

ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

**AUDITING THE CORPORATE SOCIAL RESPONSIBILITY; IN THE CASE OF
GEOSYNTHETICS INDUSTRIAL WORKS P.L.C.**

By:-

SELAM DEBEBE

JUNE, 2013

SMUC

ADDIS ABABA

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CASE OF GEOSYNTHETICS INDUSTRIAL WORKS P.L.C.**

**A SENIOR ESSAY SUBMITTED
TO THE DEPARTMENT OF
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BUSINESS FACULTY
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**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF BACHELOR OF ARTS IN MARKETING
MANAGEMENT**

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Candidate's Declaration

I undersigned, declare that this senior essay is my original work; prepared under the guidance of Ato Tadesse all sources of materials used for the manuscript have been duly acknowledged.

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ADVISOR'S DECLARATION

This paper has been submitted for examination with my approval as the university college advisor

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Signature _____

Date _____

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Corporate social responsibility (CSR) is an obligation, beyond that require by the law, for a business to pursue a long term goals that are good for society. It's also about how a company manages its business to produce an overall positive impact on society (Riely, 2012:1).

The term CSR is often used interchangeably for other terms such as corporate citizenship as also linked to the concept of Triple Bottom Line Reporting (TBL), which is used as a frame work for measuring an organization's performance against economic, social and environmental parameters (ASOCIO policy paper, 2004:2).

It was further stated by (ASOCIO policy paper, 2004:2), that corporate social responsibility (CSR) is becoming an increasingly important activity to business nationality and internationally. As globalization accelerates and large corporations serve as global providers, these corporations have progressively recognized the benefits of providing CSR programs in various locations.

It's highly evident that CSR is as such a hard issue to implement for any company or business decision. Companies are not doing because it is a kind thing to do or because of stake holders involvement. Rather they do it because it is very important for any business to flourish in the eyes of its customers, competitors and the government.

Geo-synthetic Industrial Works (GIW) was founded in 2005, as a joint venture company, between Golden Trade Company and local Ethiopian public enterprise, namely Water works Construction Enterprise.

The company is founded to manufacture and market highly quality plastic products, such as plastic PVC pipes, plastic sheeting's and various other products commonly known as 'Geosynthetics', which are used for containment and delivery of water and protection of soil.

The management of the company has adopted to create new ways of working by reengineering the business process of GIW to provide customer oriented result in support of the company's objectives. Hence, this will improve the company's competitiveness which has included the overall performance in all units resulting from the structural, cultural, systemic and managerial

changes from the functional process oriented once, which require to completely turn around the company's direction. To this end, this and the other policy procedure manuals are developed with the aim of achieving the company's goals of overall improvement.

1.2. Statement of the Problem

Globally companies are expected to do more than merely provide jobs and contribute to the economy through taxes employment (ASOCIO, 2004:2). CSR involves conducting business in an ethical way and the interests of the wide community, responding positively to emerging societal priorities and expectation, willingness to act ahead of regulatory confrontation, balancing share holder interests against the interests of the wider community and being a good citizen in community (Riely, 2012:1).

Internal stake holders are those included with the organization such as employees or managers whereas external stakeholders are such groups as suppliers or customers who are not generally considered to be part of organization. Although this classification is fine it becomes increasingly difficult in an organization to distinguish the two types when employees might be subcontractors and suppliers might be another organization with in the same group (Crowther and Aras, 2010:2060)

Companies are obligated to protect their employees and also the society. The employees must be protected in all cause. It includes the employees at a safe environment.

In the case of GIW, even though they manage to produce high tech Geosynthetics industrial works in their factory the student researcher has observed that the employees are more exposed to chemicals that are used to make PVC pipes and PE materials. PVC pipes are made of pigments and other chemicals like calcium carbonate and polyvinyl chloride (which vinyl chloride around 57% of it is chlorine and part petroleum), which affect a human's body rather in the long run.

Polyvinyl chloride (PVC) is an odorless and solid plastic. It is most commonly white but can also be colorless or amber. It can also come in the form of white powder or pellets. PVC is made from vinyl chloride. The chemical formula for vinyl chloride is C_2H_3Cl . PVC is made of many vinyl chloride molecules that are linked together.

PVC is used to make pipes, pipe fittings, pipe conduits, vinyl flooring, and vinyl siding. It is used to make wire and cable coatings, packaging materials, wrapping film, gutters, downspouts, door and window frames, gaskets, electrical insulation, hoses, sealant liners, paper and textile finishes, thin sheeting, roof membranes, swimming pool liners, weather-stripping, flashing, molding, irrigation systems, containers, and automotive parts, tops, and floor mats.

“At work, you can be exposed to PVC if you work in a facility that manufactures PVC pipes and pipe fittings, tubing, and other building and construction products. You can be exposed if you work in a facility that manufactures vinyl chloride, BPA, or phthalates. You can be exposed if you are a plumber, home builder, construction worker, health care professional, farmer, or worker in an auto manufacturing facility or repair shop”.

Vinyl chloride is a very toxic chemical. It is a colorless gas primarily used in making polyvinyl chloride (PVC) plastic and vinyl products including PVC pipe, plastic kitchenware, wire and cable coating, and packaging materials. Vinyl chloride is also in furniture and vehicle upholstery.

Exposure to PVC often includes exposure to phthalates, which are used to soften PVC and may have adverse health effects.

Because of PVC's heavy chlorine content, dioxins are released during the manufacturing, burning, or land filling of PVC. Exposure to dioxins can cause reproductive, developmental, and other health problems, and at least one dioxin is classified as a carcinogen. Dioxins and phthalates are suspected to be endocrine disruptors, which are chemicals that may interfere with the production or activity of hormones in the human endocrine system.

Prolonged vinyl chloride exposure may cause; cause nerve damage, change your immune system, affect organs including liver, kidneys and spleen, increase the risk of miscarriage and birth defects, and damage male sperm-producing organs

Vinyl chloride can cause cancer, including a rare form of liver cancer called angiosarcoma of the liver. According to the Agency for Toxic Substances and Disease Registry, workers exposed to the carcinogen over a period of time have an increased risk of liver, brain, lung and other types of cancer.

Inhaling vinyl chloride can cause dizziness and sleepiness. You could pass out. Breathing a high level can cause death.

1.3. Research questions

This research question was intended for the employees of the company.

- How does the product development of the company affect the health of the employees?
- How does the company protect the employee's wellbeing?
- What is the consequence if the company's employee's wellbeing isn't protected?
- How is the company, affected in the long run profitability if it doesn't practice CSR?

1.4 Objectives of the study

This study consists of general and specific objectives,

1.4.1 General objectives

The overall objective of this study is to audit the corporate social responsibility in the case of Geosynthetics Industrial Works plc.

1.4.2. Specific objectives

1. To audit the effects of product development in the health of employees
2. To describe the advantages of the health of employees in the long run profitability of the company
3. To give suggestion and recommendation for possible improvement.

1.5. Delimitation of the study

This study is delimited to the employees of the company who are involved in the production department only.

It is delimited to the employees of the company that is situated around kality area. It audits the actual practice of the company specified. It also delimits the areas where employees are exposed to harm.

The study is delimited to the employees that work at the company and the top management.

1.6. Significance of the Study

This paper is expected to give brief enlightenment to the company so that it could alter its CSR practice or to make better adjustments. Further it will help the student researcher to apply theories and concepts which she learned in the real world practice. In addition, it could help other researchers as a secondary data source.

1.7. Research Design and Methodology

1.7.1. Research Design

To accomplish the above objectives, to seek answer to the research question and to reveal how the above problem occurs descriptive types of research types of research method have been used. Descriptive method helps to describe and determine the practice of CSR and its principles. Descriptive research method uses both the quantitative and qualitative measurement methods. The qualitative measurement helps to interpret ideas gathered through interview and open ended questionnaires.

1.7.2 Population and sampling tetchiness

In this study the employees of GIW plc, in the production department have been considered as participants of the research study. There are 140 employees working on the production area, for this reason the student researcher uses census to conduct the data collection. The student researcher will address all 140 of the employees and the production manager.

1.7.3 Types of data to be collected

The study uses both primary and secondary data. The primary data have been conducted by interviewing and distributing questionnaires to managers and employees of the company. The secondary data have been obtained from the company records, relevant books internet and articles.

1.7.4 Methods of data collecting

To support the research findings by primary data the student researcher have collected questionnaires and interview. The questionnaires were distributed to the employees and the interview was conducted with the company's production manager.

1.7.5 Data analysis

Data analysis is needed to give meaning for the raw data in understandable manner. The responses obtained from the questionnaire will be analyzed and interpreted in terms of percentage and tabulation. The results of the study was analyzed qualitatively.

1.8. Limitation of the study

While conducting the research study there were some factors that hindered the study not to be carried out as it was expected from which; questionnaires were not fully returned for analysis, company's production manager didn't give adequate answer for the interview forwarded and the data collection was delayed due to employees having three shifts including night time. However the student researcher finally collected the necessary data to conduct the research paper.

1.9. Organization of the study

The study is organized in four chapters. The first chapter includes background of the study, statement of the problems, objectives of the study, significance of the study, delimitation of the study, and research design and methodology. In the second chapter, literature review will be seen. The third chapter deals with presentation analysis interpretation of data. The fourth chapter includes summary conclusion and recommendation part. Finally the bibliography and appendices will be attached with the research paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Definitions of CSR

“CSR means something, but not always the same thing to everybody” (Votaw & Sethi, in Marrewijk, 2003:96).

CSR is a concept discussed in different circles such as among academics, non-governmental organizations, governments and business consultancies. We will below present different arguments from different sources, discuss the definitions and present our standpoint.

One of the most prominent CSR researchers, according to Carroll (1999), was Davis and he described CSR as “... the firm's consideration of, and response to, issues beyond the narrow economic, technical and legal requirements of the firm” (Davis, 1973:312).

In his opinion the social responsibility starts where the law ends. All good citizens obey the law and therefore CSR is about taking one-step further. We agree with Davis (1973) but we believe that the definition does not really state what is included in CSR.

The European Commission's definition is similar to Davis' (1973) and states that CSR is perceived as something voluntary. They present the following definition of CSR; “A concept which signifies that companies on a voluntary basis integrate social and environmental concerns in their activities and in their collaboration with stakeholders beyond the claims of the law” (<http://europa.eu.int>, 2003-12-29).

Many theoretic have pointed out that profitability and responsibility are compatible notions and, this point have been made explicit in many definitions.

The quotation by Drucker (1984:62) states that, “But the proper social responsibility of business is to tame the dragon that is to turn social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well paid jobs, into wealth.” We believe that this view perceives CSR as a way to achieve long-term profit maximization.

Lately, the numbers of consulting firms with the business idea of helping companies to implement CSR have arisen. Business for Social Responsibility (BSR) is one of many organizations that are advocating greater attention to CSR.

They claim to be the world leader in CSR research and consultancy and they define CSR as “achieving commercial success in ways that honor ethical values and respect people communities, and the natural environment” (www.bsr.org, 2003-12-17). They also state that CSR comprises the ethical, commercial and other expectations society has for business, and decision-making that, fairly balance the claims of all key stakeholders. In its simplest terms, they point out CSR to be, “what you do, how you do it, and when and what you say” (www.bsr.org, 2003-12-17).

Löhman & Steinholtz (2003) state that CSR is not about writing a policy of ethics, formulating and marketing a social project or donating money to the Red Cross. Instead, they proclaim that being responsible today also involves engaging internal and external stakeholders and to comprehend and actively work with companies’ impact on business and society.

The problems regarding CSR have been that the concept is difficult to measure, operation and evaluate. Therefore, different models have arisen in an attempt to depict what is included in CSR. One of the most used and quoted models is Carroll’s (1991) Pyramid of Corporate Social Responsibility. It indicates that CSR constitutes of four kinds of social responsibilities; economic, legal, ethical and philanthropic. The pyramid might give the impression that the steps are to be fulfilled one at the time, but the author stresses that the total corporate social responsibility of business entails the simultaneous fulfillment of all the responsibilities.

The economic component is businesses’ fundamental responsibility to make profit and to grow and these responsibilities serve as a base for the other parts of the pyramid.

Making profit is not enough though; firms are also expected to pursue their economic missions within the framework of the law, i.e. complying with various federal, state and local regulations. The legal responsibilities reflect a fair way of doing business and imply being a corporate citizen who obeys the law.

Ethical responsibilities embrace those activities and practices that are expected or prohibited by societal members even though they are not codified, into law. It embodies those standards and norms that reflect a concern for what different stakeholders regard as fair and expect business to meet, i.e. the obligation to do what is right. Usually changing ethics or values proceed, and become the driving force behind the establishment of laws or regulations.

The philanthropic responsibilities are voluntary activities, not required by law, and include acts or programs such as promoting human welfare or goodwill.

These activities, are desired from the society and the purpose is to be seen as a good corporate citizen.

The ethical and philanthropic categories probably represent what people today generally mean when they speak of social responsibility (Carroll, 1991). We have come to realize after going through various definitions that not everybody includes the economic component in their definitions. It can therefore, be discussed whether CSR includes the economic component or if that only embraces what the company does for itself. There is also a discussion of whether the legal level should be included or not. Löhman & Steinholtz (2003) point out that some define CSR as something voluntary that goes beyond what is demanded by the law. They see the companies' responsibility towards the owners, customers and employees as something obvious and hence not included in what they call CSR.

The emergence of CSR

The concept of Corporate Social Responsibility is one which has emerged over the 30 years to occupy a significant role in certain aspects of organizations theory. In the recent past and indeed current social issues associated with the behavior of firms and organizations in the food industry have been emphasized in public debate in association with merger and takeover activity, environmental pollution hygiene, health and domestic and international marketing practices. In global context, that business had from time to time, acted in a way which has discriminated against various segments of society on both domestic and international fronts is well established in case study material, for example in Marx and Prakash Seth.

The concept of social responsibility emerged in the 1950s, for example in works of Memil and Bowen, but did not develop significantly until the 1960s. The main thrust of the discussion and debate from a theoretical perspective has been in the area of organizational theory and managerial decision making, although some work has concentrated upon the issues which relate directly to marketing, for example in the work of Murphy and Lacznik and Sturdivant and Cocanougher which has been incorporated into the concept of societal marketing.

The concept of CSR has not gained universal acceptance in the area of academic debate. Sparten identifies some of these including some which question the ability of firms to undertake a social role and weather it is in the interest of economic efficiency.

The early part of the twentieth century following the Great Depression saw the emergence of changing attitudes towards the role of business as a pluralistic society developed through the participation of government in the economy, trade unions and special interest groups. The 'Countervailing Power' of these dominant groups apart from business in effect curbed the excessive activity of business.

2.1 The principles of CRS

Because of the uncertainty surrounding the nature of CSR activity, it is difficult to define CSR and to be certain any such activity. It is therefore imperative to be able to identify such activity and we take the view that there are three basic principles which together comprise all CSR activity.

These are:-Sustainability, Accountability, and Transparency.(Growther and Aras,2010)

2.1.1 SUSTAINABILITY

This is concerned with the effect which action taken in the present has upon the options available in the future. If resources are utilized in the present, then they are no longer available in the future, and this is of particular concern if the resources are finite in quality.

Thus raw materials of an extractive nature, such as coal, iron or oil, are finite in quantity and once used are not available for future use. At some point in the future therefore alternatives will be needed to fulfill the functions currently provided these resources. This may be at some point in the relatively distant future but of more immediate concern is the fact that as resources become depleted then the cost of acquiring the remaining resources tends to increase, and hence the operational costs organizations tend to increase .

Sustainability therefore implies that society must use no more of a resource than can be regenerated.

This can be defined in terms of the carrying capacity of the ecosystem [hawken 1993] and described with input- output model of resource consumption. Thus the paper industry has a policy of replanting trees to replace those harvested and this has the effect of retaining costs in the present rather than temporally externalizing them.

Viewing an organization as part of a wider social and economic system implies that these effects must be taken to account, not just for the measurement of costs and value created in the present but also for the future of the business itself. Measures of sustainability would consider the rate at which resources are consumed by the organization in relation to the rate at which resources can be regenerated. Unsustainable operations can be accommodated for either by developing sustainable operation or by planning for future lacking in resources currently required. In practice organizations mostly tend to aim towards less un sustainability by increasing efficiency in the way in which resources are utilized. An example would be an energy efficiency program.

2.1.2. Accountability

This is concerned with an organization recognizing that its actions affect the external environment, and therefore assuming responsibility for the effects of its actions. The concept therefore implies a qualification of the effects of action taken, both internal to the organization and externally. More specifically the concept implies a reporting of those qualifications to all parties affected by those actions. This implies a reporting to external stakeholders of the effects of actions taken by the organization and how they are affecting those stakeholders.

Accountability, therefore, necessities the development of appropriate measures of environmental performance and the reporting of the actions of the firm. These necessities costs on the part of the organization in developing, recording and reporting such performance and to be of value, the benefits must exceed the costs. Benefits must be determined by the usefulness of the measures selected to the decision making process and by the way in which they facilitate resource allocation, both within the organization and between it and other stakeholders. Such reporting needs to be based upon the following characteristics;

- Understandability to all parties concerned
- Relevance to the users of the information provided
- Reliability in terms of accuracy of measurement representation of impact and freedom from bias
- Comparability, which implies consistency, both overtime and between different organizations.

2.1.3. Transparency

Transparency, as a principle, means that the external impact of the actions of the organization can be ascertained from the organization's reporting and pertinent facts are not disguised within that reporting. Thus, all the effects of the actions of the organization, including external impacts, should be apparent to all from using the information provided by the organization's reporting mechanism.

Transparency is a particular importance to external users of such information. Transparency therefore, can be seen to follow from the other two principles and equally can be seen to be a part of the process of recognition of responsibility on the part of the organization for the effects of its actions and equally part of the process of transferring power to external stakeholders.

2.2. WHAT IS STAKEHOLDER

There are several definitions. The most common ones are:-

- Any group or individual who can or is affected by the achievement of the organization's objectives.
- Those groups without whose support the organization would cease to exist.

We can see from these definitions that a lot of people can be stakeholder to an organization.

The most common groups who we consider to be stakeholders include:-

- Managers
- Employers
- Customers
- Investors
- Shareholders
- Suppliers

There are some more generic groups who are often include:-

- Government
- Society at large

- The local community

Many people consider that only people can be stakeholders to an organization. Some people extend this and say that environment can be affected by organization activity. These effects of the organization's activities can take much form, such as:-

- The utilization of natural resources as a part of its production processes.
- The effect of competition between itself and other organizations in the same market.
- The enrichment of a local community through the creation of employment opportunities.
- Transportation of the landscape due to raw material extraction or waste product storage.
- The distribution of wealth created within the firm to the owners of that firm [via dividends] and the workers of that firm [through wages] and the effect of this upon the welfare of individuals.
- Population caused by increased volumes of traffic and increased journey times because of those increased volumes of traffic. Thus, many people also consider that there is an additional stakeholder to an organization namely:-
 - The environment.

2.3. THE CLASSIFICATION OF STAKEHOLDER

There are two main ways to classify stakeholders:-

2.3.1. INTERNAL AND EXTERNAL

Internal stakeholders are those included within the organization such as employees or managers whereas external stakeholders are such groups as suppliers or customers who are not generally considered to be part of the organization. Although this classification is fine it becomes increasingly difficult in a modern organization to distinguish the two types who employees might be subcontractors and suppliers might be another organization within the same group.

2.3.2. VOLUNTARY AND INVOLUNTARY

Voluntary stakeholder can choose whether or not to be a stakeholder to an organization whereas involuntary stakeholder cannot. For example an employee can choose to leave the employment

of the organization and therefore is a voluntary stakeholder. The local society or the environment are not able to make this choice and must therefore be considered to be involuntary stakeholders.

2.4. CORPORATE SOCIAL RESPONSIBILITY FROM MARKETING PERSPECTIVE

In 2004, the American Marketing Association revised the official definition of marketing which had been stable since 1985. Marketing is an organizational function and a set of processes for increasing communication, and delivering value to customers and for managing customer relationship in ways that benefit the organization and its stakeholders. It was the first time when a marketing definition included stakeholder marketing as central to the field's thinking.

Three years later a new definition of marketing is proposed by AMA [2007]. Marketing is the activity set of institutions, and processes for creating communication delivering and exchanging offerings that have value for customers, clients, partners and society at large.

What is interesting to notice in the new definition is that marketing is no longer regarded a function, but rather is seen as an activity of a company. Adding “society at large” the definition and acknowledgement that the practice and activity of marketing benefits society. Also this position is broader vision to provide long term value for customers, partners, and society instead of short term value for the benefit of shareholders. What is also captivating about this new definition is that stakeholders of a company are regarded as partners, meaning that company stakeholders are engaged in a win-win situation that will benefit both parties. This strongly contrasts the narrowly profit-oriented perspective and aims to balance power of participants in a business.

Another interesting rectification of AMA 2004 Definition of marketing is suggested by Gummesson [2008,14] who maintains that business, like society is network of relationships. He makes the following corrections to AMA's definitions, bringing a new perspective:-Marketing is a culture, an organizational function and a set of processes for creating communicating and delivering value to customers and for managing, interacting in network of customer relationships in ways that benefit the organization, its customers and its other stakeholders. A marketing network therefore, consists of a company and its stakeholders with whom it builds mutually profitable and socially responsible business relationships. In this context, competition is between marketing network and not between companies .By observing the definitions elaborated by the

most prestigious professional association for marketing and other academics', we can identify a focus on social considerations. In this context, marketers are required to integrate social responsible marketing within a company and to adopt a responsible conduct in developing activities and reaching marketing objectives in line with stakeholders' desires.

Agreement on a particular definition of corporate social responsibility is problematic. However, the European Commission suggests that corporate social responsibility is :-a concept where by companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders on a voluntary basis [Commission of the European Communities, 2001].

On the contrary, corporate social responsibility is defined as "A commitment to improve the community wellbeing through discretionary business practices and contribution of corporate resources". [Kotler and Lee, 2005,3]

Corporate social responsibility is regarded as a way to enhance competitive advantage [porter &Kramer, 2006] and to adopt an attitude or an ability to perform in ways that competitors cannot or will not match. Therefore, companies must shift fragmented, defensive posture to an integrated, affirmative approach, where the principles of social responsibility are the basis of successful business. Innovation, selection, of the right causes identifying the market opportunities and integrating them into the strategies of the company are the sources of the competitive advantage.

Companies perceive green marketing as a good opportunity that can be used to achieve it goals as more types of consumer become aware about the environment. In the 1990s a survey found that 92% of European multi nationals claimed to have changed their products in response to consumers' green concerns and 85% claimed to have changed their production systems (Vandermerwe & Oliff, 1990, cited in peattie & Crane 2005).

Not only consumers' pressure companies to develop green marketing strategy, but also the governmental bodies and competitors environmental activities. Considering these facts, we may assume that a company that changes its behavior and adapt to environmental requirements will have a competitive advantage against companies that are not marketing green products.

The competitiveness of a company is now a day's decided among the other factors by the socially responsible marketing, by the environment friendly technology, by respecting the stakeholder or by its contribution to support the members of the community.

2.5. Corporate Social Responsibility in times of Crisis

Studies on the level of corporate social responsibility activity in times of financial crises are increasing and all seem to agree that companies tend to cut down their funding, to post pond or cancel their social programs and even consider their basic commitments to supporting society.

Kuraibrahimoglu (2010), examines the effects of financial crisis on the number and extent of corporate social responsibility and imperially demonstrates that there was a significant decrease in the corporate social responsibility projects. Fortune 500 companies in 2008, and that employee and society were found to the most popular agents in stake holders in the social activities. Also Njoraroge (2009) indicated that companies are in consensus, that financial crisis affect social projects and he argued that financial crisis may result in stalling the projects, postponement or cancellation of the social projects.

During the crisis a lot of categories are affected by its effects and therefore the demand for corporate social responsibility is growing. This means that companies should involve more in supporting social causes and the environment. In order for the social responsibility to be successful, stronger leadership abilities are required. Managers and Markets should integrate social responsibility in their strategy, firstly because it's a moral duty they should have to assume and then because it can bring long term success and overall health of a company and society at large.

Corporate social responsibility is seen as a viable dimension of a business. Academics state there is no opposition between a company's activities and ethical behavior (Crowther & Caliyurt, 2004). Companies should align there business principles and innovative thinking of corporate social responsibility, should create an internal environment where motivated would efficiently work and should also satisfy external stakeholders' desires to acquire long term and success and develop a sustainable strategy. Acorporate sustainable social responsibility strategy is not tangential to a company's strategy, but it is integrated in the core marketing strategy internally and externally.

Companies and societies do have a choice but to work together, and therefore companies need to support social causes, and these will add value for both sides and will bring to the surface new market opportunities. Social responsibility is a complex of abilities that determine moral and ethical actions. Being socially responsible means, to wisely utilize a company's resources and abilities to respond to social concerns, when most needed.

2.6. Process of Corporate Social Responsibility

A vast quantity of research falls in the domain of corporate social responsiveness. Many scholars have proposed methods and conditions for implementing corporate social responsiveness (Aldag & Jackson, 1975, post 1978; Preston and Post, 1975). None of this works however proved to be systematic and operational enough to frame the field of responsiveness research. Corporate social responsiveness defined by Fredric (1978:6) as a capacity of a corporation to respond to social pressures, 'has been described by SIM scholars as a replacement, a refinement or to compliment to social responsibility'. Fredric saw responsiveness a social base of conceptual development, a way of shifting academic and managerial thinking towards implementing the agenda earlier social responsibility phase. Sethi (1979) implied that responsiveness could be seen as a replacement for CSR. Carrol in (1979) observed, however, that the responsiveness is conceptually inadequate to replace CSR, companies can be very responsive to environmental conditions or social pressures, but they may in the process act irresponsibly or unethically. Wood (1990) pointed out that a concept that permits action without reflection of responsibility is not a refinement over a concept that merely encourages responsibility. In recent years, these flow in the concept of responsiveness has been an incentive to incorporate ethical philosophy into SIM research (Freeman & Gilbe, 1988, Kahn, 1990, Massie 1989, Watton (1988), Weber (1989).

Wartic and Cochran (1985) argued correctly that within the corporate social performance model responsiveness compliments but does not replace responsibility. As the second facet of the CSR model, responsiveness provides on action counter point to the principled reflection of social responsibility. However, in their formulation of the CSR model they use the four approaches listed by Carroll (1979) – reactive, defensive, accommodative and proactive – to represent the process of social responsiveness. These approaches may indeed characterize various organizational responses to social pressure, but they are not themselves processes, nor do they

help researchers to understand the vast literature that has been built regarding the concept of corporate social responsiveness.

Although strand (1983) developed a more thorough systems frame work for corporate social responsiveness, the relevant research is more consistent with the earlier work of Ackerman (1975), who suggested three characteristic behaviors

- a) It monitors and assesses environmental conditions
- b) It attends to the many stakeholder demands placed it
- c) It designs plans and policies to respond to changing conditions

These behaviors are indeed processes for handling information, people and groups, and social issues and events, and thus, they are more accurately reflect what the second part of the CSR model is about. Further, they correspond to three main areas; environmental assessment, stakeholder management, and issues management, and issues management.

2.6.1. Environmental Assessment

Responsiveness is an ecological concept, suggesting organizational survival through adaption to environmental conditions. A premise of this concept is that firms must know something about the external environment is neither a unitary nor a stable phenomenon that its components have different origins, processes, configurations, and effects, and that social, political and legal environments were at least as important to companies as were the economic and technological environments.

Several developments facilitated these tasks. Steiner's (1979) work set the stage for differentiating various noneconomic facets for the business environment. Wilson's (1977) frame work for scanning the social, economic, political, and technological environments showed how to begin rational modeling of a complex and confusing environment. The social and political uproar of the 1960s and 1970s at last entered management consciousness as something more than a temporary aberration in an otherwise environment (Monitor, 1980). Economists such as Weidenbaum (1981) got across the message that the legal and regulatory environments could be very influential and costly to businesses.

As these points came to be accepted, scholars moved toward developing more sophisticated and rigorous techniques for scanning and analyzing the environment. Researchers such as Fleming (1981) and Fashy and Narayanan (1986), refined environmental assessment techniques and helped to integrate them into the strategic management literature. This information component of responsiveness- knowledge about the environment or, conversely, changing it. Presumably, better environment scanning would pay off in better social and financial performance for companies (Newgren, Rasher, LaRoe, and Szabo, 1985); however, the measurement of social performance and its relationship to financial performance has remained an intransigent problem (Cochran and Wood, 1984; Starik and Carroll, 1990)

2.6.2. Stakeholder Management

Freeman's (1984) landmark book on stakeholder analysis provided a convincing discussion of the links between external stakeholders and company functions and a set of preliminary tools for mapping these relationships and their consequences. A great deal of research in SIM is related to the stakeholder management model.

Some researchers have focused directly on the stakeholder management concept itself, expanding and refining it and making it more theoretically robust and grounded to corporate practice (Gilbert, 1989; Mallott, 1990; Meznar, Christian and Carroll, 1990). Morris, Rehbein, Hosseini, and Armacost (1990) have associated particular kinds of stakeholder management devices (e.g. employee newsletters, public affairs offices, community relations programs) with organizational characteristics such as size, ownership, profitability, and CEO leadership style.

Some scholars have expanded knowledge of stakeholder's management processes by working within established theoretical traditions not directly derived from or related to the stakeholder concept. Examples include Mitnick's (1987) efforts to specify dimensions of agent principal relations and boundary scanning roles. Getz's (1990) application of 'agency theory' to international corporate political action. Miles's (1987) use of organization theory and strategic management literature to explain corporate social responsiveness. Aram's (1989) article on the paradox of interdependent relations, and Freeman and Gilberts (1988) work on corporate ethics.

2.6.3. Issues management

Warrick and Cochran (1985) proposed issues management as the third facet of the CSP model, which they termed politics developed to address social issues. In their conceptualization issues management is further classified as issues identification, issues analysis, and response development. However, because this concept of issues management has taken on rather specific process connotations, because it is not necessarily a policy oriented concept, and because it is not sufficiently descriptive of the outcomes of corporate social performance, it is better seen as a process of social responsiveness than as the endpoint in the CSP model.

Issues management (IM) is an outgrowth of earlier interest in environmental scanning (Wartick and Rude, 1986). IM involves devising and monitoring internal and external processes for managing a company's response to social issues (Brown, 1979), with the purpose of "minimizing surprises" (Wartick and Cochran, 1985). In IM the theory of innovation diffusion (also used in concepts such as the product life cycle) is adapted and applied to the development and handling of responding to social issues (Molitor, 1980).

Internal processes for responding to social issues also have been of interest to SIM scholars. For example, corporate ethics programs and corporate codes of ethics have been studied, with inconclusive results, to see whether the existence of formal ethical guidelines and decision processes are useful to managers in resolving ethical issues and whether they result in better corporate social performance (Brenner, 1990. Matthews, 1987), Wartick (1988), further, emphasized the conceptual and practical links between issues management and overall performance.

Outcomes: Social impacts, programs and policies

The outcomes of corporate behavior are of direct and obvious interest in assessment of corporate social performance. According to this third facet of the CSP model – policies, programs, and observable outcomes as they relate to the firm's societal impacts of corporate behavior, regardless of the motivation for such behavior or the process by which it occurs; the programs companies use to implement responsibility and/or responsiveness; and the policies developed by companies to handle social issues and stakeholder interests.

Social Impacts of Corporate Behavior

In considering these outcomes, a cycle is completed as the problems and issues that motivated research in corporate social performance in the first place are addressed again. Early proponents of corporate social responsibility focused attention on factory disasters, oil spills, toxic wastes, and harmful products, illegal payments to politicians, improper testing, and similar negative social impacts of business behavior. Early detractors from CSR focused on the provision of jobs, needed and desired goods and services, wealth creation, payment of beneficial social impacts of business behavior.

A great deal has been written about businesses social impacts, but more empirical research is needed in this area. Some economists have analyzed business's social impacts using economic models (Weidenbaum, 1981). Which tend to show that free-market solution to social problems are most efficient. Other economists (e.g. Rose 1907) have tackled the difficult problem assessing social intangibles such as the beauty of a wilderness area or corporate social reporting (Blake, Frederick and Myers , 1976); Dierkes and Berthoin Antal, 1986) with special indicators, goal reporting and accounting, and social balance sheet. Although this significant area of research unfortunately has languished in recent years, it should be revived to help give substance to the evaluation of corporate social performance.

If corporate social performance becomes in any fashion something distinct from other (i.e. "business" or "real") corporate performance, then it loses its viability as a way of understanding business society relationships. Using the concept of social impacts helps to avoid this improper segmentation of social and business behaviors.

CSR and Employees

An important factor when discussing how CSR should be applied upon the employees is to define who is responsible for CSR. Most proponents of CSR from an employee perspective advocate that this issue should be a matter for the HRM department. Persaud (2003) claims, that some companies embrace the CSR thinking in their every day actions and as an inherent part of their business strategy.

Other companies evolve their CSR commitment incrementally as a result of priorities changing and being responsible moves up on the agenda.

Brown (2003) follows the same reasoning and claims that in order for CSR to move from great ideas and intentions into an organization's day-to-day routines, CSR needs to be an HRM issue. CSR should be part of the HRM strategies in order for effective delivery and implementation.

Brown (2003) continues to state that an implementation of CSR into HRM strategies will enhance the organization's effectiveness when it comes to recruiting, retaining and developing employees. Furthermore, other positive outcomes may be increased employee commitment and contribution to the organization. Watkins (2003) agrees and says that it is an HRM issue to introduce and follow through the implementation of CSR in an organization. The author points out that the key challenge with CSR is integrating the concept with the company's core values and, to put CSR policies into practice. Therefore, the HRM departments are best suited

Physical Working Environment

Ergonomics

According to Lohr aten (2002), a commonly used term when discussing the physical working environment is ergonomics. Ergonomics deals with issues such as proper chairs, good light, soundless ventilation and good air quality. The author claims that ergonomics play a fundamental role in determining the level of employee wellbeing and productivity. Rosen (1991) agrees with Lohr aten (2002) and states that a strong link exists between a workplace that put ergonomics in focus and employee wellbeing. According to  borg, Sandblad, Gulliksen & Kavathatzopoulos (2001), ergonomics has been highlighted over the last ten years as there is a huge increase in employees that spend most of their time in front of a computer. Neck and back problems can often be traced to computer intensive work and there are several measures that can be considered in order to prevent these problems.

We agree with the above-mentioned authors that ergonomics are of importance to employees. We do believe that a good physical working environment is perceived as a must in order to do a good job and is often taken for granted by most employees.

Alignment of Individual and Organizational Values

Previously we have focused on the company's actions towards the employees and how that affects the employees' wellbeing. However, we find another aspect important CSR with Focus on the Employee Perspective regarding the employees' wellbeing and that is how the company acts towards its external stakeholders.

According to Vivader-Cohen (2000), socially and environmentally responsibly companies offer inspiration to its employees and create employee loyalty.

Employees take pride in working for a company that affects and creates positive social change. It has been proven, in the past two decades that when companies go through highly publicized corporate crises such as Shell in Nigeria, Union Carbide in Bhopal, Exxon Valdez in Alaska and Nike and Gap sweatshops it has a destructive impact on employee morale. Besides exploitation of people and the environment in the third world, unethical behavior like senior managers' parachutes and bonuses, cartels, unreasonable fees and exploitation of people in marketing will decrease employee loyalty (Löhman & Steinholtz, 2003).

Tamara & Spring (2001) refer to a survey of jobseekers in 2000 that indicates that job seekers with a high level of job choice, judged potential future employers by their ethical and moral behavior, and saw that aspect as very important when searching for employment opportunities.

CSR Europe, a non-profit organization promoting CSR, campaigns on these issues and has on their homepage published a research result which showed that 78% of employees would rather work for an ethical and reputable company than receiving a higher salary working for a less ethical company. Increasingly more people also want to feel proud of the company they work for and motivation is often based on values rather than they pay cheque (www.csreurope.org).

We are aware that we have to be careful when presenting research results that we have not been able to verify. We do however, find the results interesting and therefore decided to present them. They point in a general direction of employees increasingly being concerned with the companies' ethical and moral conduct.

Globalization and CSR

Truly accepted values must infuse the organization at many levels, affecting the perspective and attitudes of personnel, the relative importance of staff activities, the distribution of authority, relations with outside groups, and many other matters. Thus if a large corporate assets the wish to change its role in the community from a narrow emphasis on profit making to a large social responsibility (even though the ultimate goal remains some combination of survival and profit making ability), it must explore the implications of such a change for decision making in a wide variety of organizational activities. (Selznick 1957; 136)

Globalization is a leading concept which has become the main factor in business life during the last few decades. This phenomenon affects the economy, business life society and environment in different ways, and almost all corporations have been affected by these changes. We can see these changes mostly related increasing competition and the rapid changing of technology and information transfer. This issue makes corporations more profit oriented than a long term and sustainable company. However, corporations are a vital part of society which needs to be organized properly. Therefore, we need social norms, rules and principles in society and business life for socially responsible behavior.

Globalization can be defined as the free movement of goods, services and capital. This definition does not cover all aspects of globalization or global changing. Globalization also should be a process which integrates world economies, culture, technology and governance. This is because globalization also involves the transfer of information, skilled employee mobility, the exchange of technology, financial funds flow and geographic arbitrage between developed countries and developing countries. Moreover globalization covers all dimensions of the world economy, environment and the world is changing dramatically. Every government has a responsibility to protect all of their economy and domestic market from this rapid changing.

The question is how a company will adopt to this changing. First of all all companies have to know different effects of globalization. Globalization has opportunities and threats. A company might have learn how to protect itself from some negative effects and how to get opportunities from this situation.

Globalization affects the economy business life, society and environment in different ways:

- Increasing competition
- Technological development
- Knowledge/ information transfer
- Portfolio investment
- Regulation/ deregulation, International tstandard
- Market integration
- Intellectual capital mobility
- Financial crises – contagion effect global crises

How Globalization Affects CSR

The question might be how globalization affects CSR. But the answer to this question is not only related to the last quarter of the 20th century but also related to previous centuries. John Maynard Keynes calculated that the standard of living had increased 100% over four thousand years. Adam Smith had an important (seminal) idea about the wealth of communities and in 1776 he described conditions which could lead to increasing income and prosperity. Similarly there is much evidence from economic history to demonstrate the benefit of moral behavior: for example, Robert Owen in New Lanark, and Jedediah Strutt in Derbyshire- both in UK- showed the economic benefits of caring for stakeholders. More recently Friedman has paid attention to the moral impact of the economic growth and development of society.

It is clear that there is nothing new about economic growth, development and globalization. Economic growth generally brings out some consequences for the community. This is becoming a world phenomenon. One of the most important reasons is that we are not taking into account the moral, ethical and social aspects of this process. Some theorists indicated the effect of this rapid changing more than a hundred year ago. Economic growth and economic development might not be without social and moral consequences and implications.

Another question is who is responsible of this ongoing process and for ensuring the wellbeing of people and safeguarding their prosperity. Is this responsibility of governments, the business world (business man), consumers, shareholders, or of all people? Government is part of the system and the regulator of market structure, consumer behavior or commercial conditions. Moreover, they are responsible to shareholders for making more profit to keep their interest long term in the company. Therefore they are taking risk for their benefit/profit. This risk is not opposed to the social or moral/ethical principles which they have to apply in the company. There are many reasons for ethical and socially responsible behavior of the company. However, there are many cases of misbehavior are some illegal operations of some companies. Increasing competition makes business more difficult than before in the globalised world.

The challenges of CSR in a globalizing world, is to engage in a process of political deliberation which aims at setting and resetting the standards of global business behavior. While stakeholder management deals with the idea of internalizing the demands, values and interests of those actors

that affect or are affected by corporate decision-making, we argue that political CSR can be understood as a movement of corporation into environmental and social challenges such as human rights, global warming, or deforestation (Scherer and Palazzo, 2008).

CHAPTER THREE

3. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This part of the research paper deals with presenting, analyzing and interpreting of the collected data through questionnaires and interviews.

Questionnaires were distributed to employees of Geo synthetics Industrial Works P.L.C. Out of 140 copies of questionnaires distributed 120 has been filled out thoroughly and returned.

Interview was conducted with the company's production manager since the study was delimited to the production department.

The quantitative data was analyzed and presented in tables and graphs as an alternative so that the viewer could choose in between, while the qualitative data is used to support the finding with quantitative once.

Table 3.1 General Characteristics of Respondents

The first table holds the general characteristics of the employees. Sex, age group, education, employment and employment type are included in it.

Table 1- General characteristics of employee respondents

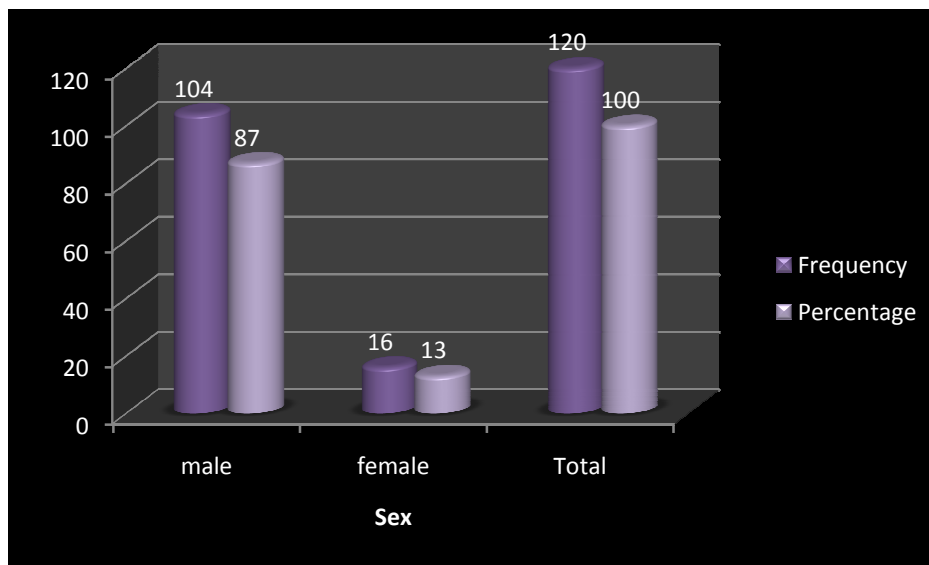
Item NO.	Item	Description	NO. of Respondents	Percentage (%)
1.	Sex	Male	104	87
		Female	16	13
		Total	120	100
2.	Age	18-27	39	33
		28-37	62	52
		38-47	15	12
		48-57	-	-
		>58	4	3
		Total	120	100
3.	Education	10/12 Completed Certificate	27	22
		Diploma	19	16
		Degree	61	51
		Master and above	11	9
		Total	2	2
		Total	120	100
4.	Employment	< 1 year	15	13
		1-2 years	19	16
		2-3 years'	12	10
		'3-4 years'	9	8
		'4-5 years'	25	21
		above 5	40	32
		Total	120	100
5.	Employment Type	Permanent	115	95
		Contract base	2	2
		Other	3	3
		Total	120	100
6.	Hours per day	8hr	111	92.0
		16hr	2	2.0
		Other	7	6.0
		Total	120	100.0

3.2 Analysis of Major Findings

Table 2- Heard of CSR and CSR practice

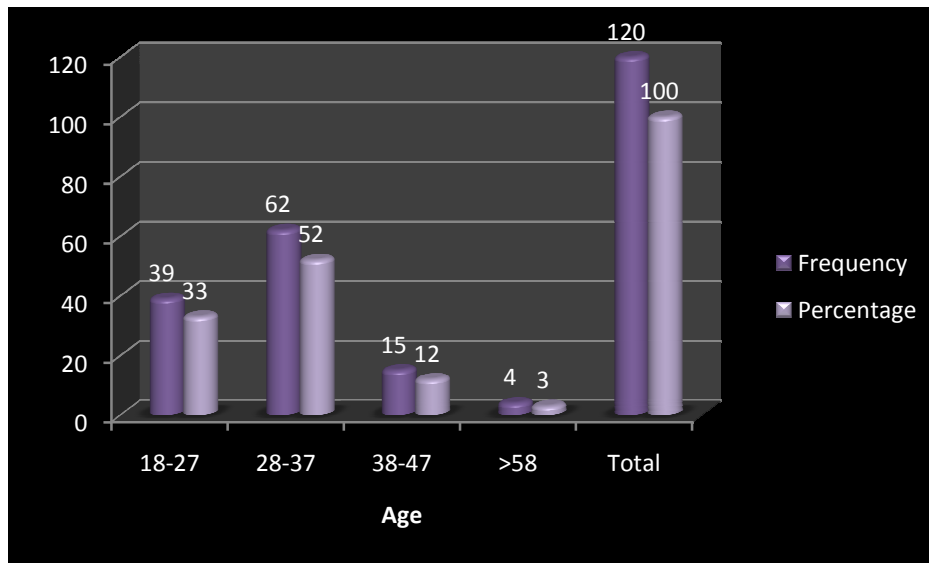
1.	Have you ever heard of CSR before this	Yes	59	49
		No	61	51
		Total	120	100
2.	Does the company practice CSR	Yes	56	47
		No	64	53
		Total	120	100

Figure 1 - Sex of the employees



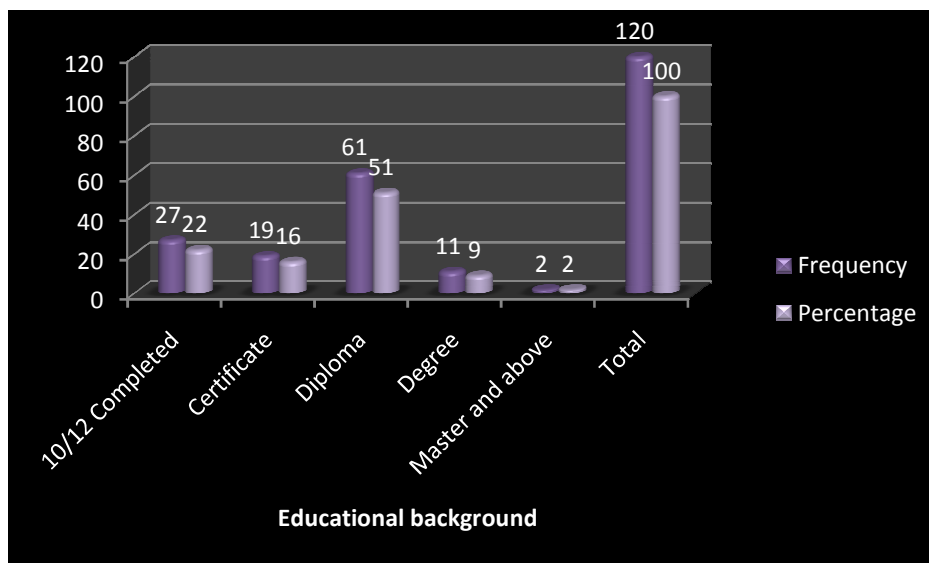
As it is illustrated in the above table in item number 1 and the above graph out of 120 respondents 107 (87 %) found to be males and the rest 16 (13 %) of them are found to be females. From the above data one can judge that, males take a huge roll in participating in the production department.

Figure 2- Age of the employees



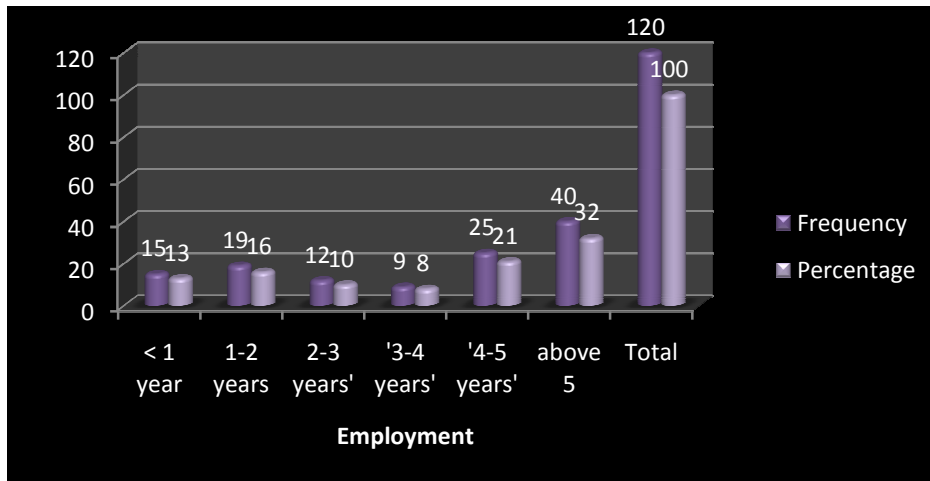
Item number 2 which is presented in the same table and the above graph shows that 39(33%) of the respondents lay in the age of 18-27, 62(52 %) of respondents are between the age of 28-37, and the rest 15(12%) and 4(3%) are in the age of 38-47 and >58 respectively. The student researcher was able to understand from the above figure that most of the employees are in their mid adulthood. This implies that the given age group is matured and can give reliable information to the questions listed.

Figure 3- Educational Background



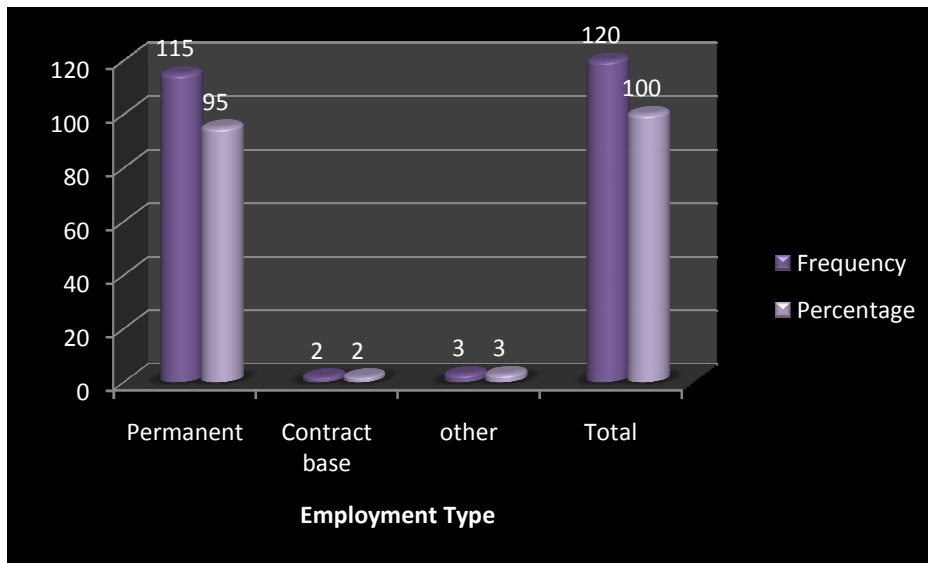
Regarding the educational background from the total of 120 respondents 27 (22 %) respondents have completed 10th or 12th, 19(16%) have certificate, 61 (51%) have diploma, 11(9%) are first degree holders while 2(2%) have masters and above. This implies that the given age group is eligible to give rational reasoning for the listed questions.

Figure 4- Employment



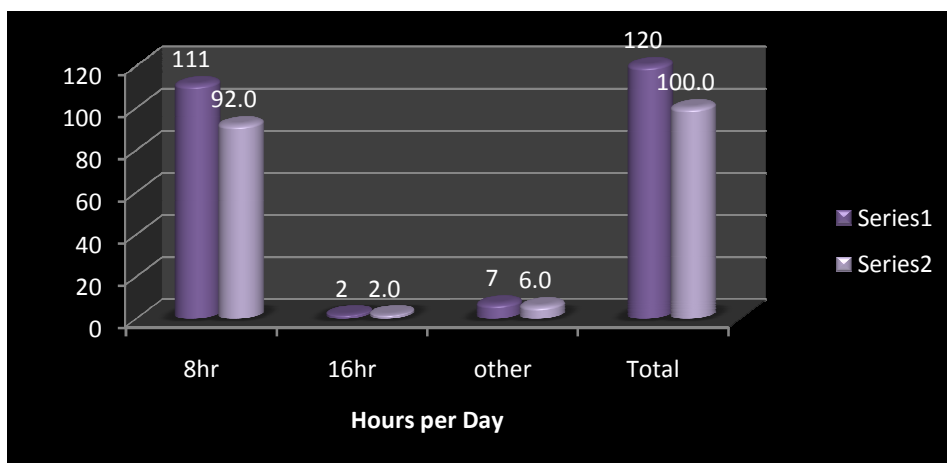
The employment table 3.1item no 4 shows that,15 (13%) have worked in the company for less than a year,19(16%) have been in the company for a year to two years, the employees that have worked from two to three years were found to be 12 (10%), the rest 9(8%), 25(21%) and 40(32%) have worked in the company three to four, four to five and above five years as an employees. This shows that more than 80% of the employees are relatively more exposed to the PVC materials.

Figure 5- Employment Type



In the same table, item no 5 and the above graph which shows the employment type to be 115(95%) are permanent, 2(2%) are in contractual basis while the remaining 3(3%) replied other. This denotes that, the employees are well equipped with the current and future activities of the company. And their judgment can be trusted.

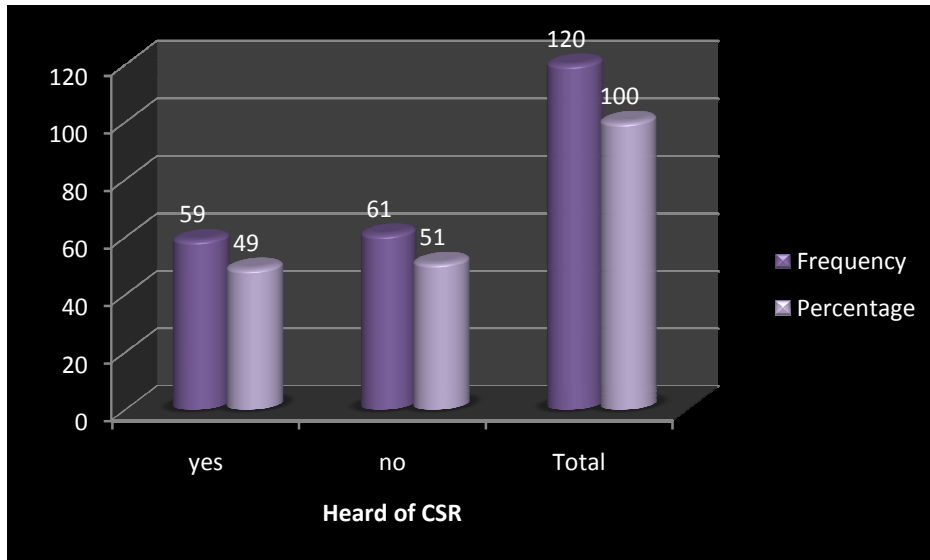
Figure 6- Hours per Day



Out of the 120 respondents 111(92%) responded that they work 8 hours per day, 2(2%) work 16 hours and the remaining 7(6%) responded that they work out of the given time range. This

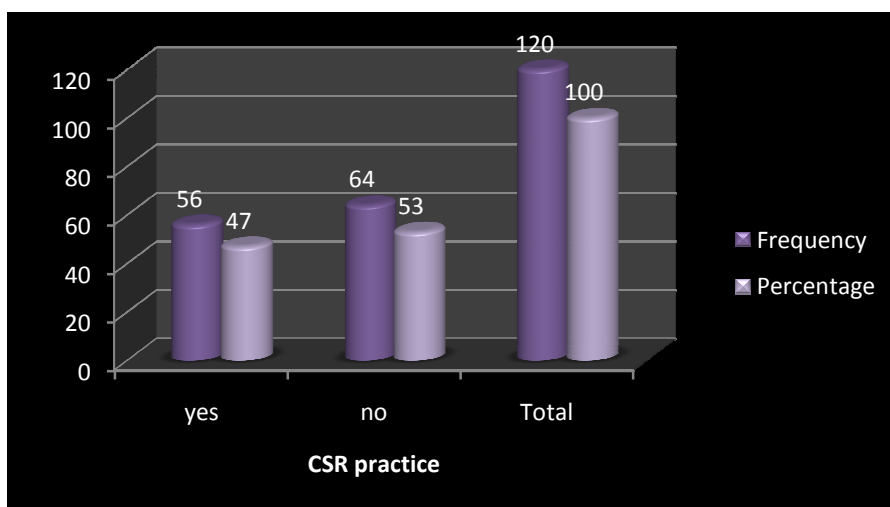
implies that 92% that is more than half of the employees spend their day being exposed to the PVC materials.

Figure 7- Heard of CSR



From the 120 questionnaires distributed to employees, 59(49%) replied that they have heard of CSR before and 61(51%) replied that they have never heard of CSR before. This implies that many of the employees do not have the awareness about CSR so they would not know their rights and responsibilities.

Figure 8- CSR practice

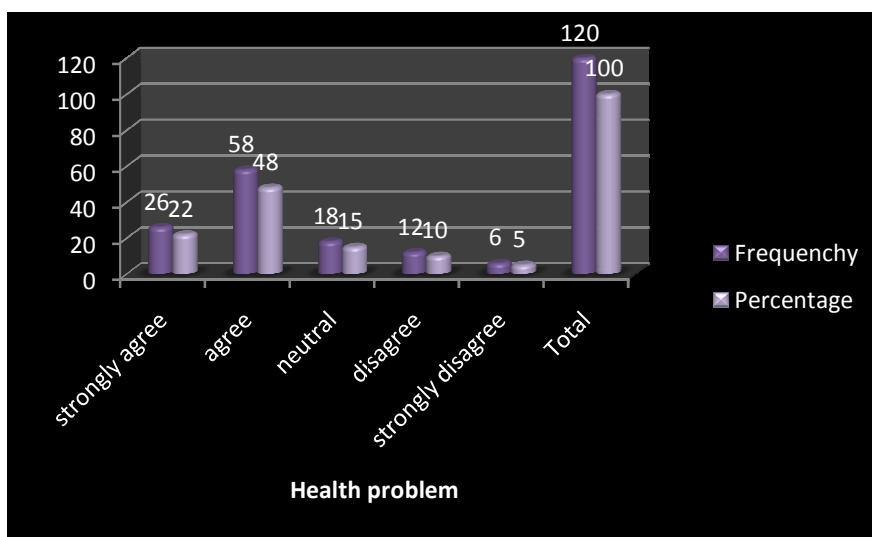


From the first table the last question asked was if the company practices CSR. From 120 respondents 56(47%) answered yes and 64(53%) answered no. this implies that more than half of the employees do not have the knowhow if the company practices CSR.

Table 3- Health Problem

Item NO.	Item	Scale	NO. of Respondents	Percentage (%)
1.	I have experienced a health problem ever since I have started working here	Strongly Agree	26	22
		Agree	18	15
		Neutral	58	48
		Disagree	12	10
		Strongly Disagree	6	5
		Total	120	100

Figure 9- Health Problem

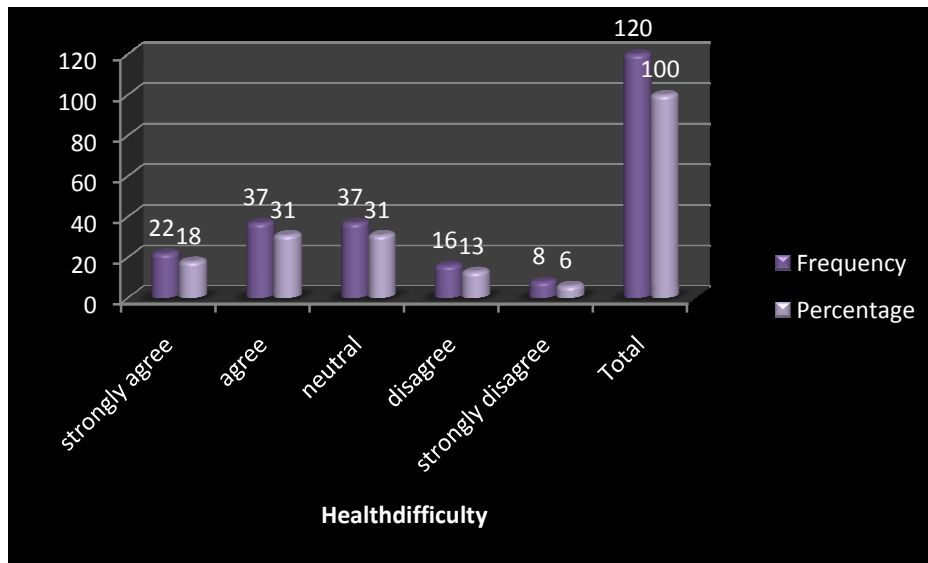


The first item from the second table asks the employees if they have experienced a health problem since they have started working in the company. 26(22%) strongly agree, 58(48%) agree, 18(15%) neutral, 12(10%) and 6(5%) replied strongly disagree. This clearly implies that most of the company's employees experience health problem since they have started working at the company which gives the student researcher to conclude that 70% of the employees have a health issue, which has a huge impact on the production process.

Table 4- Health Difficulty

Item NO.	Item	Scale	NO. of Respondents	Percentage (%)
1.	While working in the company I sometimes go through a health difficulty	Strongly Agree	22	18
		Agree	37	31
		Neutral	37	31
		Disagree	16	13
		Strongly Disagree	8	6
		Total	120	100

Figure 10- Health Difficulty

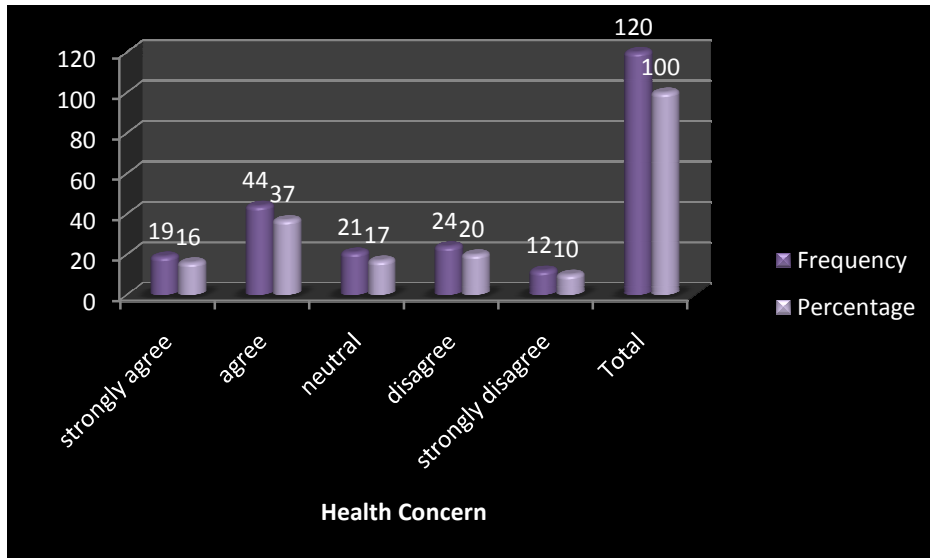


The second item from the third table asks the employees of the company if they incur a health difficulty while working in the company. 22(18%) answered strongly agree, 37(31%) agree, 37(31%) were neutral, 16(13%) disagree and 8(6%). This implies that most of the employees incur health difficulties when doing their work in the company.

Table 5- Health Concern

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	I have a concern about my health ever since I started working here	Strongly Agree	19	16
		Agree	44	37
		Neutral	21	17
		Disagree	24	20
		Strongly Disagree	12	10
		Total	120	100

Figure 11- Health Concern

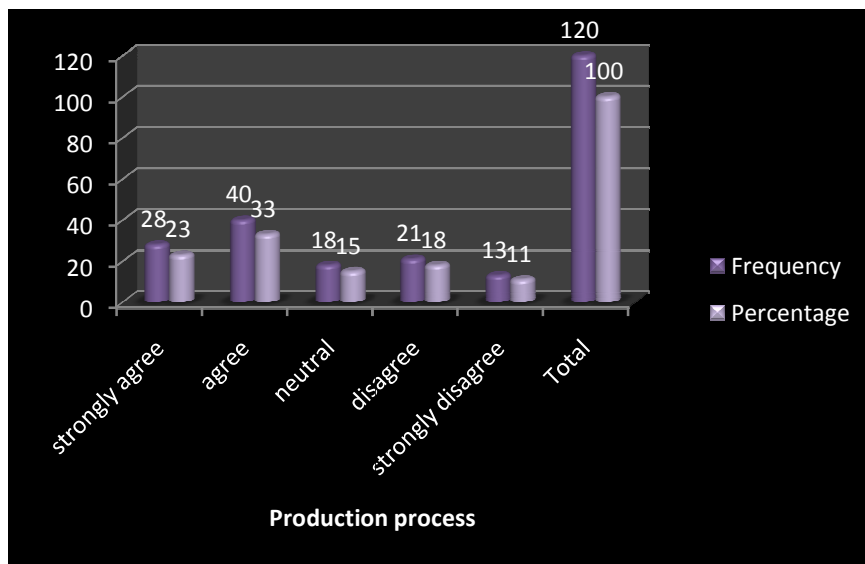


The forth table asks if the employees has concern for their health since they have been working in the company. 19(16%) strongly agree, 44(37%) agree, 21(17%) neutral, 24(20%) and 12(10%) were disagree and strongly disagree respectively. The student researcher was able to understand that the employees that have concerns for their heath out numbers the employees who does not.

Table 6- Production Process

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The production process directly affects my health	Strongly Agree	28	23
		Agree	40	33
		Neutral	18	15
		Disagree	21	18
		Strongly Disagree	13	11
		Total	120	100

Figure 12- Production Process



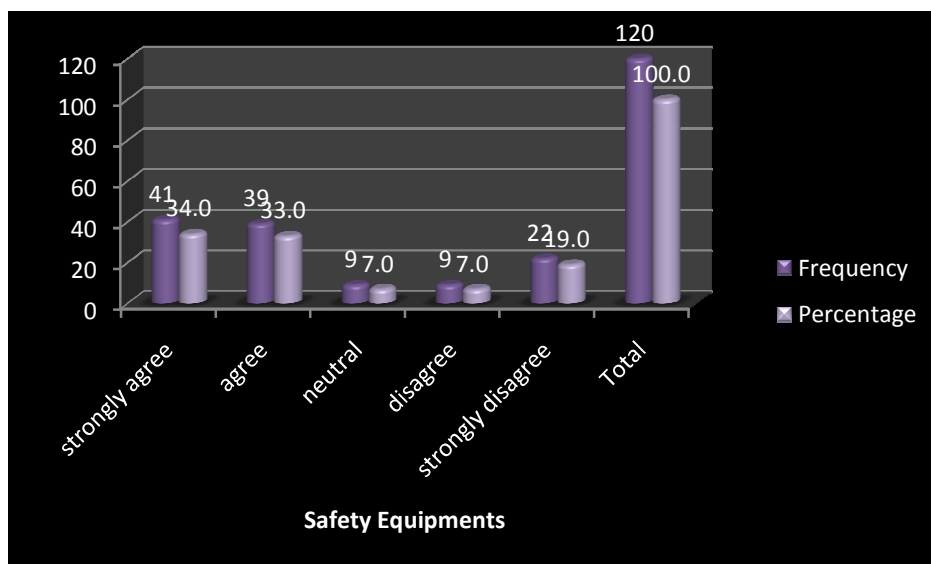
If the production process affects the health of the employees was the fifth table's question, 28(23%) strongly agree, 40(33%) agree, 18(15%) neutral, 21(18%) disagree and 13(11%) strongly disagree. This shows that most of the employees that are involved in the production

department are directly affected by the production process since they spend most of their job in there. The process starts from mixing the PVC to cooling it.

Table 7- Safety equipments

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company provides with safety equipments	Strongly Agree	41	34
		Agree	39	33
		Neutral	9	7
		Disagree	9	7
		Strongly Disagree	22	19
		Total	120	100

Figure 13- Safety Equipments

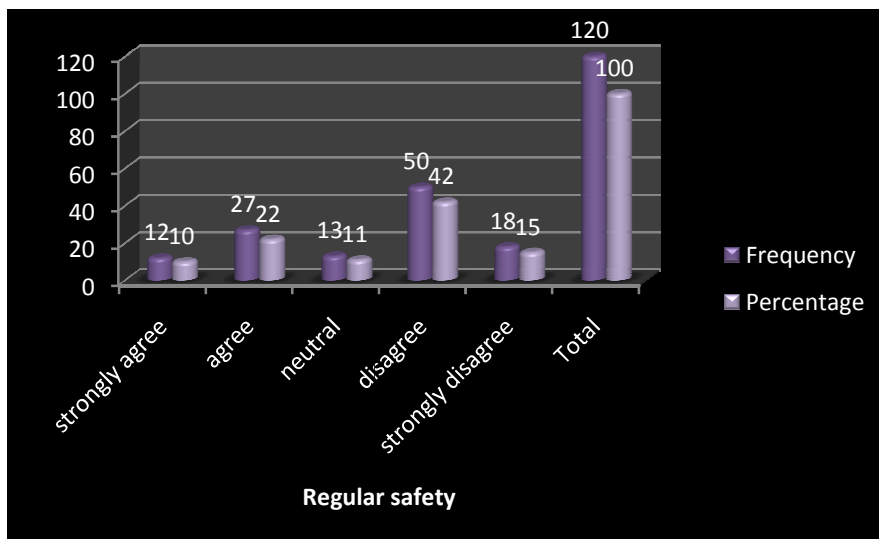


The next item from the sixth table asks if the company provides safety equipments, 41(34%) strongly disagree, 39(33%) agree, 9(7%) neutral, 9(7%) disagree and 24(9%) strongly disagree. This implies that the company doesn't provide safety equipments to the employees in the production department.

Table 8- Regular Safety

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company provides safety equipments regularly	Strongly Agree	12	10
		Agree	27	22
		Neutral	13	11
		Disagree	50	42
		Strongly Disagree	18	15
		Total	120	100

Figure 14- Regular Safety

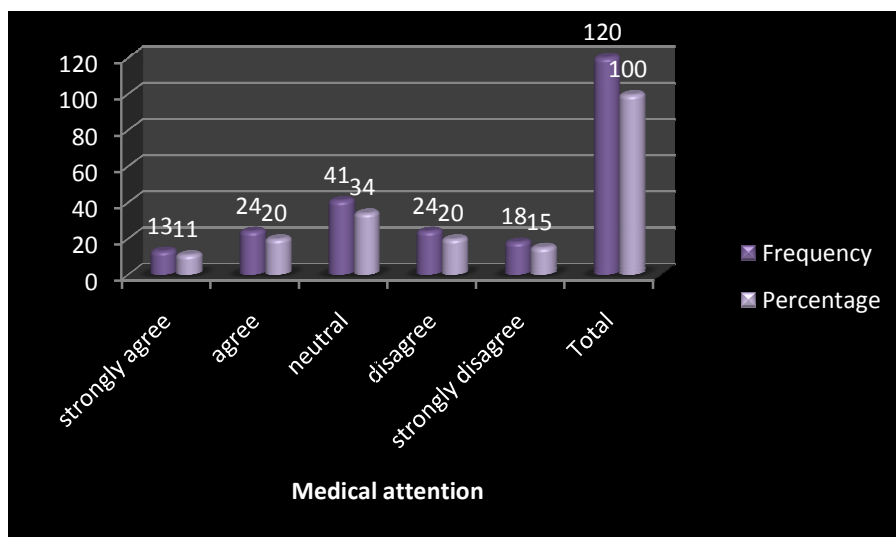


The seventh table asks if the company regularly provides the employees with the safety equipments. 50(42%) strongly agree, 27(22%) agree, 13(31%) neutral, 12(10%) disagree and 18(15%) strongly disagree. This implies that the regular supply of safety equipments is very weak. The employees are not fortunate for a regular supply of safety equipments.

Table 9- Medical attention

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company gives medical attention to the employees	Strongly Agree	13	11
		Agree	24	20
		Neutral	41	34
		Disagree	24	20
		Strongly Disagree	18	15
		Total	120	100

Figure 15- Medical Attention

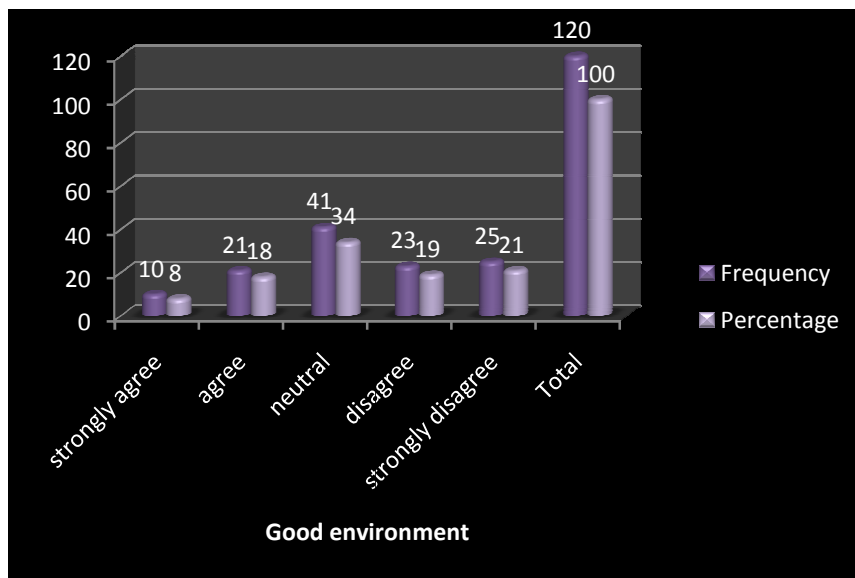


The eighth table asks if the company gives a medical attention to employees. 13(11%) strongly agree, 24(20%) agree, 41(34%) neutral, 24(20%) disagree and 18(15%) strongly disagree. This implies that even if the company gives medical attention to employees it is not as often as they should get.

Table 10- Good Environment

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company offers a good environment for employees to work in.	Strongly Agree	10	8
		Agree	21	18
		Neutral	41	34
		Disagree	23	19
		Strongly Disagree	25	21
		Total	120	100

Figure 16- Good Environment



If the company provides a good environment is the ninth table. 10(8%) strongly agree 21(18%) agree, 41(34%) neutral, 23(19%) disagree and 252(1%) strongly disagree. This implies that either the employees are not willing to confirm the company gives a suitable working environment or they do not have enough knowledge about a good working environment.

Table 11- Stay Satisfaction

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	I'm satisfied with my stay at the company	Strongly Agree	9	8
		Agree	13	11
		Neutral	28	23
		Disagree	37	31
		Strongly Disagree	33	27
		Total	120	100

Figure 17- Stay Satisfaction

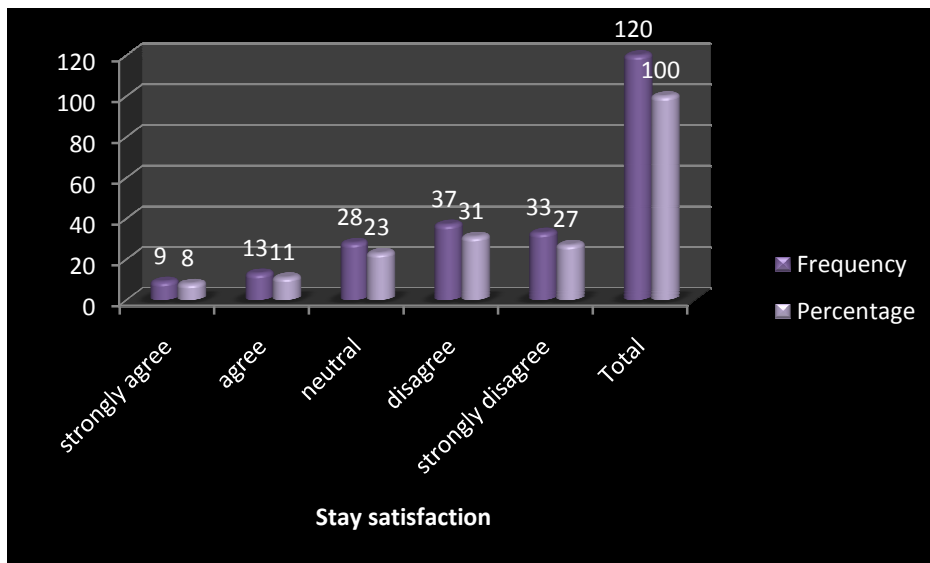


Table ten requests if the company's employees are satisfied with their stay at the company. 9(8%) strongly agree, 13(11%) agree, 28(23%) neutral, 37(31%) disagree and 33(27%) strongly disagree. This implies that most of the company's employees are not satisfied by the company's policy about the stay of employees and their stay in the company in general.

Table 12- Company policy

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	I am happy with the company's policy to protect the employees wellbeing	Strongly Agree	12	10
		Agree	19	16
		Neutral	44	37
		Disagree	31	26
		Strongly Disagree	14	11
		Total	120	100

Figure 18- Company Policy

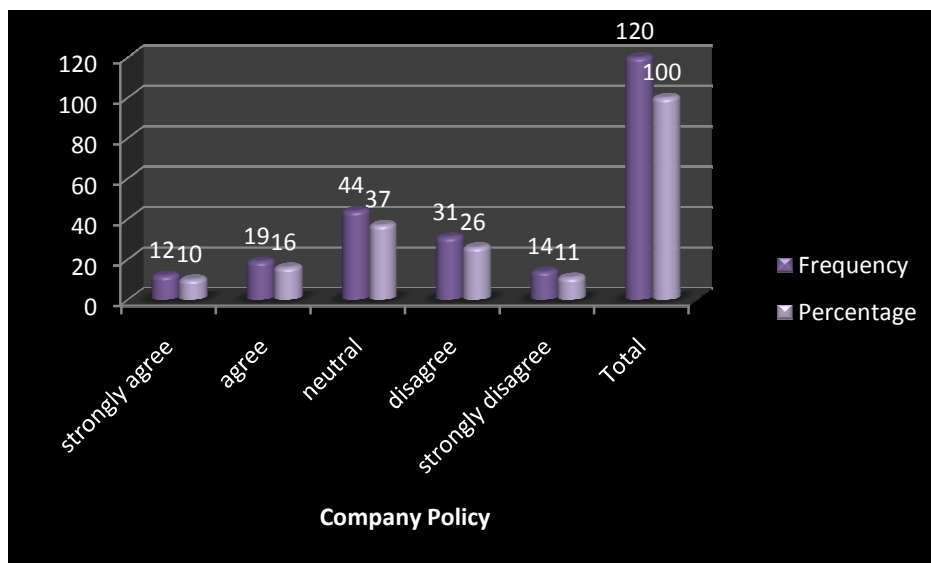
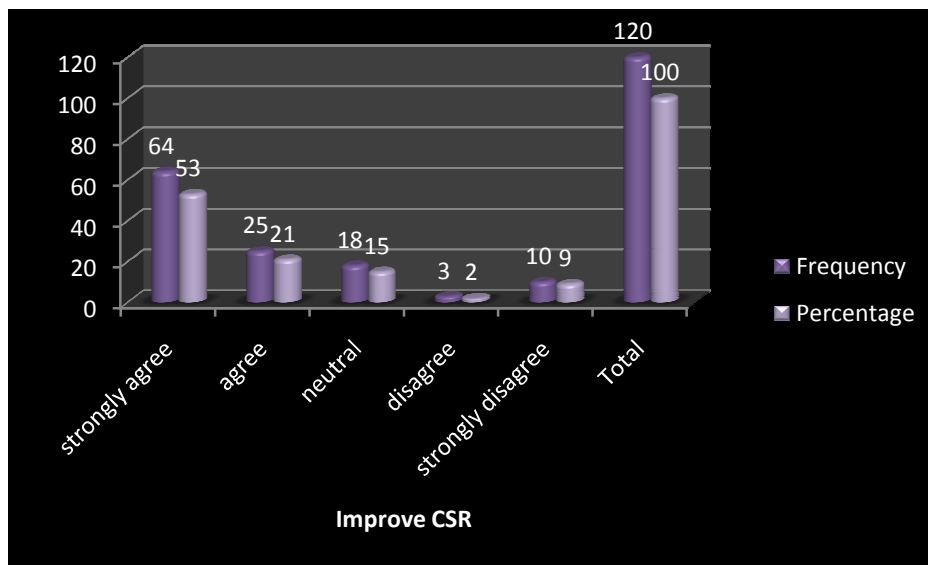


Table no eleven asks if the employees are happy with the company's policy. 12(10%) strongly agree, 19(16%) agree, 44(34%) neutral, 31(26%) disagree and 14(11%) strongly disagree. Most of the company's employees answer were neutral this implies that there are some policies that the employees like to see being implemented.

Table 13- Improve CSR

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company needs to improve the practice of CSR	Strongly Agree	64	53
		Agree	25	21
		Neutral	18	15
		Disagree	3	2
		Strongly Disagree	10	9
		Total	120	100

Figure 19- Improve CSR

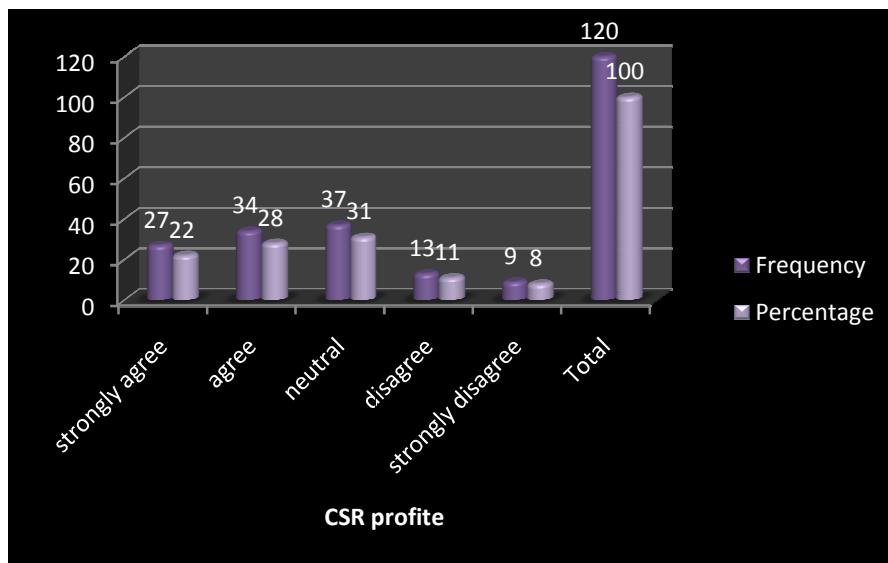


The twelfth table asks if the company needs to improve its CSR practice. 64(53%) strongly agree, 25(21%) agree, 18(15%) neutral, 3(2%) disagree and 10(9%) strongly disagree. This implies that the company’s CSR practice needs to be improved very fast in order to satisfy the employees of the company.

Table 14- CSR profit

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company will be very profitable because it practices CSR	Strongly Agree	27	22
		Agree	34	28
		Neutral	37	31
		Disagree	13	11
		Strongly Disagree	9	8
		Total	120	100

Figure 20- CSR profile

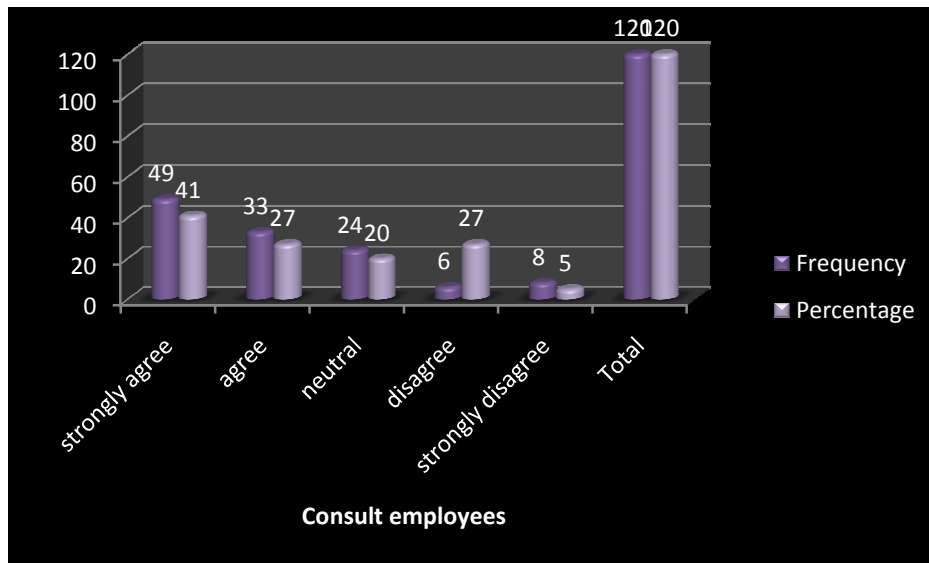


If the employees think that the company will be profitable when it practices CSR is the thirteenth question, 27(22%) strongly agree, 34(28%) agree, 37(31%) neutral, 13(11%) disagree and 9(8%) strongly disagree. This implies that if the company practices CSR it will be profitable if it practices CSR. The satisfaction of the employees will increase their efficiency in production.

Table 15- Consult Employee

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company consults employees on important issues	Strongly Agree	49	41
		Agree	33	27
		Neutral	24	20
		Disagree	6	27
		Strongly Disagree	8	5
		Total	120	100

Figure 21- Consult Employees

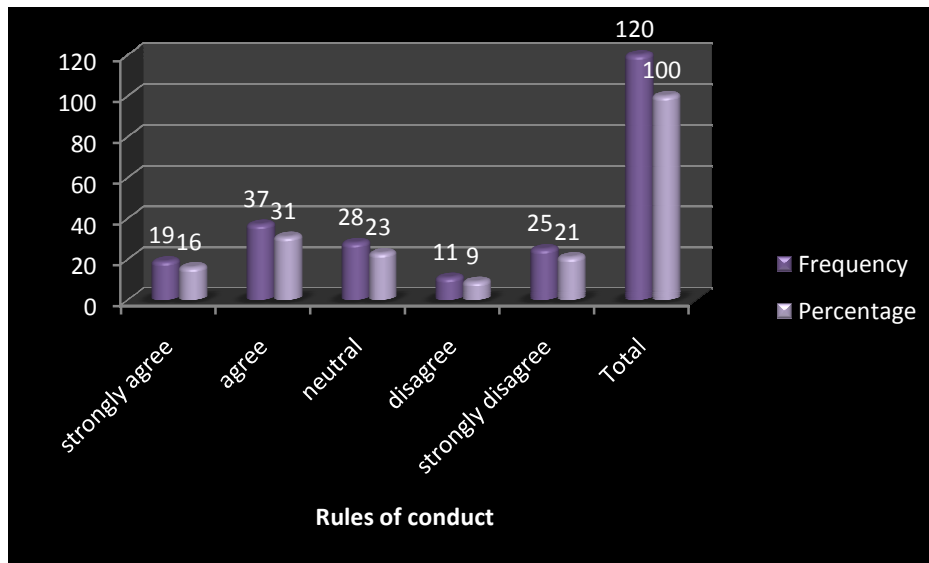


The fourteenth table asks if the company consults the employees on important issues, 8(7%) strongly agree, 6(5%) agree, 24(20%) neutral, 33(27%) disagree and 49(41%) strongly disagree. This implies that the company reviles important issues and consults the employees.

Table 16- Rules of conduct

Item NO.	Item	Scale	NO. of Respondents	Percentage
1.	The company has clearly defined the company’s values and rules of conduct	Strongly Agree	19	16
		Agree	37	31
		Neutral	28	23
		Disagree	11	9
		Strongly Disagree	25	21
		Total	120	100

Figure 22- Rules of Conduct



The last table asks if the company defines the rules and conduct of the company, 19(16%) strongly agree, 37(31%) agree, 28(23%) neutral, 11(9%) disagree and 25(21%) strongly disagree. This implies that the company has clearly defined rules and conducts and the employees are well aware of it.

Data gathered through open ended questions

When employees were asked what the company could do to improve its CSR they gave almost the same type of respond. They have mentioned some methods that are helpful for the company. These were: the management should have meetings every once a while to work on the problems on the way, it could improve their medical support to 100% (full medical sponsorship), it could have a suggestion box so that when employees have comments and/or new ideas they could put it in there. Lastly they have mentioned the company could check the employee's health twice a year instead of once a year.

The second open ended question asks what the company could do to improve the wellbeing of the employees. Almost all of the employees responded by saying: the company should perform the medical attention very often, the safety equipments should be regular and timely, the company should provide the employees with a window or a ventilator so that they could have enough oxygen to breath. The student researcher has observed that the production place where

the PVC is manufactured doesn't have much space for oxygen to flow freely. The employees were mostly coughing, especially the employees involved at the molding section.

Data gathered through an interview with the production manager

The interview for this research paper is was made with the production manager due to the fact that he has direct relationship with the matter and delimited area. The interview is summarized as follows.

1. What CSR practices does company follow?

The company has hired people to work on the security and safety of the employees. It has also been giving safety training and hired a safety officer to the production department. In addition it gives a high follow up to the employees who are HIV positive and gives the necessary attention to them.

2. How does the company protect the wellbeing of the employees?

The part where we hired a safety officer shows that the company is doing a lot on protecting the wellbeing of the employees. The other thing the company does is, once a Year the company gives a chance for employees to have a medical checkup.

3. What incentives does the company give to its employees?

The company provides working uniforms once in a 6 month. The employees of the firm receive a milk per day. And their café consumption is subsidized. The employees are also included in the provident fund package.

4. What plans does the company have to protect the employees' wellbeing?

We intend to work more on the safety of our employees. The company plans to give more trainings to the employees especially in the production department. It also plans to give bonus every year.

5. What health problems do employees experience related to work?

To my knowledge there is none. I don't think our employees face work related problems. If they had they we would have known. I don't think an employee will hesitate from expressing his feeling to the management.

6. What suggestions do employees forward regarding CSR?

Our employees are satisfied with their work in our CSR practice so we usually don't get a lot of suggestions on how to practice our CSR.

7. By implementing CSR what benefits does the company get?

We get recognition by our customers and employees. There are bodies who acknowledge companies for practicing CSR. Being recognized by those bodies gives us a better view by our new and existing customers.

8. How many employees has a complaint related to CSR?

As I have said before almost no complaints are forwarded from the employees. They are happy with their job, otherwise they wouldn't be here.

9. What do you think is the consequence if the wellbeing of the employees if is not protected?

The work will be highly affected, if the employees of a company are not satisfied. Especially a production process is a series of work activities so if the employees are not satisfied the work will directly be exposed to be immature and not well done.

10. What type of training have you been giving your employees thus far?

The most frequent training is safety related with fire. All of the company's employees took that training. The company recently adopted the caisson method and is giving all types of the newly caisson trainings to the employees.

Although the production manager has given an interview saying that the employees of the company are satisfied with their job the student researcher was able to observe from the collected data it was otherwise. The student researcher was also able to conclude that the production manager doesn't allow the production employees to pass any type of comment or to forego the complaints they give. Because no firm can be completely free from any employee complaint.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMENDATIONS

From the analysis and interpretation made in the previous chapters the following summaries, conclusions and recommendations are drawn up

4.1 Summary

- Based on the finding from the total 120 employees 107(87%) of the respondents are male 16(13%) and are from 28-37 age group and they are about 62(52%).
- Concerning the educational background the employees that hold diploma are the majority they are 61(51%) of the total population taken.
- Employees who work in the company more than 5 years are 40(32%) and they go above the other workers in the department. And majority of the workers are permanent. They are 115(95%).
- Those employees who work 8 hr per day are greater than those who work 16hr and other. They are 111(92%).
- The employee respondents who have not heard of CSR before are 61(51%). They exceed the no of employees who have heard about CSR before.
- 64(53%) of the employees, which are the majority believe that the company doesn't practice CSR.
- 58(48%) of the employees agree that they have experienced a health problem ever since they have started working in the company.
- The employee respondents who agreed they have a health difficulty are equal to the employee respondents who answered neutral. That is, 37(31%).
- Regarding a health concern, the employees who agree they have a health concern are greater in no than those who disagree. They are 44(37%).
- When asked if the production process affects the health of the employees directly the majority of the employees agreed. They rate, 40(33%).
- 41(34%) strongly disagreed when asked if the company provides a safety equipments.
- The employees who disagreed about the regularity of the safety are greater than those who agreed. They are about 50(42%).

- Concerning the medical attention from the company, the majority of the employees answered neutral. They rate 41(34%).
- Regarding the question on, if the company provides a good environment the majority of the employees who are 41(34%) responded neutral.
- The number of respondents who disagreed about their work satisfaction is about 37(31%).
- The number of respondents who responded neutral if they are happy with the company's policy is about 44(34%).
- 49(41%) of the employee respondents strongly agree that the company consults employees on important issues.
- The respondents who agreed for the question about the clear notice of rules and conducts of the company are about 37(31%).
- According to the production manager the company provides the employees with a safety equipments and necessary medical attention.
- The production manager said that the company practices CSR and there are no employee complaints. He also believes if the company practices CSR it will be profitable.

4.2 CONCLUSIONS

Depending on the findings discussed above the following conclusions are as follows.

- The research study confirms that most of the employees of the company are male, in their late 20th and spend at least 8hrs exposed to the PVC materials
- The research study asserts that most of the employees of Geo synthetics employees have not heard of CSR before.
- The company practices CSR but it's in a very weak and unorganized way.
- The company's employees face a lot of health difficulties and concerns when working in the production area. And also the production process affects their health directly.
- The safety equipments such as masks, gowns and cleaning materials are not distributed on time and are not regular.
- The medical attention given to the employees is very weak and isn't regular. This implies that even if the employees of the company face a health difficulty it will be too late when the company conducts a medical treatment.
- It's clear that the employees do not have a clear understanding of what a good working environment means. That's probably from the perception of the employees or from the actual environment of the company.
- Most of the employees are not satisfied with their stay at the company. Almost half of the employees responded negatively to the question that asks about their stay satisfaction.
- The company's CSR practice needs to be improved as soon as possible. Otherwise with the current practice it has failed to satisfy the employees of the company.
- Practicing CSR has a direct impact on the profitability of the company. The more the employees are satisfied the more productive they will be, and the more productive they are they will increase a sales volume. At last if the sales volume increases its no drought that it means profit.
- The company clearly defines the rules, conducts and policies to its employees. They are well aware what the do's and don'ts are. It furthermore consults the employees on important issues.

4.3 RECOMMENDATIONS

- Even if the company consults the employees on important issues it has not made clear what CSR is all about. A company should be able to clearly define the meaning of CSR and make a practice of it often. That way when an employee is asked what the meaning is or if his/her company practices CSR, it won't be difficult to answer or explain.

- The employees spend at least 8hrs exposed to the PVC materials. The student researcher has observed that most of the employees in the production department wear a mask to escape the odorless and colorless vinyl chloride chemicals. The company should provide the employees the necessary equipments such as masks, gloves and safety gowns.

- Although the production manager has said that the employees do not have complaints the employees had a lot to say on their open ended questions. This shows that there is a huge gap between the employees and the management. They have also made suggestions such as the company should give more emphasis on medical and the safety equipments also should be on time and regular.

- The company gives milk per day. But that's not enough comparing the risks of being exposed to the PVC materials. It also should have a package that includes continuous assessment of the health of the employees. The company can also have a team that would only work on the health of the employees. The well being of the employees is most important to one company as it insures the production or service for the better.

- Even though the company tries to give trainings on how to safely work around machines and what to do if a fire was set, it still could give a lot of trainings on how to increase their interest on their working area. The trainings could include the caisson trainings, safety and how to survive fire accidents. It could motivate them so they could have a positive attitude toward their company and their job environment. One of the major motivational tools is giving them incentives.

- The employees highly recommend that the company provide them with a ventilator in the production department. Oxygen doesn't flow freely in and out of the factory. That can be a very serious problem to the employees. If they don't get enough oxygen and air they might face a difficulty performing their job. If the production process doesn't go well it might be a problem on the materials to be produced. If the materials produced are low in their quality their demand will also decrease in the market. To keep their position in the market they should keep producing quality products. Producing quality products will insure a profit to the company. The profitability of the company has a direct relation on the company's CSR practice.

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Appendices

Appendix A
St. Mary's University College
Faculty of Business
Department of Marketing Management
Questionnaire to be filled by employees

This questionnaire is prepared by St. Mary's University College undergraduate degree student in order to audit the corporate social responsibility of Geosynthetics Industrial Works plc. Your answer will be useful policy for this student's research paper. Please, fill all answer dedicatedly and honestly. All information you provide to this study will be kept strictly confidential. Thank you in advance for filling this questionnaire.

Instruction

- Please put ✓ or X mark in the box of your choice given below
- This questioner is about the pacts of the corporate social responsibility of Geosynthetics Industrial Works plc
- You don't have to mention your name
- If you have any more suggestions you can give in the space provided at the end

I. General Questions

1. Personal information

1.1. Sex Male Female

1.2. Age 18-27 28-37 38-47
 48-57 Above 58

1.3. Educational Background

10/12 Completed Certificate Diploma
Degree Master and above

2. For how long you have been employee of the company

< 1 year 1-2 years 3-4 years > 4 years

3. What type of employees are you in the company?

Permanent Contract base other

4. How many hours do you work per day?

4 hr 6hr 8hr 16hr other

5. From the production department, what is your delegation? _____

6. Have you ever heard of corporate social responsibility before this?

Yes No

7. Does the company practice corporate social responsibility (CSR)

Yes No

PART II Questions Directly Related to the Study

SA=Strongly Agree; A=Agree; N=neutral, DA=Disagree; SDA=Strongly Disagree

Item no.	Description	SA	A	N	DA	SDA
Questions Related to Research Question number 1						
1.	I have experienced a health problem ever since I have started working here					
2.	While working in the company I sometimes go through a health difficulty					
3.	I have a concern about my health ever since I started working here					
4.	The production process directly affects my health					
Questions Related to Research Question number 2						
5.	The company provides with safety equipments					
6.	The company provides safety equipments regularly					
7.	The company gives medical attention to the employees					
8.	The company offers a good environment for employees to work in					
Questions Related to Research Question number 3						
9.	I'm satisfied with my stay at the company					
10.	I am happy with the company's policy to protect the employees wellbeing					

11.	The company needs to improve the practice of CSR					
Questions Related to Research Question number 4						
12.	The company will be very profitable because it practices CSR					
13.	The company consults employees on important issues					
14.	The company has clearly defined the company's values and rules of conduct					

15. State possible methods that the company can use to practice its CSR?

16. What should the company do to improve the wellbeing of the employees?

Appendix C
St. Mary's University College
Faculty of Business
Department of Marketing Management

Interview

This interview is prepared to interview the production manager of Geo-synthetics industrial works, which is required to fulfill the research under study concerned to the CSR practice of the company.

1. What CSR practices does company follow?
2. How does the company protect the wellbeing of the employees?
3. What incentives does the company give to its employees?
4. What plans does the company have to protect the employees' wellbeing?
5. What health problems do employees experience related to work?
6. What suggestions do employees forward regarding CSR?
7. By implementing CSR what benefits does the company get?
8. How many employees has a complaint related to CSR?
9. What do you think is the consequence if the wellbeing of the employees if is not protected?
10. What type of training have you been giving your employees thus far?

ቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ
ቢዝነስ ፋክሊቲ
ማርኬቲንግ ሜጅሪመንት ትምህርት ክፍል
በሠራተኞች የማምላ ማጠይቅ

ይህ ማጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ የማርኬቲንግ ሜጅሪመንት ተመራቂ ተማሪ የመሠረቱ ጥናት መረጃ ለመሰብሰብ ሲሆን የማጠይቁ ዓላማ ስለጂኦ ሴንተሪክስ ኢንዱስትሪያል ወርክስ የኮርፖሬት ሶሻል ሪስፖንስብሊቲን አጠቃቀም ይመለከታል። ጥናቱ ሙሉ በሙሉ ትምህርታዊ ይሆናል።

የእርሶ መልካም ፍቃደኝነት በጥናቱ ከፍተኛ ዓስተዋዖ እንዳለው በመንዘብ ማጠይቁን በትዕግስት እንድሞሉ በትህትና ይጠየቃሉ። የሚሰጡት መረጃ በጥንቃቄ ሙሉ በሙሉ ምስጢራኛነቱ የተጠበቀ ይሆናል። ወድ ጊዜዎን ሠወተው ይህንን ማጠይቅ ለመሙላት ፍቃደኛ ስለሆኑ በቅድሚያ ክልብ አመሠግናለሁ።

ማሳሰቢያ

- ይህ ማጠይቅ በተለይ ያተኮረው ስለጂኦ ሴንተሪክስ ኢንዱስትሪያል ወርክስ የኮርፖሬት ሶሻል ሪስፖንስብሊቲ ላይ ነው።
- ይህንን ማጠይቅ በማምላት ጊዜ ስምዎን እና ልዩ መለያዎችን መጥቀስ አይጠበቅብዎትም።
- መልስ በሚሰጡበት ጊዜ ሣጥኑ ወስጥ ✓ ወይም X ምልክት ያስቀምጡ።
- ደንበኞች ተጨማሪ አስተያየት ካሉት የማጠይቁ መጨረሻ ላይ ባሉት የአስያየት መስጫ መስመሮች ይጠቀሙ።

ክፍል I: ጠቅላላ መረጃ

1.1 ያታ ወንድ ሴት

1.2. እድሜ

h18 እስከ 27 h28 እስከ 37 h38 እስከ 47

h48 እስከ 57 h58 በላይ

1.3. የትምህርት ደረጃ

12^ኛ ክፍል ያጠናቀቁ ሰርተፍኬት ዲፕሎማ

የመጀመሪያ ዲግሪ ድህረ ምረቃና በላይ

2. ድርጅቱ ወስጥ የሰሩበት ጊዜ ሆኖታል

ከ1 አመት እና ከዛ በታች ከ1 - 2 አመት ከ2 - 3 አመት

ከ3 - 4አመት ከ4 - 5አመት ከ5 አመት በላይ

3. በድርጅቱ ወስጥ ምን አይነት ሰራተኛ ናዎት

ቋሚ ጊዜያዊ ሌላ

4. በቀን ወስጥ ምን ያህል ጊዜ ይሰራሉ

4 ሰአት 6 ሰአት 8 ሰአት 16 ሰአት ሌላ

5. የትኛው የሰራ ክፍል ወስጥ ነው የሚሰሩት?

6. ከዚህ በፊት ስለ የተቀናጀ ማህበራዊ ኃላፊነት ሰምተዋል?

አዎ አይ

7. ድርጅቱ የተቀናጀ ማህበራዊ ኃላፊነትን ይጠቀማል?

አዎ አይ

ክፍል II: ከጥናቱ ጋር በቀጥታ የሚያያዙ ጥያቄዎች

በ.አ = በጣም እስማህሁ፤

አ = እስማህሁ፤

መ = መካከለኛ፤

አ. = አልስማማ፤

በ.አ = በጣም አልስማም

ተ. ቁ	ዓይነት	በ.አ	አ.	መ	አ.	በ.አ
ከጥናት ጥያቄ ቁጥር 1 ጋር የተያያዙ ጥያቄዎች						
1.	እዚህ መሰረት ከጀመርኩ ጀምሮ የጠፍ ችግር አጋጥሞኛል					
2.	በሰራ ላይ እያለሁ የጠፍ ችግር አንዳንድ ጊዜ ያጋጥሞኛል					
3.	ከዚህ መሰረት ከጀመርኩ ጀምሮ ስጋት አለኝ					
4.	የአሜሪካ ሂደቱ በቀጥታ ጠጃነቴን ያወከዋል					
ከጥናት ጥያቄ ቁጥር 2 ጋር የተያያዙ ጥያቄዎች						
5.	ድርጅቱ ተገቢውን ደህንነት ማጠበቂያ እቃዎች ያዘጋጃል					
6.	ድርጅቱ ተገቢውን ደህንነት ማጠበቂያ በየጊዜው ያቀርባል					
7.	ድርጅቱ የህክምና ክትትል ለሰራተኞቹ ያደርጋል					
8.	ድርጅቱ ለሰራተኞቹ ለሰራ ተስማሚ የሆነ የሰራ ቦታ ፈጥሯል					
ከጥናቱ ጥያቄ ቁጥር 3 ጋር የተያያዙ ጥያቄዎች						

9	በምስራው ስራ ደስተኛ ነኝ					
10	ድርጅቱ የሰራተኞችን ደህንነትን ለመጠበቅ በሚከተለው አሰራር ደስተኛ ነኝ					
11	ድርጅቱ የተቀናጀ ማህበራዊ ሀላፊነቱን ማሻሻል አለበት					
ከጥናቱ ጥያቄ ቁጥር 4 ጋር የተያያዙ ጥያቄዎች						
12	ድርጅቱ ትርፋማ ይሆናል የተቀናጀ ማህበራዊ ሀላፊነቱን ስለማወጣት					
13	ድርጅቱ በተገቢ ጉዳዮች ሪላይ ሰራተኞቹን ያማክራል					
14	ድርጅቱ የመተዳደሪያ ደንቦችን በግልፅ አስተቀምጧል					

15. ድርጅቱ ሊጠቀምባቸው የሚችላቸውን የተቀናጀ ማህበራዊ ሀላፊነት ዘዴዎች ይጥቀሱ?

16. ድርጅቱ የሰራተኞችን ደህንነት ለመጠበቅ ምን ያድርግ?
