

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

**AN ASSESSMENT OF CORPORATE SOCIAL
RESPONSIBILITY IN THE CASE OF ARTISTIC PRINTING
ENTERPRISE**

BY
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JAN, 2014
SMU
ADDIS ABABA

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A SENIORS RESEARCH SUBMITTED
TO THE DEPARTMENT OF MARKETING
MANAGEMENT

BUSINESS FACULTY

ST. MARY'S UNIVERSITY

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF BACHELOR OF ART IN
MARKETING MANAGEMENT

JUNE 2014

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources (Kotler, 2005). The organization Business for Social Responsibility defines CSR as "operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public expectations that society has of business." (Kotler and Nancy, 2005). Corporate social responsibility has been existence for a while but, recently it has become central to the strategic decision making of every organization. Corporate Social responsibility is a relationship between corporate and stock holder. Corporate social responsibility and ethical action are more than just the right thing to do; they are also good for business. Corporate social responsibilities are major activities undertaken by a corporation to support social causes and to fulfill commitments to corporate social responsibility (Kotler and Nancy, 2005). Corporate social responsibility, it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment (Catalyst, 2002). It is alternatively refer to as, "corporate citizenship" within its host community (Catalyst, 2002). Marketers one reexamining their relationship with social values is responsibilities and with the very earth sustains us. As the world wide consumerism and environment movement mature, today's marketers are being called up on to take greater responsibility for the social and environment impact of their actions. Corporate ethics and social responsibility have become hot topics for almost every business (Zu, 2008).

Within the modern Global Corporate Printing Industry, responsibility for the printing companies act is often distributed among a number of corporate practices. Also in modern global printing companies area, managers are subject to well publicized pressure to play an increasingly activity role in the welfare of society (Post et al, 2001). This practice are performed under the part of marketing activity different study found that there is big interaction between social responsibility and achieving marketing objective. By talking an account the company can maximize sales volume and building its image by implementing the social responsibilities practice (Zu, 2009).

Artistic printing enterprise had performed some paper work regarding to keeping the well being of the society while corporate social responsibility has been practiced. Artistic printing enterprise give different printing service like, printing text books for the government based on the curriculum, print magazines, giving secret printing like lottery ticket, national exam etc. also the enterprise give printing tuition by its own printing institution. Those practices that will perform as a printing industry are as follow for instance: minimizing wastage that bring health problem up on the community, reducing sound pollution that affect the employees, keeping employees safety in the work place regarding to breathing system. The chemical that the organization uses in order to make the printing material colorful, it contain dangerous smell that smell will affect the breathing system of employees, full filling safety material or equipment that protect from serious injures etc But, when we came to implementation the paper work is just a blue print. It was not practiced in the real conduction that's why the student researcher tries to investigate his assessment up on the company in the title of corporate social responsibility.

1.2. Statement of the Problem

Corporate social responsibility (CSR) – undertaking business in an ethical way in order to achieve sustainable development, not only in economic terms, but also in the social and environmental sphere – has become increasingly important in today's business world (Hennigfeld, Pohl and Tolhurst, 2006). CSR "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979)."the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social benefits along with the traditional economic gains which the firm seeks."(Davis, 1973).CSR "analysis of economic, legal, moral, social and physical aspect of environment". (Barnard, 1938).Corporate Social Responsibility has been existence of a while but, recently it has become central to the strategic decision making of every organization it is the relationship between corporation and stock holders and society (Crowther and Aras, 2008).Social responsibility is an ethical action it is also more than right to do; they also good for business (Kotler and Armstrong, 2004).Business has to take account of its responsibilities to society incoming of its decision (Hortman, 2003).

Within the modern corporation, responsibility for the corporate act is often distributed among a number of corporate practices. Weather every member of the corporation had practice according

to the policy and procedure or not, the company must give a care to the internal as well as the external environment. Employee well treated in their work place may prove more loyal, effective and productive also the practice creates belongingness to all employees up on the company. This kind of practice will make the company more profitable, more productive and successful (Davies, 1973).

Artistic Printing Enterprise has performed the corporate social responsibility in different ways in order to maintain this business and also in order to keep the welfare of the society. For instance, providing or giving "Bonus" at the end of the year to increase the productivity of the employees, give first opportunity for the small enterprise who desired to use the enterprise wastage in order to recycle purpose. This generates income for the small enterprises. The enterprise Give scholarship for those women's who cannot have the capacity to learn. Also give care for HIV positive employees, in order to secure the women education, the enterprise cover full expenses and also give pocket money. In work place the operation staffs work in unsafe mode this means, they perform the job without safety material or equipment. The uniforms that the enterprise gives for its employees are not enough. Only one cloth is available for one person. This makes the staff unhappy. Working in neat situation maximizes the working habit by giving moral.

The activity that is performed by the company will maximize the productivity. However, ignoring the environment and thinking only the profit side will directly affect the organization. Every organization must fulfilled safety material to employees but, Artistic Printing Enterprise only provides those materials for some selected officers. This kind of practice affects the overall growth of the company. In addition the payment or the salary that the organization pays to the staffs is not satisfactory. That's why the student researcher inspires to investigate applicability of corporate social responsibility in the case of Artistic Printing Enterprise

1.3. Basic Research Questions

In order to investigate the above mentioned problems the study will try to answer the following research questions

1. What kind of tools does the enterprise use in order to implement corporate social responsibility?

2. What kind of activities does the enterprise use in order to evaluate how social responsibility performed in the corporation?
3. To what extent the organization policy and regulation are strong enough while in keeping the welfare of the employees.
4. What kind of social responsibility practice that the company gives for the employees?

1.4. Objective of the Study

1.4.1. General Objective

The study will be generally inspired to assess the application of corporate social responsibility in the case of Artistic Printing Enterprise.

1.4.2. Specific Objectives

- To identify marketing tools that is used by the company when it is implementing the social responsibility practice.
- To point out the evaluation techniques that the company is using regarding to (CSR).
- To describe how strong enough the policy and regulation while in keeping welfare of the employees.
- To identify a kind of incentives that the company gives for the employees.

1.5. Delimitation /Scope/ of the Study

Because of the wider scope of the title the student researcher will delimit the subject only corporate social responsibility for the internal staffs. The student researcher will give more emphasis on the internal staff of the organization. The internal staff includes both the operational as well as managerial staffs. This is due to the fact that the staff also part of the society. And also they are located in head quarter is around Beherawi. The enterprise has three branches. The first one is located outside Addis Ababa which is located in Hawassa. The next branch is located in Bhare Dar, the last and the mother company is located in Addis Ababa. The student researcher selects the mother firm because of time and money shortage. When all organization thinks practicing the social responsibility, they only think the external environment as the ultimate point. Internal environment also a place where social responsibility will be practice.the student

researcher will delimit the study only from 2011 – 2013 year because, in order to get the relevant information.

. 1.6. Significance of the Study

The paper will mainly focus on the practice of Corporate Social Responsibility (CSR) so; it will have the following great contribution:

- To the case company: the company will timely get valuable information to update itself.
- To the student researcher: will get a big opportunity in converting the theory to practice. In addition, the student researcher will be resourceful about the case study.
- To other: the next researcher will get a very good source from this paper.

1.7. Research Design and Methodology

1.7.1. Research Design

In this research the student researcher will use descriptive research method. In this kind of research method employee perception and behavior will describe to answer research questions (Kothari, 2004).

1.7.2. Population and Sampling Techniques

The student researcher has a full list of employee number so probability sampling technique will be applied. This method will give highest accuracy for the study (Kothari, 2004). The student researcher particularly will use systematic sampling technique. The student researcher will select the sample based on personal judgment. The total population of the enterprise is 250. From 250 employees, 150 are black collars and 100 are white collars. black collars are employees which are engaged in operational part whereas, the white collar which are engaged in managerial part. The student researcher will select 100 samples from black collar and will use a sample of 50 from white collar. Also the student researcher will select the sample based on the time duration on the organization. The internal staffs including HR manager will be the target population. And also the study will investigate in the head quarter which is located around Beherawi.

1.7.3. Types of Data to be collected

Both primary and secondary data will be collected to increase the credibility of the investigation. Primary data will be collected from the staffs whereas; secondary data will be collected from different printing materials like magazines, Brushers and Annual reports.

1.7.4. Method of data collection.

To gather data from primary sources the student researcher will use the following data collection tools: questionnaires will be used for gathering information from selected employees and interview will be conducted to gather information from the HR manager. The student researcher will refer books published and unpublished materials to collect secondary data.

1.7.5. Data Analysis Method

The Data from open ended questions and interviews part will be analyzed qualitatively were as the Data from questionnaires that will be collected from the sample respondents will be analyzed by descriptive data analysis that means, both, tabulation and percentage will be used.

1.8. Organization of the Paper

The study will be organized into four chapters: Chapter one is introduction part, this part contains background of the study, statement of the problem, research questions, objective of the study, scope, significant of the study, research design and methodology and organization of the paper. The next Chapter will include literature review. Then the third Chapter will contain data presentation, analysis and interpretation. The last but not the least chapter contains summarization, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. Definition of Corporate Social Responsibility

While there is no universal definition of corporate social responsibility, it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. In the following statement, (Carroll, 1979) describes CSR: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”

Thus, beyond making profits, companies are responsible for the totality of their impact on people and the planet.¹ “People” constitute the company’s stakeholders: its employees, customers, business partners, investors, suppliers and vendors, the government, and the community. Increasingly, stakeholders expect that companies should be more environmentally and socially responsible in conducting their business. In the business community, CSR is alternatively referred to as “corporate citizenship,” which essentially means that a company should be a “good neighbor” within its host community. “Social responsibility (is the) responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization.”(Hohanen, 2007).CSR is regarded as a way enhances competitive advantage (Grigore, 2011). On the contrary, CSR is defined as a commitment to improve the community well being through discretionary business practices and contribution of corporate resources (Kottler and Lee, 2005).CSR is “societal expectations of corporate behavior; a behavior that is alleged by a stakeholder to be expected by society or morally required is therefore justifiably demanded of a business.”

Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources (Kotler and Lee, 2005). A key element of this definition is the word discretionary. We are referring to a voluntary commitment a business makes in choosing and implementing these practices and making these contributions. Such a commitment must be demonstrated in order for a company to be described as socially responsible and will be fulfilled through the adoption of new business practices and/or contributions, either monetary or non-monetary. The term community well-being in this definition includes human conditions as well as environmental issues. Others have offered several distinct definitions of corporate social responsibility (CSR). One from the World Business Council for Sustainable Development reflects the council's focus on economic development in describing CSR as "business' commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life."

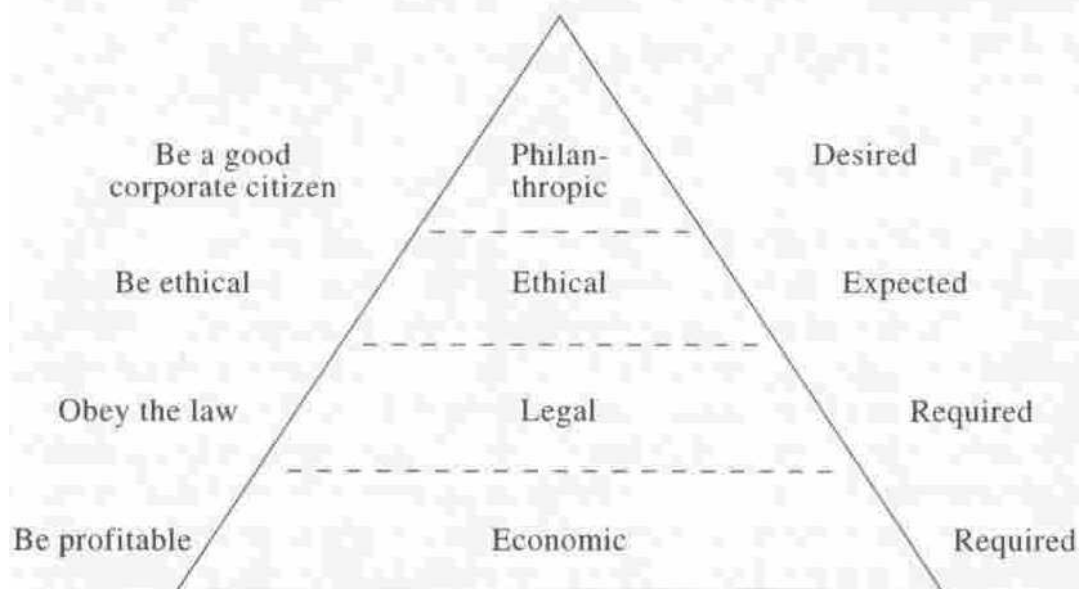
The organization Business for Social Responsibility defines CSR as "operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public expectations that society has of business." This definition is somewhat broader as it encompasses business decision making related to "ethical values, legal requirements, as well as respect for people, communities, and the environment." We also use the term corporate social initiatives to describe major efforts under the corporate social responsibility umbrella and offer the following definition: Corporate social initiatives are major activities undertaken by a corporation to support social causes and to fulfill commitments to corporate social responsibility. Causes most often supported through these initiatives are those that contribute to community health (i.e., AIDS prevention, safety (designated driver programs, crime prevention, use of car safety restraints), education (literacy, computers for schools, special needs education), and employment (job training, hiring practices, plant locations); the environment (recycling, elimination of the use of harmful chemicals, reduced packaging); community and economic development (low-interest housing loans); and other basic human needs and desires (hunger, homelessness, animal rights, voting privileges, antidiscrimination efforts). (Kotler and Lee, 2005). Support from corporations may take many forms, including cash contributions, grants, paid advertising, publicity, promotional sponsorships, technical expertise, in-kind contributions (i. e., donations of products such as computer equipment or services such as printing), employee volunteers, and access to

distribution channels. Cash contributions may come directly through a corporation or indirectly through a foundation it has established to focus on corporate giving on behalf of the corporation.

Within the world of business, the main “responsibility” for corporations has historically been to make money and increase shareholder value. In other words, corporate financial responsibility has been the sole bottom line driving force. However, in the last decade, a movement defining broader corporate responsibilities— for the environment, for local communities, for working conditions, and for ethical practices—has gathered momentum and taken hold. This new driving force is known as corporate social responsibility (CSR). CSR is oftentimes also described as the corporate “triple bottom line”—the totality of the corporation’s financial, social, and environmental performance in conducting its business (Catalist, 2002).

BUSINESS ETHICS QUARTERLY

Figure 1
Carroll's (1991) Pyramid of Corporate Social Responsibility



A. B. Carroll, "The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders," *Business Horizons* (July–August 1991): 39–48.

Most people view the CSR movement as a relatively recent social phenomenon, but this is not entirely correct. In actual fact, moral issues arising from commercial activities have occupied philosophers, writers, religious leaders and law-makers for centuries, if not millennia. With industrialization, however, the role of business in society became an issue of more than academic importance, as large-scale commercial activity began to impact on the lives of more and more people. ‘Businesses started long centuries before the dawn of history, but, business as we now know it is new -- new in its broadening scope, new in its social significance (Zera, 2007). Business has not learned how to handle these changes, nor does it recognize the magnitude of its responsibilities for the future of civilization. There are many individual examples of what we would today call ‘voluntary CSR initiatives’ that date back to the same time, or earlier. In 1914, Henry Ford announced that his Highland Park plant would pay five dollars for an eight-hour working day, substantially more than prevailing industry rates, and at a time when a nine-hour day was the norm.

As early as 1935, Robert Wood Johnson, of Johnson & Johnson, published a leaflet entitled ‘Try Reality’ in which he sought to define his company’s responsibilities towards various groups, now generally referred to as ‘stakeholders’ (i.e. shareholders, employees, consumers and the community at large). This was followed in 1945 by a company-wide ‘Credo’, which sets out Johnson & Johnson’s social and ethical aspirations in greater detail, and expresses ideas still familiar in corporate codes today. Seven decades later, the debate about the responsibilities of business, and their scope, goes on. At one extreme is the view (prevalent in domestic company law) that companies are responsible primarily, if not solely, to their shareholders.

As Milton Friedman famously argued: ‘There is one and only one social responsibility of business -- to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition, without deception or fraud. In other words, business contributes to society through the generation of wealth and employment. How that wealth is distributed is a matter for governments, not companies. On the other hand, companies do not (and should not) enjoy absolute freedom -- they must still act fairly and honestly and within the law (Zera, 2007).

The idea has been around for some five decades by now; the last 15 years have seen an unprecedented rise of CSR language, tools, actors, strategies and practices in industry all over the world. With the fall of the iron curtain and the advent of globalization, it is business, rather

than nation state governments, that have faced growing demands to address issues of societal concern and to be responsible and accountable members of our global society (Visser and Matten, 2010). In another ideological camp altogether are those who regard this version of corporate rights and responsibilities as a doctrinal sleight of hand. They point out that the modern corporate form -- complete with limited liability is neither a historical accident nor the natural state of affairs, but reflects an ordering of principles around dominant interests at the expense of the most vulnerable. Somewhere in the middle (and probably representing the 'mainstream' position) are those who argue that, in reality, proper financial management of a company (i.e. in the interests of its shareholders) and CSR go hand in hand, as unethical companies tend to be unsustainable in the long run. In other word, companies need to be 'socially responsible' to fulfill their obligations to their shareholders (Zera, 2007).

By the end of World War I, some of America's leading corporations, among them General Electric, Eastman Kodak, National Cash Register, Standard Oil, US Rubber, and the Goodyear Tire & Rubber Company, were busily crafting images of themselves as benevolent and socially responsible. 'New Capitalism', the term used to describe the trend, softened corporations' images with promises of good corporate citizenship and practices of better wages and working conditions. But although CSR-related themes may have been played out in corporate PR for some time, it is only relatively recently that the term 'CSR' has come to be associated with a recognizable social movement. This is not to imply that the principles underlying CSR are new: the ideological seeds of the CSR movement can be seen in environmental campaigns of the 1970s and 1980s, and also in some other NGO-led initiatives of around the same time (Zera, 2007). The modern CSR movement has, however, been given extra momentum by more fundamental and wide-ranging concerns about the international economic system, how it is run and the role of corporations within it.

2.3. Why CSR Become Important?

"In the flat world, with lengthy global supply chains, the balance of power between global companies and the individual communities in which they operate is tilting more and more in favor of the companies. As such these companies are going to command more power, not only to create value but also to transmit values, than any other institution on the planet." (Hohnen,

2007). In addition the final set of factors (Jones et al 2009) used was taken from (Bevan et al 2004) nine potential benefits of CSR which are:

- Improved financial performance and profitability
- Reduced operating costs
- Long term sustainability for companies and their employees
- Increased staff commitment and involvement
- Enhanced capacity to innovate
- Good relations with government and communities
- Better risk and crisis management
- Enhanced reputation and brand value
- Development of closer links with customers and greater awareness of their needs. Because of such points CSR become important

2.4. Why do Companies decide to get Involved in CSR, and how do they benefit?

Today, more and more companies are realizing that in order to stay productive, competitive, and relevant in a rapidly changing business world, they have to become socially responsible. In the last decade, globalization has blurred national borders, and technology has accelerated time and masked distance. Given this sea change in the corporate environment, companies want to increase their ability to manage their profits and risks, and to protect the reputation of their brands. Because of globalization, there is also fierce competition for skilled employees, investors, and consumer loyalty. How a company relates with its workers, its host communities, and the marketplace can greatly contribute to the sustainability of its business success (Catalist, 2002).

There need not be a conflict between the interests of the wider social and environmental goals of the community at large and of those of successful businesses. Taking a wider view of their stakeholders and the factors which can affect their business can help companies to build long-term sustainable success. Improving our national competitiveness and raising productivity are central to our aims (Hancock, 2005). CSR embraces a wide range of important but often complex and sometimes controversial issues including health and safety, labor rights, climate change, supply chain management and so on (Hancock,2005).

2.6. Performance Evaluation Process: For all organization the question of management of

the organization depends up on the ability to measure performance and then evaluate the report up on the performance. When we are considering the CSR this is equally true, although it become more difficult to measure and evaluate the performance.

2.6.1. What is Performance?

It should be clear that the determination of good performance is depend up on the perspective from which that performance being considered and that what one stockholder groping might consider to be good performance may very well be considered by another groping to be poor performance . The evaluation of performance therefore for a business depend not just up on the identification of adequate means of measuring that performance but also up on the determination of what is good performance actuality consist of. Just as the determination of standards of performance depend upon the prospective from which it is being evaluated, so to dose the measurement of that performance, which needs suitable relevant measure to evaluate performance, not absolutely as this has no meaning, within the context in which it is being evaluated. From an external perspective therefore very different evaluation of performance might arise, but moreover a very different measurement of performance, implying a very different use of accounting in that measurement process, might arise (Crowther and Aras, 2010).

Stockholder performance more problematic that financial performance we use subjective include within the British most admired companies surveys annual published in management today. This measure provides reputation rating, as goatherd from 'rival' perception, in nine categories. And also it provides total score. The nine categories are

- ✓ Quality management
- ✓ Quality of good and survive
- ✓ Capacity to innovate
- ✓ Quality of marketing
- ✓ Ability to retain top talent
- ✓ Community and environmental responsibility
- ✓ Financial soundness
- ✓ Value as long term investment
- ✓ Use of corporate assets

2.7. Motivation: Corporations are motivated to adapt CSR practices by several different factors.

2.7.1. Ethical consumerism: the rise in popularity of ethical consumerism over the last two decades can be linked to the rise of CSR. As global population increases so does the

pressure on limited natural resources required to meet rising consumer demand. (Grace and Cohen, 2005). Industrialization in many countries are becoming as a result of technology and globalization. Consumers become more aware of the environmental and social implications of their day-to-day consumer decisions related to their environmental and ethical concerns. However, this practice is far from consistent or universal.

2.7.2. Globalization and Market force: as corporations pursue growth through globalization; they have encountered new challenges that impose limits on their growth and potential profits. Government regulations, tariffs, environmental restrictions and varying standards of what constitutes labor exploitation are problems that can cost organizations millions of dollars. Some view ethical issues as simply a cost hindrance. Some companies use CSR methodologies as a strategic tactic to gain public support for their presence in the global market, helping them sustain a competitive advantage by using their social contribution to provide a subconscious level of advertising (Meiners, 1986).

2.7.3. Social awareness and globalization: the role among corporate stockholders to work collectively to pressure corporations is challenging. Shareholders and investors themselves, through socially responsible investing are exerting pressure on corporations to behave responsibly. Nongovernmental organizations are also taking an increasing role, leveraging the power of media and the internet to increase their scrutiny and collective activism around corporate behavior. Through education and dialogue, the development of a community in holding businesses responsible for their actions is growing (Roux, 2007).

2.7.4. Ethics training: the rise of ethics training inside corporations, some of it required by governmental regulation, is another driver credited with changing the behavior and culture of corporations (Rajpoot, 2011). The aim of such training is to help employees make ethical decisions when the answer is unclear. Organizations also see secondary benefits in increasing employee loyalty and pride in the organization. Increasingly, companies are becoming interested in processes that can add value to their CSR policies and activities. One method of that is gaining increasing popularity is the use of well-grounded training programs, where CSR is a major issue, and business simulations can play a role in this.

2.8. Corporate Social Responsibility from the 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 set of processes for

incising communication and delivering value to customer and for managing customer relationship in a way that benefit the organization and its stakeholders. Another interesting rectification of AMA 2004 definition of marketing is suggested that who maintain that business like society is a network of relationships (Grigore, 2011). And the new revised and correct definition is that marketing is a culture an organizational function and a set of process for creating, communicating and delivering value to customer and for managing, interesting in network of customer relationship in such a way that benefit the organization, its customer and other stockholders. A marketing network therefore consists of a company and its stockholders with whom it builds mutually profitable and socially responsible business relationships. In this context marketers are required to integrate social responsible marketing with in accompany and to adopt a responsible conduct in developing activities and reaching marketing objectives in line with stockholders desires.

2.9. Potential Corporate Benefits

By design, most corporate benefits from a cause-related marketing campaign are marketing related. As the following examples demonstrate, successful initiatives can support efforts to attract new customers, reach niche markets, increase product sales, and build positive brand identity. In addition, such initiatives may also be one of the best strategies for rising significant funds for a cause.

2.10. Potential Benefits of Implementing a CSR approach

“We believe in CSR because it is a proposition aligned with our values, but also because it makes business sense. Our commercial partners expect from us sound environmental and social practices. We get and understand the message and are actively promoting CSR among associates. We want to be recognized as a responsible industry, adding value to our products.”

2.10.1. Better Anticipation and Management of an ever-expanding Spectrum of Risk.

Effectively managing governance, legal, social, environmental, economic and other risks in an increasingly complex market environment, with greater oversight and stakeholder scrutiny of corporate activities, can improve the security of supply and overall market stability. Considering

the interests of parties concerned about a firm's impact is one way of better anticipating and managing risk. Corporate Social Responsibility: An Implementation Guide for Business

2.10.2. Improved Reputation Management.

Organizations that perform well with regard to CSR can build their reputation, while those that perform poorly can damage brand and company value when exposed. Reputation, or brand equity, is founded on values such as trust, credibility, reliability, quality and consistency. Even for firms that do not have direct retail exposure through Brands, their reputation for addressing CSR issues as a supply chain partner—both good and bad—can be crucial commercially.

2.10.3. Enhanced Ability to Recruit, Develop and Retain staff.

This can be the direct result of pride in the company's products and practices, or of introducing improved human resources practices, such as "family-friendly" policies. It can also be the indirect result of programs and activities that improve employee morale and loyalty. Employees are not only front-line sources of ideas for improved performance, but are champions of a company for which they are proud to work (Hohnen, 2007).

2.10.4. Improved Innovation, Competitiveness and Market Positioning.

CSR is as much about seizing opportunity as avoiding risk. Drawing feedback from diverse stakeholders can be a rich source of ideas for new products, processes and markets, resulting in competitive advantages. For example, a firm may become certified to environmental and social standards so it can become a supplier to particular retailers. The history of good business has always been one of being alert to trends, innovation, and responding to markets. Increasingly, mainstream advertising features the environmental or social benefits of products. It leads to productivity.

2.10.5. Enhanced Operational Efficiencies and Cost Savings.

These flow in particular from improved efficiencies identified through a systematic approach to management that includes continuous improvement. For example, assessing the environmental and energy aspects of an operation can reveal opportunities for turning waste streams into revenue streams. And the system-wide reductions in energy use, and costs.

2.10.6. Improved Ability to Attract and Build Effective and Efficient Supply chain Relationships.

A firm is vulnerable to the weakest link in its supply chain. Like-minded companies can form profitable long-term business relationships by improving standards, and thereby reducing risks. Larger firms can stimulate smaller firms with whom they do business to implement a CSR approach. For example, some large apparel retailers require their suppliers to comply with worker codes and standards.

2.10.7. Enhanced Ability to Address Change

A company with its “ear to the ground” through regular stakeholder dialogue is in a better position to anticipate and respond to regulatory, economic, social and environmental changes that may occur. Increasingly, firms use CSR as “radar” to detect evolving trends in the market.

2.10.8. More Robust “Social License” to Operate in the Community

Improved citizen and stakeholder understanding of the firm and its objectives and activities translate into improved stakeholder relations. This, in turn, may evolve into more robust and enduring public, private and civil society alliances (all of which relate closely to CSR reputation, discussed above). CSR can help Build “social capital.”

2.10.9. Increased Ability to Attract, Motivate, and Retain Employees

Cone/Roper studies also indicate that a company's participation in social initiatives can have a positive impact on prospective and current employees, as well as citizens and executives (Kotler and Lee, 2005).

According to their March 2001 survey, employees working in companies reported to have cause-related programs were 38 percent more likely to say they are proud of their company's values than were employees in companies not reported to have these programs. This means if

employees are proud and interesting by the action under taken by their organization they will be happy this bring productivity.

2.10.10. Decreased Operating Costs

Several business functions can cite decreased operating costs and increased revenue from grants and incentives as a result of the implementation of corporate social initiatives. One arena easy to point to include companies who adopt environmental initiatives to reduce waste, reuse materials, recycle, and conserve water and electricity (Kotler and Lee, 2005). At Cisco Systems, for example, an energy conservation initiative called "Cleaner Air and Millions in Savings" is expected to save the company about \$4.5 million per year in operating costs. In addition, these energy savings will eventually qualify the company for an estimated \$5.7 million in rebates from the local energy supplier, Pacific Gas & Electric. If the overall operation cost is decreased it is obvious the productivity of the firm also will increase.

2.10.11. Profit Maximization

For organization which exists to make a profit it seems reasonable that they should seek to make as large a profit as possible. It is not however always clear what course of action will lead to greatest profit, it is by no means clear whether profit maximization in the short term will be in best interest of the business and will lead to a great profit in at the long term. Tues, profit maximization may not be in best interest of the business and it certainly may conflict with other objectives which a business may have.

2.10.12. Increased Appeal to Investors and Financial Analysts

Some argue that involvement in corporate social initiatives can even increase stock value. They point to the ability to attract new investors and reduce exposure to risk in the event of corporate or management crises (Kotler and Lee, 2005).

- Business for Social Responsibility agrees that companies that address ethical, social, and environmental responsibilities have "rapidly growing access to capital that might not otherwise have been available." They cite a Social Investment Forum report that estimates that assets under management in portfolios using screens linked to ethics, the environment, and corporate social

responsibility have grown from "\$639 billion in 1995 to \$1.185 trillion in 1997, to \$2.16 trillion in 1999.

- According to an article posted by SocialFunds.com in April 2002, an academic study conducted at DePaul University concluded that the 100 companies making Business Ethics' list of 100 Best Corporate Citizens had a better financial performance than the remaining companies.

In general practicing Corporate Social Responsibility has a major advantage in order to maximize the overall productivity.

2.11. Selecting an Initiative to Address the Issue: Once an issue has been chosen, managers will be challenged regarding recommendations on what initiative.

- How can we do this without distracting us from our core business?
- How will this initiative give visibility to this company?
- Do these promotions really work? Who pays attention to them?
- Have we calculated the productivity cost for giving our employees time off for volunteering?

2.12. Corporate Social Initiatives: Six Options for Doing Good

We defined corporate social initiatives as major activities undertaken by a Corporation to support social causes and to fulfill commitments to corporate social responsibility. It brings productivity at the end of the year.

The six social initiatives explored are as follows:

1. Cause Promotions: A corporation provides funds, in-kind contributions, or other corporate resources to increase awareness and concern about a social cause or to support fundraising, participation, or volunteer recruitment for a cause. The corporation may initiate and manage the promotion by its own. it may be a major partner in an effort or it may be one of several sponsors (Keep America Beautiful 2003 sponsors for the "Great American Cleanup" included Lysol, PepsiCo, and Firestone Tire & Service Centers, among others).

2. Cause-Related Marketing: A corporation commits to making a contribution or donating a percentage of revenues to a specific cause based on product sales. Most commonly this offer is for an announced period of time, for a specific product, and for a specified charity. In this scenario, a corporation is most often partnered with a nonprofit organization, creating a mutually beneficial relationship designed to increase sales of a particular product and to generate financial

support for the charity. Many think of this as a win-win-win, as it provides consumers an opportunity to contribute for free to their favorite charities as well.

3. Corporate Social Marketing: A corporation supports the development and/or implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being. The distinguishing feature is the behavior change focus, which differentiates it from cause promotions that focus on supporting awareness, fundraising, and volunteer recruitment for a cause. A corporation may develop and implement a behavior change campaign on its own (i.e., Philip Morris encouraging parents to talk with their kids about tobacco use), but more often it involves partners in public sector agencies.

4. Corporate Philanthropy: A corporation makes a direct contribution to a charity or cause, most often in the form of cash grants donations. This initiative is perhaps the most traditional of all corporate social initiatives and for many decades was approached in a responsive, even ad hoc manner. As mentioned in more corporations are now experiencing pressures, both internally and externally, to move to a more strategic approach, choosing a focus and tying philanthropic activities to the company's business goals and objectives.

5. Community Volunteering: A corporation supports and encourages employees, retail partners, and/or franchise members to volunteer their time to support local community organizations and causes. This activity may be a stand-alone effort or it may be done in partnership with a nonprofit organization (Shell employees working with The Ocean Conservancy on a beach cleanup). Volunteer activities may be organized by the corporation, or employees may choose their own activities and receive support from the company through such means as paid time off and volunteer database matching programs.

6. Socially Responsible Business Practices: A corporation adopts and conducts discretionary business practices and investments that support social causes to improve community well-being and protect the environment. Initiatives may be conceived of and implemented by the organization or they may be in partnership with others. Whilst there is no recognized standard for CSR, public sector organizations (the United Nation for example) adhere to the triple bottom line. It is widely accepted that CSR adheres to similar principles but with no formal act of legislation.

2.13. Typical Socially Responsible Business Practices

As might be expected, most initiatives related to socially responsible practices relate to altering internal procedures and policies, such as those related to product offerings, facility design, manufacturing, assembly, and employee support. An initiative can also be reflected in external reporting of consumer and investor information and demonstrated by making provisions for customer access and privacy, and can be taken into consideration when making decisions regarding hiring practices and facility and plant locations. Common activities include the following:

- Designing facilities to meet or exceed environmental and safety recommendations and guidelines, such as for increased energy conservation.
- Developing process improvements, which may include practices such as eliminating the use of hazardous waste materials, reducing the amount of chemicals used in growing crops, or eliminating the use of certain types of oils for deep-fat frying.
- Discontinuing product offerings that are considered harmful but not illegal (e.g., tobacco).
- Selecting suppliers based on their willingness to adopt or maintain sustainable environmental practices, and supporting and rewarding their efforts.
- Choosing manufacturing and packaging materials that are the most environmentally friendly, taking into consideration goals for waste reduction, use of renewable resources, and elimination of toxic emissions.
- Providing full disclosure of product materials and their origins and potential hazards, even going the extra mile with helpful information.
- Developing programs to support employee well-being, such as work-place exercise facilities, on-site day care, and Employee Assistance Programs for those with drug-related additions.
- Measuring, tracking, and reporting of accountable goals and actions, including the bad news, as well as the good.
- Providing increased access for disabled populations.
- Protecting privacy of consumer information.
- Making decisions regarding plant, outsourcing, and retail locations, recognizing the economic impact of these decisions on communities. Product design innovation platform and the company has set long-term goals for the environment. This commitment is reflected in decisions regarding products and responds to increasing consumer demand for sustainable options as well as the company's commitment to environmental sustainability (Kotler and Lee, 2005).

2.14. Implementing Corporate Social Responsibility

There is no “one-size-fits-all” method for pursuing a corporate social responsibility (CSR) approach. Each firm has unique characteristics and circumstances that will affect how it views its operational context and its defining social responsibilities. Each will vary in its awareness of CSR issues and how much work it has already done towards implementing a CSR approach. That said, there is considerable value in proceeding with CSR implementation in a systematic way—in harmony with the firm’s mission, and sensitive to its business culture, environment and risk profile, and operating conditions. Many firms are already engaged in customer, employee, community and environmental activities that can be excellent starting points for firm-wide CSR approaches.

CSR can be phased in by focusing carefully on priorities in accordance with resource or time constraints. Alternatively, more comprehensive and systematic approaches can be pursued when resources and overall priorities permit or require. The bottom line is that CSR needs to be integrated into the firm’s core decision making, strategy, management processes and activities, be it incrementally or comprehensively.

The impulse for harmonization also stems from the wider social context. There are a number of governmental and partnership developed initiatives that have emerged to provide guidance on governmental and societal expectations of business. What follows below is a broad framework for implementing a CSR approach that builds on existing experience as well as knowledge of other fields, such as quality and environmental management.

The framework follows the familiar “plan, do, check and improve” model that underlies such well-known initiatives as those of the International Organization for Standardization (ISO) in the areas of quality and environmental management systems. The framework is also intended to be flexible, and firms are encouraged to adapt it as appropriate for their organization.

2.15. CSR implementation framework and corporate governance

A well-designed CSR implementation framework integrates economic, social and environmental Decision making throughout a firm—from the board of directors to front-line officials and supply-chain partners—and is therefore intimately connected with effective corporate governance. A properly governed firm can reap optimal benefits for itself and its shareholders, and in turn for those who are affected by the firm’s activities. At all levels of a firm, inadequate

direction and control of its activities and assets can jeopardize its very ability to operate (Hohnen, 2007).

2.16. Key international CSR initiatives of governmental or intergovernmental Bodies

This guide draws attention to the multiple benefits of firms drawing on existing CSR instruments. In addition to being a ready-made source of wisdom and experience, those that have been developed with governmental input, and based on agreed international standards, offer an additional level of legitimacy and recognition. Some of the most widely used are mentioned below. More information on these and other instruments can be found.

2.16.1. United Nations Global Compact

In view of the fact that many people nowadays are afraid that economic → globalization entails erosion of social, ecological and → human rights standards, but at the same time are aware that responsible business dealing can make a substantial contribution to the achievement of → development policy and social goals (Visserandetal, 2010).

The United Nations Global Compact, which was first, launched 1999 on the initiative of the United Nations Secretary-General Kofi Annan, calls on the private sector to embrace a core set of ten principles pertaining to human rights, labor, the environment, and anticorruption. These principles have been derived from existing international law Supported by a small international secretariat and a network of local organizations, the Global Compact acts as a learning forum to facilitate the exchange of experiences and good practice. Based on the level of its use, it is currently the world's most popular multi stakeholder CSR initiative.

2.16.2 International Labor Organization (ILO)

The ILO is a UN specialized agency comprising governments, employers' and workers' organizations. Since its inception in 1919, the ILO has adopted—on a tripartite basis—international labor standards (ILS) covering a wide range of rights at work, including the rights of indigenous peoples. These instruments are the basis of most other social initiatives. The labor content of the revised OECD MNE Guidelines, for example, is based on ILS. The ILO has given

special attention to multinational enterprises by adopting the 1977 Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.

2.17. What is CSR commitment implementation?

Implementation refers to the day-to-day decisions, processes, practices and activities that ensure the firm meets the spirit and letter of its CSR commitments and thereby carries out its CSR strategy. If CSR commitments can be called “talking the talk,” then implementation is “walking the walk.”(Hohnen,2007).

2.18. How to implement CSR commitments:

The ‘corporate social responsibility’ (‘CSR’) movement has been described as one of the most important social movements of our time(Zerk, 2006).Every firm is different and will approach CSR implementation in different ways. The steps suggested below show one way to implement CSR commitments:

- ✓ Develop an integrated CSR decision-making structure;
- ✓ Prepare and implement a CSR business plan;
- ✓ Set measurable targets and identify performance measures;
- ✓ Engage employees and others to whom CSR commitments apply;
- ✓ Design and conduct CSR training;
- ✓ Establish mechanisms for addressing problematic behavior;
- ✓ Create internal and external communications plans; and
- ✓ Make commitments public.

2.19. CSR Models

Over the past decades, researchers in the management literature have attempted to study corporate social responsibility (CSR) in terms of models. Most of the CSR models revolve around the controversy as to whether business is a single dimensional entity of profit maximization or a multi-dimensional entity serving greater societal interests. The models are

mostly descriptive in nature and are based on the experiences of western countries. These models can broadly be classified into three major categories: social-economic model, stakeholder model and triple-bottom line model (Zu, 2009).

2.19.1. Social-Economic Model of CSR: This model has two distinctive arguments on the social and economic dimensions of CSR. The first group represents the orthodox paradigm which maintains that social responsibility of business is a single dimensional activity in which business has the only responsibility of supplying goods and services to society at a profit (Zu, 2009). These classical models of CSR appear to have a narrow focus of the role of business in modern society. They also put much emphasis on the cost of social involvement of business and consider profit as the only criterion for judging the efficiency of business operation, thus ignoring the reality that business is a part of the larger society with a wider responsibility reaching beyond the narrow perspective of profit.

2.19.2. Stakeholder Model of CSR: Business has complex relationships with many segments of society. A company's success can be affected – negatively or positively – by its stakeholders. In an era when business strategies are changing because of such forces as global competition, new political arrangements, shifting public values, and ecological concerns, managers are challenged to achieve good economic results while also considering the needs and requirements of their business's stakeholders (Post et al, 2001). The stakeholder theory of the firm argues that focusing purely on the economic function of the firm ignores the complexity that firms deal with along with related inefficiencies,

Information asymmetries and multiple incentive problems, a firm's role shall be broadened to include other external and internal actors apart from shareholders.

2.19.3. Triple Bottom Line Model of CSR: It has been recognized in recent decades by the companies that sustainable corporate profit does not result from the single-minded pursuit of financial gain; rather sustainable growth and shareholder value are best achieved by working through a broad framework of economic, social, environmental and ethical values and shared objectives that involve constant interaction between the company and its various stakeholders. This paradigm shift, which incorporates financial, social, and environmental factors into the

company's commitment to growth and sustainable Profitability, is often referred to as the "triple bottom line."

2.20. Corporate Social Responsibility and Human Rights

By now, companies seem to have accepted that compliance with human rights obligations is an important part of being 'socially responsible'. Most leading multinationals now have a 'human rights policy' displayed somewhere on their web-sites. Rio Tinto's statement that '[w]e support human rights consistent with the Universal Declaration of Human Rights and Rio Tinto respects those rights in conducting the Group's operations throughout the world'¹⁵³ is fairly typical. Rio Tinto's human rights policy goes on: the 2003 Sustainability Report: says 'As a global business, we are sensitive to the need to respect and support human rights. We aim to ensure that we act responsibly to protect the rights of employees and contractors, and we work with governments and other bodies to promote respect for human rights wherever we work. 'Although CSR and human rights are often spoken of as if they are interchangeable, they should not be confused. They are distinct concepts, with different origins and purposes, and cover different, though overlapping, subject matter (Zerk, 2006).

2.21. How CSR can become a value-based approach? A business strategy that recognizes that a brand and reputation which reflects the expectations of all stakeholders will create real business value is the answer. CSR is no different from any other investment in the strategic assets and capabilities that drive business performance while at the same time Stakeholders expectations are balanced and managed effectively.

The benefits of a CSR value based approach are

- More effective risk management;
- Enhanced brand perception, consideration and commitment;
- Increased employee engagement;
- Increased customer satisfaction;
- Improved responsiveness to changes in patterns of customer behavior;
- Support development of new markets and innovation in existing markets;
- Delivering competitive advantage through better CR management

2.22. CSR and Employees

An important factor when discussing how CSR should be applied up on the employee is to define who Responsible is for Corporate Social Responsibility. Most profession of CSR from an employee perspective advocates that this issue should be a matter for the HRM department. Some companies embers the CSR thinking in their every day action as an inherent part of their business strategy.

Other companies evolve there corporate social responsibility commitment incrementally as a result of priorities changing and being responsible moves up on the agenda. In order to move CSR from great ideas and intentions in to an organization day to day activities (Brown, 2003). CSR need to be on HRM issues to effective delivery and implementation. On implementation of CSR in to HRM strategies will enhance the organization is effectiveness when it comes to recruiting, retaining and developing employees.

Corporate Social Responsibility initiatives, of diverse kinds, address the gap between current practice and what is seen as more appropriate conduct by companies. The theory and practice of CSR is linked to how companies are defined, and the diverse legal contexts in which they operate, which effectively determine the scope for market forces. The employment relationship is at the heart of company operations, as well as of working life, and is undergoing radical change. Globalization is having a major impact on labor issues, casting new light on human rights, and the role of migrant workers. Companies may choose to exclude labor issues from their model of CSR, but may thus operate outside the law of many countries, and forfeit their credibility. The pressure of international information, and the fear of exposure, can influence corporate practice. If business is to have a “human face”, CSR must address labor issues, including migrant workers and human rights. If sustainable improvement is to be made, new forms of work organization must be embraced. The way ahead is seen in terms of creating collaborative advantage, both internally and externally.

2.23. Corporate Social Programs and Policy

Having acknowledged that everything a firm does has some social impact and thus is relevant to corporate social performance, a conceptual move can be made to the outcomes of actions the firm undertakes explicitly to manage its social impacts. These actions include the investment of resources in social programs to achieve specified ends and the establishment of social policy to institutionalize socially responsible motives and socially responsive processes.

Corporate social policy emerges in organizations to guide decision making (a) in areas where problems recur, so that effort need not be wasted on reflection and analysis in routine matters and

(b) in areas of great interest or importance to the organization, so that threats or opportunities in these areas can be handled more effectively. Speaking ideally, a comprehensive corporate social policy, fully institutionalized and operational, would be the logical final outcome of corporate behavior motivated by principles of responsibility and occurring through socially responsive processes. Speaking practically, corporate social policy has to do with the incorporation of social issues and impacts anywhere within the body of company policy, formal or informal, whether or not institutionalized or operational (Wood, 2012).

Corporate social policy, when linked to the principles of social responsibility, has the following three corresponding objectives:

- (a) Institutional-to uphold the legitimacy of business in society,
- (b) Organizational-to improve the firm's adaptability and fit with its environment, and
- (c) moral/ethical-to creates a culture of ethical choice, which will support and encourage individual actors to exercise the options avail-able to them in the fulfillment of corporate social responsibilities (Wood, 2012).

Chapter Three

3. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

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

Questionnaires were distributed to employees of Artistic Printing Enterprise. Out of 150 Questionnaires all150's has been collected in a proper manner. Interview was conducted with the company HR manager. The quantitative data was analyzed and presented in tables and percentage. Also, the data which was collected from open ended and interview part was narrated to support the finding of qualitative once.

3.1: Analysis of data collection through Questionnaires

Table 3.1.1 General Characteristics of Respondent

The first table holds the general characteristics of the employees Sex, age group, education, working division

Table1- general characteristics of employee respondents

Item NO.	Item Description	Alternate	NO. of respondents	Percentage (%)
1.	sex	Male	90	60
		Female	60	40
		Total	150	100
2.	Age	18-25	40	27
		26-32	75	50
		33-40	25	17
		>41	10	6
		Total	150	100
3.	Education	Masters	3	2
		First degree	20	13
		Diploma	70	47
		Certificate	30	20
		12 complete	15	10
		Read and write	12	8
		total	150	100
4.	Working division	HRM department	5	3
		Customer relation department	7	5
		Corporate social and communication department	6	4
		Operation division	102	68
		Other	30	20
		Total	150	100

Concerning gender distribution of the respondents 60% (90) of them were male, while 40% (60) of them were female. From the above data one can judge that male take the higher percentage in the enterprise. As it illustrated in the item 2 which is presented in the some table show that 40(27%) of the respondent lay in the age of 18-25, 75 (50%) of the respondent are between the age of 26-32, and next 25(17%) of the respondents are in the age of 33-40, and finally 10(6%) of them are found more than 40. The student researcher was able to understand from the above figure that most of the employees are in the age of 20 and 32. This indicates that the majority of worker is in the time of adulthood. This also implies that this age group is matured enough and can give reliable information to the questions listed.

Concerning to the educational background of the respondents from the total 150 respondents 3 (2%) have master's degree, 20 (13%) of the respondents have first degree, 70(47%) have diploma, then from the total respondents 30 (20%) have certificate, 15(10%) of the respondents have complete 12 grade and finally 12(8%) of the respondents only have a skill of read and write. This implies that the given age group gives rational reasoning for the listed questions.it means they give answers in reason.

As it is indicated in item 4 of the some table, the study found that from the total respondent, 5(3%) are associated in human resources department, were as 7(5%) of the respondents are also associated in customer relation department, 6(4%) of the respondents are worked in corporate social and communication department, 102(68%) found in operation division and the rest respondents 30(20%) are others like sanitation and security's. this division enables the make the study accurate.

3.2. Analysis of major findings

Table 2- Time duration in the company

Item NO.	Item Description	Alternate	NO. of respondents	Percentage (%)
1.	How many years being employee of artistic printing Enterprise?	1-5	70	47
		6-10		20
		11-15		13
		More than 16		20
		Total	150	100

Regarding years of experience in Artistic, From out of 150 respondents 70(47%) of them are employees of Artistic from the year 1-5, 30(20%) of them are 6-10years employees, out of 150 employees 20(13%) of them are worker in the year between 11-15 the rest employees are more than 16 years are 20% it means 30 in number. From the above data the student researcher can simply know that from the respondents the more percentage of workers is between the years 1-5. It is important to get reliable and recent information to the case study.

Table 3- awareness about CSR and CSR practice

No	Item description	Alternate	No of respondents	percentage
1	Have you ever heard of corporate social responsibility before this	Yes	83	55
		No	67	45
		Total	150	100

Concerning heard of corporate social responsibility, from the finding, out of 150 respondents 67(45%) are knows about corporate social responsibility. And also from the total respondent 83(55%) are not knows about the term corporate social responsibility and the practice. This data show the majority of the employees don't heard of corporate social responsibility before.

Table 4- practice

No	Item description	Alternate	No of respondents	percentage
1.	There is corporate social responsibility practice in Artistic.	Strongly Agree	14	9
		Agree	19	13
		Neutral	24	16
		Disagree	35	23
		Strongly disagree	58	39
		Total	150	100

In the 4th tables ask the employees about is there CSR practice in artistic. 14(9%) answer strongly agree, 19(13%) agree, 24(16%) neutral, 35(23%) disagree, and strongly disagree were 58(39%). This implies that most of the employees say strongly disagree. To this question employee says different things in the open lines like: in Artistic different practice and events are performed to encourage the employees for instance, preparing ceremonial event to make the staff happy and

Participatory, offer different facilities that is important for work, collect suggestion from suggestion box to develop performance etc.

Table5- complaining

No	Item description	Alternate	No of respondents	percentage
1.	Have you ever experience complaining on CSR of the enterprise?	Yes	65	43
		No	85	57
		Total	150	100
2.	Have you ever worked other than artistic?	Yes	85	57
		No	65	43
		total	150	100
3.	Do you ever experience injury or pain while in your work?	Yes	97	65
		No	53	35
		total	150	100

The 5th table of the first item asks the employees about complaining experience habit in social responsibility of the enterprise. 65(43%) of them are experience complaining the social responsibility of the company. And from the total 150 the rest of respondents are not ever experience complaining the company social responsibility practice that is 85(57%). The student researcher notice that from the open ended question of course there is complaining but the complaining is not delivered to the responsible body rather to their family friends etc. Which are 85(57 %) so, the company must think of that and try to find ways that enables employees closer and giving their idea to the company.

From the data, more than half of the employees respond not ever experience giving complain. it implies whither the company not offer transparent working condition to the employees. or employees have something afraid of it inside the company. The forth table of the second item asks the employees about have you ever work other than artistic. For this question 85(57%) of them answer yes, 65(43%) of them answer no. this is good condition for the study to get a wonderful and accurate data. Kipping the welfare of the society perform by other company better. That is the student researcher notice from the open ended question.

The next item on the some table discusses about experiencing injury or pain while, in the work place. For the next question out of the total respondent 97(65%) of them are answer yes, 53(35%) of them answer No to the question. This implies that more than half of the employees experience obstacles

Table6-comparison and rating Artistic with the other regarding to CSR practice

No	Item description	Alternate	No of respondents	percentage
1.	How do you compare your company with other regarding to corporate social responsibility	Very good	20	13
		Good	25	17
		Medium	53	36
		Low	23	15
		Very low	29	19
		total	150	100
2.	How do you evaluate the activity of your company regarding to corporate social responsibility	Very good	29	19
		Good	27	18
		Medium	33	22
		Low	11	8
		Very low	50	33
		total	150	100
3.	How do you rate the speed while you get compensation	Very high	10	7
		high	29	19
		medium	50	33
		low	41	27
		Very low	20	14
		total	150	100

The 5th table of the first item asks the employees how you compare your company with other regarding to CSR. 20(13%) of the employees answer very good, 25(17%) of the employees say good, whereas from the total 150 employees 53(36%) of them put them self in the medium range, the respondents which is says bad to the question are found to be, 23(15%), the rest population answer very bad which is 29(19%). From the data one can simply observe medium and very low answers get high percentage respectively. And also some respondents say unless serious injury is occurs, support is not properly delivered to the employees, response rate for

such problems is low. It indicates that whether the respondents work in other company or not the way of responding shows the enterprise set bad position in the mind of its workers.

The second item in the fifth table asks employees about how you evaluate the activity of your company regarding to CSR. Employees put their answers in the questionnaire paper, very good 29(19%), good 27(18%), medium 33(22%), low 11(8%), very low 50(33%). We notice from the data the majority of employees refer csr activity a very bad for the activity of the company regarding to the social responsibility.

The third item in the some tables asks employees about how you rate the speed while you get compensation. From the respondents 10(7%) were rated as very high, 29(19%) were high, 50(33%) were medium, were 41(27%) are low then finally 20(14%) were very low. From the data we notice the medium range get the more voice.

Table 7 feedback collection and providing solution to the problem

No	Item description	Alternate	No of respondents	percentage
1.	The company receive the feedback immediately to solve the problem	Strongly agree	5	3
		Agree	20	13
		Neutral	43	29
		Disagree	57	38
		Strongly disagree	25	17
		Total	150	100

The 7th table item no one asks the employees about does the company receive feedback immediately to solve the problem. For the offered question, 5(3%) were refer strongly agree, 20(13%) were agree, 11(7%) disagree, were neutral 15(10%), were dis agree 43(29%), and also 57(38%) strongly disagree. It implies that the company doesn't have immediate feedback receiving habit.

Table 8- healthy problem

No	Item description	Alternate	No of respondents	percentage
1.	The operation	Strongly agree	88	59

	Activity have an influence on healthy	Agree	32	21
		Neutral	27	18
		Disagree	3	2
		Strongly disagree	-	-
		Total	150	100

Item no 1 in the 8th table asks the employees about is the operation activity have influence on healthy. 88(59%) answer strongly agree, 32(21%) agree, 27(18%) say neutral, disagree 3(2%), and finally no rank for strongly Disagree. It implies the operation process have a big influence on the healthy.

Table 9- Salary and Incentives

No	Item description	Alternate	No of respondents	percentage
1.	The payment and the job are balanced	Strongly agree	10	7
		Agree	17	11
		Neutral	11	7
		Disagree	77	51
		Strongly disagree	35	24
		total	150	100
2.	The salary system is satisfactory when you compare with the other printing company	Strongly agree	20	13
		Agree	27	18
		Neutral	29	19
		Disagree	44	30
		Strongly disagree	30	20
		total	150	100

Item no one in the ninth table 10(7%) were strongly agree, 17(11%) agree, 11(7%) neutral, were 77(51%) were disagree, and finally 35(24%) were strongly agree. From the data the last two choices have a negative response. Perhaps, the first two choices have a positive response it implies that the respondents have accepted the payment is balanced.

The second item in the ninth table asks whether the salary system satisfactory when you compare with other printing company. 20(13%) of the employees were strongly agree, 27(18) were agree, 44(30%) were neutral, 29(19%) were disagree, and 30(20%) were strongly disagree respectively. From the data, the student researcher was able to understand that the employees are not satisfied by the salary when it compare with the other company. From the finding the student researcher finds that because of the low budget that is steed by the top level management, the salary is not satisfactory. Also the top level management follows the oldest salary system charts. The employees say that today everything is go up except the salary so life is so difficult to manage. Also there is little incentives is given to employees of Artistic printing enterprise that is Bones is the major example. Bones is incentive that will give to every staffs at the end of the year if and only if the profit of the past year is higher than the current. It will encourage the staffs.

Table10- care vs profit and roll of police and regulation.

No	Item description	Alternate	No of respondents	percentage
1.	Keeping the welfare of the employees will have a great impact on profitability.	Strongly agree	34	23
		Agree	54	36
		Neutral	32	21
		Disagree	30	20
		Strongly disagree	-	-
		total	150	100
2.	The company policies and procedures are strong enough while in keeping the wellbeing of the employees.	Strongly agree	5	3
		Agree	20	13
		Neutral	56	38
		Disagree	37	25
		Strongly disagree	32	21
		total	150	100

In the tenth table asks the employees about keeping the welfare of the society will have a great impact on profitability. From the data the student researcher can able to understand that the employee of artistic has some knowledge about profit and social responsibility. From 150 employees, 34(23%) strongly agree, 54(36%) agree, 32(21%) neutral and no voice for the last

choice respectively. No voice means, ignoring the social responsibility have a big impact on profit. And also the student researcher notice that in different ways protecting employees from different accident will make them happy and confidential workers it leads to productivity. Employees will be productive and creative if and only if they will be motivated for the job. These develop care and support will offered by the company. By developing such habit Artistic may be crate big profit.

Item no two ask the employees about company policy and procedure strength while in keeping the welfare of the society. 5(3%) strongly agree, 20(13%) agree, 56(38%) neutral, 37(25%) disagree and the last 32(21%) say strongly disagree. most of the company employees answer were neutral. It implies the enterprise was not strongly building awareness about the police and regulation how far it goes to keep the wellbeing of the society.

3.2. Analysis of personal opinion of employees

When employees ask about how corporate social responsibilities are delivered or practiced: Employee responses are by providing ceremony events to refresh the employees from stress, facilitate some participatory events to know the employees thinking, collecting the suggestion box message and try to give prober response for employees.

The second question is, comparison between their company and the other regarding to keeping the corporate social responsibility: the majority of the company employees respond negatively and also respond their reason by saying the company couldn't deliver its corporate responsibility for the employees, not giving enough support, response rate for a given problem is very low, no checkup unless serious injury on the healthy. And also from the study the student researcher find that 19% of the respondents were very low. It indicates that the company is not strong while in practicing CSR.

The third open ended question asked to employees is for whom you tell when you have got the experience of complaining the company corporate social responsibility: The responses of employees are almost from the choices. But, some employees give their word by saying to their friends, to their family, etc.

The next asked question is, if you are worked other than Artistic Printing Enterprise how you differentiate with other company In the way of keeping the welfare of the society: almost all

employees respond negatively. It indicates the other company performs its responsibility better. From the second question that come from the open ended part, the majority result is negative the company is not good in practicing CSR that means the enterprise also is not good enough in keeping the welfare of the society when it compare with other company.

The fifth question is, if keeping welfare of the society has a great impact up on profit so, in what ways: the responses of employees says, if employees treated in a good manner they will be productive, they will be motivated to perform their job properly, they will be creative. The overall thinking of the employees makes the company profitable.

The six questions say what kind of incentive had given: the response is on the last year there is BONES to ever staff member. The bones make the salary double. If, one person has the salary of 2000 birr at the end of the year he/she will be paid 4000birr. But, the BONUES will payee if the company annual profit is increase from the past year. From the finding the majority of the respondents were in negative response rate. Almost 73% of the company employees were not satisfactory. The company must think have the case and make of created smooth relation with the staffs to make the employees satisfied.

3.3. Analysis of interview result

The HRM manager gave information for the prepared interview questions.

1. Does your company perform corporate social responsibility?

Artistic Printing Enterprise performs social responsibility practices accordingly. The company practices such big case not only by thinking the social Also, for the sake of the Company itself. It leads to productivity this is one of the major strategy of the company. The student researcher fined that there is corporate social responsibility but the practice are performed in rare case. Also, when comparison between the case company and others about the CSR, the majority of the respondents were, rete low.

2. How does your company see the ethical aspect of business?

Doing the job based on the right way makes it feel good wither in personal business or governmental. Like that Artistic did the job based on the ethical ways. Doing job in ethical way brings goodwill. Also providing ethical thing to society helps its own firm. From the finding keeping the welfare of the society is a good ethical practice. The company is not creating to

awareness for the staffs to know the policy and regulation of the company are practicing in ethical way to reach the goal.

3. What kind of tools dose the company use in order to perform the social responsibility practice?

The company has different kind of tools to practice the social responsibility. Such as, give incentives for the employees, facilitate printing training for women's and for people who cannot afford the tuition fee. Giving first opportunity for the small business enterprise to work with Artistic, giving care to people with HIV carriers, etc. and also Bones is the major tool to make the staff productive. Also receiving feedback from the staffs and giving solution is other point.

4. Do you give incentives for your employees to increase their productivity, and what kind of incentives?

Yes! The company gives incentive to the employees. At the end of the year all the staffs get a reward which is double the salary. But, this is happened if the company score high when it compare the profitability with the last year. Also the company provides to the staffs a loan. If he or she needs to get a loan the company provides that loan from the next month salary. The staffs also give such kind of information. At the last month of the year they will get reward.

5. What kind of activity does your company give for its employees to insure the social responsibility?

Securing health problem, insuring satisfactory payment, balancing the payment with the job, providing first opportunity when new vacancy will arrive, providing the right information at the right time, providing safety materials, providing entertainment, offering awareness program in crucial ideas. Also from the staffs some point were found like preparing ceremonial event to create awareness about the agenda which is important to the employees.

6. How strong the company policy and regulation while performing CSR practice.

Artistic Printing Enterprise has a big vision. In order to meet that goal keeping the social environment is the core value. So, the company has a strong police to practice the social responsibility. But, in creating awareness about the policy strength to the employees how it strong enough to keep and practice CSR is very low. Only 3% of the respondent knows the strength of the policy. Artistic make a strong work in this situation.

7. Is there any procedure that the company follows while it implements the practice, if any please?

There is a division that follows and report such related case. The divisions practice the job by program.

8. What kind of materials does your company offer to its employees in order to keep their safety?

Safety material like hand glove, clothes, nose and mouse equipment used to prevent bad smell which is come from the pigment and the chemicals, work uniforms. The student researcher finds that Artistic were offer those material in some selected officers. It makes the staff unhappy.

9. Do you think the job and salary are balanced?

All employees are paid according to the organization payroll system. They perform their job in fair condition so, it is balanced. From the finding 24% of the respondents were strongly disagreeing, 51% were disagreeing. This implies that the job and the salary is not balanced.

10. If employees injured accidentally, how do you treat, does the company give support immediately or not, if not why?

There is first aid clinic in the Enterprise with full healthy equipment materials including nurses. If someone will injure he/she will automatically get treatment in the clinic. But, if the level of pain is high the company will bring him/her to general hospital. The 5th table refers that from the total population only 7% were very high were as 19% of the respondent says the support rate is high. The rest 74% of the respondent are not satisfied generally. The company must think of the action what the enterprise are now performing. It is in alarming level.

11. If complaining is comes from the staffs how do you respond?

Based on the level of importance, the company response to the staff as Mach as possible. In the 7th table respondents answer from out of 100% more than half percent were say the response rate is low. It shows that the company is not give attention to the case. Also 29% were neutral. The rest 16% were have positive implication.

12. Do you think your company follows the right procedure while you are giving solutions to the staffs?

Yes! As I told you before based on the level of importance the company give solution to the party.

13. Does the company have performance evaluation technique to evaluate the social responsibility practice, if any how?

The divisions which control such case report all the performance or the activity ones in a month then the company see all the profiles. If, there is problem they will correct it for the next time.

Although the HRM and General manager says the company has performed all the responsibility which is from the part of the company. They offer all the needed material, information, row material which is a better quality that doesn't have a big impact to the employees and so forth.

But, the student researcher observed from the data which was collected is otherwise.

Chapter Four

SUMMARY, CONCLUSION AND RECOMMENDATION

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

4.1. Summary

- Based on the finding from the total of 150 employees 90 (60%) of the respondents are male and 60(40%) employees are female. And the majority of the employees are between in the age of 26-32 which is 75 (50%).
- Regarding to educational background the majority of employees have diploma.
- The majority of the employees are on division of operation
- The employees respondent who have not heard of CSR before are 67(45%).
- Concerning being employees of artistic printing enterprise, the majority of the respondents are in the year “between” 1-5 which is 70(47%).
- 14(9%) of employees, respond strongly agree 19(13%) agree, 24(16%) neutral, 35(23%) no of employees disagree, and finally 58(39%) employee are strongly disagree about artistic practice CSR.
- The employee’s respondent who says 20(13%) very good, 25(17%) good, 53(36%) medium, 23(15%) low and 29(19%) very low to the question related with the comparison of artistic with the other regarding to keeping to the social responsibility.
- The employee’s respondent who says NO for the question related with do you experiencing complaining about CSR of artistic are 85(57%). It implies employees have something afraid of it.
- When asked the employees about the company has fast feedback response rate to solve the problem they are about 5(3%) who say strongly agree, 20(13%) agree, 25(17%) neutral, 43(29%) disagree and strongly disagree 57(38%).
- The majority of the employees who says very poor if asked how do you evaluate the activity of your company regarding to corporate social responsibility. They are 50(33%).

- 50(33%) of the employee are answers medium to the question how do you rate the speed while you get compensation.
- The employees respond who strongly agree 88(59%) agree 32(21%), moderate 27(18%) disagree 3(2%) and strongly disagree (noon) for the question is the operation activity affect your healthy.
- Most of the employees respondent says yes when asked experience pain while in your work. They are about 93(65%).
- Artistic printing enterprise did a great job regarding to keeping the welfare of the society the employee respondent who says disagree and moderate are equal they are almost ()
- The employees who disagree for the question, job and payment system are balanced. They are 77(51%).
- Those employees who say disagree if asked the salary system is satisfactory when comparing with the other firm. They are almost 44(30%).
- The employees respondent who says strongly agree 34(23%) agree 54(36%), moderate 32(21%), disagree 30(20%) and strongly disagree (noon). if keeping the welfare of the society will have a great contribution on profit.
- 37(25%) of the employees says disagree if it ask the company policy and procedure are strong enough while keeping the welfare of the society.

4.2. Conclusion

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

- From the finding most of the employees of the company are male, in the age 26-32.
- The study find that majority of the employees have diploma.
- From the finding majority of the employee have worked in the operation division.it implies that the staffs are very concerned for the case.
- The research asserts that most of the Artistic Printing Enterprise employees don't heard of corporate social responsibility.
- Most of the employees of the enterprise being working between the year 1-5
- From the finding artistic practicing corporate social responsibility in a rear situation.

- The company performs the corporate social responsibility most of the time by delivering the right information. It doesn't mean that giving the right information is the only tool.
- Most of the employees says low when the company keeping the social responsibility. It leads to the company in a serious trouble.
- From the case study the student researcher find most employees doesn't give their opinion or feedback to solve a problem. Not creating transparent situation affects both the company and the employees. So, the organization must avoid such thing and develop a transparent environment.
- Feedback response rate of the company is score moderate by the view of the employees. The company must create fast feedback response to the employee to make them productive.
- The employees face a lot of healthy difficulty and concerned when worked in production area. And also the production process affects their healthy directly.
- Getting a fast compensation for the sedan accident in artistic is low from the finding.
- Practicing corporate social responsibility and keeping the welfare of the society in artistic printing company performed in rear manner.
- The payment and the salary system in artistic is not balanced. Plus it is also not satisfactory from the finding. Most of the respondent answers negatively.
- Keeping the welfare of the society and practicing corporate social responsibility had a great impact on profitability. The more the employees are satisfied the more they will be productive. Thy will increased sales volume. It is obvious if sales volume is rise, the revenue will also rise.
- From the finding most of the employees are not aware of how much the police and the regulation are strong enough to say something. The greater percentage say neutral. So, companies must create or develop transparent situation. Creating awareness about polices of the company.

4.3. RECOMMENDATIONS

Every organization whether it is private or governmental must practice corporate social responsibility in different ways it makes the employees more loyal for one's organization. And it brings productivity. And also, Artistic printing enterprise as an organization must participate in the social responsibility practice.

Different activities are performed by different companies to evaluate the company current position. Like of that Artistic printing company must develop a strong evaluation program to know its activity well.

For the overall growth the company each and every member of the staffs must participate. From the general manager up to the security they must work together. Top level management must develop a platform to bring all come together to know the policy and regulation.

In order to keep the employees the company first creates a program. what kind of social responsibility practice make the employees save, which responsibility make the company stay in the business for long period. And also which practice more acceptable by the employee's.

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Appendix



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Thank you in advance for your cooperation

N: B No need to write your Name

Put ✓ or X mark on your answer

Respond on the space provided for open ended question

I. personal information

1. Sex: A Male... B Female

2. Age: A 18-25 C 33-40
B 26-32 D and above

3. Educational level: A Master B First degree
C Diploma Certificate
E 12 Complete F Read write
G if other, specify

4. Your working division: A HRM
B Customer Relation department
C Corporate market research and communication
D Operation
E if other, specify

II. Questions related with the subject.

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

A Yes B No

6. How many years are you being employees of Artistic Printing Enterprise?

A 1 - 5years 1 - 15years

B 6 – 10 years 16 years and above

7. There is corporate social responsibility practice in ARTISTIC

A Strongly agree
B Agree
C Neutral
D Disagree
E Strongly disagree

8. If your answer for the above question is strongly agree and agree how?

- A Offer all the material required
- B Fulfill working safety
- C Balance the payment with the job
- D Provide the right information at the right time
- E Specify if other.....

9. How do you compare your company with other regarding to keeping the social responsibility?

- A Very good Good Medium
- D Poor Very poor

10. IF your answer is very poor for the above question what is your reason?

.....

.....

11. Do you ever have the experience in complaining on the corporate social responsibility of the enterprise?

- A YES
- B NO

12. If your answer is yes for the above question for whom?

- A Company manager
- B Company HRM
- C For Ombudsman
- D External party
- E Department head
- F Specify if other.....

13. The company receives the feedback immediately to solve the problem.

- A. Strongly agree
- B Agree
- C Moderate
- E Disagree
- Strongly disagree

14. How do you evaluate the activity of your company regarding to corporate social responsibility?

- A Very good
- B Good
- C Medium
- D Poor
- E Very Poor

15. The operation activity have an influence on healthy.

- A Strongly agree
- B Agree
-

- C Neutral
- D Disagree
- E Strongly disagree

16. Do you ever experience injury or pain while in your job?

- A Yes
- B No

17. If your answer is yes for the above question how do you rate the speed while you get the compensation?

- A Very High
- B High
- C Medium
- D Low
- E Very low

18. If you work other than artistic how do you compare with the other company regarding to keeping the welfare of the society

.....

.....

19. Artistic Printing Enterprise did great performance regarding to keeping the welfare of the society?

- A Strongly agree
- Agree
- Moderate
- D Disagree
- Strongly disagree

20. The payment and the job are balanced?

- A Strongly agree
- B Agree
- C Moderate
- D Disagree
- E Strongly disagree

21. The salary system satisfactory when you compare with the other printing firms.

- A Strongly agree
- Agree
- Medium
- D Disagree
- E Strongly disagree

22. Keeping the welfare of the society will have a great impact on the profit.

A Strongly agree Agree C Moderate
 D Disagree Strongly disagree

23. If your answer is strongly agree and agree in what way.....

24. The company policy and procedure are strong enough while keeping the welfare of the society

A Strongly agree Agree Moderate
 D Disagree E Strongly disagree

25. What kind of incentive the company give for the employees.....

26. If you have any Comment about CORPORATE SOCIAL RESPONSIBILITY.....

Appendix B

**St. Mary's University
 Faculty of Business
 Department of Marketing Management
 Interview Check List**

This interview is prepared to interview the human resource manager and the general manager of Artistic Printing Enterprise which is require to fulfill the research under study concerned to the Corporate Social Responsibility of the enterprise.

1. Does your company perform social responsibility practices?
2. How does your company see ethical aspect of business?
3. What kind of tools dose the company use in order to perform the social responsibility practice?
4. Do you give incentives for your employees to increase their productivity, what type of incentives?

5. What kind of activity does your company give for its employees to insure the social responsibility?
6. Does the company have performance evaluation technique to evaluate the social responsibility practice, if any how?
7. How strong the company policy and regulation while performing CSR practice.
8. Is there any procedure that the company follows while it implements the practice, if any please?
9. What kind of materials does your company offer to its employees in order to keep their safety?
10. Do you think the job and the payment system are balanced?
11. If employee is injured accidentally, how do you treat, does the company give support immediately or not, if not why?
12. If complaining is comes from the staffs how do you respond?
13. Do you think your company follows the right procedure while you are giving solutions to the staffs?
14. In your opinion do you think ARTISTIC have implementing corporate social responsibility

DECLARATION
Candidate's Declaration

I undersigned declare that this senior essay is my original work prepared under the guidance of w/o Helena Mohammed all the sources of materials used for the manuscript have been duly acknowledged.

Name MulualemShitaye

Signature_____

Place of submission: - ST.MARY'S UNIVERSITY DEPARTMENT OF MARKETING
MANAGEMENT

Date of submission _____

ADVISOR'S DECLARATION

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

Name _____

Signature _____

Date _____