



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**THE PRACTICE OF CORPORATE SOCIAL  
RESPONSIBILITY BY CHINA RAILWAY GROUP LIMITED  
(CREC) IN ETHIOPIA**

**BY: ABRAHAM TEREFE**

**January, 2018  
Addis Ababa, Ethiopia**

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**THE PRACTICE OF CORPORATE SOCIAL  
RESPONSIBILITY BY CHINA RAILWAY GROUP LIMITED  
(CREC) IN ETHIOPIA**

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**A Thesis Submitted to St. Mary's University, School of Graduates  
Studies in Partial Fulfillment of the Requirement for the Degree of  
Masters of Business Administration in Project Management**

**Advisor: Elias Nour (PhD)**

**January, 2018  
Addis Ababa, Ethiopia**

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## Declaration

I, Abraham Terefe declare that this project is my original work and has not been presented for award of degree in any other university and that all sources of materials used for the project have been properly acknowledged.

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Date:\_\_\_\_\_

## Endorsement

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Signature \_\_\_\_\_

Date \_\_\_\_\_

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## Approved by Board of Examiners

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## **Abstract**

The focus of the study is on the existence and practices of Corporate Social Responsibility and related problems in Ethiopia by taking China Railway Group Limited as case study in accordance with different Corporate Social Responsibility dimensions namely employee/labor treatment, consumer demands, social values and behavioral issues, Environmental Protection, Human right and Social justice, and transparency and anti-corruption. The findings of the study are believed to be relevant to employees, customers, and companies to implement Corporate Social Responsibility concepts and to get benefit from it. The study has been conducted on the basis of the mixed research techniques to assess the nature or practice of CSR related problems in the company. Purposive sampling technique was used in selecting respondents. Out of the total study population of 729 employees of China Railway Group limited and Ethiopian Railways Corporation, the samples size which has been selected for the study under consideration is 213, of which 118 are from China Railway Group Limited and 95 from Ethiopian Railways Corporation. Data were collected through questionnaires and field observation. Structured and unstructured interview have been also conducted with managers and administrators of the China Railway Group limited and Ethiopian Railways Corporation through open ended questions which are designed to elicit their perception about the nature of Corporate Social Responsibility in China Railway Group limited. The data collected through the questionnaires were coded, entered into computer and analyzed qualitative and quantitatively and presented in the form of tables and Charts using SPSS version 20 Software since it is appropriate for the study. Findings of the study have shown that China Railway Group limited gives high emphasis on the economic aspect of Corporate Social Responsibility on its practice. Budgetary problems, absence of strong interest and lack of support from government and other concerned bodies for the practice are also found to be major barriers on the company to perform Corporate Social Responsibility well. This thesis concludes with a discussion of the implications of these findings as well as recommendations.

**Key Words:** - Corporate social responsibility, Corporate Social Responsibility practice by China Railway Group Limited.

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## **Acronyms and Abbreviations**

CREC	China Railways Group Limited
CSR	Corporate Social Responsibility
ERC	Ethiopian Railways Corporation
EU	European Union
GTP	Growth and Transformation Plan
ICMS	International Certifiable Management Standards
STD	Standard Deviation

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

The universal thoughts of business concepts has led the business world towards a more advanced and well established system of transactions in which business organizations are required to provide best quality with environmental friendly and socially responsible products and services. Today, companies are working towards attaining the corporate social responsibility of a business concerned with benefit to all stakeholder groups by incorporating social, economic and environmental practices in to their business strategy (Crowther and Aras, 2008/20).

The idea of corporate social responsibility is believed to be introduced in the Anglo-Saxon world in 1950s with the idea of fulfilling socio-environmental concerns. Since then the issue has received universal attention on mass media, management practices and educational curriculum (Odetayo, Adeyemi and Sajuyigbe, 2014).

Later on, the concept of CSR gained higher attention and this led to the shift of CSR from an obligation to business strategic approach to gain profits. Organizations are obliged to revise their business approaches to find a middle ground between company and societal interests. In addition to the financial aspects of their operations, gradually, firms have started to adopt strategies and consider the social and environmental impact of their business activities (Kotler and lee, 2005).Williams (2009), explains CSR as a multi-dimensional issue in which the concerns of human rights, environmental protection, and proper management, sustainability, altruistic charity, stakeholder relation and etc. are incorporated.

Although broad emphasis is given for the theory and practice of CSR, a universal definition of CSR is not developed yet. European Commission 2002 defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders in voluntary basis”. Ziek, (2009) argued that, CSR represents an organization's commitment to economic, legal and ethical responsibilities. This indicates that the definitions and the concepts of CSR are developing. However, many scholars on the area

agree that CSR is a business approach which guides companies to run their business in a way that is morally acceptable, society friendly and developmental oriented.

Different approaches have been developed by companies to harmonize societal needs, the natural environment, and business interests under their operation. The extent (how well, how often and how deep) in which organizations perform their social responsibilities determines their business reputation and worldwide acceptance. It is possible to rate CSR performance of companies under three groupings. The two extremes are those companies that do not take any responsibility to society and the environment on their operation, and those companies that go far beyond the traditional profit oriented boundary of organizations and take full responsibility for the socio-economic, political and environmental dimensions of the host society. But the majority of firms practically put themselves somewhere in between the two extremes (D'Amato, et.al., 2009).

As it is stated on Kotler and Lee, (2005), philanthropic giving is mostly practiced approach for many companies corporate citizenship. Several practices can be incorporated on the approach such as donation of money, material, service /product, participation on community works (Awareness creation, free service etc.), charity and so on. However, there is still no worldwide uniformity on the models and practices of CSR. Unlike other underdeveloped/developing countries, there is relatively well-defined model of CSR in developed nations. But since the concept is becoming more global, it also become necessary to study whether it is mandatory to develop a CSR model that are specific to the country context or follow the already developed model as it is. Halmel, (2009) stated that Contextual factors and institutional environment influence corporate responsibility norms and practices.

Ethiopia is one of the developing countries where the concept of corporate Social responsibility and ethical code of conduct is not well-developed. Yet, efforts are underway in various business undertakings and sectors to incorporate CSR in their production process, marketing, and overall activities. This research has used an explanatory research design by studying the practice of CSR activities by China Railway Group Limited (CREC) in Ethiopia.

## **1.2 Statement of the Problem**

Since the concept of corporate social responsibility and ethical code of conduct is not well developed in developing countries, the same is true for Ethiopia. The country did not also have strong policy and regulation that assure and promote the implementation of social responsibility actions by companies Tewelde (2012). Free will is an important characteristic of CSR practice. Businesses with good CSR profile are those who voluntarily fulfill their obligations above and beyond the requirements of the law. This means that a socially responsible corporation must act in accordance with the legal regulations of the country in which it operates. Besides it is necessary to have defined standards that reflect a minimum standard of good CSR practice or performance requirements. Therefore minimum legal requirement is needed to ensure compliance with these minimum social and environmental standards so that corporate social responsibility can facilitate legal compliance and performance beyond the minimum legal requirements.

Yeneneh (2015) stated that corporate social responsibility can be manifested on organizations' commitment to go beyond company interest and initiate actions that will impact positively on its host community, its environment, and the people generally. CSR can be also an act of taking corrective measures for recognized negative consequences on the environment, individual citizens and society which are caused by business fallouts. Moreover, William (2009) mentioned that, CSR standards are related with many aspects of life such as human rights, treatment of labor, the environment, consumer protection, health, fighting corruption and transparency.

Yeneneh (2015) had conducted research under the title "The Role of Private Commercial Banks on Corporate Social Responsibility in Ethiopia" explores the practice of corporate social responsibility and the related governance on Ethiopian banking industry. He clearly stated that firms operating in Ethiopia rarely engage themselves with activities that proactively promote corporate social responsibility, and rather tend to evaluate their decisions and actions based on the generation of direct monetary profit. CSR practices are often evaluated in a simplified and superficial manner when pronouncements by business leaders and the formal presence. As a result, our knowledge of the degree to which how CSR practices have penetrated the fabric of business behavior is still not developed.

Under settings where CSR is widely practiced, business firms consider the concepts and core components of CSR such as integration of social and environmental concern, ethical behavior, economic development, improving the quality of life of the citizens, human rights, labor rights, protection of environment, fight against corruption, and transparency and accountability. There is thus a gap in understanding of CSR and its practices in Ethiopia, which calls for research that focuses on the specific policies and activities through which companies try to implement CSR policies that target at balanced commitment to economic, social and environmental goals at firm level, which then can have its positive continuation to Ethiopia's sustainable development at large. This research is meant to make a contribution on this subject with particular focus on a foreign company that is engaged in railway construction in Ethiopia. Therefore, this study assesses the practice of CSR by China Railway Group Limited (CREC) in Ethiopia and problems in the course of CSR practices.

### **1.3 Basic Research Questions**

The study deals with following research questions:

- a) What are the practices of China Railway Group Limited in Ethiopia (CREC) with regard to CSR programs?
- b) What are the Corporate Social Responsibility (CSR) activities that are underway?
- c) What are the major difficulties related with CSR implementation in the company?

### **1.4 Objectives of the Study**

#### **1.4.1 General Objective**

This research seeks to investigate The Practice of Corporate Social Responsibility by China Railway Group Limited (CREC) in Ethiopia.

#### **1.4.2 Specific Objectives**

- a) To assess how CREC applies CSR programs in Ethiopia.
- b) To identify what Corporate Social Responsibility activities are involved.
- c) To assess the major difficulties related with CSR implementation in the company.

## **1.5 Significance of the Study**

The motivation to undertake this study is basically premised on the belief that the output from the research will help to add a piece of contribution to the current knowledge in the concept of CSR and its practice in Ethiopia. The findings, conclusions, and recommendations that will be drawn from the study can be used by the concerned bodies in the enhancement of CSR. The study can also serve as a source document and for other researchers who want to make further study in the area.

## **1.6 Scope of the Study**

This study focuses on the practice and nature of corporate social responsibility, its challenges and constraints at China Railway Group Limited (CREC). The data type is both qualitative and quantitative. CSR has been assessed with framework of ICMS fundamental subjects of CSR which are environment, labor practice, human rights, organizational governance, fair operating practice, consumer issues and social issues. Particular focus is given to the corporate social responsibility practices in Ethiopia and more specifically in CREC.

## **1.7 Organization of the Research Report**

This study is organized into five chapters. Chapter 1 deals with the background of the study, statement of the problem, basic research questions, objectives of the study, definition of terms, the significance of the study, and scope of the study. Chapter 2 presents concepts and definition, theoretical and conceptual framework of the study, review of challenges of CSR and overview on the trend of CSR in Ethiopia.

The third chapter deals with research methodology which includes approach, research design, sample design, data sources and instruments and analytical method of the research. Chapter 4 provides findings and discussions from the data analyses corresponding to the research questions of the study. Finally, the last chapter constitutes conclusions and recommendations.



## **1.8 Definition of Terms**

- **Corporate Social Responsibility:**- is “the formal and informal ways in which businesses makes a contribution to improving the governance, social, ethical, labor and environmental conditions of the host community while remaining sensitive to prevailing religious, historical and cultural contexts” (Crowther and Aras, 2008/11).
- **CREC:** -Chinese government owned mega corporation group (headquartered in Beijing) which is undertaking the construction of Sebeta-Meiso Railway project in Ethiopia.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURES**

This chapter reviews the literature on Corporate Social Responsibility (CSR). The first four sections of the chapter deal with theoretical review on the nature, elements and challenges in CSR followed by Sections 2.5 and 2.6 that highlight an empirical review in the context of Ethiopia and the conceptual framework of the study.

#### **2.1 Theoretical Review**

There are different and usually contradictory beliefs and attitudes regarding the nature of CSR which are derived from different perspectives. The issue of the purpose and role of business has been a point of debate between scholars since the time of Adam Smith. However, in general, it is possible to say that much of the debate revolved around two elements which are sharply in contrast; namely the shareholder theory and stakeholder theory (Lorraine, 2009).

##### **2.1.1 Shareholder Theory of CSR**

According to Shareholders theory, which represents the classical approach to business, a firm's responsibility rests solely with its shareholders (Friedman, 1970). The sole responsibility of a business is to make profit and create wealth. The shareholders of the business should be the focal point. The business should be concerned with CSR to the extent and only to the extent that it creates value for the owner. In this approach, only the economic dimension is considered (Friedman 1962; Garriga and Mele 2004)

##### **2.1.2 Stakeholder Theory of CSR**

Stakeholder theory has emerged as an alternative to shareholder theory. The theory argues that organizations are not only accountable to its shareholders rather, they should recognize the fact that most, if not all firms have a large and integrated set of stakeholders to which they have an obligation and responsibility (Van Marrewijk, 2003).

Today, CSR is focused on a stakeholder model, which has become widely accepted among contemporary business organizations. Nevertheless, it is extremely dynamic, in that stakeholders change as the company's context of reference changes. This perspective stresses the importance

of inter-stakeholder relationships, which involve a complex web of relationships rather than just a series of connections between stakeholders and the corporation. Crucial questions still are who the relevant stakeholders are and whether we are talking about stakeholders or relationships among stakeholders (Lorraine, 2009).

Stakeholder theory asserts that there are other parties having an interest in the decision making of the modern corporation in addition to those holding management positions. The resources provided by stakeholders can include social acceptance as well as more obvious contributions such as capital, labor and revenue.

One of the arguments in favor of the power of stakeholder theory is seen in assertion that, “the four parties to any business in order of importance are customers, employees, community and shareholders” (C.Fontaine, A. Haarman S. Schmid, 2006:8). If the needs and interests of customers, employees and community are appropriately answered, the company’s shareholders would get benefits as a result. Failure to do so will result a failure for the company system and to continue operating.

Stakeholder concept of CSR is more complex because of lack of mutual concept at the stakeholder levels. Even though it is difficult to limit it, many Shareholders may interpret CSR in terms of one major dimension; profit maximization. However, when it comes to stakeholders, the meaning of CSR is even more likely to vary. Governments may view it as legislative compliance and ensuring safe products and workplaces. To consumers CSR means delivering high quality products at a good price, and most probably ethical or philanthropic behavior. Finally, to other stakeholder groups such as the community, employees and society, CSR means different accordingly.

## **2.2 Empirical Review of CSR**

The existing definitions by various scholars have originated from their background, interest, exposure, as well as values embodied in their frame of reference. Yet, the concerns for all stakeholders and the environment in the course of economic activities are essential irrespective of geographic location and national identity because certain ethical standard such as the Golden Rule has universal features even though there can be aspects of cultural relativism in certain modes of conduct. Neha Singhal, (2014), stated that CSR strategy of any country should go

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through a development process wherein locally appropriate modes of intervention are utilized rather than simply copying models from other countries.

It has been quite difficult for many scholars to have a universally accepted definition that clearly shows the concepts and ideas about corporate social responsibility. There is also no common statement about other CSR aspects such as what practices should be applied to make CSR work and what should be the outcome of CSR (Smith & Halina, 2009). Many other names are also given for corporate social responsibility by many scholars. Paul H. (2007), states few of them, which are corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, and responsible entrepreneurship. “Corporate sustainability” or “Responsible competitiveness” also serves as another name for CSR (Crowther and Aras (2008). However, these general meanings or concepts do not point out technical and practical definitions of CSR; rather only serve as being other additional names of CSR.

Despite the existing variety of views on the essence of CSR, it is possible to identify certain characteristics of this phenomenon. Most agree that CSR is inherently concerned with profit-making and focusing less on fulfilling societal demands. As Vogel (2005:47), argues “virtually all contemporary writing on CSR emphasizes its link to corporate profitability”. Meanwhile, current studies on the concepts of CSR practices emphasize the voluntary component of CSR and typically picture CSR practices as actions that go beyond those prescribed by legal obligations. Additionally, CSR is seen as an initiative to replace legal obligations with self-regulations.

As it is stated on Lorraine (2009), there is usual misunderstanding by many scholars to consider philanthropic aspect of CSR as the most important or highly valued dimension so that they give mere emphasis for philanthropic aspect on their study. However, unlike to those studies that merely associate CSR with philanthropy, this study maintains that CSR goes further from charitable aid or donations. At present, the concept of CSR has increasingly penetrated into a business practice as a core element of modern strategic management.

Generally, CSR means different things to different stakeholders based on their social, economic, political and environmental context. There is also imbalance between how stakeholders’ perceive CSR and how the companies practice it. This lack of a common definition and conceptual

understanding of CSR creates controversies at the conceptual level and among its stakeholders. Thus, it created a big problem for the researcher to make a cohesive empirical view of CSR.

### **2.2.1. International Certifiable Management Standards (ICMS) in CSR**

Even though it is true that there is no commonly agreed definition of CSR, efforts are still going to create understanding about CSR concepts and ethical ways conduct the business. CSR has the potential to make positive contributions to the development of society and businesses. More and more organizations are beginning to see the benefits from implementing CSR program. The CSR concept is globally disseminated and contemporarily a large number of methods and frameworks have been developed, the majorities are originated from Western nations.

Vogel (2005), argues government from developing countries are interested to develop CSR guidelines/standards to take active role improving quality of life in society only when they want to take pressure away from the government to alleviate poverty. For this reason, it is not likely to find a specific form of corporate social responsibility practices in the developing world.

However, it is quite reasonable to see contextual factors in developing countries in general and Ethiopia in particular to see the relation between these factors and CSR practice. Hence in this study, the practice and nature of corporate social responsibility specifically in CREC and generally in Ethiopia will be described according to International Certifiable Management Standards (ICMS) fundamental subjects of CSR which are supported by many of research findings of CSR.

The choice of ICMS is not arbitrary; rather it is supported by the following strong reasons. ICMS are widely accepted and effective means of implementing CSR practices and are promoted as organizational approaches to which organizations must adapt for ensuring their legitimacy and reputation. They facilitate the spread of CSR practices since firms are required to improve their performance on Socio-environment management by applying ICMS standards. Additionally, they have become an important standing point for the CSR efforts of many corporations. ICMS standards have also become potential frameworks for regulating CSR implementation (Konstantinos, 2011). More importantly these standards share different features, which give them clear importance in the analysis of CSR implementation. These CSR standards of ICMS are

environment, labor practice, human rights, organizational governance, fair operating practice, consumer issues and social issues. Thus, on the basis of these standards, studies of the thesis are summarized and presented below including problems for CSR practice.

### **2.2.1.1 Employee Treatment**

According to Dirk M. and Jeremy M. (2004), CSR can be implemented by addressing key interests of employees such as fair wages, suitable and proper working time and conditions, availability of healthcare, having less redundant work, protection against unfair dismissal. The results from studies on different selected international companies indicate that the companies are practicing CSR with a standard which includes labor treatment. Firms with good CSR reputation are trying to provide different services such as education opportunities and capacity building training for their skills and long-term career, health care and safety facilities. Overall, the central concept is that companies should operate under principles which promote fundamental human rights and create a working condition which is a fair, safe, pleasant and healthy.

### **2.2.1.2 Customer Protection**

Unlike the traditional marketing trend which was cost reduction and profit maximization, companies currently show high concern about people and environment with whom and where they do business. Consumers are also encouraging responsible business practices by showing good business interest for such companies and building strong and stable business relations with them. Customers tend to create strong bonds of loyalty with business undertakings they have commendable CSR practices.

Anupam and Ravi *et al* (2012) stated that firms can protect their customers through different dealings such as:

- Balancing buyer needs and seller interest fairly.
- By giving sincere consideration to their comments and suggestions.
- Delivering high quality products that meets or exceeds customers' expectations.
- Any product or service that could have a danger to people or environment should have clear warning and proper instruction to use. Firms also should confirm that all their products comply with the required safety and environmental standards.

- They should provide clear, honest, and timely information about their product/service, production procedures and business relations.

### **2.2.1.3 Social Issues**

Social values and behavioral issues are standards of CSR in which companies should give proper emphasis (Raveed, 2011). To perform CSR from this dimension:-

- Companies should operate respecting the culture, social values and norms of the host society.
- Companies should provide various social services in infrastructure, entertainment, health, culture and so on.

### **2.2.1.4 Environmental Protection**

Environmental protection is one of the dimensions by which CSR can be described. Programs that promote and facilitate environmental protection should be designed in CSR strategies and practices of firms Hadi and Raveed (2011). According to CSR standard studies of William and Jose (2009), environmental protection dimension of CSR can be attained using means such as:

- Reducing or if possible avoiding environmental risks by complying with environmental laws, rules and regulations.
- Participating in environmental protection and restoration project.
- Offering knowledge creation education to their employees and people from different groups on environmental issues to improve their understanding on environmental issues.

### **2.2.1.5 Human Rights and Social Justice**

The findings of many studies claim that companies should be under strong commitment to respect and encourage human rights in their operations. William and Jose (2009) stated that companies are obliged to promote human rights in those countries where they operate and they should also sort out how their business activities might affect human rights of both their employees and peoples around the business. Shafiqur (2011:173), has also declared that “CSR be treated in terms of human rights”.

### **2.2.1.6 Transparency and Anti-corruption**

As Jones (1995) notes fighting corruption is one of the features of good corporate citizenship. Firms need to take a more holistic approach to anti-corruption, transparency and governance. The principle of corporate social responsibility is based on providing fair operation of business and also obeying ethical conduct in an organization's dealings with internal and external stakeholders

Therefore, socially responsible companies will have in place strong anti-corruption policies and practices, backed up by senior management, staff training, and reporting and accountability arrangements. Getting senior management involved in an anti-corruption program is one of the critical factors to ensure effectiveness. Similar explanation about transparency and anti-corruption are also raised by Shafiqur (2011).

## **2.3 Challenges of CSR**

Working with CSR poses a series of challenges for any company. Tedla (2005) states three obstacles that are encountered in CSR development; they are the financial feasibility (cost-benefit ratio), internal organizational factors and the influence from external business environment. The first challenge relates to settings whereby companies do not have enough financial resources for CSR development, or when the company is forced to make a choice between company profit and ethical actions. According to Tedla, the company's choices usually end up in maximization of profit. Further, the latent purpose of modern corporations is to increase financial wealth and development to its shareholders. At the same time, consumer and other stakeholders also influence corporate policies, through demanding products made by companies who more closely align themselves with the public good.

The second impediment stated by Tedla refers to internal barriers which refer to factors such as the absence of strong leadership and management within the company or when the firm does not have the proper resources including finance, human capital, knowledge, and expertise to implement CSR. The third barrier of external business environment means when a company is unable to monitor the market environment and have difficulties to compromise own and other stakeholders' interest.



As it is stated on Guvenli & Sanyal (2002), the scope of CSR cannot only be limited to a company's internal process. A company may collaborate with other firms for undertaking projects or programs or other CSR activities. In addition, resulting from constant change of stakeholder demands, CSR approach and strategies of a given firm should be revised and companies need to make sure that their approach reflects the needs of the business as well as the concerns of stakeholders.

Strategies and approaches also depend on perceptions as individual, cultural and moral structures determine how CSR is approached by each manager and employee. Moreover, CSR is not an area isolated to a single department within a firm. Rather, it is an integrated business practice, which horizontally and vertically engages all departments and each organizational levels of the company. Consequently, the difficulty of CSR emanates from the significance given to it, its contents and organizational ability to perform.

The complications and difficulties get higher when we bring these difficulties to the perspectives of multinational company (MNC), since the companies operate in multiple countries. A MNC's multiple and diverse contexts add considerably to the challenges associated with managing and operating CSR compared to a national corporation. As a result, it is mandatory for MNCs to compromise different and at the same time contradictory demands from their stakeholders which makes very difficult for them to form a clearly defined CSR profile (Kolk & Pinkse, 2010).

#### **2.4 The Practice of CSR in Ethiopia: Empirical Overview**

Ethiopia is a country located in the Horn of Africa. The total area of the country is about 1.13 million Sq. Kilometers and is bordered by Djibouti, Eritrea, Somalia, Kenya and Sudan. The total population is about 94,352, 000 as of 2017 Ethiopian Central Statistics Agency (2017) Country Profile. Retrieved from URL.

Agriculture is still serving as a backbone of Ethiopian economy. Natural resources, mainly land, water and forests are the bases for the agrarian economic activity of the vast majority of the Ethiopian people and poverty is one of the major challenges of the country. To overcoming the problem and improving social well-being by facilitating sustained economic development, and

with aspiration to reach lower-middle income status over the next decade, the Ethiopian government has implemented a series of structural and macroeconomic reforms.

The country develops macroeconomic policy objectives achieving a rapid, sustainable and broad-based economic growth through creating conducive macroeconomic environment Growth and Transformation Plans. Among them the notable ones are; The Sustainable Development and Poverty Reduction Program (SDPRP) 2002-2005; The Plan for Accelerated and Sustained Development to End Poverty (PASDEP) 2005-2010, as well as the first and second phases of the Growth and Transformation Plan (GTP) 2010-2020.

In alignment with the GTP of achieving an agricultural-led industrialization underpinned by private sector development, the government aims at achieving the goal by promoting large scale foreign direct investments that furthers export development and the expansion of labor intensive industries in Ethiopia. The Investment Proclamations are correspondingly the initial documents regulating CSR related activities including technology and skills transfer policies as well as the policies regulating employment procedures of those industries/companies. The Investment Proclamations (769/2012) states that:

“... foreign investment plays its proper role in the country's economic development; to create ample employment opportunities for Ethiopians and to advance the transfer of technology required for the development of the country”.

However, the specific Proclamation does not require foreign firms to submit any CSR strategic plan.

It is possible to mention few efforts by The Ministry of Industry in collaboration with the World Bank, U.S. Agency for International Development, and others to develop CSR programs in Ethiopia. In February 2015, the Ethiopian Chamber of Commerce & Sectoral Associations published a '*Model Code of Ethics for Ethiopian Businesses*' that was endorsed by Ethiopia's President Mulatu Teshome as the model for the business community. The Ethiopian government encourages CSR programs for both local and foreign direct investors but does not maintain specific guidelines for these programs, which are inconsistently applied and not controlled or monitored (Tedla, 2005).

But beside the existing gap on the legal framework, some larger international companies have still introduced corporate social responsibility (CSR) programs; however, most Ethiopian companies do not practice CSR programs. Supporting workforce capacity-building and services, community-building and infrastructure investment programs by firms can serve to further align company objectives with government's overall GTP development goals.

## **2.5 Conceptual Framework**

Making profit has been the prior responsibility of a company on the past business tradition. But, according to the concept of corporate social responsibility, firms should hold understanding that there are multiple dimensions that should affect a company's actions. As many of the literatures, CSR is presented in three dimensions which are economic, legal and ethical values which include not only profit but other stakeholder concerns.

Companies use different measurement standards and parameters to evaluate their compliance on implementing CSR and ICMS is the one which is widely used. ICMS provide important direction and measurable requirements to firms into how to apply CSR. These CSR standards of ICMS are labor practice, environment, human rights, organizational governance, fair operating practice, consumer issues and social issues. Therefore, the conceptual framework of the study is developed by relating the common four dimensions of CSR and CSR standards of ICMS.

## **CHAPTER THREE**

### **METHODOLOGY**

This part of the study briefly states about the research design applied on the study and how the research was conducted (for this study the strategy is mixed method). That is, the sampling for the study, the means to collect the data, plan of analysis etc.

As it is stated by Creswell (2003), a researcher can use both qualitative and quantitative approaches while using a mixed methods design format. Meanwhile, the researcher should also clearly indicate the methods and techniques of data collection and also methodology.

Therefore, in this chapter attempt has been made to design and describe research approach, research design, unit of analysis, sampling design and sources of data, methods of data collection and instruments, and also method of data analysis of the study.

#### **3.1 Research Approach**

Mixed research has been used for the study with the development of both qualitative and quantitative research approaches which employ the data collection associated with both forms of data to describe the nature of CSR in China Railway Group Limited. A mixed methods design is useful to capture the best of both quantitative and qualitative approaches.

Mixed methods research is the kind of research in which one or more researchers use both qualitative and quantitative approaches to get for the purpose of breadth and depth of understanding and justification (Jackson S. 2007).

In this method, the researcher may want to generalize the findings to a population and develop a detailed view of the meaning of a phenomenon or concept for individuals (Creswell, 2003). Therefore, the reason for the selection of this method was to obtain and validate findings from different data sources. In addition to this, the reason why a mixed method design employed was to expand an understanding from one method to another, to converge or confirm findings from different data sources.

Both the quantitative and qualitative data were collected in phases (sequentially). Thus, when the data are collected, the quantitative data came first then the qualitative data. Consequently, the

priority (domination) has been skewed toward quantitative data. Therefore, these two types of data were integrated at stage of data interpretation.

### **3.2 Research Design**

This study adopts the descriptive research design as it initially aims to develop a general understanding of the research problem through quantitative data, and then to elaborate on the quantitative results and explain these results by exploring respondents' views in more depth through qualitative data. To succeed in its objectives, the study relies on the two methods of data collection most commonly used in social sciences: surveying and interviewing (Bryman & Bell, 2007). Survey has been chosen because it enables the identification of certain typical characteristics of the subject of research (Czaja& Blair, 2005); in this study, these characteristics are related to the adoption of ICMS standards of CSR.

Moreover, survey has been selected due to difficulties to get public data on the variables included in this study. Surveys, through anonymous self-administered questionnaires, facilitate data collection on potentially embarrassing and sensitive topics; respondents seem to give more truthful answers as the anonymity of the questionnaire exempts them from any social imperatives (Czaja& Blair, 2005). In this way, a survey may result in more accurate depiction of reality.

### **3.3 Sources of Data**

Data can be defined as the quantitative or qualitative values of a variable. Data is thought to be the lowest unit of information from which other measurements and analysis can be done. Data can be numbers, images, words, figures, facts or ideas. It can be classified as primary (that has been collected from first-hand) and secondary data (that has already been published).

Primary and secondary data were used for the study. The study began with secondary data analysis through detailed review of related literature. In this regard, the researcher tried to refer different books, published and unpublished documents, journals, articles and research papers to get information on theoretical and empirical frame work of the study.

The primary data have been collected from employees and management of the company and also from major stakeholders of the company through questionnaires, interview and observation.

### **3.4 Unit of Analysis**

The unit of analysis refers to the person, collective, or object which is the target of the investigation. Understanding the unit of analysis is important because it shapes what type of data we should collect for our study and from whom we collect it from the population. With respect to the study, the unit of analysis is selected employees of China Railway Group Limited, Ethiopian branch and Ethiopian Railways Corporation.

### **3.5 Target Population and Sampling**

#### **3.5.1 Target Population**

The source population related to the study is the current management and non-management project staff members of China Railway Group Limited and the current management and non-management project staff members of Sebeta – Meiso Railway Project at Ethiopian Railways Corporation. The fact that all the study population has direct involvement on the construction departments will increase the quality of data collected. The preliminary survey undertaken by the researcher before the questionnaires were distributed indicated that there are 729 grand total populations (staff members of a project stated above at both companies).

#### **3.5.2 Sample Design**

Sampling is the statistical process of selecting a subset (called a “sample”) of a population of interest for purposes of making observations and statistical inferences about that population. Social science research is generally about inferring patterns of behaviors within specific populations. We cannot study entire populations because of feasibility and cost constraints, and hence, we must select a representative sample from the population of interest for observation and analysis. So this section of the paper included the target population, the sampling method and the sample size.

#### **3.5.3 Sampling Method**

As the complete coverage of the population is not possible, a subset of the population is selected. To conduct this study, purposive sampling method is used. The reason behind this is that: first, it

has not been possible to cover the total population. Second, this method allowed the researcher to identify in advance the characteristics that the study needed.

#### **3.5.4 Sample Size**

As to the sample size determination, from among different methods, the one which has developed by Taro Yemane (1967) was used. The method is preferred because it is a well-known for many papers and journals. The result from this formula can be calculated by the following formula.

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

Where:-

n = the sample size

N = the total study population

e = margin error

The population size of the study is 484 in China Railway Group Limited, 245 in Ethiopian Railways Corporation. Therefore, using Taro's sample size determination formula and applying 8% error margin, the samples size which has been selected for the study under consideration is 208, of which 118 from China Railway Group Limited and 95 from Ethiopian Railways Corporation.

#### **3.5.5 Methods of Data Collection and Instruments**

Data collection methods of the study were questionnaires, interview and observation in order to consider mixed method. Mixed methods research, then, is more than simply collecting qualitative data from interviews, or collecting multiple forms of qualitative evidence (e.g. observations and interviews) or multiple types of quantitative evidence (e.g., surveys and diagnostic tests). It involves the intentional collection of both quantitative and qualitative data and the combination of the strengths of each to answer research questions (Jackson et al, 2007).

Questionnaire was the main instrument of the study. Questionnaire items come from many sources, but the sources of the study have been developed for this study particularly.

The questionnaires included only closed ended questions. Interview and observation are made to fill the gap of open ended questions.

Therefore, structured and unstructured interview have been conducted with managers and administrators of the company through open ended questions which have been designed to elicit their perception about the practice and nature of CSR in CREC. The researcher has also tried to observe the condition of workers at work and other things which are related to the study.

### **3.6 Procedures**

Structured questionnaire and interview were designed to collect the data. To make it understandable for the employees, some of the questionnaire was translated into Amharic language. 208 questionnaires were distributed to the selected employees of CREC and ERC. Among the distributed questionnaires, 197 (about 95%) of them were filled and returned. To collect additional data, interviews were held with the project managers and administration managers of CREC and ERC in their offices.

### **3.7 Data Analysis**

Data collected through questionnaire were presented by using tables, bar charts, pie charts and analyzed using statistical tools like Percentage, Mean and Standard Deviation. On the other hand, data collected through interview and observations were analyzed qualitatively.



## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

This is the main chapter of the research paper that presents the problem under study and answers the research questions. The chapter also summarizes the results of the study, and interprets and or discusses the findings. As it was already mentioned in the research methodology part, questionnaire is used as primary data collection method. It is distributed to the respondents by categorizing them in to two. The first type of the questionnaire is distributed to selected employees of CREC and the second type of questionnaire is distributed to selected employees of ERC since the study believes they are major stakeholders of the company.

#### **4.1 Demographic Information of the Respondents**

The presentation begins with the profile of the respondents. The demographic data is used to find out if people respond differently items with respect to differences in gender, age, educational background, working experience, and level of understanding about the concept of CSR.

Part one of the questionnaire, which is about demographic information of the respondents are summarized in the following table:

**Table 4-1 Demographic Characteristics of respondents**

<b>Demographic characters</b>	<b>Categories</b>	<b>Frequency</b>	<b>%</b>
<b>Sex</b>	Male	156	79.2%
	Female	41	20.8%
	Total	197	100%
<b>Age</b>	18-30	88	44.7%
	31-40	68	34.5%
	41-50	36	18.3%
	Above 50	5	2.5%
	Total	197	100%
<b>Education Level</b>	Primary Education	19	9.6%
	Secondary Education	33	16.8%
	First Degree	105	53.5%
	Postgraduate Edu.	39	19.8%
	Phd and above	1	4%
	Total	197	100%
<b>Working Experience per year</b>	Less than a year	51	25.9%
	1-3	103	52.3%
	3-7	43	21.3%
	Total	197	100%
<b>Level of Understanding on the concept of CSR</b>	Very Enough	119	60.4%
	Enough	60	30.3%
	Less	14	7.9%
	No Idea at all	4	2%
	Total	197	100%

Source: - Survey 2017

**Gender of Respondents;** Out of the 197 respondents for the study, 156 were male (79.2%) whilst 41 were female (20.8%). It is obvious that the data was bias towards male.

**Age Distribution of Respondents;** The age distribution of respondents reported in Table 4.1 above shows that majority of the respondents fell within the age bracket of 18-30 years (44.7%). This is followed by 31-40 age brackets which represent 34.5% of the total sample. Respondents who fell within 41-50 and above age group of 50 years constituted 18.3% and 2.5% of the sample respectively.

### **Educational Background of Respondents:**

Regarding the educational background, 53.5% of respondent said that they possessed BA/BSc /first degree educational qualifications, 19.8% have second degree/postgraduate education, the other 16.8% completed secondary education and 9.6% of respondents are responded as they complete primary education while the remaining 4% of respondents have PhD and above.

Education is important in the assessment of CSR practice because education provides light for correct appreciation of every aspect of situation and the study is also mainly targeted managers and supervisors. Therefore, majority of the respondents being educated to the higher level adds some impetus to the quality of the data gathered for the study.

**Duration at the company:** -To gauge the quality of data for the study, the respondents were asked to indicate the length of time they had spent with the company. The results indicate that of 52.3% of the respondents had worked for the company for 1-3 years while 21.8% of them worked from 4-7 year. The remaining 25.9% worked for the company for a time which is less than a year.

**Level of Understanding about CSR:** -As it is already said in the introductory and literature review part of this paper, the concept of CSR is very wide in range and difficult to clearly define. Therefore, the researcher believed that knowing the respondent's level of understanding regarding the CSR concept is crucial to measure the quality of data gathered from the questionnaire and rely on it for the analysis. Out of the total 197 respondents, 119 of them (60.4%) said they have very enough understanding about CSR concept. While 60 respondents who count 30.3% have good understanding, the remaining 7.9% and 2% approved they have less understanding and no idea at all respectively.

Part two of the questionnaires results responded by the participants are interpreted and discussed in details with related tables as follows.

## 4.2 Results and Interpretation

### 4.2.1 Types of CSR Activities Performed by CREC

From types of CSR activities performed by the firm, ‘Building Infrastructures’ is perceived positively by nearly 83% of respondents and gets the first rank. The facts that only 6.6% of them disagree and 10.7% are indifferent strengthen the data. The company’s monetary or/and material support for local developmental activities gets the second rank with positive approval of 53.4%, 18.3% negative attitude and 22.5% indifferent vote. The results from respondents are shown in Table 4.2 below:

Table 4-2 Types of CSR activities performed by CREC

Types of CSR activities performed By CREC	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Charity	3	1.5	8	4.1	22	11.2	58	29.4	106	53.8
Supporting Infrustruc.	79	33.5	47	19.9	35	17.8	24	12.2	12	6.1
Building Infrastructures	88	44.7	73	37.1	21	10.7	13	6.6	2	1
Environmental Protection	2	1	3	1.5	20	10.2	58	29.4	114	57.9
Anti-corruption	2	1	11	5.6	43	21.8	31	17.5	110	55.8
Social and Democratic rights and social Justice	0	0	19	9.6	62	31.5	37	18.8	79	40.1

Source: - Survey 2017

As it is shown in Table 4.2, Environmental protection, anti-corruption and activities related to social and democratic rights and social Justice are selected by respondents to be the least performed CSR related activities by CREC in consecutive order.

With regard to environmental protection, about 87.3% of respondents respond negatively, about 11% of them are neutral and only 2.5% stay positive. The firm’s participation on charity is also not supported by approximately 83% of respondents. Here, about 6% of respondents respond positively and the indifferent keeps the same with the former one.

In response to the growing interest in corporate social responsibility, companies are trying to create ethical work force, ethical decision making, and other dimensions of CSR. Anti-corruption

activities also included in this regard. However, the result from the survey indicates that it is third least performed CSR activity at CREC. The subject is negatively approved by majority respondents (71.5%) and the issue gets a neutral stand from around 21.8% of total number of respondents. But the remaining 5.6% and 1% agreed and strongly agreed with the subject respectively.

CSR practice of a company can also be expressed in terms of whether or not the firm carries out and promotes human and democratic rights. For this section of the paper human and democratic rights are articulated through promotion of human rights, investigation of how business activities affect it, comply of code of conduct with human rights and fighting discrimination. The response given by 58.9% of respondents for CSR activities related with social and democratic rights and social justices is negative. The other large numbers of respondents (31.5%) are neutral for these activities while only around 9.6% agreed positively.

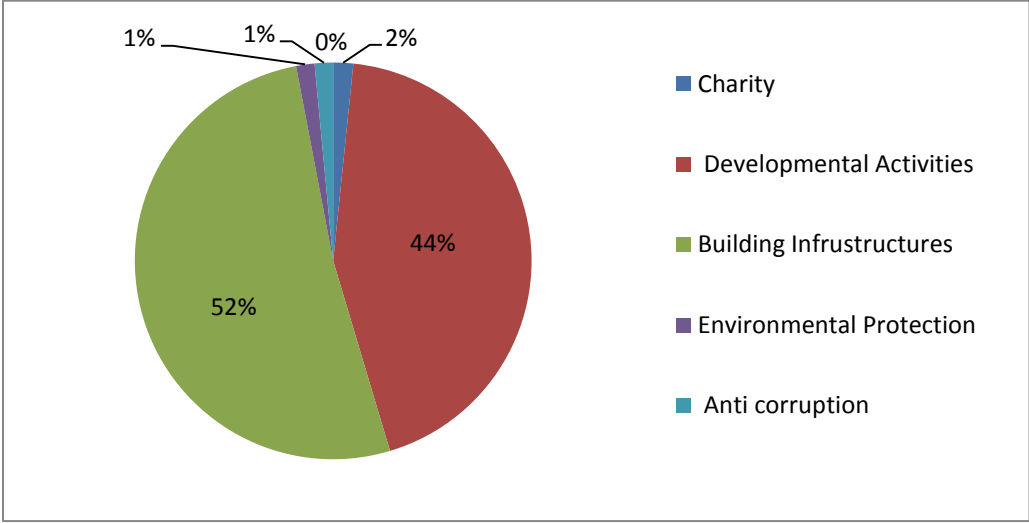


Figure 4-1 Types of CSR activities performed by CREC

Source: - Survey 2017

Table 4-3 Types of CSR activities performed by CREC

	Charity for Peo/Org in need	Support Infrastructure Development	Building Infrastructure	Environmental Protection Activities	Anti-Corruption	Human and Democratic right
Mean	1.7005	3.7970	4.2081	1.5838	1.8020	2.1066
N	197	197	197	197	197	197
STD	.92948	1.25738	.88198	.81400	1.02837	1.04677

Source: - Survey 2017

Table 4-3 above has demonstrated that among six ranking mean scores two high ranking statements, Building infrastructure and Supporting infrastructure development are found to be major focus areas of CREC to practice CSR. As per the table 4-3 the mean range was (1.583 - 4.208), the highest mean is for the Building infrastructure which 4.2081 and while the lowest is for environmental protection activities with a mean of 1.5838 and standard deviation of 0.88 and 0.84 respectively. The lowest mean value has shown that respondent has negative opinion while the highest mean value has shown that respondents view is high in connection to strongly agree supporting that CREC gives strong attention to infrastructural related CSR practices.

#### 4.2.2 CSR in Terms of Employee Treatment

CSR practice can be described in terms of labor treatment in specific dimensions. In other words labor dimension of CSR can be described in terms of health and safety of employees, development of skills and long-term careers, and salary condition. These variables and their numerical description are listed in table 4.4:

Table 4-4 CSR in terms of employee treatment at CREC

Measurement Criteria	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
The Company strives to create healthy and good working environment	2	1.8	5	4.4	17	14.9	32	28.1	58	51
The company gives training and capacity building courses for employees	1	1	12	10.4	12	10.4	19	16.4	71	61.2
The company gives fair Salary	9	8	39	34.5	33	29.2	23	20.4	9	8

Source: - Survey 2017

Regarding employee safety and health, as one major issue of CSR, data is collected through Likert-type questionnaire from employees. 51% of the total respondents strongly disagree with the view that the company strives to create healthy and good working environment while the other 28.1% of the respondents disagree with the same statement.

The data obtained from field observation and interview also indicated that accidents like Injury on hands, on legs, falling down, and being hit by materials falling frequently occur. Those who faced accidents at the work area had poor access to employee safety and health policy, poor access to protective equipment and only minor trainings on how to operate machines.

With respect to training and capacity building courses for employees, about 78% of respondents respond negatively, 11% of them respond positively while about 10% were neutral. In another dimension of labor treatment which is fair salary condition, about 34.5% of the respondents and other 8% agree and strongly agree respectively, 20.4% disagree and the rest 29% indifferent. In this part of labor treatment relatively huge numbers of respondents are neutral. Therefore, from the subject of labor handling indicators mentioned above, the descriptions show that CREC is practicing CSR a little well in providing fair payment for employees. Whereas, in reference to other two variables of employee handling the description do not declare CSR practice of CREC although the interview conducted declared that the firm is working on safety of workers and good working environment is there. But results from the observation inclined to the data from the questionnaire.

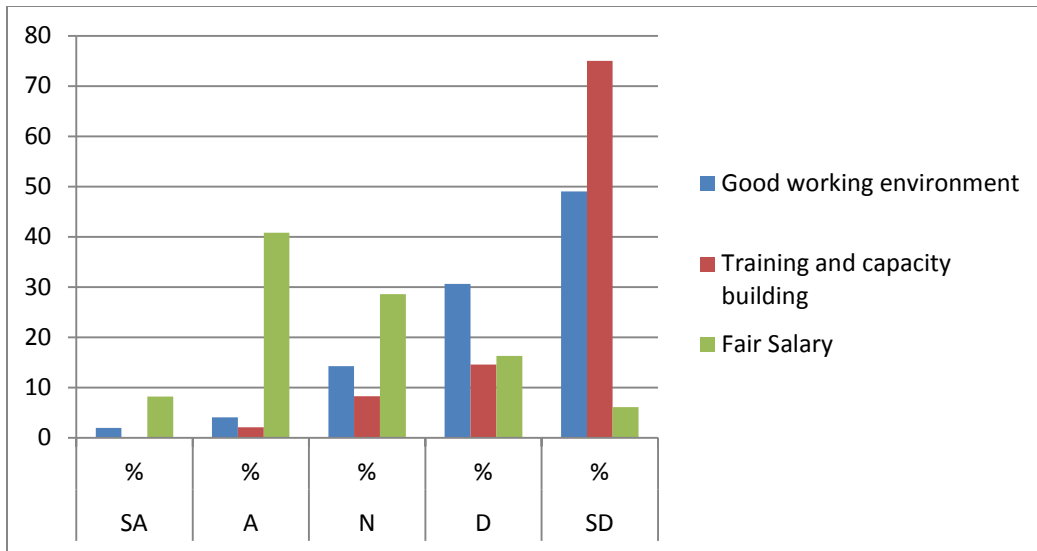


Figure 4-2 CSR in terms of employee treatment at CREC

Source: - Survey 2017

#### 4.2.3 CSR in terms of Stakeholder relation and Business Ethics

The results from table 4.5 below shows the responses of respondents for questions (in the questionnaire) aiming to assess the company’s status regarding stakeholder relation and performing business with ethical manner.

Table 4-5 CSR in terms of Stakeholder relation and Business Ethics

Measurement	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Legality	14	14.7	45	45.3	23	24.2	10	10.5	5	5.3
Responsibly and accountability	5	5.3	41	43.2	29	30.5	11	11.6	9	9.5
Local culture and norms	5	5.3	4	4.2	17	17.9	31	32.6	38	40
Quality	0	0	6	6.3	14	14.7	28	29.5	47	49.5
Customer Interest	43	<b>45.3</b>	32	<b>33.7</b>	11	11.6	5	<b>5.3</b>	4	<b>4.2</b>
Clear Information	3	3.2	10	10.5	18	18.9	41	43.2	23	24.2
Business Ethics	13	6.7	10	5.1	62	31.8	58	29.7	52	26.7

Source: - Survey 2017

As it is possible to observe from table above, majority of the respondents believe that the company performs its business under legal framework and mutual agreements. 45.3% of respondents agree, 14.7% even strongly agree, while 24.2% of them indifferent on the subject.



Thus, with respect to these description and the interview results, the firm is practicing relatively well CSR in this dimension.

The table also shows that more than 48% of the responses of respondents accepted that the firm runs its business responsibly and with full accountability. In contrast the around 21% of response do not. But approximately 30.5% are in different concerning the statement. Thus, taking these data as a reference, one can decide that CREC is not performing well on doing its business with in responsible and accountable way. For instance, on the subject of responsibility and accountability numbers of respondents who agree and who are indifferent are the two big majorities. The interview conducted for the study also supports the assumption of those who agreed.

As regards respecting local culture and norms, around 73% of respondents argue negatively, approximately 9.5% of them argue positively and around 18% of respondents are neutral.

Related to providing quality products/services for customers that satisfies/exceed their expectations, nearly half of (50%) of respondents strongly disagree, about 30% disagree, and approximately 15% neutral. But six individual respondents (i.e. 6.3%) agree concerning the quality of product/service the company provides. Similarly, regarding giving honest and clear information for its customers, most (nearly 67%) of employees be in disagreement, nearly 14% agree while about 19% out of the respondents indifferent. The responses of the interview with head of 'Engineering Department' witnessed this. Most of the existing documents at the firm are with Chinese version. The interviewee admits that there is a gap in information exchange and he puts language barrier as a major difficulty to exchange clear information between the company and major stakeholders.

On the contrary, majority of respondents (about 79%) are in positive agreement of the company prioritizes customers interest and accepts their feedback. But 4.2% are negative while 5.3% stays neutral. As per the statement 'the company act corruption free and promote ethical manners and its actions can be good exemplary, 56.4% of responses show that respondents disagreement, about 12% confirm their agreement and nearly 32% of the responses demonstrate neither agree nor disagree.

Table 4-6 CSR in terms of Stakeholder relation

	Quality	Proper and honest information	Respecting culture and norms	Legality	Responsibility and accountability	customer's interest
Mean	1.7789	2.2526	2.0211	3.5368	3.2316	4.1053
N	95	95	95	95	95	95
STD	0.92459	1.04136	1.11067	1.03975	1.04630	1.07658

Source: - Survey 2017

In referring to the above table, results indicate that CREC’s action to keep and respect specific interest of customers gets the highest mean scoring 4.10 with standard deviation of 1.07. The company’s performance to operate its business under legal framework and mutual agreements gets the second highest mean of 3.53 with a standard deviation of 1.03. Results of the mean 1.77 with standard deviation of 0.92 for the issue of quality again conforms that the company’s action to satisfy/exceed customers’ expectations is very poor.

#### 4.2.4 CSR in terms of Environmental Protection

The most critical dimension of CSR, especially for construction industries is protection of the environment. Because, it relates to the surrounding community, workers, nearby biodiversity as well as the physical environment such as water bodies, soil, and so on.

Table 4-7 CSR in terms of Environmental Protection

Measurements	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
The company admits that there might be a possible environmental and related humanitarian damage due to its activities	43	45.3	19	20	18	18.9	10	10.5	5	5.3
The Company takes Proper actions and measures to reduce possible damages on environment	1	0.5	6	3.1	31	15.8	68	34.7	90	45.9
The company takes compensatory actions for the environmental and related Social damages happened due to its actions	12	12.6	6	6.3	18	18.9	25	26.3	34	35.3

Source: - Survey 2017

Tables 4.7 summarize the respondents' reaction towards environmental concern and related practices of CREC. The majority of respondents, counting 43.5% of the total strongly agreed that the company admits there might be a possible environmental and related humanitarian damage due to its activities. This view of the majority of respondents is also supported by the other 20% who agreed with the statement. However, when it comes to proper actions and measures to reduce possible damages on environment, the survey data shows that there is a contradiction. Here, the majority of respondents (nearly 46%) strongly reject the assumption stated as the company takes proper actions and measures to reduce possible damages on environment. They are also supported again by significant percentage (34.7%) who disagreed with the statement. It is also indicated on the table that 2.3% of the study population disagreed on the assumption that the company takes compensatory actions for the environmental and related social damages happened due to its actions. From the remaining, more than 35% of them are also on their side by strongly rejecting the idea while the other significant amount of respondents (nearly 19%) expressed a neutral position.

According to the "Guidelines for China Railway Group Limited Compliance with Social Responsibility" (p.28), CREC combines environmental protection into every operational link of the company. The document also states that the company integrates green strategies throughout the product development, manufacturing, supply chain operations, logistics, engineering, and other operations, thus explores a green and environmental protection road.

However, the data obtained from questionnaire and field observation reveals that application of such company's environmental protection principles while operating in Ethiopia is different from what is stated on the guideline. The respondents were asked to indicate the type/s of activities CREC mostly perform. As it is indicated on table 4.7, engaging on environmental protection activities gets the least score from other CSR activities by CREC. Excluding respondents with undecided vote (neutral stand), only less than 3% of the total respondents believe that the company is engaged on environmental protection activities.



Figure 4-3 Degraded Borrow pit land around Dukem

To sum up, the description reflects that CREC is not practicing CSR via all variables of environmental protection except admitting that there might be a possible environmental and related humanitarian damage due to its activities.

#### **4.2.5 Continuity of CSR Practices on CREC**

Corporate social responsibility is the continuing commitment to be taken by companies. As it is indicated on the literature review, the participation of top management is one of basic determining factors for sustainability of a given program by a company. Therefore respondents were questioned to assess the degree of top management participation on CSR activities at CREC. Out of the total respondents nearly 51% agreed that higher management participate on CSR activities while more than 27% of respondents strongly agreed on the statement. Those who disagree and have neutral stand counts nearly 11% of respondents together.

Table 4.8 summarizes the respondents' reaction towards sustainability of company's CSR practice. Around 50% responded that they believe the practice is continuous, and nearly 20% disagree while the second majority of respondents (29%) put themselves under neutral position regarding the statement.

In conclusion, CREC is nearly practicing continuous CSR. But the levels of agreement do not guarantee the continuity of the practice entirely or satisfactorily. For instance, numbers of respondents who are indifferent is large. This shows that the activity is lean or weak.

**Table 4-1 Participation of higher management on CSR,**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Disagree	6	5.2	5.4	5.4
	Disagree	12	10.3	10.7	16.1
	Neutral	6	5.2	5.4	21.4
	Agree	57	49.1	50.9	72.3
	Strongly Agree	31	26.7	27.7	100.0
	Total	112	96.6	100.0	
Missing	System	4	3.4		
Total		116	100.0		

Source: - Survey 2017

**Table 4-1 Continuity of CSR practice in CREC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Disagree	10	8.6	9.1	9.1
	Disagree	12	10.3	10.9	20.0
	Neutral	32	27.6	29.1	49.1
	Agree	49	42.2	44.5	93.6
	Strongly Agree	7	6.0	6.4	100.0
	Total	110	94.8	100.0	
Missing	System	6	5.2		
Total		116	100.0		

Source: - Survey 2017

## 4.2.6 Difficulties to Perform CSR Activities

The respondents were asked to prioritize the main problems that hinder the practice of CSR in CREC.

Table 4-2 Difficulties to perform CSR

Difficulties To Perform CSR Activities	Very High		High		Medium		Low		Very Low	
	F	%	F	%	F	%	F	%	F	%
Budget Shortage	99	51.3	67	34.7	20	10.4	4	2.1	3	1.6
Lack of Interest	59	30.1	106	54.1	25	12.8	2	1	4	2
Absence of Support	41	20.8	95	48.2	44	22.3	13	6.6	4	2
Shortage of Time	10	5.1	33	16.8	104	53.1	25	12.8	24	12.2
Poor Organizational Capacity	22	11.3	32	16.4	80	41	37	19	24	11.3
Lack Of awareness	4	2	31	15.8	45	23.1	62	31.6	54	27.6

Source: - Survey 2017

As indicated in Table 4.10 above, budget shortage was considered by more than 86% of respondent as significantly influential factor and gets the first rank from the list. Out of the total 86% of respondents, 51.3% of them assume that budget shortage has “Very High” influence while the remaining 34.7% gives “High” degree for budget influence. The fact that it is only by very few respondents which count less than 3% assumed budget shortage has little influence over CSR practice can justify that the problem is very significantly influential. Lack of interest from the company and absence of support from government and concerned bodies gets the subsequent rankings with about 84% and 69% of respondents vote. Respondents approved that lack of awareness, poor organizational capacity, and time shortage, are less determinant factors for the company to perform its social responsibility actions.

Table 4.11 below results of mean 4.3212 and standard deviation 0.86 for budget related problem also support the conclusion made above as cost is the main challenge and next luck of support from government and other concerned bodies with mean of 3.79 and standard deviation of 0.91.

Table 4-3 Main challenges to perform CSR

	Time difficulty	Budget Difficulty	Weak organizational Capacity	Lack of awareness	Lack of Interest	Lack of support from Gov't and other Bodies
Mean	2.8980	4.3212	2.9538	2.3316	4.0918	3.7919
N	196	193	195	196	196	197
STD	0.99217	0.86024	1.14104	1.10348	0.80494	0.91603

Source: - Survey 2017

#### 4.2.7 General Evaluation of the Firm CSR Practice

Respondents were asked to generally evaluate the performance of CREC with regards of CSR practice. A statement which reads “generally, the company practices CSR well” was given to respondents for their evaluation. In relation to the statement, large numbers of the respondents (i.e. 43.7%) strongly disagree, 33.5% disagree, 18.8% neutral, and the remaining 3.6% and 0.5% agree and strongly agree respectively.

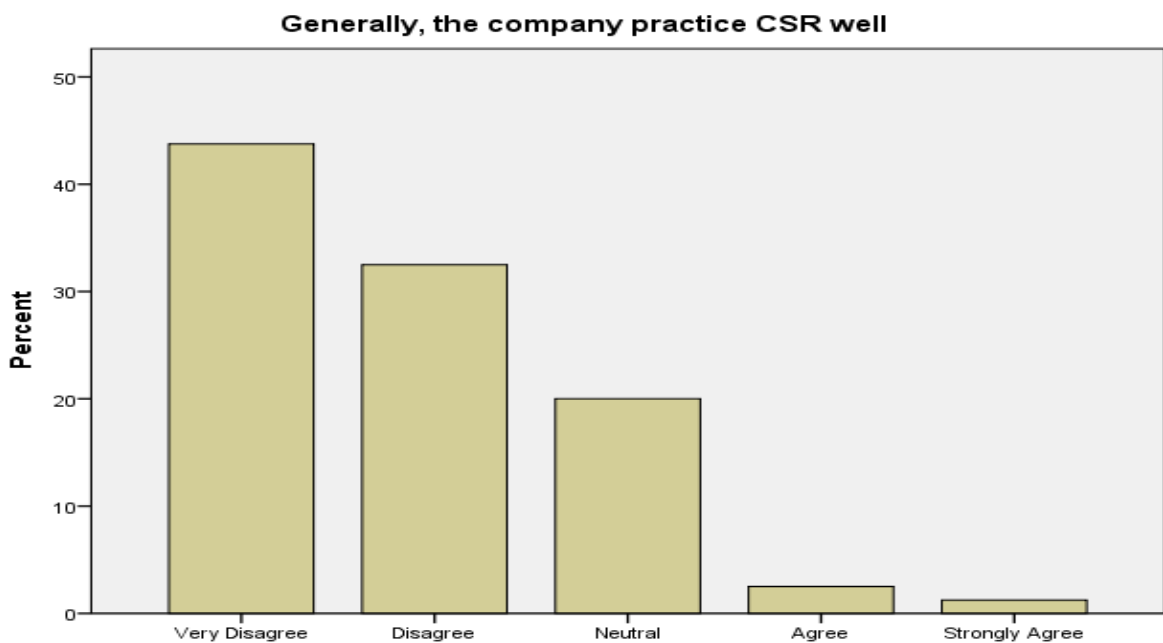


Figure 4-1 General evaluation of CSR at CREC

Source: - Survey 2017

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

After careful examination of CSR practices and factors that influence the implementation throughout CREC, analysis and interpretation of the study were made based on the data obtained through questionnaires, an interview conducted and the observation held in Sebeta-Meiso railway project site which is undertaken by CREC. Based on the analysis and interpretation, conclusion and recommendations of the study are presented in this chapter.

#### **5.1 Key Findings**

CREC adopts multiple CSR standards, including Global Reporting Initiatives (GRI) and United Nation Global Compact (UNGC). The Group analyzed the internal concepts and principles of these standards and built its own value creation CSR guidelines, the Guidelines for China Railway Group Limited Compliance with Social Responsibility. CREC give high priority for economic aspect of the CSR specifically building infrastructures for the local community and giving monetary or/and material support for local developmental activities. Budget problem, absence of strong interest and commitment and lack of support from government and other concerned bodies for the practice are major barriers for the company's CSR practices.

#### **5.2 Conclusions**

The result of the study on CSR practices of CREC and influencing factors on implementation was summarized. On the basis of the findings the following conclusions are forwarded.

- a) CREC implement CSR focusing on building infrastructures for the local community and giving monetary or/and material support for local developmental activities. The company is doing CSR poorly on subjects of Environmental protection, Charity, anti-corruption and activities related to social and democratic rights and social Justice. Like many other African countries, it is on the economic aspect of the CSR that CREC is focused and such emphasis may be at the expense of other dimensions.
- b) CREC practices labor standard of CSR are well in terms of providing fair payment for employees. In relation to employee treatment dimension of CSR practices firms should consider which CSR activities should be given priority. The most familiar



activities in relation to employees should be a commitment to the health and safety of employees. In addition to this, employees should be encouraged to develop skills and long term career paths.

- c) Regarding performing business under legal framework and mutual agreements, CREC's corporate social responsibility (CSR) practice is considered positively. The company also runs its business with responsible and accountable manner although the levels of agreement are not that much satisfactory. The company is doing relatively better regarding being exemplary on acting corruption free and promoting ethical manners although the level of agreement is not strong enough. In other words, the level of agreement does not indicate that the CREC is practicing CSR in this dimension satisfactorily.
- d) Producing customer oriented products is the most important CSR practice regarding customers. Because the most critical CSR activity toward customers is commitment to provide value to customers. On this regard CREC is doing well.
- e) Based on the analyses from respondents' levels of agreement, CREC does not practice CSR along some of the stakeholder relation and business ethics dimensions. With the reference to the analysis, CREC is practicing CSR very poorly via respecting local culture and norms, providing products/services with better technical quality and giving honest and clear information.
- f) Although the company has policy on how to protect the environment, the respondents' response approves that CREC is practicing CSR via environmental protection poorly. For example, the company did not take proper actions and measures to reduce possible damages on environment. The respondents' response also indicates that CREC is not doing well on taking corrective and compensatory actions for the environmental and related social damages happened due to its actions. In this regard, observational views show that the firm creates environmental degradation due the course of construction. Air is polluted around construction area with dust because the working site is not usually water showered. Big cliffs are created for the purpose of excavating selected materials and left without protection fence. Excavation areas for selected materials /Borrow pits/ near settlement areas are a source of concern in terms of human health and safety for villagers. Such places are left as degraded land and they are being danger zones where

no meaningful agricultural activities can be carried out. Often there is loss of life as children swim or fetch water from the pond and domestic animals looking for drink water. Both on embankments and more particularly in cutting sections which often have considerable water discharge areas above them, water courses are not designed to be large enough to lead the surface water away effectively.

However, as per the study findings, the firm admits there might be a possible environmental and related humanitarian damage due to its activities. This can be taken as an initial step if the company has to take corrective measures for the problem.

- g) As per the respondents opinion analysis, higher management of the company are engaged themselves on CSR activities and the company is modestly practicing continuous CSR. But the levels of agreement do not guarantee the entire continuity of the practice.
- h) Based on the study findings, budget problem, absence of strong interest and commitment and lack of support from government and other concerned bodies for the practice are major barriers for the company's CSR practices. Though the list is based on the research findings, because of the different limitations, the list cannot be regarded as exhaustive.
- i) According to reviewed documents of the company, CREC adopts multiple CSR standards, including Global Reporting Initiatives (GRI) and United Nation Global Compact (UNGC). The Group analyzed the internal concepts and principles of these standards and built its own value creation CSR guidelines, the "Guidelines for China Railway Group Limited Compliance with Social Responsibility." The ultimate goals are making contributions to social welfare, increasing the transparency of transactions, improving the efficiency of management systems, and developing a sustainable project implementation path. However, as per the findings from survey and observation, the general performance of the company on CSR is poor here in Ethiopia.

### **5.3 Recommendations**

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

- a) Moving forward on best practices, and reconcile the different components of CSR are the major challenges that need to be addressed.
- b) Promoting and rewarding individual employees for their voluntary CSR initiatives and integrating employees' individual initiatives with overall business CSR strategy.
- c) Engage employees in possible maximum extent in decision making and implementation process related to CSR
- d) In relation to labor treatment, CREC and other similar companies should continue their activities in more advance manner to achieve high level of performance in CSR practices. So to protect workers' health, trainings and awareness creative workshops should be facilitated.
- e) Increasing level of cooperation between various departments of the company and external stakeholders in terms of achieving CSR related objectives.
- f) Implementing an effective audit/review system in terms of improving the quality of CSR.
- g) Government can help by mapping existing needs, opportunities and constraints in the local or national context in order to define appropriate modes of intervention within an overall national strategy.
- h) Introducing CSR aspects of the business at the initial stage of projects and integrating it with long-term aims and objectives.
- i) For future research, it is recommended that a longitudinal study be adopted. This may provide deeper insight into CSR practices and existing barriers.
- j) It is also proposed that a case study approach may provide a clearer understanding of the nature, type and extent of CSR practices within the particular organization(s). It may also provide insight into possible difficulties and also motivations for undertaking CSR and the impact of such activities.
- k) Lastly, it was noted earlier that the limitation of this research is that it focused on CREC in Ethiopia. Future research may include other local and international companies operating in Ethiopian and other country's companies which would allow for comparison between countries and other industries.

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Annexes

ቅድስት ማርያም ዩንቨርሲቲ

የድህረ ምረቃ ኮሌጅ

የፕሮጀክት አስተዳደር ት/ት ክፍል

በChina Railway Corporate Group (CREC) ስራተኞች የሚሞላ መጠይቅ

**ውድ የመጠይቁ ተሳታፊዎች፡-**

በቅድሚያ ይህንን መጠይቅ ለመሙላት ፍቃደኛ በመሆንዎ ከልብ አመሰግናለሁ።

ሙሉ ስሜ አቶ አብርሃም ተረፈ ሲሆን በቅድስት ማርያም ዩንቨርሲቲ (St. Mar'y University) የድህረ ምረቃ ኮሌጅ ውስጥ የፕሮጀክት አስተዳደር የትምህርት ክፍል ተማሪ ነኝ። ይህንን ትምህርቴን ለማጠናቀቅ “The Practice of Corporate Social Responsibility by China Railway Corporate Group (CREC) in Ethiopia” የሚል ርዕስ ያለው ጥናታዊ ፅሁፍ በማዘጋጀት ላይ የምገኝ ሲሆን ጥናቱም ድርጅቱ በሀገራችን ኢትዮጵያ ውስጥ ባለው ቆይታ ድርጅታዊ ማህበራዊ ኃላፊነትን ከመወጣት አንፃር ስላከናወናቸው ተግባራት እና ድርጅቱ ከጉዳዩ ጋር በተያያዘ ያለውን አቋም የሚዳስስ ነው። በመሆኑም እርስዎ ጥናቱ የሚከናወንበት ድርጅት ስራተኞች ውስጥ አንዱ በመሆንዎ እና ያሉበት የስራ ዘርፍ ለጉዳዩ ቅርበት እንዳለው በመታመኑ ይህንን መጠይቅ እንዲሞሉ ተመርጠዋል።

የጥናት ፅሁፉም ሆነ ከመጠይቁ የሚገኙት መረጃዎች ከትምህርታዊ ጠቀሜታ በዘለለ ለሌላ ማንኛውም አይነት ተግባራት የማይውል መሆኑን እያሳወቅኩ በመጠይቁ ላይ የቀረቡትን ጥያቄዎች እንደ አግባቡ እና ለጥያቄዎቹ በቀረበው መመሪያ መሰረት እንድትሞሉልኝ ስል በፍፁም ትህትና እጠይቃለሁ።

በመጨረሻም በመጠይቁ ላይ ላሉት ጥያቄዎች የሚሰጡት ምላሽ ለሌላ ወገና የማይተላለፍ እን ሚስጥርነቱ የሚጠበቅ መሆኑን አሳውቃለሁ።

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## ክፍል አንድ

### የመጠይቁ ተሳታፊ የግል ሁኔታ

1. የሚሰሩበት መ/ቤት መ-ሉ ስም:- -----
2. የስራ ምድብ/ኃላፊነት:- -----
3. ያታ:- ወንድ  ሴት
4. እድሜ:- ሀ/ 18-30  ለ/31-40   
 ሐ/ 41-50  መ/ከ50 በላይ
5. የትምህርት ደረጃ:- ሀ/ የመጀመሪያ ደረጃ ት/ት  ለ/ የሁለተኛ ደረጃ ት/ት   
 ሐ/ የመጀመሪያ ዲግሪ  መ/ የማስተርስ ዲግሪ   
 ሰ/ የዶክተራት ዲግሪ
6. በሚሰሩበት ድርጅት ያሉት የስራ ቆይታ በአመት  
 ሀ/ ከ1 አመት በታች  ለ/ ከ 1-3  ሐ/ ከ 4-7
7. “ድርጅታዊ ማህበራዊ ኃላፊነት” ስለሚለው ፅንሰ ሀሳብ ያለዎት የግንዛቤ ደረጃ  
 ሀ/ በጣም በቂ  ለ/ በቂ   
 ሐ/ አናሳ  መ/ ምንም ግንዛቤ የለኝም

## ክፍል ሁለት

በዚህ ክፍል የቀረቡት ጥያቄዎች ድርጅቱ የማህበራዊ ኃላፊነቱን ለመወጣት በሚል የሚያከናውናቸውን ተግባራት የትኞቹ እንደሆኑ ለመለየት የሚያስችሉ ናቸው። እርስዎ በድርጅቱ ውስጥ ካለዎት የስራ ልምድ፣ ቆይታ፣ ተሳትፎ እና የግል ምልክታ አንጻር በጥያቄዎቹ ላይ ከቀረቡት አማራጮች ውስጥ ድርጅቱን በተሻለ ይገልፀዋል ብለው የሚያምኑበት አማራጭ ላይ “X” ምልክት በማድረግ ያመለክቱ።

ተ.ቁ	ድርጅቱ የማህበራዊ ኃላፊነቱን ለመወጣት በሚል የሚያከናውናቸውን ተግባራት	ደረጃ				
		በጣም እስማማለሁ (5)	እስማማለሁ (4)	መካከለኛ (3)	አልስማማም (2)	በጣም አልስማማም (1)
1	በበጎአድራጎት ስራ ላይ ለተሰማሩ ድርጅቶች እና ግለሰቦች የሚደረግ የገንዘብ እና የቁሳቁስ ልገላገል					
2	በአካባቢ ላይ የሚከናወኑ ልማት ተግባራትን በእውቀት፣ በገንዘብ እና በቁሳቁስ መደገፍ					
3	መሰረተ-ልማቶችን የመገንባት እና ለህብረተሰቡ የማስረከብ					
4	በአካባቢ ጥበቃ ተግባራት ላይ መሳተፍ እና መሰል እንቅስቃሴዎችን መደገፍ					
5	እንደ ሙስና ያሉ ብልሹ አሰራሮችን መዋጋት እና መሰል እንቅስቃሴዎችን መደገፍ					
6	የሰብአዊና እና ዲግሪዎች መብቶች መከበር፣ እና የማህበራዊ ፍትህ እንዲሰፍን መታገል ብሎም መሰል እንቅስቃሴዎችን መደገፍ					

### ክፍል ሶስት፡-

እርስዎ በድርጅቱ ውስጥ ካለዎት የስራ ልምድ፣ ቆይታ፣ ተሳትፎ እና የግል ምልክታ አንጻር ድርጅቱ በማህበራዊ ኃላፊነትን ለመወጣት ስላከናወናቸው ተግባራት እና ድርጅቱ ከጉዳዩ ጋር በተያያዘ ድርጅቱ ያለበትን ሁኔታ በመመዘኛ መስፈርቶቹ ላይ ከቀረቡት አማራጮች ውስጥ በተሻለ ይገልፀዋል ብለው የሚያምኑበት አማራጭ ላይ “X” ምልክት በማድረግ ያመለክቱ።

ተ.ቁ	የመመዘኛ ሁኔታዎች	ደረጃ				
		በጣም እስማማለሁ (5)	እስማማለሁ (4)	መካከለኛ (3)	አልስማማም (2)	በጣም አልስማማም (1)
1	ድርጅቱ ለሰራተኞቹ ጤና እና ደህንነት አመቺ እና ተስማሚ የሆነ የስራ አካባቢን ያመቻቻል					
2	ድርጅቱ የሰራተኞቹን እውቀት እና ክህሎት ለመገናባት የሚረዱ ስልጠናዎችን እና ትምህርታዊ ዝግጅቶችን ይሰጣል					
3	ለስራዬ የሚከፈለኝ ክፍያ ከስራዬ ጋር ተመጣጣኝ ነው					
4	ድርጅቱ ለሰራተኞቹ የሚከፍለው ክፍያ በሀገሪቷ ውስጥ ካሉ መሰል ድርጅቶች ጋር ሲነፃፀር የተሻለ ወይንም ተመጣጣኝነት ያለው ነው					
5	የድርጅቱ ከፍተኛ ኃላፊዎች የማህበራዊ ኃላፊነትን ከመወጣት አንጻር በሚከናወኑ ስራዎች ላይ ቀጥተኛ እና ጠንካራ ተሳትፎ አላቸው					
6	ድርጅቱ የሚያከናውናቸው የልማት ተግባራት (ግንባታዎች) በአካባቢ ላይ የሚያሳድሩትን አሉታዊ ተፅዕኖ ለመቀነስ እና ለመቆጣጠር ተገቢውን እርምጃ ይወስዳል					
7	ድርጅቱ የማህበራዊ ኃላፊነትን ከመወጣት ስንጻጸ የሚያከናውናቸው ተግባራት ወጥነት ስና ተከታታይነት ያላቸው ናቸው					
8	ድርጅቱ ከሴቶች ተቋማት፣ ግለሰቦች ስና የሰራተኛ ባለ ድርሻ ስካላት ጋር ያሰው የሰራተኛ ግንኙነት በመሰብሰብ የሚጠቀስ ስና ስንደሙ ስና ስንጠቀም መደበኛ ካሉ ብልሹ ስራዎች የፀዳ ነው					
9	በአጠቃላይ ሲታይ ድርጅቱ የማህበራዊ ኃላፊነቱን በሚገባ ይወጣል					

## ክፍል ስራት

በዚህ ክፍል ውስጥ የተካተቱት ጥያቄዎች ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት እንዳይችል የሚያገዳት ሁኔታዎች ያሰቸውን የተፅዕኖ ደረጃ ስመስካት የሚያስችሉ ሲሆን እርሶዎ በድርጅቱ ውስጥ ካሰዎት የሥራ ስምድ፣ ቅደታ፣ ተሳትፎ እና የገቢ ምስክታ እንዳይበጥሩላቸው ሳይ ከቀረቡት ስማራጮች ውስጥ የድርጅቱን ሁኔታ በተሻሻለ ደንበዎቹ ጠሰው የሚያምኑበት ስማራጭ ሳይ “X” ምስክት በማድረግ ያመሳክቱ።

ተ.ቁ	ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት እንዳይችል የሚያገዳት ሁኔታዎች	ደረጃ				
		በጣም ክፍተኛ (5)	ክፍተኛ (4)	መካከለኛ (3)	ዝቅተኛ (2)	በጣም ዝቅተኛ (1)
1	ጊዜ					
2	የገንዘብ ስቅም					
3	የተደራጀ ስራ ስለመኖር					
4	ስለ ጉዳዩ በቂ ግንዛቤ ያለመኖር					
5	ከመንግስት እና ከሌሎች ጉዳዩ የሚመሰክታቸው ስካሳት የሚደረግ ድጋፍ ያለመኖር/ስካሳ መሆን					
6	ስለጉዳዩ ፍላጎት ያለመኖር					

**ስመስገናህ!!**

**ቅድስት ማርያም ዩንቨርሲቲ  
የድህረ ምረቃ ኮሌጅ  
የገንዘብ ስለተዳደር ት/ት ክፍል**

**በChina Railway Corporate Group (CREC) ጋር የስራ ግንኙነት ባለቸው ስካሳት የሚሞላ  
መጠደቅ**

**ውድ የመጠደቅ ተሳታፊዎች፡-**

በቅድሚያ ደህንን መጠደቅ ስመውሳት ፍቃደኛ በመሆንዎ ክብር ስመሰግናለሁ፡፡

ሙሉ ስሜ ስት ስብረትም ተረፎ ሲሆን በቅድስት ማርያም ዩንቨርሲቲ (St. Mar'y University) የድህረ ምረቃ ኮሌጅ ውስጥ የገንዘብ ስለተዳደር የትምህርት ክፍል ተማሪ ነኝ፡፡ ደህንን ትምህርቱን ለማጠናቀቅ “The Practice of Corporate Social Responsibility by China Railway Corporate Group (CREC) in Ethiopia” የሚሰጠው ያለው ጥናታዊ ልቡፍ በማዘጋጀት ሳይ የምግኝ ሲሆን ጥናቱም ድርጅቱ በሀገራችን ሲተዋዋድ ውስጥ ባለው ቅደም ተከተል ማህበራዊ ኃላፊነትን ከመወጣት ስንግዳ ስላከናወናቸው ተግባራት እና ድርጅቱ ከጉዳዩ ጋር በተያያዘ ያለውን ስቃይ የሚዳስስ ነው፡፡ በመሆኑም እርሱም ጥናቱ የሚከናወነበት ድርጅት ጋር የስራ ግንኙነት ስለሰዎት እና ባለዎት የስራ ግንኙነትም በመጠደቅ ሳይ የቀረቡትን ጥያቄዎች ስመመስክ የሚያበቃ መረጃ ይኖርዎታል የሚሰጡ ስምንት በመኖሪ መጠደቅን እንዲሞሉ ተመርጠዋል፡፡

የጥናት ልቡፍም ሆነ ከመጠደቅ የሚገኙት መረጃዎች ከትምህርታዊ ጠቀሜታ በዘለለ ስሌት ማንኛውም ስደነት ተግባራት የማይወጡ መሆኑን እያሳወቅኩ በመጠደቅ ሳይ የቀረቡትን ጥያቄዎች እንደ ስግብር እና ስጥያቄዎች በቀረበው መመሪያ መሰረት እንድትሞሉላችኋል ስለ በፍጹም ትህትና እጠይቃለሁ፡፡

በመጨረሻም በመጠደቅ ሳይ ሳት ተያቂዎች የሚሰጡት ምሳሽ ስሌት ወገን የማይተሳሰፍ እን ሚስጥርነቱ የሚጠበቅ መሆኑን ስላውቃለሁ፡፡

**ስድራሻ፡-**

**ስልክ፡- 0913023980**

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### ክፍል ሁለት

በዚህ ክፍል የቀረቡት ጥያቄዎች ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት በሚሰሩ የሚያከናውኑትን ተግባራት የተኛቹ እንደሆኑ ስመሰየብ የሚያስችሉ ናቸው። ከድርጅቱ በድርጅቱ ውስጥ ካሰዎት የሥራ ስምድ፣ ቅደታ፣ ተሳትፎ እና የግል ምልክታት እንዲያሳዩ ለጥያቄዎቹ ሳይ ከቀረቡት አማራጮች ውስጥ ድርጅቱን በተሻሻለ ደንበዎቹ ላይ የሚያምኑበት አማራጭ ሳይ “X” ምልክት በማድረግ ያመሳክቱ።

ተ.ቁ	ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት በሚሰሩ የሚያከናውኑትን ተግባራት	ደረጃ				
		በጣም አስማማሰሁ (5)	አስማማሰሁ (4)	መካከለኛ (3)	አስማማማም (2)	በጣም አስማማማም (1)
1	በበጎአድራጎት ስራ ሳይ ሰተሰማረ ድርጅቶች እና ግለሰቦች የሚደረግ የግንዛቤ እና የጥራት ማረጋገጫ					
2	በአካባቢ ሳይ የሚከናወኑ ሰማት ተግባራትን በአውቀት፣ በግንዛቤ እና በጥራት መደገፍ					
3	መሰረተ-ሰማቶችን የመገንባት እና ሰህ-ብረተሰቡ የማስረከብ					
4	በአካባቢ ጥበቃ ተግባራት ሳይ መሳተፍ እና መሰረተ ስንቅስቃሴዎችን መደገፍ					
5	እንደ ሙስና ያሉ ብልሹ ስራዎችን መደገፍ እና መሰረተ ስንቅስቃሴዎችን መደገፍ					
6	የሰብአዊና እና ዲግሪዎች መብቶች መከበር፣ እና የማህበራዊ ፍትህ እንዲሰጥ መታገል ብሎም መሰረተ ስንቅስቃሴዎችን መደገፍ					

**ክፍል ሶስት፡-**

እርስዎ ክፍሎች ጋር ባለዎት የሥራ ስምድ፣ ቅዳታ፣ ተሳትፎ እና የግል ምስክታ ስንዳር ድርጅቱ በማህበራዊ ኃላፊነትን ስመወጣት ስላከናወናቸው ተግባራት እና ድርጅቱ ከጉዳዩ ጋር በተያያዘ ያሰበትን ሁኔታ በጥያቄዎች ላይ ከቀረቡት አማራጮች ውስጥ በተሻለ ይገልጻሉ ብለው የሚያምኑበት አማራጭ ላይ “X” ምስክት በማድረግ ያመሳክቱ፡፡

ተ.ቁ	የመመዘኛ ሁኔታዎች	ደረጃ				
		በጣም አስማማሰሁ (5)	አስማማሰሁ (4)	መካከለኛ (3)	አስማማም (2)	በጣም አስማማም (1)
1	ድርጅቱ የደምበኞቹን ፍላጎት የሚያረካ ብሎም አሚጠበቅበት ደረጃ በተሻለ ሁኔታ ጥራት ያለው ስገልግሎት/ምርት ያቀርባል					
2	ድርጅቱ ሰብአዊ ደምበኞች አስሚሰጠው ስገልግሎት እና አስሚያቀርበው ምርት ገልጽ እና ተአማኒነት ያለው መረጃ ይሰጣል					
3	ድርጅቱ አየሥራ የሚገኝበት ህገጅ ውስጥ ያለን ባህሪ፣ ወግ እና እምነት በማክበር ደንቀሳቀሳል					
4	ድርጅቱ የሚያከናውናቸው የሰማት ተግባራት (ግንባታዎች) በአካባቢ ላይ የሚያሳድሩትን ስታይ ተፅእኖ ለመቀነስ እና ለመቆጣጠር ተገቢውን እርምጃ ይወስዳል					
5	ድርጅቱ ከሴቶች ተቋማት፣ ግለሰቦች እና የሥራ ባለ ድርሻ አካላት ጋር ያለው የሥራ ግንኙነት በመልካም የሚጠቀስ እና እንደ ሙሉና እና በጥቅም መደበኛ ካሉ ብልሹ አሰራሮች የጸዳ ነው					
6	ድርጅቱ የሚያከናውናቸው ተግባራት ህግን፣ ደምብን እና ከሴሳ ወገን ጋር ያደረጋቸውን የሥራ ስምምነቶችን/ውሎችን ብቻ መሰረት ያደረጉ እንዲሆኑ ይጥራል					
7	ድርጅቱ የሚያከናውናቸውን ተግባራት በሙሉ የኃላፊነት እና የተጠያቂነት መንፈስ ይፈጽማል					
8	ድርጅቱ ሰደምበኞች ፍላጎት ቅድሚያ ሰጥቶ ከስነሱ የሚመጡ ጥያቄዎችን እና ፍላጎቶችን ለማሟላት የሚያስችሉ ውደዶችን እና ምክክሮችን ያደርጋል					
9	ድርጅቱ በሚያከናውነው ግንባታ እና ሴቶች የሥራ እንቅስቃሴዎች ላይ በስገልገሎት/ተቋማት ላይ ሲፈጠሩ የሚችሉ ስብሰባዎች ጉዳዮች እንዳሉ ያምናል					
10	ድርጅቱ በሚያከናውነው ግንባታ እና ሴቶች የሥራ እንቅስቃሴዎች ላይ በስገልገሎት/ተቋማት ላይ ሲፈጠሩ ለሚፈጠሩ ስብሰባዎች ጉዳዮች የማካካሻ እርምጃዎችን ይወስዳል					
11	በአጠቃላይ ሲታይ ድርጅቱ የማህበራዊ ኃላፊነትን በሚገባ ይወጣል					

## ክፍል ስራት

በዚህ ክፍል ውስጥ የተካተቱት ጥያቄዎች ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት እንዳይችል የሚያገዱት ሁኔታዎች ያሳያሉትን የተፅዕኖ ደረጃ ስመሰካት የሚያስችሉ ሲሆን እርሶዎ በድርጅቱ ጋር ባለዎት የሥራ ስምድ፣ ቅደታ፣ ተሳትፎ እና የግን ምስክርነት እንዳይበጥሩዎቹ ሳይ ከቀረቡት ስማራጮች ውስጥ የድርጅቱን ሁኔታ በተሻለ ይገልጻል ብለው የሚያምኑበት ስማራጭ ሳይ “X” ምስክርነት በማድረግ ያመሳክቱ።

ተ.ቁ	ድርጅቱ የማህበራዊ ኃላፊነቱን ስመወጣት እንዳይችል የሚያገዱት ሁኔታዎች	ደረጃ				
		በጣም ክፍተኛ (5)	ክፍተኛ (4)	መካከለኛ (3)	ዝቅተኛ (2)	በጣም ዝቅተኛ (1)
1	ጊዜ					
2	የገንዘብ ስቅም					
3	የተደራጀ ስራ ስለመኖር					
4	ስለ ጉዳዩ በቂ ግንዛቤ ያለመኖር					
5	ከመንግስት እና ከሌሎች ጉዳዩ የሚመሰክታቸው ስካሳት የሚደረግ ድጋፍ ያለመኖር/ስካሳ መሆን					
6	ስለጉዳዩ ፍላጎት ያለመኖር					

**ስመሰግናህ!**



### **Interview Guides**

1. What is Corporate Social Responsibility for CREC?
2. Does CREC engaged in any CSR activities?
3. How do CREC practice CSR?
4. What measuring does CREC use for the corporate social responsibility activities of the company?
5. Does CREC assess companies' corporate social responsibility attainment from end-to-end? (i.e. companies extended view of the value chain, upstream to supplier relationships as well as downstream to channels like customers relationship and the ultimate end users)
6. Does CREC incorporate the corporate social responsibility reports in the company's annual report?
7. Are there any challenges to implement CSR in Ethiopia? If there are, what are the major challenges?

### **Observation Checklists**

1. What does the condition of labor handling in China Railway Group Limited looks like?
  2. How much the firm tried to protect the environment form pollution and damage?
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