2: Africa's CSR Pyramid



Source: Africa's CSR Pyramid (Visser, 2006) cited in CSR Learning in Eth Leather & Footwear Industry (Mathias, 2015)

The developing countries CSR pyramid was developed by Visser (2006) to contextualize the concept. Visser extended Carroll's pyramid to the African context and he argued that the order of significance of the four dimensions is not the same rather differs. This is associated with the economic and social/ethical challenges to the society and governance gaps in the continent Africa. Countries in Africa look for more investment to create jobs, offer better social services in health and education. As a result, economic responsibilities are still valued as most important, while philanthropic responsibilities are emphasized as second with legal and ethical responsibilities third and fourth respectively. Hence, it helps to explain which component is focused in learning towards responsible business in practice (cited in Mathias, 2015 p.13).

Carol (1979) stated that the basic function of a corporate is to produce goods and services that the society desire and sell them with profit. But, this claim was contested in that economic responsibility is beyond generating profit or meeting shareholders expectations. Visser (2006) argues that due to Africa's high unemployment rates, shortage of investment and high poverty, the economic role of companies is of prime value, thus leading to the importance of economic responsibilities in the African context. Companies that operate in developing countries progressively report on their economic responsibilities by indicating 'economic value added' statements (Visser 2008, p 490).

2.3 Corporate Social Responsibility principles, policies and legislations

The activities of an organization that must be recognized, affect not only internal situations but also the external environment within which the organization resides. According to Aras (2008,p.13) there are different forms of organizational effects i.e. the utilization of natural resource, the effect of competition in the market, the enrichment of a local community through employment, transformation of the landscape due to raw material extraction or waste products, the distribution of wealth within the firm. Three basic principles of corporate social responsibilities which comprise all its activities such as sustainability, accountability and transparency are stated (Ibid).

- **Sustainability:** - It is the effect of present action that influences the future. Thus raw materials of an extractive nature are finite in quantity and once used are not available for future use (Aras, 2008, p.15). To make the organization sustainable the effects must be taken in to account for the future of the business beyond the cost or profit of it.

The standard definition of sustainable development which states that this is ``Development which meets the needs of the present without compromising the ability of future generations to meet their own needs (Ibid)''

- **Accountability:** - According to Aras (2008) accountability is concerned with an organization recognizing that its actions affect the internal and external environment, and therefore assuming responsibility for the effects of its actions in a quantified manner (p.15). The organization should prepare the report based on its actions with the characteristics of understandability to all parties concerned, relevance to the users of the information provided, reliability measurement accuracy and free from bias, and finally consistency over time and between different organizations (Aras,2008, p.16).
- **Transparency:-**Organizations are influenced by public opinion, shareholders, stakeholders, and political processes. As a result organizations that ignore their operational environment are susceptible to restrictive legislation and regulation (Ralph, T., 2000, p.103). Competing stakeholders with differing needs, rights and obligations have to be managed to minimize conflicts, survive and grow the business and is able to meet its commitments to CSR (Ibid).

As a principle, transparency means the external impact of the actions of the organization which can be ascertained from the organizations report. Transparency can be seen to be a part of the process of recognition of responsibility on the part of the organization for the external effects of its actions (Aras, p.16). And Aras added and says it is part of the process of transferring power to external stakeholders.

In a study also conducted with regard to the assessment of the Ethiopian floriculture industry from CSR and governance perspective raised serious concerns regarding the practice of CSR. The study noted that poor working condition, exposure to hazardous pesticides, sexual

harassment and exploitation, low bargaining power of workers and safe working condition are major concerns. The study further indicated that the government is the major player in assuring ethical business practice in the industry by developing policy tools and the respective national laws to ensure the application of policies in regulating the ethical business practice. The study concludes that even though the government enacts the necessary regulation, it does not have the capacity to enforce the same (Samson, et.al, 2011).

2.4 Public relations and strategic communication

2.4.1. Principles and practices

Public Relations play an indispensable role in the community. It helps our society to make informed decisions and function more effectively in creating mutual understanding between community and institutions. PR is key profession in promoting development in the society through communicating with government and groups with regard to public policies, action and legislation. It creates effective communication strategies between the government and society so that public opinion is taken under consideration when government is formulating policies, making laws, and implementing different programs. This ensures and enhances active participation by all the stakeholders in the development of one country (Banik, 2004 and Theaker, 2004).

Public relations field has dramatically grown to build relationships between an organization and its key publics through effective communication. It serves a wide variety of institutions. In this modern world, the success and failure of an organization also depends on the strategic communication of public relations practitioners. (Muluaem, 2017, p.1)

According to Banik and Theaker (2004) public relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different publics such as employees, members, customers, local communities, shareholders, and other institutions, and with society at large. The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action. Thus, it

is clearly evident that public relations play a fundamental role in political, economic, social and environmental dimensions of the society (Rensburg and Cant, 2009: Cutlip et al. 2000).

According to Labich (cited by Ralph, 2000) there are companies benefiting from ethically based practices. Companies with a reputation for ethics and social responsibility grew at a rate of 11.3 % annually from 1959 to 1990 while the growth rate for similar companies without the same ethical approach was 6.2%.

Ralph,(2000,p.103) listed the importance of good reputation are more willing to consider the organizations point of view by others, strengthen the organization's information structure with society to improve resources in all areas, easily motivates and recruit employees, enhance and add value to organization's product and services.

2.4.2. Corporate reputation

The most important factor in gaining a competitive advantage as well as building financial and social success is organizational reputation. Aras (2008, p.61) says "in today's market organizations focus on intangible factors in order to compete and differentiate their products in an environment which is characterized by rapid change". The main benefits of having good corporate reputation are improves stakeholder value, enhances investor's confidence, which results higher stock price for a company. It also increases customer loyalty to products of the company; help others to form partnership and strategic alliance; to be more influential on legislative and regulatory government decision-making. Employee morale and commitment are higher at corporations with good corporate reputations. At a time of crises a good corporate reputation can shield the company from criticism and even blame, and can help it communicate its own point of view more easily to audiences (Aras, 2008,p. 62).

CHAPTER THREE

3. METHODOLOGY

Research is a process that involves the collecting, recording, analyzing and interpreting of information, and it is all about providing answers to questions and developing knowledge (Wilson, 2014). Yin (2009) also said that research methodology is one of the most important aspects in the research process to perform the research. The chapter includes research approach, research design, source of data, sampling techniques and procedure, data collection procedures and tools, methods of data analysis and ethical considerations.

3.1. Research design

The application of appropriate methodology is crucial to achieve the overall objectives of a particular study thereby addressing the research questions raised by the research. This study has employed a mix of quantitative and qualitative approach. While the quantitative method employed here is questionnaire, the qualitative methods include semi structured in-depth interview, documents and focus group discussions. The use of both qualitative and quantitative methods is referred to as triangulation. According to McNeill & Steve (2005: 23) “triangulation refers to the use of multiple methods to cross-check and verifies the reliability of a particular research and the validity of the data collected”. Creswell (2003) stated the importance of mixed methods below.

Mixed methods model has much strength. A researcher is able to collect the two types of data simultaneously, during a single data collection phase. It provides a study with the advantages of both quantitative and qualitative data. In addition, by using the two different methods in this fashion, a researcher can gain perspectives from the different types of data or from different levels within the study (p. 25).

Using both qualitative and quantitative approach is very important to check the accuracy of the data gathered by each method. This methodology is also useful as it depends on variety of sources to get consolidated evidence about the issue under study. Yin (2011) states:

Qualitative research strives to collect, integrate, and present data from a variety of sources of evidence as part of any given study. The variety will likely follow from your

having to study a real-world setting and its participants. The complexity of the field setting and the diversity of its participants are likely to warrant the use of interviews and observations and even the inspection of documents and artifacts. The study's conclusions are likely to be based on triangulating the data from the different sources. This convergence will add to the study's credibility and trustworthiness (p. 9).

According to Creswell (2009) qualitative methodology is a composite of philosophy, concepts, data-gathering procedures, and statistical methods that provides perhaps the most thoroughly elaborated basis for the systematic examination of human subjectivity. It is interpretative research with the inquirer typically involved in a sustained and intensive experience with the participants. According to Yin (2011), qualitative method is used to discover the meaning of people's lives that is expressed in their writings. It is very suitable for studying the views and perspectives of people in detail. It involves word for word quotation from the text or the subjects.

According to Campbell and Stanley (cited in Creswell, 2009), quantitative research method includes the true experiments and the less rigorous experiments called quasi-experiments, correlation studies, and specific single-subject experiments. Creswell (2009) adds that more recently, quantitative strategies involved complex experiments with many variables and treatments. Surveys, interviews, observations as well as questionnaires are the common tools to gather the information. Similarly, Miller and Brewer (2003) noted that quantitative research method is numerical measurement of specific aspects of phenomena with structured and explanations are formulated in terms of the relationship between variables. It is also an approach based on intensive study of one or a small number of phenomena to seek to generalization (The A - Z of Social Research a Dictionary of Key Social Science Research Concepts, 2003).

Thus, to achieve the objective of the study, primary and secondary data were collected from various sources including questionnaire, interview, focus group discussion and document analysis pertinent to Muger Cement Factory CSR.

Basically, the researcher applied cross-sectional survey that collects information from a sample drawn from the entire populations which are available around the organization in Oromia region, Adea Berga Woreda. Cross-sectional survey enables gathering data at one point of time. Based on this research design, the researcher dealt with a series of questions to the respondents through,

questionnaires, focus group discussions and semi – structured face – to – face interviews. Each one of these tools is explained in detail under the section of data collection method.

3.2. Source of Data

3.2.1. Primary and secondary data sources

The researcher conducted with both primary and secondary sources of data. The data sources are essential in order to realize the objectives of the study. The researcher used primary data, which were well-design questionnaires as best instrument with the residents. Besides, face-to-face interviews with different stakeholders were performed. The interview method of data collection is preferred due to its high response rate. That it gives the people concerned an opportunity to interact and get details on the questions and answers. Through interviews, clarification of issues is easily achievable leading to accuracy of data from the respondents.

The study also used secondary data which were available from annual reports files, pamphlets that used to provide additional information where appropriate. Besides, variety of books, scholarly journals, published and/or unpublished government documents, websites, reports and newsletters was reviewed to make the study fruitful.

3.3. Sampling Techniques and Procedures

3.3.1. Purposive sampling

Purposive sampling gives a researcher an advantage to create smooth relationship between the information seeker and information provider. Maxwell (1996) also stated purposive sampling is a strategy in which particular settings, persons or events are selected deliberately in order to provide important information that cannot be obtained from other choices. Based on this, in depth interview was targeted to obtain relevant information about Mughher Cement factory corporate social responsibility. Mughher cement factory management members (CEO, IT and change management director, school principals, community representatives, kebele administrators and managers) were purposely selected and wisely used for the study. The information was gathered strategically & the documents were selected purposely to triangulate the interview, documents, the focused group discussions and the questionnaire.

Table 1. The different stratum of the target population and the sample selected.

No.	Category	Population	Sample size
1	Mugher 01 kebele	1000	145
2	Chanchu Woreti kebele	716	104
3	Reji Mekeda kebele	646	93
Total		2362	342

Source: - Adapted from Mugher 01 Kebele, Chanchu Woreti Kebele and Reji Mekeda Kebele (2019).

3.3.2. Sample size

The population for this study encompasses the three Kebeles of the Woreda. A total of two thousand and three hundred sixty two (2362) households were selected through Stratified random sampling design and purposive sampling design. Therefore, since the population is known, it is important to use statistical way to identify the sample size. Therefore, Yemane formula (1967, p.886) was used with confidence level of 0.05. Thus, the sample size for this study was three hundred and forty two (342).

Figure 3.1: Yemane formula

This is calculated as follows:

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

Where, n = the sample size

N = the population size

e = the level of precision or sample error (0.05)

1=constant

Therefore,

$$n = \frac{2362}{1 + 2362(0.05)^2}$$

$$n = \frac{2362}{1 + 2362(0.0025)}$$

$$n = \frac{2362}{1 + 5.91}$$

$$n = \frac{2362}{6.91}$$

$$n = 342$$

Source: -Yemane formula (1967).

Accordingly, 342 respondents were selected from the total population of 2362. Those 342 respondents were selected from the three Kebeles. Therefore, $[(1000/2362) \times 342] = 145$ sampled for Muger 01 kebele, $[(716/2362) \times 342] = 104$, sampled for Chanchu Kebele and $[(646/2362) \times 342] = 93$ sampled for Reji Mekeda Kebele.

3.4. Data Collection Procedure and Tools

3.4.1. Data Collection Procedures

My study data source came from Muger Cement Factory officers, managerial levels, Muger school principals, Muger district three kebele residents and relevant documents. Thus, documents that were written in Muger Cement Factory were analyzed and Muger cement factory management members (CEO, IT and change management director, school principals, community representatives, kebeles administer and managers) were interviewed. Similarly, questionnaires were distributed to Muger district three Kebele selected residents. Focused group discussions also used with two kebele residents.

3.4.2. Data collection tools

In this study the researcher applied interview, document analysis, focus group discussion and questionnaire for data collection tools:

3.4.2.1. Questionnaires

According to Kumar (2011, p.138) “a questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers”.

In addition to this Abawi (2013, p.2) stated, “Questionnaire is a data collection instrument consists of a series of questions and other prompts for the purpose of gathering information from respondents”.

Questionnaires were distributed by hand to the respondents at their work place during working hours personally. This way of administration is help full for the researcher to have a personal contact with the desired population of the study; the researcher can explain the purpose, significance and importance of the study and can simplify any questions that respondents might have. It is also important to collecting data properly, save time and minimize cost. Questionnaires were issued and collected after one week to give respondents sufficient time to answer the questions. Upon collection, the questionnaires were coded. They were then fed into Statistical Package for Social Sciences (SPSS).

Dawson (2002) listed the three types of questionnaire and its uses. The researcher used questionnaire: closed –ended questionnaire with tables to tick (p.30-32). This helps to get relevant data from the respondents. The closed ended questions were designed to get definite answers and were used for simplicity.

The scale of measurement for the study is interval scale. Five points Likert scale are used which include weights for Agreement: 1= strongly agree 2= agree 3= Neutral 4= disagree 5= strongly disagree.

3.4.2.2. Interview (Face to face interview)

Interviews consist of collecting data by asking questions. Data can be collected by listening to individuals, recording, filming their responses, or a combination of methods (Abawi, 2013, p.11).

There are different kinds of interviewing techniques: structured, semi-structured and unstructured. One of the techniques used in this research is in-depth individual interview. “Semi-structured in-depth-interview is the most common type of interview in qualitative research” (Dawson, 2002: 28-29). Some prelisted questions used to remember the important information about the research questions. Because semi structured interview is most effective in reading the interviewee face, gestures and to get original information through hints. The interview data were recorded (in audio) in order to avoid interruption of the dialogue and to preserve the discussions more perfectly; basic notes were also taken in the meantime.

3.4.2.3. Document analysis

There are many methods of data collection usually used in research studies. Gathering data from more sources helps to support the research relevance and credibility. Based on the research objectives, documents that are subjects of analysis were collected from already identified Mughar Cement factory offices. Looking the documents helps to see the deeds of the factory towards CSR. In this regard brochures, photos, press kits, event data, newspapers, magazines, videos, reports, organization policy, rule and regulations and websites etc. were purposely selected and clearly inspected.

3.4.2.4. Focus group discussion

According to Wimmer and Dominick (2010) FGDs or group interviewing is used to gather first round information for a research study or to gather qualitative data concerning a research question. FGDs would enable the researcher to easily collect data and get deep firsthand information and the data obtained from focus groups are used to enhance understanding and to reveal diversified opinions (Ibid).

Accordingly, two groups were formed for the purpose of this research. Each group involved 6-9 people that make the participants a total of about 30 people. The purpose of the FGDs is to

triangulate residents' point of view on the CSR practice of Muger Cement Factory with the factory's point of view in relation to them.

3.5. Data Processing

The method of data processing in this study used manual and computerize system. In the data processing procedure editing, coding, classification and tabulation of the collected data was implement.

3.6. Methods of data analysis

The documents, focus group discussions and interview results were analyzed qualitatively with simple sentence structures. Similar data collected together to understand easily. To analyze the questionnaires, to look for patterns and relationship between and/or among data groups by using descriptive and inferential (statistical) analysis: Statistical Package for Social Science (SPSS) version 20 was used. Specifically, descriptive statistics (mean standard deviation and charts) and inferential statistics (correlation and regression) was taken from this tool.

3.7. Validity

Validity refers to “whether one can draw meaningful and useful inferences from scores on particular instruments” (Creswell, 2014, p.295).The researcher wanted to check that the items were in line with the purpose of the study. To this effect, based on the constructive comment given by the advisor some adjustments made by avoiding words and phrases ,adjusting each item with reference to the leading questions making precise the terms and shortening the long statement.

3.8. Reliability

Reliability refers to “whether scores to items on an instrument are internally consistent, stable over time and whether there was consistency in test administration and scoring” (Creswell, 2014, p.297).In this study each statement rated on a 5 point Liker scale which includes strongly disagree, disagree, neutral ,agree and strongly agree . Based on this an internal consistency reliability test was conducted in the MCF (three Kebeles) in a sample population of respondents. The Cranach's Alpha coefficient for the variables listed in the table below.

Table II. Reliability of samples

No	Variables	No. of Items
1	Human and Environmental Protection	6
2	Social responsibility activities	5
3	Sport Activities	4
4	Applicable PRs and Communication tools	5
5	Reputation/ Image building Level	3

Source: - Primary Data

3.9. Ethical Considerations

Creswell (2012, p. 23) describe that “in all steps of the research process, you need to engage in ethical practices”. Practicing ethics is a complex matter that involves much more than merely following a set of static guidelines such as those from professional associations or conforming to guidelines from campus institutional review boards. Ethics has become a more pervasive idea stretching from the origins of a research study to its final completion and distribution.

Ethical clearance was obtained from Addis Ababa University School of Journalism: Department of Public Relations and Strategic Communication and Research Committee. Official letter was written to Mughher Cement Factory and Adeaberga Woreda three Districts. The researcher used the data from Mughher Cement Factory officers, managerial levels, different relevant documents and residences of Mughher three kebeles which were collected through document analysis, interviews, focus group discussions and questionnaire; permission was obtained from each.

During the interview, each individual was informed about the aim of the study and on the possible benefit of the study and informed consent was obtained from each respondent. To maintain the confidentiality of the information provided by the respondents, the respondents were instructed not to write their names on the questionnaire and assured of that the responses were used only for academic purpose and kept confidential.

3.10. Conclusion

This chapter has presented the methodology used in the study, including the research design, population and sampling design. The sample size that participated in the study and the sampling technique that applied have been explained. Moreover, the data collection instruments, data collection procedures and how the data collection instruments were tested for validity and reliability have explained. Lastly, the chapter presents the data analysis plan

CHAPTER FOUR

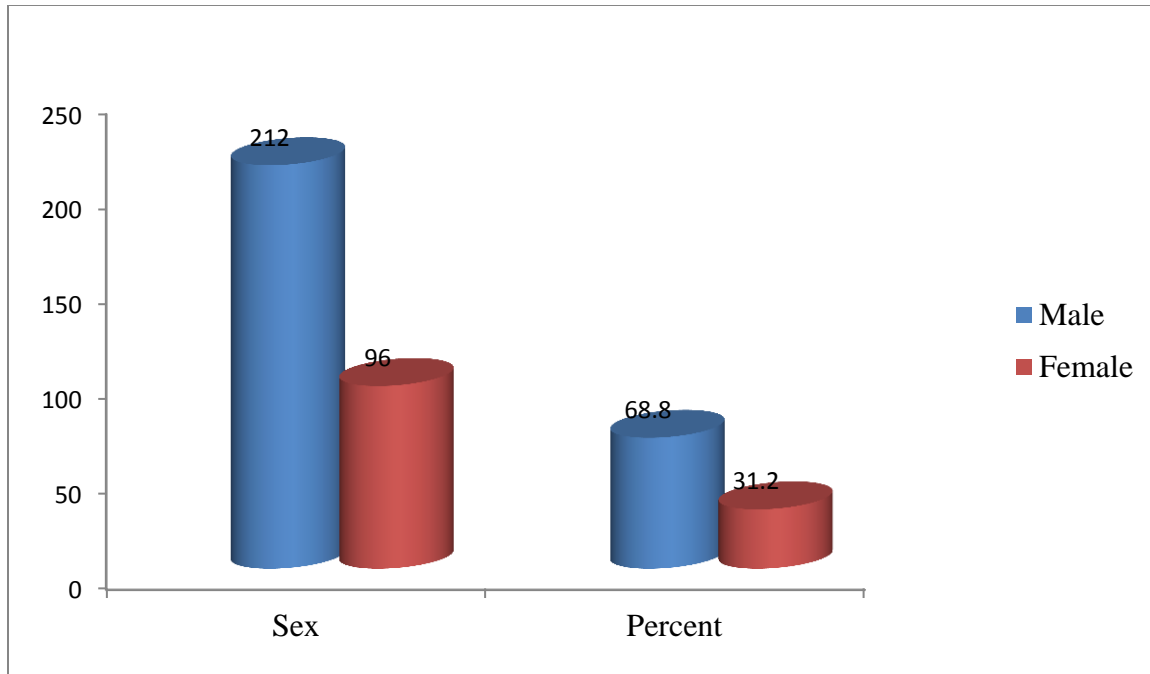
4. DATA ANALYSIS AND PRESENTATION OF FINDINGS

Introduction

The chapter of the study concerned on the analysis and interpretation of data collected through interview, document analysis, focus group discussion and questionnaires. The interview was made with Mughher cement factory management members (CEO, IT and change management director), school principals, community representatives, kebele administrators and managers. Document analysis was one of the data collection tools used during the study. Brochures, photos, event data, newspapers, magazines, videos, reports, rule and regulations and websites were part of the finding. In general these different documents published and or aired in different times and distributed for the public. The researcher distributed 342 questionnaires and 308 were collected from the community in three kebele within the given time.

In Adeaberga Woreda, where the factory locates, there are five kebeles nearby: among these Chanchu Woreti, Mughher 01 and Reji Mekeda kebeles were selected for the study. The kebele managers, DA (development agents), various community leaders and members ranging from 6-9 were participated in the group discussion. Similarly all the above members and students, teachers and civil servants were participated in the questioner.

Consider personal information i.e. sex, marital status, age, educational level and years of living in the kebele were not part of this study. Thus, among the 308 respondents 74% are married and 26% are not married. In addition 8% of them are living in the surrounding area/kebele below five years, 27% between 5-10 years, 28% between 11-15 years and 37% above 15 years. The respondent age were ranged between 20 and 50. Half of them were between the ages of 20-30, 45% were between 31- 40 and the remaining 5% were 41-50 years of age.



Graph I: Sex of questionnaire respondent

Table III. Educational level

No.	Educational status	Frequency	%	Valid Percent	Cumulative Percent
1.	Illiterate	83	26.9	26.9	26.9
2.	Elementary/ Secondary	97	31.5	31.5	58.4
3.	Certificate	72	23.4	23.4	81.8
4.	Degree & above	56	18.2	18.2	100.0
5.	Total	308	100.0	100.0	

4.1. Human and Environmental Protection

4.1.1. Mughher Cement Factory controls air and water pollution

According to the factory printed document Mughher cement factory produces 1.5 million clinker or 2.2 million tone cement annually that suits to the construction of the country. The factory uses environmental friendly paper made cement cover/packaging material (MCF Broacher, Feb. 05, 2018). The factory keeps the standardized quality assurance system from the raw materials to the final cement production process. It has modern and fully equipped laboratory center for this purpose. As a result the cement products are approved by the Ethiopian conformity assessment enterprise and fits international quality standard (Ibid).

According to focus group discussion of Chanchu Woreti (FGD1) and Reji Mekeda (FGD2) Kebeles response, the community has negatively influenced by the factory heavy dusts especially in winter season or dry times. According to Chanchu Woreti focus group discussion (FGD 1) the dust pollutes the water bodies, their crops, air, animals and everything in the kebele. The dust during flowering time of the crops affects the flower of the seeds that: specially, decreases their agricultural production. The kebele group discussion respondents (FGD1) added that recent times the factory has been replaced by new technology that helped to reduce air pollution (FGD1, June 22, 2019). However, according to the respondents of Mughher 01 kebele response, the kebele is relatively not affected by the factory dust due to its relatively far location (Ibid).

The data obtained from the questionnaire showed that 43.2% of the respondents agreed that MCF controls air and water pollution: however, 48.1% of them disagreed on the control of air and water pollution, which supports the idea of Chanchu Woreti and Reji Mekeda Kebele respondents. And the remaining became neutral. This shows that the factory has problems in controlling air and water pollution in the surrounding community that affects the productivity and health of the people.

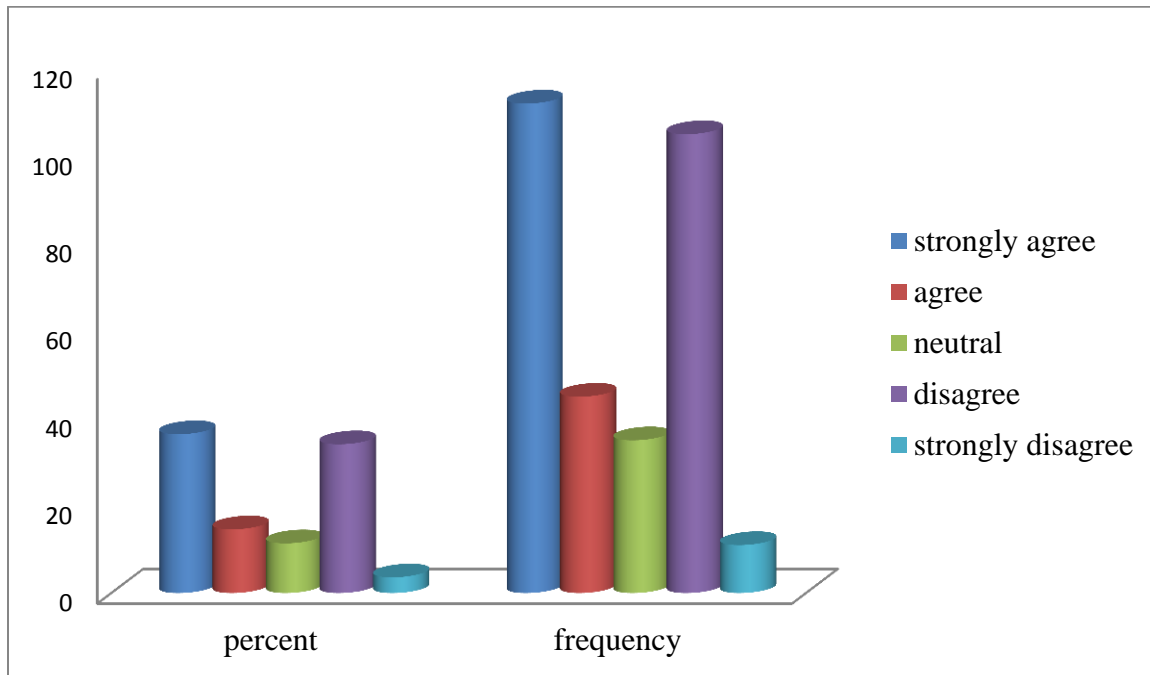
4.1.2. Mughher Cement Factory controls noise pollution

The community participated in the group discussion (FGD2) replied that since Mughher Cement Factory (MCF) is located in the territory of Reji Mekeda Kebele, there is sound pollution especially during night times (FGD2 June 30,2019). However, the rest two kebele discussants noted that the community is not affected by the noise of the factory. According to the response

from the questionnaire, 70% of the 308 respondents agreed that the factory controls noise pollution. Recently it uses the new technologies to minimize noise highly (Interview1, April 20, 2019).

4.1.3. Mughher rehabilitates the degraded area used

The factory mainly brought its raw materials from far lowland kebele within the Adeaberga woreda that the group discussants responded (FGD1, June 22, 2019). They responded that the factory leaves the degraded areas without any recovery. In contrary, the interview with the factory manager showed that Mughher cement factory have its own seed nursery center that different types of tree species grow to rehabilitate the degraded mining areas (Interview2, April 13, 2019).



Graph II. Rehabilitation of the degraded area

The above graph indicates that 51% (157) of the respondents agreed the factory rehabilitates the degraded area where as 37.7 % were disagreed on its rehabilitation.

4.1.4. Mughher Cement Factory removes its waste materials

The two kebele group respondents agreed that the cement factory has no problem in relation to the removal of waste materials (FGD1 and 2, June 22-30, 2019). The interview result of the factory ITCMD also replied the same sound (Interview1, April 20, 2019).

According to the data obtained from the questionnaire respondents 64.3% of them agreed that the factory removes its waste materials properly and 27% were not agreed.

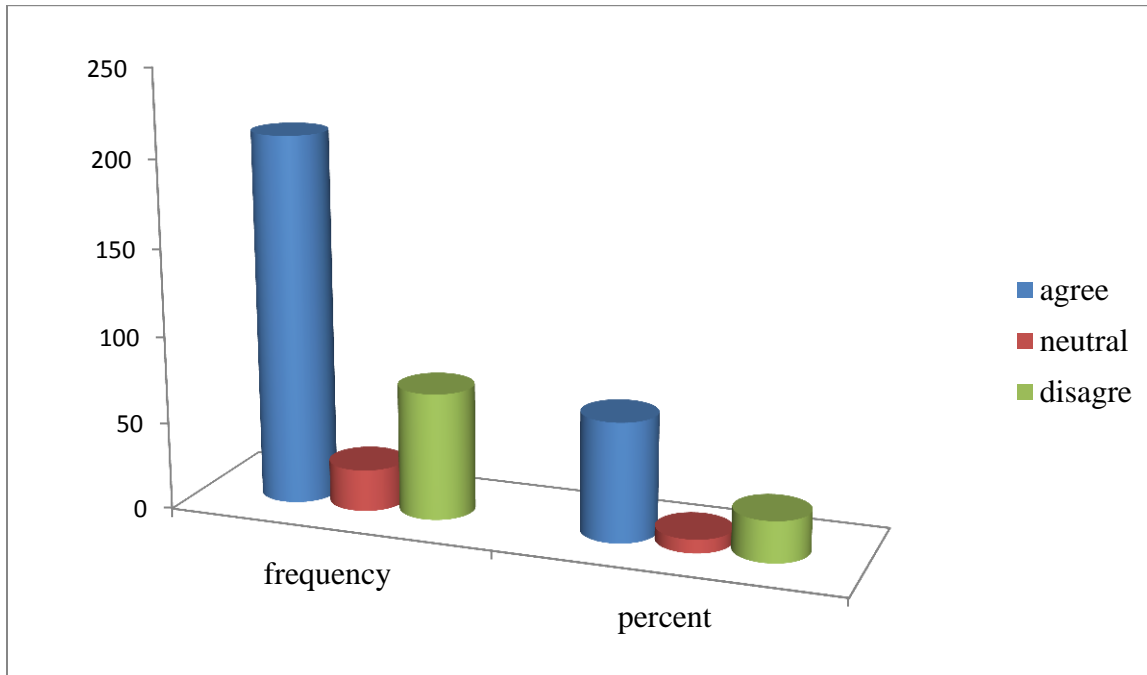
4.1.5. Mughher Cement Factory plant trees annually

The interview with the factory ITCMD showed that Mughher cement factory has its own seed nursery center that different types of tree species grow. According to him until this time 31.4 hectare land is covered with trees and protected from any human attachments (Interview1, April 20, 2019).

According to him Endemic trees like acacia, alsimba-girar, aspidita, and different grass species are planted and Vitver grass helps to absorb dust emitted from the cement factory. He also added that the factory covers vast areas of land vitver grass to rehabilitate the degraded area and also increases the beauty of the area. In addition to this commercial tree species like coffee, avocado, papaya etc. tree species has been prepared in the nursery center and distributed to the local communities. As a result, the communities are benefited from this in changing their lives to educate their children and feed them (Interview1 April 20, 2019). He also said above 40,000 trees planted annually around the factory.

In 2018 near 50 thousand trees planted by the factory of which 17,138 were coffee seeds from the nursery center and distributed to the local farmers without any payment. The factory participating 216 people and pays 520,310 birr for this service and other activities (MCF 2018 report: June 30, 2019). In 2019 in Mekeda, Sand stone, Biretena, and Tateq forests treated/cultivated 15,483 trees to rehabilitate the area. In addition 220,500 trees with variety of species distributed to the local community. For this activity over 439,406 birr budgeted and 143 people employed in planting the trees (MCF 2018 report, June 30, 2019).

Similarly, the group discussants replied and believed that the community has got both commercial and none commercial plants freely from the factory and fulfill its responsibility in protecting the environment by afforestation (FGD1 June 22, 2019). The discussant also replied its wide protected forest coverage of the factory has. However, they complained that they couldn't graze their animals in the forest. On the other hand, the factory was supplying agricultural seedlings but because of the change in the factory manager they unable to continue its supply after 2014s (Ibid).



Graph III. Mughher cement factory plant trees annually

4.1.6. Mughher Cement Factory supplies electric energy

According to the interview of information technology and change management director, Mughher cement factory has invested 2.4 million birr to supply electricity to the local community (Interview1, April 20, 2019). He noted that to answer the long lasting question of the surrounding people the factory covered the cost of 841,728 birr electric power entered to Kela kebele and 1.32 million birr to Michira kebele with a total cost of 2.15 million birr in 2018. In addition the factory has planned to support other kebeles too (Ibid). Whereas the group discussants stated that Chanchu Woreti kebele have problems of electric power supplies (FGD1 June 22, 2019). But Chanchu Woreti kebele discussants stated very few households are benefited electric power from generator donated by World Vision Ethiopia in collaboration with Oromia regional state than Mughher Cement Factory. In contrary, in 2018 one million birr budgeted for the construction of Electricity in Michira kebele.

The data obtained from the questionnaire showed that 86.4% of the respondents mostly from Mughher 01 and Reji Mekeda kebeles agreed that MCF supplies electric energy to the community. This shows that the factory performs its CSR in supplying electric energy

4.2. Social responsibility activities

The interview showed that Mughher cement factory from its beginnings works with the benefits of the community living around it (Interview2 April 13, 2019). According to him the factory fulfills basic social needs of the society and it works strategically in smoothing the relationship with the community in making belongingness. To increase transparency and to fulfill its accountability the factory works with federal, regional and local concerned bodies and implements its responsibility in the surrounding kebele (Ibid). The kebele discussants also replied that Mughher cement factory is our father in answering social questions of the community (FGD1 and 2, 13&20, 2019). Hence Mughher cement factory gives different social services to the community, it has wide acceptance. MCF manager stated that the factory has done various activities like outside the woreda and within Oromia region such as Ambo, Wellega, Burayu, Holeta, Adama, Sululta towns the factory constructed schools, health centers, justice offices and seasonal roads that connect kebeles to kebeles (Ibid).

The interviewer replied that Mughher cement factory employees are more of from the local and works different developmental activities that helps to build image and beloved by the community that helps to make peaceful working environment within the factory (Interview2, April 13, 2019). In addition to the nearby community, the factory supported 250 quintals of PPC cement for the citizens displaced from Ethio-Somali region to build home (MCF 2018 report, June 30, 2019). Investing 50,000 birr exercise books, bags and stationary distributed to the needy students living in the five kebeles around Mughher cement factory. In the last 10 months nine million birr invested for different social affairs and sponsorships (Ibid).

4.2.1. Mughher supports Primary/Secondary education

In the education sector Mughher cement factory plays a pivotal role in Adeaberga woreda. Moka elementary school, established in 1985 constructed by Mughher cement factory was its first contribution to the local community. In addition to this the factory builds Mughher elementary school to Derba community (Interview3, April 20, 2019). The interview with the director of the school stated that in Adeaberga woreda Mughher cement factory constructed Mughher community school from kinder garden to secondary and preparatory school in 2001. The school teaches the children of the local community and staff of the factory (Ibid). According to him the school

solves the scarcity of high school in the local area, which helps students to minimize the withdrawal rather to continue their education (Ibid).

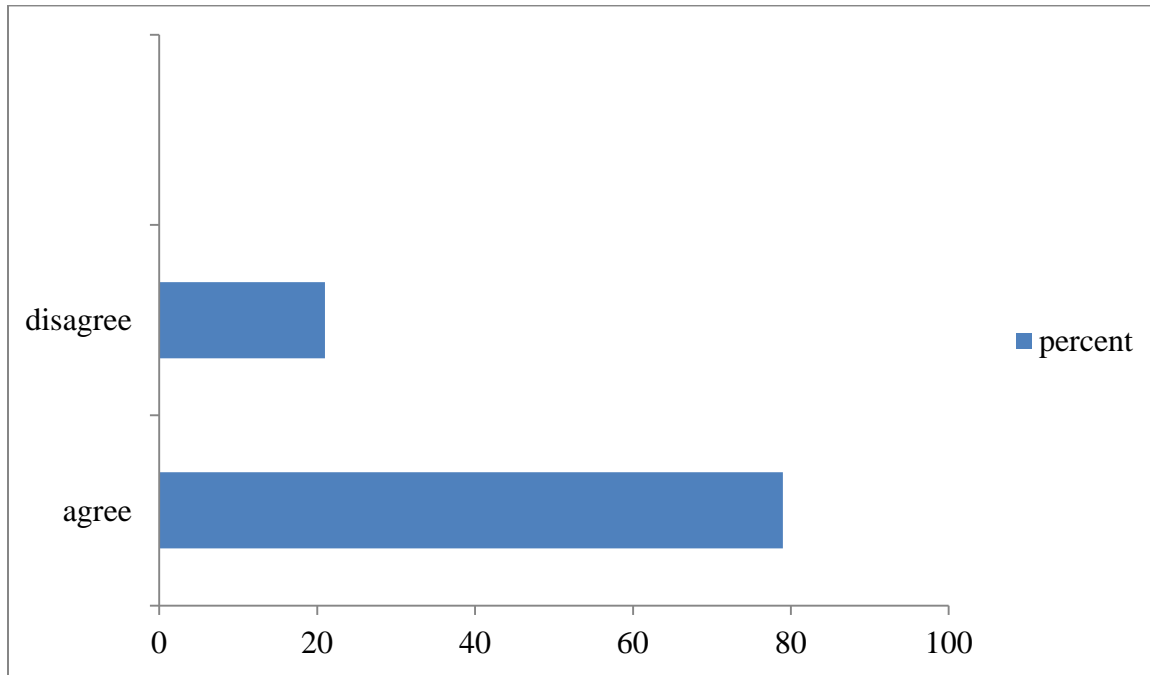
Further the factory expanded and furnished Weyu Chanchu elementary school in 2016, constructed Kobaluto elementary and junior school, Bayowogide elementary school in 1997, UlaGora elementary and junior school in 1980(documentary, July 15, 2018).In addition MCF constructed Reji secondary and preparatory school in 2011 and expanded in 2018. In the expansion, the factory supports school materials such as furniture, library books, laboratory tools etc. (FGD2, June 30, 2019). The school teaches above 1600 students from 11 kebeles in Adeaberga woreda and other nearby woreda (Documentary, July 15, 2018). The group discussants of Mughher 01 kebele strengthen the above idea. By investing over 3 million birr three elementary and secondary schools built around Mughher cement factory, of which 2.7 million is invested to construct Reji secondary school (MCF 2017, June 30, 2018 report). Likewise, Mughher secondary school construction inaugurated in 2018 by investing 5 million birr of MCF (MCF 2018, June 30, 2019).

The construction of the school helps to alleviate the problem of student dropouts due to school distance from their family. The construction of the school protects women students from gender violence they face before which force them to lag from their peers (Interview4, April 20, 2019) However, Chanchu Woreti discussants expressed their idea differently that schools like Bireti School become older due to its age and it needs due date maintenance which does not get attention by the factory (FGD1, June 22, 2019). 60%of the questionnaire respondent also agreed that MCF constructed different grade label schools in the woreda different kebeles.

4.2.2. Mughher Cement factory donates for public health sector

Mughher cement factory plays a key role in health service in the community. The factory constructed Mughher health center in the woreda. The interview showed that Mughher health center has 11 beds that serve over 25,000 local and organizational communities. The health center has medical doctors, health officers, nurses, laboratory technicians and pharmacists. It gives service such as women and child treatment; light surgery, delivery services, vaccination services to women and child, emergency cases, pharmacy, HIV/AIDS treatments, ambulance services are given with fair price to the community (Interview1, April 20, 2019).In addition to this, and the factory constructed two health centers to the surrounding community (Ibid). The

report also added Mughher health center gives the surrounding people volunteers HIV/AIDS blood testing, consultancy service and medicines to the HIV/AIDS patients (MCF 2017 report, June 30, 2018). Even though, the group discussants strengthened the above ideas Mughher health center has limitations and shortages of medicines and physicians (Interview2, April 13, 2019).



Graph IV MCF funds for health sectors in the woreda

The above graph clearly showed that 79% of the respondents agreed the factory highly support of health centers in the woreda.

4.2.3. Mughher Cement Factory creates employment opportunities

The information obtained from the interview showed that Mughher cement factory employe/ hiyer professional experts. They invite employees for competitive vacancy announcement in Mughher, Derba, Adama, Tateq and Addis Ababa offices. So the local community can be competed and benefited from such employment opportunities. ITCMD stated the following:

Low level and nonprofessional vacancies like daily labor, safety and protection jobs, cleaning etc. are given to the local community. The factory has 17 level of vacancy and the management decided that since 2010, below 6 level vacancies are purposefully given to the surrounding community. Out of 960 permanent employees of the cement factory 60% of them are from the local community. Even new graduates are benefited from the vacancies. This situation helps the community to

consider the factory more concerned and belongingness (Interview1, April 20,2019).

In relation to job opportunity, documents tells that above 2000 young people grouped in 42 unions of which 700 of them are suppliers of raw materials of the local are benefited. They supply raw materials such as gypsum, clay and pumice to the factory. Others supply food and drinks to the employees of the factory. There are also daily laborers, drivers and their assistants of heavy vehicles from the locality. The factory gives opportunity over 1433 permanent employees and over 42 small scale unions (MCF broacher, Feb 5, 2018).

In 2017 budget year the factory employed 163 permanent employees in Mughher and Tateq branches of the cement factory from the local community and another 49 people employed who came from other parts of the country. Furthermore, over 1220 Ambo University students in building material, construction and geology visited the factory and another 66 students practiced in the cement factory which costs above 22 thousand birr (MCF 2017 report, June 30, 2018). 63% of the questionnaire respondent reacted that the factory creates new employment opportunities to the community in various fields.

In the other side the kebele communities in Chanchu Woreti and Reji Mekeda kebeles agreed that the factory employed only low level and contract employees of the kebeles but medium and higher level employment vacancies are announced in Addis Ababa and other cities: since the factory is run by the federal government. Thus, the kebele educated people loose chances to be employed. Due to this the kebele educated youngsters are still unemployed (FGD1, June 22, 2019).

4.2.4. Mughher supports construction of roads

Road is vital for socio-economic development of the society. The documentary showed that there was communication problem from Meta welkit to Adeaberga woreda because of Kechuma River. To solve this Mughher cement factory constructed 20 km all season road, and standardized bridge to communicate the community of the two woreda (documentary, July 15, 2018). Thus, the construction of the road and bridge creates opportunities for the socio-economic activities of the local community. The roads that connect kebeles within Adeaberga woreda are constructed by Mughher cement factory (Interview2, June 30, 2019). In 2018 the factory constructed and

upgraded Holeta to Mughher seasonal road to asphalt with 480 thousand birr (MCF 2017, June 30).

The FGD in Mughher kebele 01 showed that the factory funded to the construction of interior road by supplying raw materials, loader, excavators, grader, and different necessary inputs (FGD2, June 30, 2019). Similarly, the discussants in Reji Mekeda kebele explained that the factory constructed concrete road which connects the kebele with Mughher kebele 01 and currently it is constructing additional road to connect the other kebeles (Ibid). Similarly 63% of the respondent agreed the support and construction of road of the factory to the community. In the other side Chanchu Woreti kebele community discussants noted that even though the factory constructed road and bridge, during the rainy season it is very difficult to use for transportation (FGD1, June 22, 2019). According to the discussion, based on the community request to upgrade the road and the bridge, the factory promised but still it is unable to implement it (Ibid).

4.2.5. Mughher cement factory supplies water to the community

Mughher cement factory constructed a lot of constructions on water supply in different areas with in different years. According to IT and change management director of the factory, Mughher supplies water to the local community (Interview1, April 20, 2019). Their report also stated that the factory constructed water pipeline to supply water to 100 house hold living at traditionally named as 'China sefer', the people living Mughher surroundings that costs over 20,000 birr (MCF 2017, June 30, 2018). To solve the shortage of water, the factory also supplied 210,000 liter of water for 8 days costing 54 thousand birr (Ibid). Likely, 53% of the respondent agreed the support and supply of MCF towards pure water supply.

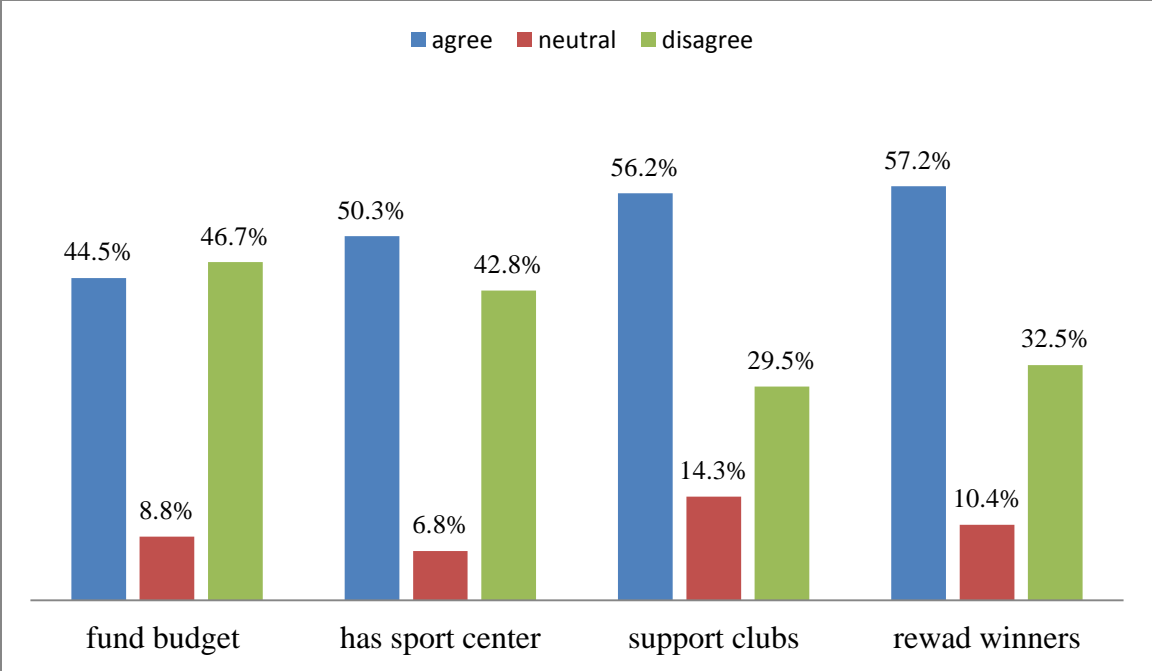
In addition, the interview result with Mughher kebele 01 administrator and focus group discussants showed, to solve water shortage problem in the kebele the factory asked the kebele proposal and its readiness to solve the community problem (FGD2, June 30, 2019). However, Chanchu Woreti kebele discussants described the seriousness of the kebele water shortage. Similarly, Reji Mekeda discussants stated that the transfer of the budgets to supply water to the lowland areas of the woreda disappointed the community (Ibid).

4.3. Sport Activities

Mugher cement factory community and the local community noted that Mugher cement factory supported sport activities and has budgets. Accordingly 2018 report stated that Western Shoa zone 2018 competition held in Ambo city has been supported by the factory (MCF 2018 report, June 30, 2018). The factory with the collaboration to the local community participated in football, volleyball and athletics sports and covered 152,000 birr (Ibid). Even though the report mentioned the support of sport activities, the community in Reji Mekeda and Chanchu Woreti kebele stated that there are no clear budgets and no sport centers around them. In the other side 50% of the respondent agreed the sufficient of sport centers in the woreda.

According to IT and change management director of the factory, Mugher cement factory supports sports for long period of time such as athletics, football, table tennis and volleyball. According to him Oromia region, where the factory is found, is known in athletics which Mugher has been contributing a lot (interview1, April 20, 2019). Worldwide known long distance athletes like Gezahegn Abera, Kenenisa Bekele, Genzebe Dibaba are the results of Mugher (Ibid). He noted that the factory has national and continental level volleyball teams. In 2018 the team participating, the African volleyball competition representing Ethiopia held in Egypt and had strong football team before competing in the premier league of Ethiopia. This shows the factory high contribution of professionals to the national teams in different fields of sport. In the other side, Mugher group discussants mentioned that at the lower level, there are sport projects in Assela, Adama and Mugher cities (FGD2, June 30, 2019).

Finally, the factory manager noted that Mugher cement factory gives recognition and prize for those who win matches in different sport activities and competitions (Interview2, April 13, 2019). 57% of the respondents also shared the manager idea. The graph below shows the factory commitment of sport activities to the community.



Graph V. MCF supports sport activities

4.4. Applicable Public Relations and Communication tools

Surrounding the factory there are 5 kebeles that works in collaboration with Muger (interview1, June 30, 2019). He added that the people are represented with community leaders, youth, women associations, kebele leaders, and religious leaders etc. that formulates a committee who have continuous monthly meetings with the factory. The committee helps to identify needy people, unemployed people to be supported. And also the committee helps in protecting the security of the kebeles including the cement factory. Such activities help the factory to have strong relation with the community. The factory gives priority and focuses on the issues raised by the people. Every activity of the development is lead in collaboration with the committee leaders (Ibid). This clearly indicates the transparency of the factory to the local community and or community representatives.

4.4.1. Muger Cement factory uses prints as communication tools

According to IT and Change Management director, the factory used different communication tools to aware the activities of the factory. The factory prints and distributes calendars, caps, T-shirts, pens, exercise books, banners, brochures and news magazines annually and during events (Interview1, April 20, 2019). Similarly the all kebele discussants agreed the above

communication tools are used by the factory to communicate with them (FGD1, June 22, 2019). Most of the respondents agreed the use of print media as communication tool with the community whereas 33% respondents disagreed

4.4.2. Muger uses meetings to communicate the surrounding community

According to the interview obtained from IT and Change Management director:

The factory communicates monthly with representatives of different groups of the society. For example the management of Muger cement factory meets with youth and women association leaders, elders and religious leaders, peasant association leaders, kebele and woreda administration leaders, school and health centers administrators on development, social and security issues. Quarterly the factory meets the community and discussed on the above issues that helps to arrive in common understanding (Interview1, April 20, 2019).

The marketing department of cement factory produced 30 minute documentary film in 2018 on corporate social responsibility activities of Muger with the title ‘TibqTisisir’ meaning strong intimacy. The factory also uses the meeting to distribute magazines, broacher’s and other communication tools during meetings (Interview1, April 20, 2019). 55% of respondent agreed on the regular meeting of the factory leaders and the community representative and leaders on the above agendas. The report added that the factory meets Adeaberga woreda administrators, agriculture experts, justice sector, and four peasant associations, elderly people to keep peace and security, plant trees and other participatory activities quarterly (MCF 2017 reports, June 30,2017). As a result of the meeting grazing grass, that costs over 90,000 birr were given to the local farmers (Ibid).

The kebele community discussants agreed the meeting between the factory and the administrators and representatives monthly on the plan and implementation of development, peace and security issues, but they denied their participation quarterly (FGD2, June 30, 2019). They also added even though there is plan on the above issues there is a great gap between the plan and the implementation (Ibid).

On the other side the factory report stated that to protect the security of the area the factory worked with the command post and paid 60,000 birr in 2017. In addition 22 associations who

supply raw materials working in Muger, Tateq and Addis Ababa discussed about the cost of the material and arrived in consensus (MCF 2017report, June 30, 2017).

4.4.3. Muger cement factory have communication strategy

According to ITCMD, Muger cement factory gives short awareness creation activities in relation to change management on organizational vision, mission, values and objectives. But the factory has no communication strategic plan yet. He added that with the support of Kyzen institution, the factory trains about result oriented, material handling and re-cycling, Kyzen principles and its implementations (Interview1, April 20, 2019).

4.5. Reputation/ Image building Level

4.5.1. The community have positive attitude towards Muger

The interview stated that the factory benefits the community in its life time so that most of the community accepted the factory (Interview1, April 20, 2019).The public considers the factory as its own wealth/property and base for their lives. According to the information, last year in 2018, during the violence, where many companies had been attacked and nearby cement factory named by Dangote cement factory manager were killed, the local community was protecting the factory. Therefore, the local community has strong positive attitude towards the factory (Interview1, April 20, 2019). Similarly the community discussants also briefed their view toward the factory. The information obtained from Reji Mekeda and Muger kebele 01showed that the factory and the community have positive relationship in most aspects (FGD2, June 30, 2019). In addition, Chanchu Woreti discussants i.e. kebele manager, DA, and different community representatives replied that in the earlier times the factory had strong activities in socio-economic developments. But nowadays there are limitations of implementing promises and plans; in addition there is lack of finishing started projects (Ibid).

In general the community listed the presence of unemployment, road and bridge problems, shortage of water and electric supply that they want to be solved by the factory: but the community says the factory that “የሙገር ሲሚንቶ ፋብሪካ የኛ አባት ነው። አባት ቢሰጥም ባይሰጥም የኛ በመሆኑ እንዲኖርና እንዲጠበቅ እንፈልጋለን።” meaning they considered the factory as their father and they call it. Weather father gives or not we want to continue and

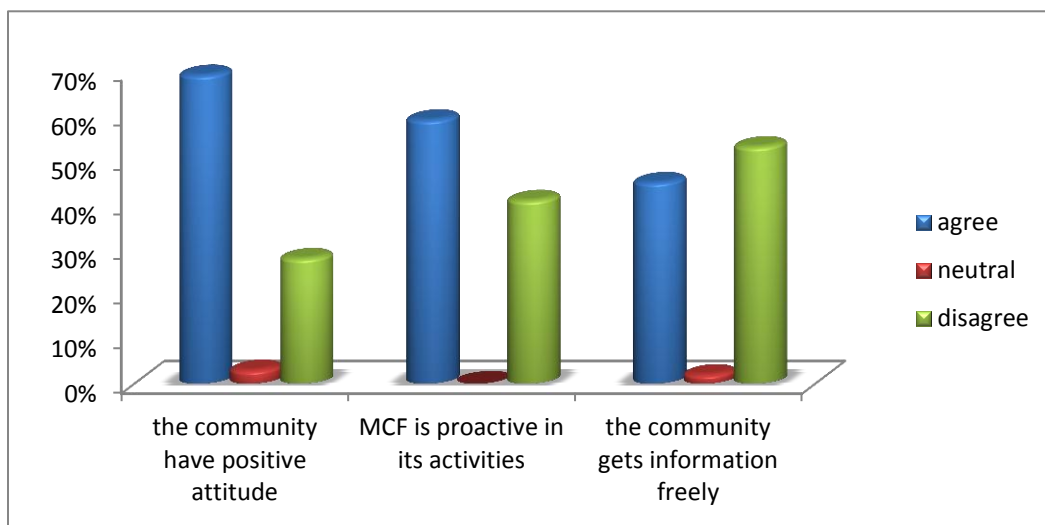
survive (Ibid). 69% of the data gathered from the respondent showed their positive attitude towards the factory.

4.5.2. The community can get information freely

According to the information obtained from IT and change management director, the factory is open for anybody including the surrounding community (Interview1, April 20, 2019). As he stated the factory prepares both print and electronic data and information for those who are in need proactively. In addition, the factory gives information during events, meetings and occasions like sport activities(during Mughher team playing) and when gusts comes to the factory (Ibid). Mughher 01 kebele community agreed on the above statements the manager listed. In contrary, Chanchu Woreti discussants said:

The factory doesn't give timely response to questions raised by the community i.e. the question of grazing in the vast area, water, and fenced great fertile farm land. Even though, when they ask questions the factory put preconditions first to discuss with the woreda, region and federal authorities instead of timely response. The factory also said us you are going to raise violence against the factory and we became prisoner and sentenced (FGD1, June 22, 2019).

The graph below showed the community attitude towards the factory, it's proactively and information access of the community responded to the questionnaire.



Graph VI. Reputation/image building

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents brief conclusions and recommendations of the research findings. As a result, the first issue to be discussed here would be the conclusions of the interviews, document analysis, focus group discussions and questionnaire results. Possible recommendations are also suggested based on the research findings that could help to strength corporate social responsibility in relation public relations and strategic communications in Mugher Cement Factory.

5.1. Conclusions

Based on the findings obtained, the following conclusions have been made. The finding in the study indicates that Mugher Cement Factory have more of strong points than weak points. The factory performs different activities to fulfill corporate social responsibility of the surrounding kebeles. It supports the community on human and environmental protection, social supports, participate in sport activities, in relation to transparency and accountability the factory participates the administration, community and their representatives continuously to assure its sustainability.

The factory keeps the environment clean and neat to save the surrounding community from negative side effects. It uses the standardized quality assurance system from the raw materials to the final cement production process by using modern and fully equipped laboratory Centre of this purpose. Recently, the factory has been replaced by new technologies that helped to reduce air pollution. Due to this the factory gets approval from Ethiopian conformity assessment enterprise and international quality standard. However, in the earlier times, in Chanchu Woreti and Reji Mekeda Kebele, the community was influenced by the factory heavy dusts especially in winter season or dry times..The dust pollutes the water bodies, their crops, air, animals and everything of the community. The dust during flowering time of the crops affects the flower of the seeds that decreases their agricultural production. Even though, recently, it uses the new

technologies to minimize noise pollution highly, in Reji Mekeda Kebele, there is sound pollution especially during night times.

This shows that the factory more or less uses technologies to be modernized: but, it has still problems in controlling air and water pollution in the surrounding community that affects the productivity and health of the people.

Whereas, to solve air and water pollution, the factory has its own seed nursery center that different types of tree species grow to rehabilitate the degraded mining areas. However, the factory has no problem in relation to the removal of waste materials. The factory plants different Endemic Trees like Acacia, Alsimba-girar, Aspidita, and different grass species are planted and Vitver grass helps to absorb dust emitted from the cement factory and to increase the beauty of the area. In addition to this commercial tree species like coffee, avocado, papaya etc. tree species are prepared in the nursery center and distributed to the local communities. Though, the communities are benefited. The factory also distributed trees with variety of species to the local community. However, the community complained that they couldn't graze their animals in MCF owned vast forest.

Mugher Cement Factory supported the community in electric and water supply. The factory constructed water pipeline to supply pure water. However, it has limitations in widening and expansion to all households.

Mugher Cement Factory builds different level of schools in different kebeles in the woreda: and supports school materials such as furniture, library books, laboratory tools etc. The factory solves the scarcity of high school in the local area, which helps students to minimize withdrawal or dropouts due to school distance from their family. In the earlier times because of school distance there was gender violence, abduction and rape, which forced them to lag from their peers.

The factory constructed Mugher health center in the woreda. The health center has fulfilled basic medical equipment and medical physicians. The health center gives women and child treatment, light surgery; vaccination services to women and child, emergency cases, pharmacy, HIV/AIDS treatments, and before, during and after delivery ambulance services with fair price.

Mugher Cement Factory employed the surrounding community to minimize unemployment. The factory has 1433 permanent employees and more than 2000 youths grouped in 42 unions of suppliers of raw materials, food and drinks to the employees, daily laborers, drivers and their assistants of heavy vehicles from the local community. However, the community complained of employing only low level and contract employees of the kebele.

The construction of road and bridge creates opportunities for the socio-economic activities of the local community. Mugher Cement Factory constructed numbers of main and interior road and bridge in the woreda. But some roads were not asphalt and this affects the transportation during the rainy season.

Mugher cement factory with budget supports sport activities for long period of time such as athletics, football, table tennis and volleyball. But some kebeles has not supported by mugher; and it needs improvement. Mugher Cement Factory gives recognition and prize for those who win matches in different sport activities and competitions.

Mugher cement factory used different communication tools to aware the activities about the factory. The factory prints and distributes to stakeholders and community calendars, caps, T-shirts, pens, exercise books, banners, brochures and news magazines annually, during events and meetings. Also it prepared documentary film on corporate social responsibility activities with the title of 'TibqTisibir' meaning strong intimacy. There is meeting between the factory and the administrators and representatives monthly and quarterly respectively on plan and implementation of development, peace and security issues.

In general, it works different developmental activities that help to build image and beloved by the community that helps to make peaceful working environment. The factory gives short awareness creation trainings in relation to change management on organizational vision, mission, values and objectives. The factory fulfills basic social needs of the society and it works strategically in smoothing the relationship with the community in making belongingness. The local community has strong positive attitude towards the factory. They consider the factory as their own wealth/property and reflected it as their father. However, the factory has limitations in giving immediate information and feed back to the local community.

5.2. Recommendations

Based on the findings of the study, the following recommendations are forwarded.

1. The community around Mughher cement factory have positive attitude towards the factory, so that it should work on promoting social values and norms of the society to operate for long time.
2. Corporate Social Responsibility program should be owned and participated by the community,
3. The government should have clear regulation and proclamation on the ratio of companies budget to fulfill their corporate social responsibility and to promote the participation of the society for the sake of benefiting the surrounding people. Federal and regional governmental bodies should monitor whether the companies are carrying or violating in fulfilling their responsibility, to make them more accountable.
4. Information should be free because each community can contribute a lot in his or her way to the factory development.
5. Mughher Cement Factory needs to engage in serious commitment to promote responsible and perform promises of the community.
6. The factory should promote the activities related to corporate social responsibility to build its image and reputation.
7. To get social license, active engagement on corporate social responsibility is vital for its image and reputation.

5.3. Future Research

The writer of this research work doesn't believe that this research can satisfy the demands on CSR practices. Therefore, other similar research works will satisfy more question and demands on the area. Thus, it is recommended that other studies on CSR practices will definitely fill the gap. Moreover, the researcher would like to recommend Mughher Cement Factory should take a look at the findings and recommendations of this research paper so that it can fill the gap in corporate social responsibility related activities.

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- Interview4 (April 20, 2019) Student
- MCF 2017 Report (June 30, 2017)
- MCF 2018 Report (June 30, 2018)
- MCF Broacher (February 5, 2018)

ANNEX

Appendix I

Interview guide for the Semi-Structured Interview

(For PRs head or concerned body in MCF)

- A. The researcher introduced himself and told the interviewee the aim of the interview.
- B. Let the interviewee to introduce his name, education level, year of experience, position
- 1. Do Mugher Cement factory have plan to CSR and strategic plan on communication?
- 2. Is your factory fulfilling its CSR in relation to socio-economic and environmental etc. activities?
- 3. In what way Mugher cement factory is communicated with the community?
- 4. What tools, channels of PRs do you use in the corporation to communicate the society?
- 5. How do you evaluate the Communication/PR of the organization in developing Strategic communication opportunities for building bridges between the organization and its stakeholders to maintain and develop a good reputation?
- 6. How do you explain the relationship of the organization with the local community?
- 7. How do you evaluate the responsibility of the organization in participating local community?

Thank you for your co-operation!

ለሙገር ሲሚንቶ ፋብሪካ ኮሙኒኬሽን ኃላፊዎችና የሚመለከታቸው አካላት ቃለ-መጠይቅ
የቀረቡ ጥያቄዎች

ሀ. የዚህ ጥናት ባለቤት ራሱንና የጥናቱ ዓላማ አብራርቷል።

ለ. ቃለ-መጠይቁ የሚቀርብላቸው አካል ራሳቸውን፣ የትምህርት ዝግጅት የስራ ልምድ እና በተቋሙ ያላቸውን የስራ ሚና ወይም ኃላፊነት እንዲገልፁ ተደርጓል።

1. ሙገር ሲሚንቶ ፋብሪካ የኮሙኒኬሽን እና ተቋማዊ ማህበራዊ ሃላፊነቱን ሊወጣ የሚያስችል ስትራቴጂክ ዕቅድ አለው?
2. ሙገር ሲሚንቶ ፋብሪካ ተቋማዊ ኢኮኖሚያዊ እና ማህበራዊ ሃላፊነቱን እየተወጣ ነው ብለው ያስባሉ? መልስዎ አዎ ከሆነ ማሳያዎች ቢዘረዝሩልን
3. ፋብሪካው በአካባቢው የሚገኙ ማህበረሰብ በልማት ጉዳዮች ከማሳተፍ አኳያ እንዴት ይገመግሙታል?
4. ሙገር ሲሚንቶ ፋብሪካ በምን መንገድ ነው በአካባቢው ከሚገኙ ማህበረሰብ ጋር በጋራ ለመስራት የሚገናኘው?
5. በአካባቢው ከሚገኙ ማህበረሰብ ጋር ፋብሪካው ምን የመገናኛ ዘዴዎች ይጠቀማል?
6. በአካባቢው ከሚገኙ ማህበረሰብ ጋር በመግባባት ላይ የተመሰረተ በታቀደ መልኩ አዎንታዊ ግንኙነት በመመስረት ረገድ የተቋሙ ኮሙኒኬሽን ክፍል ስራዎች እንዴት ይገመግሙታል?
7. በመጨረሻ ከዚህ ጋር በተያያዘ የሚያስተላልፉት መልዕክት ካለ

ላደረጉልን ትብብር እጅግ አድርገን እናመሰግናለን!

Appendix II

Addis Ababa University

College of Humanities Journalism and Communication

Public Relations and Strategic Communication

Questionnaire to be filled by the Community surrounding Mughher Cement factory

Dear Respondents,

The purpose of this questionnaire is to collect data for the research work on the title of **analyzing the practice of Corporate Social Responsibility in relation to strategic public relations**. Your information is vital for the study and it will have greater input to the dependability of the research findings. Therefore, I kindly request you to provide your genuine answers to the questions that appear below. I would like to remind you that the answers you will provide is solely used for research purpose and kept **confidential that will not be disclosed to anyone**. Please simply tick (√) the appropriate response for the following questions. **Thank you in advance for your kind cooperation!**

Part I- Personal information- Please **circle** or **write** your responses for the following personal information based on the type of questions.

A) Please **circle** your responses for the following personal information

1. Sex: A. Male B. Female
2. Marital status: A. Married B. Unmarried C. Widow/Widower
3. Age: A. 20-30 B.31-40 C. 41-50 D. above 50
4. Educational level:
A. Illiterate B. Primary/Secondary school C. Certificate/diploma D. Degree and above
5. Years of living in the kebele
A. below 5 years B. 5-10 years C. 11-15 years D. above 15 years

Part II- Major Questions

Please make a tick (√) mark on your choice that is provided in front of each question.

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

No	Items	1	2	3	4	5
I	Human and Environmental Protection					
1	Mugher Cement factory controls air and water pollution					
2	Mugher Cement factory controls noise pollution					
3	MCF rehabilitates the degraded area used					
4	MCF company removes its waste materials					
5	Mugher Cement factory plants tree annually					
6	MCF supply electric power to the community					
No	Items	1	2	3	4	5
II	Social responsibility activities					
1	MCF supports primary/secondary education					
2	Mugher Cement factory donates for public health sector					
3	Mugher Cement factory creates employment opportunity					
4	MCF supports construction of roads					
5	MCF supplies water to the community					
No	Items	1	2	3	4	5
III	Sport Activities					
1	Mugher Cement factory has budget to support sports					
2	MCF have enough number of sport centers					
3	Mugher Cement factory have clubs to support					
4	MCF gives rewards who win sport medals					
No	Items	1	2	3	4	5
IV	Applicable PRs and Communication tools					
1	MCF uses prints as communication tools					
2	MCF uses meetings to communicate its employees					
3	Mugher Cement factory have communication strategy					
4	MCF organizes events to promote its products					
5	MCF uses promotional clips to its products					
No	Items	1	2	3	4	5
V	Reputation/ Image building Level					
1	The community have positive attitude towards MCF					
2	MCF is proactive in its organizational activities					
3	The community can get corporation information freely					

Thank you for your co-operation!

ክፍል ሁለት፡- አበይት ጥያቄዎች፡- እባክዎትን ለእያንዳንዱ መጠይቅ ትክክለኛ መልስ ብለው የሚመርጡትን የእርማት ምልክት(✓) በማድረግ ይምረጡ

ተ.ቁ	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
ሀ	ሰብአዊና አካባቢያዊ ጥበቃን በተመለከተ					
1	ሙገር ሲሚንቶ ፋብሪካ የአየርና ውሃ ብክለትን ይቆጣጠራል					
2	ሙገር ሲሚንቶ ፋብሪካ የድምፅ ብክለትን ይቆጣጠራል					
3	ሙገር ሲሚንቶ ፋብሪካ የተጎዳ አካባቢን መልሶ ያድሳል					
4	ሙገር ሲሚንቶ ፋብሪካ ተረፈ ምርቱን ያስወግዳል					
5	ሙገር ሲሚንቶ ፋብሪካ በየዓመቱ ዛፎችን በመትከል ይንከባከባል					
6	ሙገር ሲሚንቶ ፋብሪካ ኤሌክትሪክ ማቅረብና ሃይል ቆጣቢ ስራዎችን ያከናውናል					
	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
ለ	ማህበራዊ ኃላፊነት ከመወጣት አኳያ					
1	ሙገር ሲሚንቶ ፋብሪካ የ1ኛና 2ኛ ደረጃ ትምህርትን ይደግፋል					
2	ሙገር ሲሚንቶ ፋብሪካ ለጤና ተቋማት እገዛ ያደርጋል					
3	ሙገር ሲሚንቶ ፋብሪካ የስራ ዕድል ለአካባቢው ህዝብ ይፈጥራል					
4	ሙገር ሲሚንቶ ፋብሪካ በመንገድ ግንባታ ይደግፋል					
5	ሙገር ሲሚንቶ ፋብሪካ ንፁህ ውሃ ለማህበረሰቡ በማቅረብ ይደግፋል					
	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
ሐ	ስፖርታዊ እንቅስቃሴ ከማገዝ አኳያ					
1	ሙገር ሲሚንቶ ፋብሪካ ለስፖርት ማዘውተሪያ በጀት ይመድባል					
2	ሙገር ሲሚንቶ ፋብሪካ በቂ የስፖርት ማዕከላትን ያቀርባል					
3	ሙገር ሲሚንቶ ፋብሪካ የሚደግፋቸው የስፖርት ክለቦች አሉት					
4	ሙገር ሲሚንቶ ፋብሪካ የስፖርት አሸናፊዎችን ዕውቅናና ሽልማት ይሰጣል					
	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
መ	የህዝብ ግንኙነትና ከሙኒኬሽን ተግባር ከማከናወን					
1	ሙገር ሲሚንቶ ፋብሪካ ህትመቶችን በመጠቀም ስራዎቹን ያስተዋውቃል					
2	ሙገር ሲሚንቶ ፋብሪካ የሱብሰባ መድረኮችን በመጠቀም ህዝቡን ያወያያል					
3	ሙገር ሲሚንቶ ፋብሪካ በታቀደ መልኩ ተከታታይ ይግንኙነት ያደርጋል					
4	ሙገር ፋብሪካ ስራዎቹን ለማስተዋወቅ የተለያዩ ኩነቶችን ይጠቀማል					
5	ሙገር ሲሚንቶ ፋብሪካ ሙዚቃዎች ሺዲዬዎችን በመጠቀም ራሱን ያስተዋውቃል					
	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
ሰ	መልካም ስም/ገፅታ ከመገንባት አኳያ					
1	የአካባቢው ማህበረሰብ በሙገር ፋብሪካ ላይ ጥሩ አመለካከት አለው					
2	ሙገር ሲሚንቶ ፋብሪካ በሚያከናውናቸው ተግባራት ቀልጣፋ ነው					
3	በሙገር ሲሚንቶ ፋብሪካ የሚከናወኑ ተግባራት ህዝቡ በነፃነት መረጃ ያገኛል					

ላደረጉልን ትብብር እጅግ አድርገን እናመሰግናለን!

Appendix III

Some CSR activities of the MCF



Reji Mekeda secondary school

Water supply in Reji Mekeda kebele



Road construction in Chanchu Woreti

Road maintenance in Reji Mekeda



Grass land and forest in Reji Mekeda kebele



Questionnaire respondents in Mugher 01 kebele



FGD in Chanchu Woreti kebele



FDG in Reji Mekeda kebele