



St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF CORPORATE SOCIAL PRACTICES OF
UNITED BEVERAGES SHARE COMPANY**

**A Thesis Submitted to the School of Graduate Studies: in Partial Fulfillment
for the Requirement of the Degree of Master of Business Administration.**

By: KASAHUN GILO

ID: SGS/0175/2009A

Submitted To: ZEMENU AYNADIS (Asst. Prof.)

December 20, 2021

St. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
ASSESSMENT OF CORPORATE SOCIAL PRACTICES OF UNITED
BEVERAGES SHARE COMPANY

By: KASAHUN GILO

Approved by:

Thesis Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Chairman, Department

Signature

Date

Declaration

I, KASAHUN GILO, the undersigned declare that this thesis titled “Assessment of Corporate Social Responsibility Practices in United Beverages Share Company” is my original research work. This thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma, or certificate. The views of the research participants have been duly acknowledged in this research. To the best of my knowledge, all sources of materials used for this thesis have been duly acknowledged. All the research procedures do conform to the expected standards and regulations of St. Mary’s University.

Name: KASAHUN GILO

Signature: _____

Date of Submission: _____

Acknowledgement

In the foremost instance, I want to take this opportunity to thank God though I am not late but very very late in finalizing this master's program claiming, "Things are for good"!

I am highly indebted to my advisor Zemenu Aynadis (Assistant Professor) for his relentless time, energy, effort, professional guidance, and the constructive commitment towards the in-depth understanding of the topic under discussion and for his personal and brotherly advice to finalize the paper.

Furthermore, I also want to use this medium to thank United Beverages SC. head office, factory, and warehouse employees for their unreserved precious time in responding to my questionnaire and interview, respectively.

In addition, my profound gratitude's goes to my wife who have always do not want to see paper and laptop on my hand for her patience in allowing me to finalize the paper at final stage.

Lastly, I would like to thank St. Mary's University where I earned additional BA degree of Accounting and this MBA as part of upgrading my professional career.

Contents

Declaration	II
Acknowledgement	III
List of Figures	VIII
List of Tables	VIII
Acronyms and Abbreviation	X
Abstract	XI
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the problem	3
1.3. Research Question	5
1.4. Objective of the study	5
1.4.1 General Objective of the study	5
1.4.2 Specific Objective of the study	5
1.5. Significancy of the study	5
1.6. Scope of the study	6
1.7. Limitation of the study	6
1.8. Definition of Terms	7
1.9. Organization of the Research	7
CHAPTER TWO	8
2. REVIEW OF RELATED LITERATURE	8
2.1. The Origin and Development of Corporate Social Responsibility	8
2.1.1 Expansion of CSR	8
2.1.2 Emerging Issues of new Areas CSR	9
2.1.3 Why CSR gained Value?	10
2.2 Meaning and Definition of CSR	10
2.3 Principles of CSR	12
2.3.1 Sustainability	13
2.3.2 Accountability	13

2.3.3	Transparency	13
2.4	Theories of Corporate Social responsibility	13
2.4.1	Carrlo’s Theory	13
2.4.2	Stakeholder Theory	14
2.4.3	Shareholder Theory	15
2.4.4	ISO 26000	15
2.4.5	The Triple Bottom Line Theory.....	16
2.5	Current Company drivers for CSR.....	17
2.6	Planning, Implementation and Evaluation of CSR Programs	19
2.7	Challenges of Effective CSR Engagement	21
2.8	Empirical Analysis	22
2.8.1	Nature and Forms of CSR in Ethiopia	22
2.8.2	CSR in Alcoholic Industry with Beer Emphasize	24
2.9	CSR Practice Conceptual Framework	25
CHAHPTER THREE		27
3	RESEARCH METHODOLOGY	27
3.1	Research Design.....	27
3.2	Research Approach.....	27
3.3	Target Population.....	28
3.4	Sampling Technique and Sample Size.....	28
3.5	Data Type and Source.....	29
3.5.1	Primary Source.....	29
3.5.2	Secondary Source	30
3.6	Data Collection Instrument	30
3.7	Method of Data Analysis	31
3.8	Ethical Consideration	31
CHAPTER FOUR.....		32
4	DATA PRESENTATION, ANALYSIS, AND INTERPRETATION.....	32
4.1.	Demographic Profile	32
4.2.	Assessment of Corporate Social Responsibility plan of the company	34
4.2.1	Corporate Social Responsibility plan	34
4.2.2	Corporate Social Responsibility Budget	35
4.2.3	Management Responsible for its action.	35
4.2.4	CSR Communication Channel.....	36

4.3. Analysis Motives of UBSC in undertaking CSR	36
4.3.1 Holistic CSR practice Motive	36
4.3.2 Profit Driven CSR	37
4.3.3 Synergetic Driven Corporate Social Responsibility	37
4.3.4 Compliance Driven CSR practice.....	38
4.3.5 Care Driven CSR practice	38
4.4 Analysis of Employee Related Corporate Social Responsibility Practices	39
4.4.1 Family friendly working Environment	39
4.4.2 Health and Safety of Employees and their families CSR practice.....	39
4.4.3 Provides Employees safety protection equipment.....	40
4.4.4 Protect Employees from COVID 19.	40
4.4.5 Responsible Human Resource Management	41
4.4.6 Invest in Employee Development.....	41
4.4.8 Consult Employees on Important issues	42
4.5 Analysis of Consumer Related Corporate Social Responsibility practices.....	43
4.5.1 Socially Responsible Advertising	43
4.5.2 Advertisements are made as per the law of the country	43
4.5.3 CSR Initiatives That Encourage Responsible Drinking for Consumers.....	44
4.5.4 CSR Initiatives That Encourage Reduction of Harmful Drinking.....	44
4.5.5 CSR Initiatives That Encourage Drink driven prevention for Consumers	45
4.5.6 CSR Initiatives that discourage Alcohol misuse by Consumers	45
4.5.7 Disclose all substantial Risk Related to Product	46
4.5.8 CSR initiatives that discourage product sales to underage & pregnant.....	46
4.6 Analysis of Surrounding Community Related CSR practice.....	47
4.6.1 Factory is safe for the surrounding community	47
4.6.2 Recruitment policy favors local communities.....	47
4.6.3 Community COVID Protection	48
4.6.4 Donates for Education Sector	48
4.6.5 Donates for Sport and Health	49
4.6.6 Disclose Community Related CSR practice.....	51
4.7 Analysis of Environmental CSR Practices.....	51
4.7.2 Waste Management CSR Practices	52
4.7.3 Environmental protection performance disclosure	52
4.7.4 Environmental protection CSR practice.....	53

4.8 Challenges that Hindered Beverages Industries from implementing CSR	53
4.8.1 Challenges that hindered United Beverages SC from implementing CSR.....	53
4.8.2 Lack of Corporate Social Responsibility plan	54
4.8.3 Lack of CSR knowledge/Understanding	54
4.8.4 Time as Barrier of CSR practice.	55
4.8.5 Resource as Barrier of CSR practice.....	55
4.8.6 Management Commitment as barrier of CSR practice.....	56
4.8.8 Unconvinced about CSR Benefit to Company.....	57
4.8.9 Absence of Clear Corporate Social Responsibility Regulation.....	57
CHAPTER FIVE.....	58
5. SUMMARY AND RECOMMENDATIONS	58
5.1 Summary of Major Findings.....	58
5.3 Recommendation.....	60
REFERNCES	63
Appendix I.....	68
Appendix II.....	75
Appendix III. Observation Checklist	76

List of Figures

Figure 1: CSR Pyramid	14
Figure 2: ISO 2600 Model	16
Figure 3: CSR Implementation framework.....	20
Figure 4: CSR Practices Conceptual Framework.....	26

List of Tables

Table 1: Demographic composition of the respondents.....	33
Table 2: CSR plan	34
Table 3: Budget & CSR	35
Table 4: Management Responsible for Its action.....	35
Table 5: CSR Communication	36
Table 6: Holistic Motive	36
Table 7: Profit motive	37
Table 8: Synergetic motive CSR.....	37
Table 9: Compliance motive CSR	38
Table 10: Care motive CSR	38
Table 11: Employee Working Environment CSR practice	39
Table 12: Employee Health protection	39
Table 13: Employee Safety CSR practice.....	40
Table 14: Employee protection from Covid	40
Table 15: Human Resource CSR practice.....	41
Table 16: Employee Development CSR.....	41
Table 17: Employee Association & bargaining CSR Practice.....	42
Table 18: Employee involvement in important issues	42
Table 19: Advertisement CSR practice.....	43
Table 20: Advertising CSR Practice	43
Table 21: Responsible Drink CSR practices.....	44
Table 22: Harmful drink reduction CSR practice	44
Table 23: Drink driven prevention.....	45
Table 24: Alcohol misuse CSR practice	45
Table 25: Risk Disclosure practice	46
Table 26: Underage & pregnant sales	46
Table 27: Safe factory	47
Table 28: Recruitment policy.....	47
Table 29: Covid Protection	48
Table 30: Education Support CSR Practice	48
Table 31: Sport and Health support CSR practice	49
Table 32: Donation	50
Table 33: Community CSR disclosure.....	51
Table 34: Environment protection policy	51
Table 35: Waste Handling	52

Table 36:Environmental CSR practices disclosure.....	52
Table 37:Environmental Protection practice.....	53
Table 38:CSR Plan Barrier	54
Table 39:CSR understanding	54
Table 40:Time CSR practice barrier	55
Table 41:Resource Barrier	55
Table 42:Management Commitment Barrier	56
Table 43:Corporate Disclosure Barrier	56
Table 44:CSR No Company Benefit.....	57
Table 45:CSR regulation barrier	57

Acronyms and Abbreviation

AFC	Adama Football Club
CEC	Commission of the European Community
CSP	Corporate Social Responsibility pyramid
CSR	Corporate Social Responsibility
COVID 19	Coronavirus disease of 2019
IARD	International Alliance for Responsible Drinking
FDI	Foreign direct investment
ICEM	International Conference of Environmental Management
ISO	International Organization for Standardization
GO	Governmental organizations
HRM	Human Resource Management
MNC	Multinational Corporations
NGO	Non-Governmental Organizations
PPP	Profit, People and Planet
SC	Share Company
SRB	Sustainable Responsible Business
TBL	Triple Bottom Line
TV	Television
UBSC	United Beverages Share Company
UN	United Nations
UNIDO	United Nations Industrial Development Organization
WBCSD	World Business Council for Sustainable Development

Abstract

Corporate social responsibility (CSR) is one of the hotly debated topics in today's highly competitive business world. Currently, the Ethiopian beer market & number of consumers is growing fast. Critics of alcohol industry CSR is conflict of interest between the economic objectives of the industry, maximizing profits, generated from harmful drinking, and consumer health objectives to reduce the harms caused by alcohol, requires reductions in alcohol consumption. The aim of the research was to assess CSR practices of UBSC focusing on CSR plan, motives, undertakings, and barriers taking only four identified stakeholders which are Employees, Consumers, Community, and Environment. In doing that, the study reviewed some theoretical and empirical literatures. Descriptive research was used where questionnaire, Interviews, review of documents and observation methods were applied in collecting relevant data. The study applied standard statistical sample size determination technique and used mixed sampling techniques purposive and simple random sampling. A one-to-one structured interview conducted with selected department managers. The relevant qualitative and quantitative data collected were quantitatively and qualitatively analyzed to compile major findings of the study. Major results of the study include no formal CSR pan, neither budget nor CSR communication channel where Holistic; profit driven, Synergetic, compliance driven, and Care driven all are basic motives. Has good CSR practice toward its employee except where it invests less in employee development and impaired freedom of association and the right to collective bargaining. Advertisements to consumers are as per the law while has no initiatives on reduction of harmful alcohol drinking, drink driven prevention, alcohol misuse prevention, sales of its products for underage and pregnant consumers while good in practicing CSR towards the community around. Has no clear environmental protection policy & performance disclosure. Challenges faced by the UB while implementing CSR include lack of organized CSR planning, Lack of budget, banned alcoholic advertisement, inflation, limited forex, New Excise Tax law, COVID 19 and political instability. Recommended that the company should discharging its social organized and planned manner, invest on employee development, take different initiatives towards consumers.

Key Words: CSR, Employee, Consumer, Community, Environment

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

The concept of CSR evolved mainly in the Western countries, most notably the United States of America. The roots of the concept of CSR as it is known today have a long history which indicates that businesspeople have paid increasing attention to the concerns of society (Gupta &Jhawar 2017) and (Nigatu,2016).

The Corporate social responsibility (CSR) is one of the hotly debated topics in today’s highly competitive business world. The concept has long evolved from being merely a “nice but optional” activity to virtually mandatory for many companies, and as such, these companies nowadays exercise increased willingness to act responsible towards key social issues (Zorigt, 2014). For example, in Ethiopia when an investor takes land on a lease for an investment it enters commitment to protect the environment which includes water, air, land & soil, create job opportunity as much as possible for local community, prohibited to use chemical not allowed by law. This implies that; now days CSR practices are becoming mandatory rather than optional.

The growing concerns for sustainable development, environmental performance, encompassing pollution control and management of natural resources has given mass recognition to the concept of Corporate Social Responsibility (Deepika &Rama, 2014).

Corporate social responsibility (CSR) has become an increasingly important item on the political agenda as societal expectations for businesses to become more sustainable and to be better corporate citizens have grown in recent years (Hiwotte, 2013).

The contemporary corporate social responsibility (CSR) agenda is founded in recognition that businesses are part of society, and they have the potential to make a positive contribution to societal goals and aspirations. CSR is at heart a process of managing the costs and benefits of business activity to internal and external stakeholders—from workers, shareholders, and investors through to customers, suppliers, civil society, and community groups.

Social Responsibility of business refers to what a business does over and above the statutory requirement for the benefit of the society. The word “responsibility” emphasizes that the business

has some moral obligations towards the society. CSR, also known as Sustainable Responsible Business (SRB) or Corporate Social Responsibility (Deepika & Rama, 2014).

As explained by (Gupta & Jhavar, 2017), CSR today embraces the Triple Bottom Line (TBL) concept. TBL concept considers 3Ps, that is, People- the social bottom line, Planet- the ecological bottom line, and Profit- the economic bottom line. It encourages the corporations to take a more objective look at their impacts on people, and planet, rather than focusing on profit maximization or shareholders wealth maximization alone. This concept requires the companies to look at not only what it should do with the profits, but also how it made its profits with the focus the impact of its operations on its various stakeholders, and this aligns with stakeholders' theory of CSR.

(Haigh & Jones, 2005) as cited in Grigoris 2016 listed different factors that drive companies to adopt CSR policy. These include intra-organizational factors, competitive dynamics, institutional investors, end-consumers, government regulators and non-governmental organizations.

Similarly, as mentioned by Commission of European Communities (2001); driving forces towards corporate social responsibility are new concerns and expectations from the citizens, consumers, and investors in the context of the globalization, transparency on business activities brought about by the communications revolution and the Internet, and the need for an appropriate balance between flexibility and responsibility in the design of a business-friendly environment.

There are also cases of companies that increased their attention on CSR because of the public responses from the negative consequences of their business operations such as Nike, Shell Oil and Nestle's bottled water (Porter & Kramer, 2006, as cited in Grigoris, 2016 p.3). Critical literature review and observations in Ethiopian context shows such causes where public complain over past period companies like Midroc gold mining, Dangote Cement, tannery, and flower companies in Ethiopia from the negative consequences of their business operations mainly on the surrounding community. There are also cases in which the local community attacked such companies where Dangote cement and Midroc Gold were the best example.

There are also challenges, and direct benefits companies look forward to, resulting from the implementation of CSR depending on the nature of the enterprise (Kofi, 2015, Moltot, 2018). However, (Nisha, Rekha, & Sivaranjini) in their international journal mentioned that companies that adopt CSR should not expect benefits or rewards from the involvement in CSR.

As clearly explained by (Mohana, and Kassa.,2016), in their international Journal of applied research, the Brewery industry is a multi- national business complex that consists of the producers with a large system of suppliers, distributors, wholesalers, and related businesses, such as hotels, restaurants, bars and advertisers. This is sometimes referred to as barely to bar. The Ethiopian beer production and market pretty much run by the private sector has shown enormous change for the last couple of years. This explosion of the beer market and boost in production could lead a hand to other sectors' development through backward and forward economic integration. Hence, this in turn would have an impact on corporate social practice of the industry and as a result, the researcher is motivated in studying the CSR practice of one of the beer industries in Ethiopia case of United Beverages Sc of which research finding provides excellent understanding on CSR practice of the Ethiopian beer industry during COVID 19 and post alcoholic advertising banned using four identified stakeholder which are employee, consumers, community, and Environment.

Therefore, brewery firms ought to give high attention to the demand of various stakeholders who affected by their operations. It is imperative to note that, Brewery firms should integrate CSR into their core business strategy with the aim that they can get advantage out of it.

A firm must now focus its attention on both increasing its bottom line and being a good corporate citizen. This justifies that in present days CSR has become an issue that requires attention of organizations. This fact motivated the researcher to study CSR practices and perspectives in the Ethiopian context where the issue seems to be a recent phenomenon where COVID 19 and banned alcoholic advertising makes it a today's phenomenon.

1.2. Statement of the problem

(Henderson & Florence, 2009) said that “corporations around the world are struggling with a new role, which is to meet the needs of the present generation without compromising the ability of the next generations to meet their own needs”. Organizations are being called upon to take responsibility for the ways their operations impact societies and the natural environment. It is no longer acceptable for a corporation to experience economic prosperity in isolation from those agents impacted by its actions.

Nowadays as businesses face intensified challenges, including COVID 19 economic & social challenges, rapid globalization, increasing environmental concerns which are frequent headlines

and mounting pro-poor needs, employee safety concern, gender equality, delighted customer service etc. As a result, there has been a growing need for the adoption of result-based CSR management and stringent evaluation of CSR Performance (ESCAP, 2009).

Beer is regularly enjoyed by people the world over and when consumed responsibly, is perfectly compatible with a normal healthy lifestyle (Witheridge, 2007). However, there is growing concern in the public health community about CSR in the alcohol industry. As a result, the Ethiopian government banned alcohol advertising on TV, Radio, and outdoor advertising such as on billboard. Critics of alcohol industry CSR point towards an inherent conflict of interest that exists between the economic objectives of the industry, which are concerned with maximizing profits, most of which are generated from harmful drinking, and public health objectives to reduce the harms caused by alcohol, which generally require reductions in alcohol consumption are fundamental challenges of beer industry at large and of UBSC in particular given the competition nature of the industry and challenge as a result of COVID 19 (Cambridge and Mialon, 2018). This is an area not covered by the previous studies where this study tries to fill this gap using the identifiable stakeholders which are employee, consumer, community and Environment.

Previous research done on the area, such as Assessing Application of CSR in Meta Abo Brewery SC (Meles, 2014), examined only the perception and benefit of CSR but it did not cover the CSR program, Motives, practice, and challenges of implementing CSR. Study made by (kassa and Mohana, 2016) on five major brewery firms of Ethiopia (BGI Ethiopia, Meta Abo, Bedele, Harar and Dashen) analyzed only perception of employees towards environmental CSR.

The other research done by (Fikadu,2018, Endale,2019, Yohannes, 2020, Berihu,2019), Practice and challenges of CSR in the case of BGI Ethiopia plc and Heineken Ethiopia SC. respectively examined only the practice and challenges of CSR.

Another study made on the Brewery industry in Debre Birhan city (Emyu, 2020) did not find out the CSR programs, CSR practice, basic Motives for CSR practice and challenges of implementing CSR. Generally, previous research to some extent focused on CSR practice, perception and a little on challenges of implementing CSR but do not cover CSR programs, CSR motives during COVID 19 and post advertising banned. And these shows the existence of difference with this study. So, this research tries to fill these gaps by taking United Beverages Ethiopia into consideration.

1.3. Research Question

Accordingly, the study revolves around seeking possible answers to the following sub basic research questions.

1. What are the corporate social programs of United Beverages SC?
2. What motives United Beverages SC to undertake CSR activities?
3. What are the CSR activities of United Beverages SC?
4. What barriers hinder United Beverages SC in undertaking CSR?

1.4. Objective of the study

1.4.1 General Objective of the study

The main objective of this study is to assess the corporate social responsibility practice in United Beverages sc.

1.4.2 Specific Objective of the study

The specific objectives are: -

- Assess the Corporate Social programs of United Beverages Share Company.
- Examine what motivates United Beverages to undertake CSR
- Assess the Corporate Social Responsibilities of united Beverages SC.
- Investigate challenges of the United Beverages SC in implementing CSR

1.5. Significancy of the study

This study gives an overview of corporate social responsibility program, motives, practices, and challenges of United Beverages SC specifically focusing on the identified stakeholders which are employees, consumers, community, and Environment.

The analysis made in this study was based on the existing and contemporary theories & concepts of Corporate Social Responsibility (CSR). Therefore, the following are the major benefits that can be drawn from the result of this study: -

Improve Practices: It will improve the understanding and practical experiences in discharging CSR related responsibilities in the industry.

Helps Policy Makers: The assessment result and report of findings have a positive contribution in reviewing and/or developing appropriate policies, rules, and regulations in this regard.

Source of Information for further studies: It can also be a source of information and/or a base for further studies in the areas of Corporate Social Responsibility.

Add knowledge and understanding: The study has also a contribution to widen the understanding of the concept from sector specific issues.

1.6. Scope of the study

Now days the scope of the practice of CSR is very vast and covering all in a single research study is impossible. The Brewery industry is a multi- national business complex that consists of the producers with a large system of suppliers, distributors, wholesalers, and related businesses, such as hotels, restaurants, bars, and advertisers. The stakeholders are barely to bar which is very vast.

However, the scope of this study is limited to the CSR practices of United Beverages SC with specific emphasis given to CSR programs, CSR practice, CSR motives, and challenges taking only four identified stakeholders which are Employee, Consumer, Community and Environment. Emerging issues of CSR practices such as Human Rights, gender issues, responsible supply chain management, fair practice, customer issue, labor practice, work life balance etc. not covered in the study.

Methodologically, the study is limited to CSR practice assessment only from company side excluding community, consumer and other different parties involved in the backward and forward supply chain for data collection. The data collection was also limited to employees of company where all up-county sales staff outside of office did not include in population of the study because of they are not easily reachable for data collection. On Top, daily laborer staff were also not included in as their level of CSR concept understanding is perceived as low by the researcher.

1.7. Limitation of the study

As organizations can claim that they are practicing CSR in a best way, best if it was studied from the aspects of both the enterprise and all identified stakeholder which are residential community, consumer, distributors, living around it and representative consumer. But due to economic, time limitations and inconvenience, researcher only studied the issue from the aspects of the

organization taking employee of the company. Therefore, the researcher recommends further study to be carried out from the aspects of the community, distributors, consumers, government regulatory office.

1.8. Definition of Terms

Corporate social Responsibility-There is no unique definition of corporate social responsibility. Most definitions describe it as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

Environment: in this study, environment refers to the natural resources and the responsibility for protection and conservation of those resources.

Philanthropic responsibility engagements-corporate social responsibility involves donating funds, goods, or services to another organization or cause.

Sustainable Development: is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations General Assembly, 1987).

Globalization: refers to the intensification of cross-national economic, political, cultural, social, and technological interactions that leads to the establishment of transnational structures and the integration of economic, political, and social processes on a global scale (Dreher, 2007).

1.9. Organization of the Research

The study has five chapters. Chapter one dealt with the introductory part, which is background of the study, statement of the problem, objective of the study, significance of the study, scope, and limitation of the study. Chapter two focuses on review of theoretical and empirical literature. The third chapter deals with the methodology part which includes data sources, data gathering methods, sampling and sampling procedures, data analysis techniques. Chapter four deals with analysis and discussion of the results based on the data collected. The last chapter (fifth) concentrates on the conclusions and recommendations that have been given based on the findings of the study. Finally, references and appendixes are included in the paper.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. The Origin and Development of Corporate Social Responsibility

The concept of corporate social responsibility is neither new nor radical. The core principle that the corporation has responsibilities to society beyond the profit maximization objectives has long historical roots. The early roots of Corporate Social Responsibility can be found in the actual business practices of successful companies in the eighteenth century (Mendes, 2018).

According to (Mendes, 2018), the concept of CSR has changed over time. Initially, companies' primary focus was on earning profit. Gradually, the companies realized that without understanding their employees which is internal; they would not be able to achieve profit. He stated that the companies had specific legal responsibilities and had to follow the rules and regulations which is external. This was inadequate and on top firms had to conserve the environment; so many companies focused on the environment. CSR grew more philanthropic, mainly through donations and charity from many business houses. This was carried out on a voluntary basis.

After the long-term evolution, Corporate Social Responsibility became an ethical and responsible path for business, thus CSR is a way of forming «higher and higher standards of living, whilst preserving the profitability of the corporation, for people both within and outside the corporation» (Hopkins, 2003) as cited (Yevdokimova, Zamlynskyi, Minakova, Biriuk & Ilina, 2019).

Generally, review of different study revealed a great shift in focus throughout the years from profit maximization being the exclusive objective of business organizations to social and environmental practices being integrated within companies' operations and many more now days.

2.1.1 Expansion of CSR

Analysis of different research in the areas indicates that Corporate social responsibility (CSR) is presented as a series of evolving stages characterized by shifting attitudes and behaviors by business firms, their stakeholders, and public policies. The social and environmental issues included in the CSR concept have changed gradually over time (Carroll, 1979). In the 1950s, discussions on CSR focused mainly on basic labor rights, whereas environmental issues gradually became an increasingly important issue as the negative impacts of the production became harder

and harder to ignore (Neergaard & Pedersen, 2004). For example, according to (Pederson ,2015) In the last decades, CSR and related concepts have been extended even further to include issues like human rights, social inclusion, gender issues etc. Therefore, what was considered responsible 50 years ago is not necessarily responsible today (and vice versa). As further explained by (Pederson, 2015) compared with early phases of the phenomenon, CSR today is about much more than philanthropy. Not to say that philanthropy is dead. Philanthropy quadrupled from the 1950s to 2000 and we still see remarkable examples of ‘Philanthropy capitalism’ which is the most common form of CSR practice in Ethiopia including the Bree industry as indicated in most of previous research studies. However, what we are seeing today is that the scope of CSR has broadened. CSR activities now cover a broad range of issues, e.g., environmental engagement, responsible supply chain management, diversity management, social and environmental disclosure, community investments, and traditional philanthropic giving. Of course, some CSR activities are more popular than others. Some of the emerging issues are presented here below.

2.1.2 Emerging Issues of new Areas CSR

Emerging main issues of new areas of CSR by (Horrigan, 2007 as cited in Kofi, 2015) are reviewed as follows: -

- ✚ State liability for failing to prevent corporate abuse of Human Rights mainly employees including gender issue.
- ✚ Investment attracting state obligation and respect bilateral investment treats as part of FDI.
- ✚ Corporate polluter responsibility under International environmental law.
- ✚ Extension of corporate liability domestically for involvement in an international crime.
- ✚ Extra territorial jurisdiction for international crimes committed by/against states nation.
- ✚ International standard setting for corporate avoidance of corruption and bribery.
- ✚ The impact up on business of economic sanction imposed by UN and developed countries like what the American and western are doing now days.

Accordingly, I can generally conclude that the concept of CSR & its philosophy is continuously growing and becoming a global trend at varying stages in line with the development of the country where the case obviously differs in Ethiopia and American contexts.

2.1.3 Why CSR gained Value?

Increasing attention is being paid to the vital role of companies in CSR. Various factors need to be examined that have led to such awareness about CSR.

Sustainable development – Natural resources are being depleted at a rapid rate by humans. Much of the current development is unsustainable. CSR helps in understanding sustainable development issues and responding to them through the firm's business policies. For example, in Ethiopia factories are expected to retreat water and reuse it to maintain sustainable development.

Globalization – Several CSR issues have been voiced about managing human resources in a company, conserving the environmental wealth, promoting health and safety, etc. as this is the era of globalization. The role of CSR in identifying how business affects the workplace scenario and local communities is widely acknowledged all over the world.

Governance– Government have laid down various rules and norms for ethical business operations. The international laws and regulations on human rights, employee right, anti-corruption and environment are reflected in the CSR measures. Such governance case is also applicable in Ethiopia. For example, the Ethiopian labor law clearly states employee rights and organization duty. Review of Ethiopian investment law indicates that organizations are governed by law to protect the environment. Similarly, Ethiopian mining law governs that companies are required to reinstate the land to its position after they discovered the mineral the find.

Corporate sector impact– The number of companies and their size play a vital role in influencing the political, social, and environmental systems in governments and the society. Such issues are mainly observed in Ethiopian in large non-governmental organizations such as USAID, WFP, IMO where their impact is high and visible.

2.2 Meaning and Definition of CSR

Literatures on CSR reveal that there are diverse definitions for the concept CSR and a universally accepted definition does not exist (Degie and Kebede, 2019), Most of these definitions share those businesses have a responsibility towards society and the environment. Also, different scholars, organizations, and companies emphasize different or multiple aspects of it. The scope of the definitions given from time to time has shown significant breadth in that a move from specific

aspect of CSR to multiple components has been observed. Here below are some of the definitions which can be traced back among the many others.

The United Nations Industrial Development Organization (UNIDO) defines CSR as the following: Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.

CSR is generally understood as being the way through which a company achieves a balance of economic, environmental, and social imperatives (“Triple-Bottom-Line- Approach”), while at the same time addressing the expectations of shareholders and stakeholders (Brusendorff, 2014).

The World Business Council for Sustainable Development (WBCSD) in its publication ‘Making Good Business Sense’ by Richard Holme and Phil Watts, used the following definition “Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”.

The ISO 26000 working group has defined CSR as “the responsibility of an organization for the impacts of its decision and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of the society, considers the expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behavior and is integrated throughout the organization.

Commission of the European Community (2019) has also defined CSR as the concept that an enterprise accountable for its impact on all relevant Stakeholder. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. During 1950s Obligation to the society and this developed to relationship between corporations & society after a decade.

During 1970s CSR definition expanded to incorporate Stockholder involvement, well beings of citizens, a philosophy that looks at the social interest, help solve neighborhood problems. Improve the quality of life; economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibly; while during 1980s Voluntariness were added; while during 2000s

Stakeholders involvement, obligation to the society; environmental stewardship; people, plant, profit; Integration of social and environmental concern; voluntariness; ethical behavior, economic development; improving quality of life of the citizens; human rights, labor rights; protection of environment; fight against corruption; transparency and accountability.

During 1950s Obligation to the society and this developed to relationship between corporations & society after a decade. During 1970s CSR definition expanded to incorporate Stockholder involvement, well beings of citizens, a philosophy that looks at the social interest, help solve neighborhood problems. Improve the quality of life; economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibly; while during 1980s Voluntariness were added; while during 2000s Stakeholders involvement, obligation to the society; environmental stewardship; people, plant, profit; Integration of social and environmental concern; voluntariness; ethical behavior, economic development; improving quality of life of the citizens; human rights, labor rights; protection of environment; fight against corruption; transparency and accountability.

There are five identified important elements found in most definitions of CSR. These are: -

1. Corporations have responsibilities which are not limited to the production of goods and services alone at a profit.
2. These responsibilities involve helping to solve critical social problems, especially those they have helped create.
3. Corporations have a broader constituency than stockholders alone.
4. Corporations have a broad impact, extending beyond the simple marketplace transactions.
5. Corporations serve a broad range of human values that can be captured by a sole focus on economic values (Savia, 2018).

2.3 Principles of CSR

Because of uncertainty surrounding the nature of CSR activity it is difficult to define CSR and to be certain about any such activity. It is therefore imperative to be able to identify such activity and we take the view that there are three basic principles which together comprise all CSR activity (Crowther & Aras, 2008). These are: Sustainability; Accountability; Transparency.

2.3.1 Sustainability

This is concerned with the effect which action taken in the present has up on the options available in the future.

2.3.2 Accountability

Accountability, on the other hand, can be defined as the ability of those affected by a corporation to hold corporations to account for their operations. An organization should be accountable for its impacts on society, the economy, and the environment. This principle suggests that an organization should accept appropriate scrutiny and accept a duty to respond to this scrutiny (Crowther & Aras, 2008).

2.3.3 Transparency

It is no surprise that corporate social responsibility (CSR) necessitates a certain degree of openness and transparency with corporate stakeholders – be they local communities, civil society, employees, shareholders or even governments.

2.4 Theories of Corporate Social responsibility

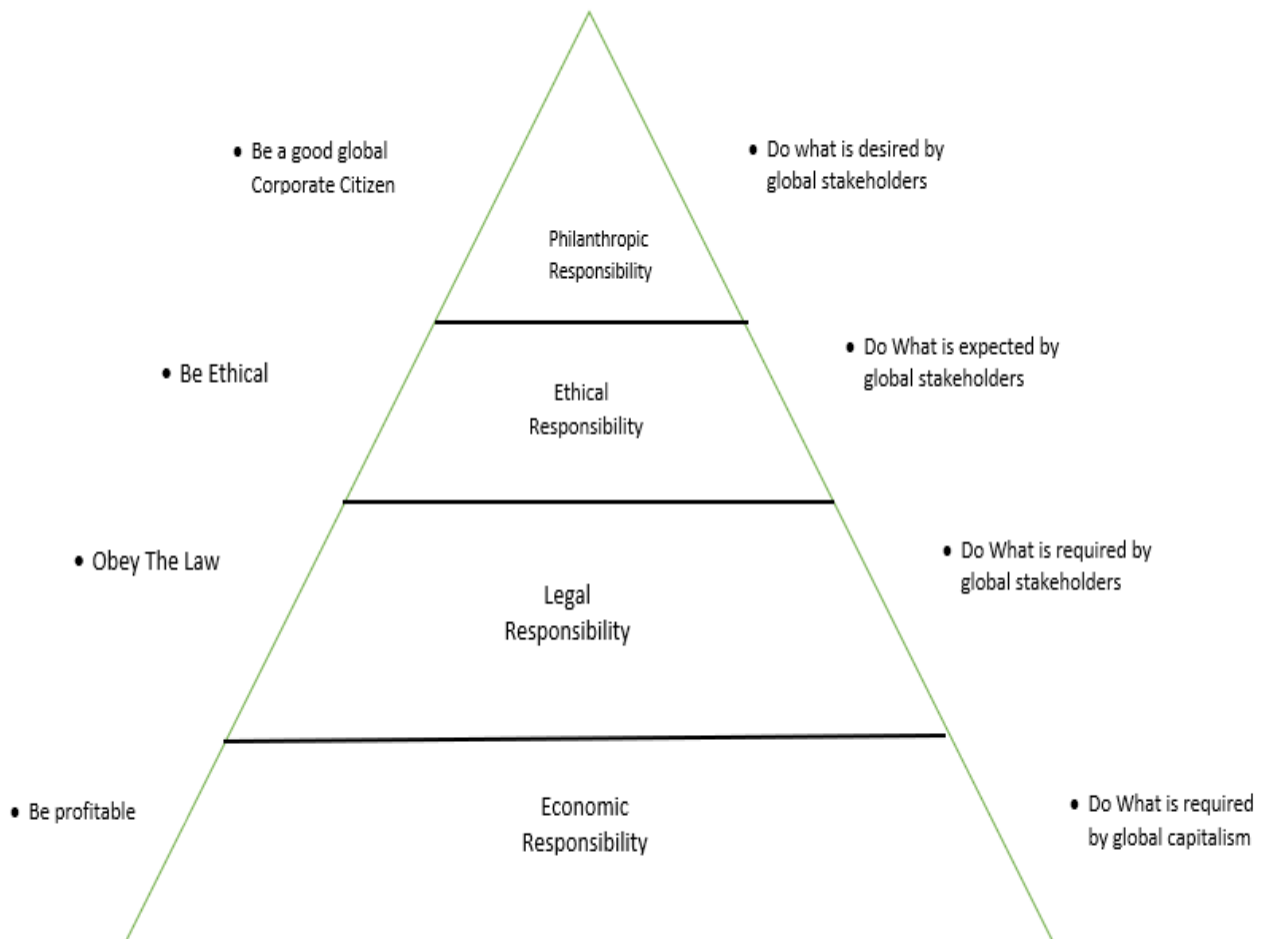
Over the last few decades, several theoretical perspectives are presented on the CSR that can provide a useful understanding of business and society relationship. It is impossible to discuss all of them in single research. The major is reviewed as follows: -

2.4.1 Carrlo's Theory

The first most useful and perhaps one of the earliest theoretical lenses and conception was provided by Carroll. Carroll classified CSR into four conceptual categories (economic, legal, ethical and philanthropic responsibilities). He argued that business and society enter a social contract and business is obliged to consider society at large. Later, Carroll revisited his CSR model and added a new rationale in the model by suggesting the inter-dependence of the four components of his previous CSP model. More recently Carroll realized that globalization and the growing number of MNCs have raised the importance of business ethics in a global context, so he attempted to incorporate the notion of global business ethics in his CSP pyramid. The following (Figure 1) shows Carroll's CSR conception. CSR pyramid, which presents company responsibilities as comprising economic, legal, ethical, and philanthropic dimensions. According to this model

businesses are expected to be profitable, obey the law, be ethical, and to be good corporate citizens (Carrol,1991).

Figure 1: CSR Pyramid



Source: Carrol (1991)

2.4.2 Stakeholder Theory

Stakeholders are different individuals, groups that have interest in the operations of a business and affect or are affected by the decisions of the firm. The theory argues that even though shareholders are the prominent stakeholders of a business, the firm should create value not only for the shareholders but also for the stakeholders. The stakeholder's theory emphasizes the interconnectedness between a business and its stakeholders. The stake holder's theory was first

described by Edward Freeman in 1984 in his book ‘Strategic Management’. (Freeman, 2001) described the stakeholder theory as follows:

The 21st Century is one of “Managing for Stakeholders.” The task of executives is to create as much value as possible for stakeholders without resorting to tradeoffs. Great companies endure because they manage to get stakeholder interests aligned in the same direction. (Freeman 2001) as cited in (Gereziher, 2019).

According to (Freeman, 2001) cited in Gereziher, 2019 a company’s real success depends on the satisfaction of its stakeholders not just its shareholders. As quoted by (Nigatu, 2016), stakeholder theory deviates from the shareholder capitalism orientations that see business as an instrument for profit maximization.

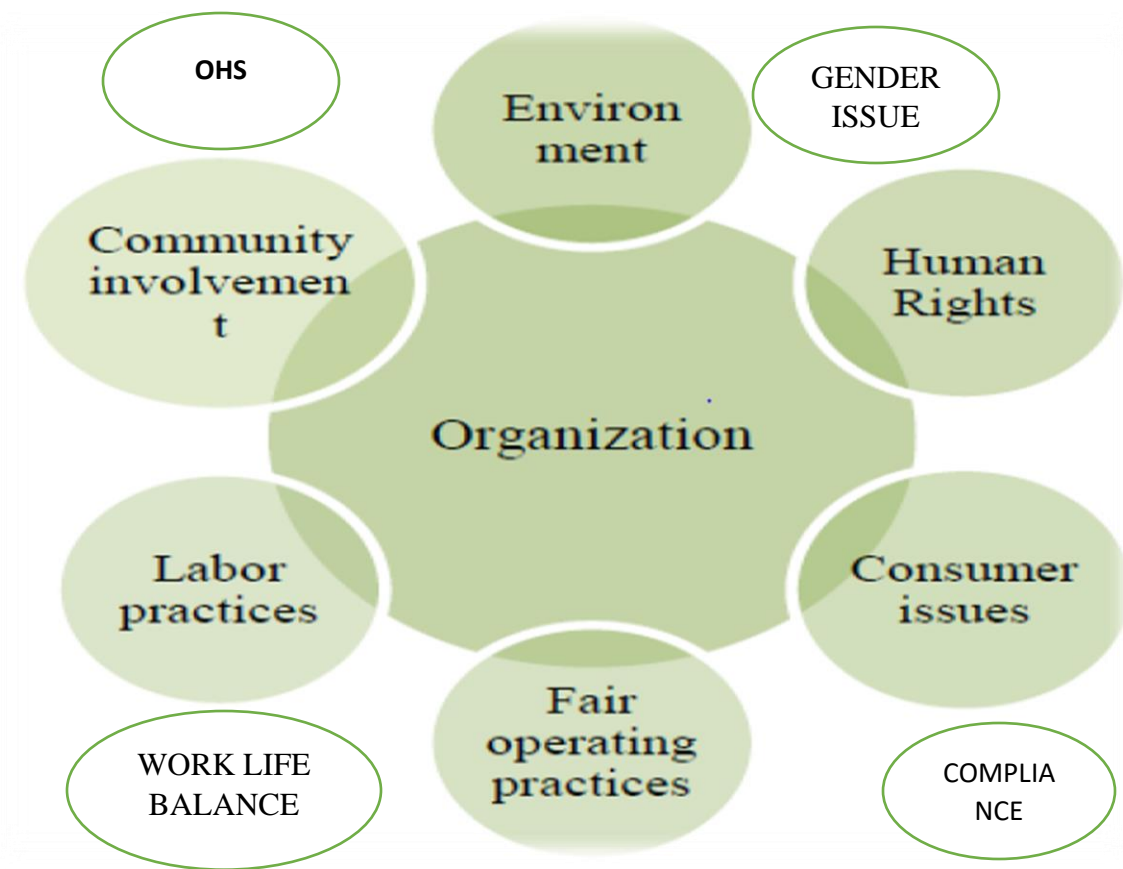
2.4.3 Shareholder Theory

Well, explained by (Camilleri, 2015) and (Ekornes, 2013), Contrary to Freeman’s stakeholder’s theory, Milton Friedman’s shareholders theory argues that businesses do not have any obligation other than making profit and maximizing returns to their shareholders. He believes that there are no other goals a business needs to pursue other than making profit. Shareholders are individuals who own a business or part of a business. There is one thing that they want the managers they hire to achieve and that is profit. Friedman further argues that any employee who does anything other than maximizing profit for the employer is doing something wrong. Besides, if a government requires a business to seek something other than profit, they are wrong. However, the doctrine also faces expansive criticism since it turns a blind eye to social responsibility activities.

2.4.4 ISO 26000

ISO standards in general are commonly adapted and certified among companies and products around the world, usually they are used as a mean to ensure quality of products and operations. International Organization for Standardization (ISO, 2010) has identified six areas of corporate sustainability that companies face in society. This is one of the major frameworks for companies to shoulder their social responsibilities, Mathias Nigatu (2016).

Figure 2: ISO 2600 Model



Source: Adopted from Mathias Nigatu, 2016

2.4.5 The Triple Bottom Line Theory

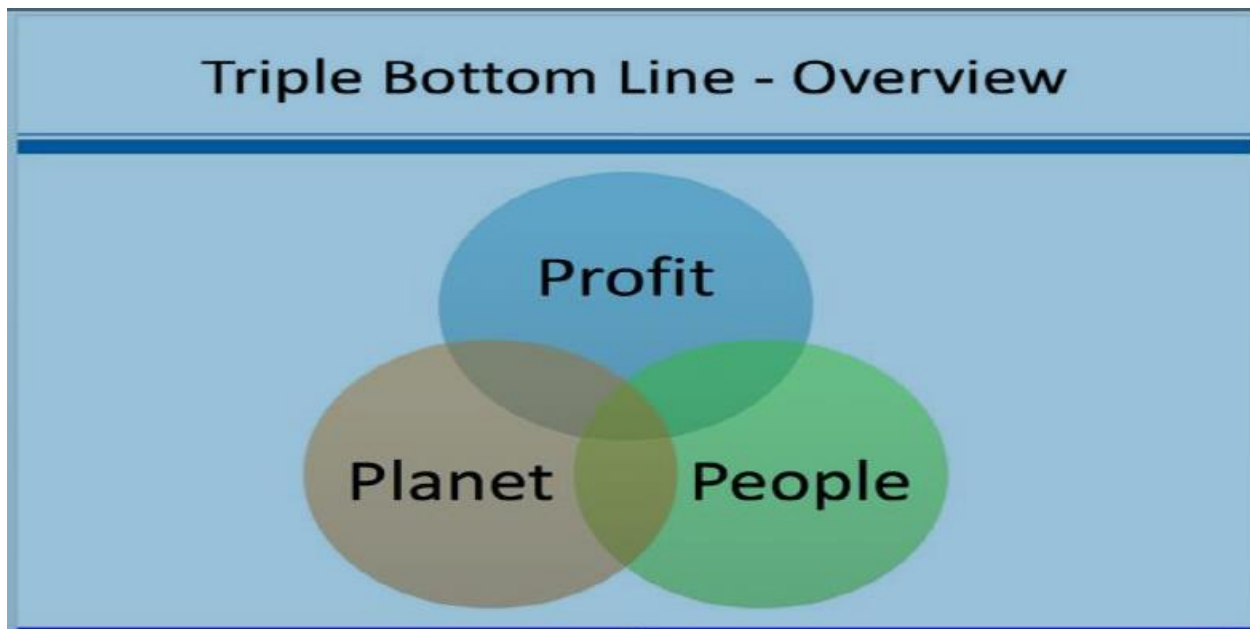
John Elkington introduced the term “triple bottom line (TBL) in 1994. Due to the frustration with traditional oriented measures of business performance which emphasize profit as their key measurement, the triple bottom line approach came into existence. Elkington’s triple bottom line approach is the concept that encourages the assessment of business performance based on three important areas. Whereas traditionally, businesses were assumed to be profit-maximizers and profit was the measure of business success. Elkington argues for a more balanced approach in measuring business performance. Hence, profit, people and planet are aimed at measuring the financial, social, and environmental performance of a business (Elkington, 2004).

Profit (the traditional bottom line) is related with the effect of the company’s activities on its share value and is done by calculating whether the company is making profits or a loss.

People (the human capital bottom line) is about to what extent the company is socially responsible. It is concerned with the company's stake holders rather than shareholders which includes employees, suppliers and the wider public in which the business operates. It also includes whether the employees receive fair payments or have good working conditions.

Planet (the environment bottom line): measures the impact of the business activity on the environment.

Figure 3: Elkington's Triple bottom line (TBL) of CSR.



Source: Elkington, (2004)

2.5 Current Company drivers for CSR

Why do companies Adapt CSR?

According to (Pedersen,2015, Kiessling, Isaksson and Yasar, 2016), today, globalization and growing societal pressures are two interrelated phenomena that have accentuated the need for CSR and been a wake-up call for companies which have been oblivious to the interests of their stakeholders. (Haigh & Jones, 2005 as cited in Grigoris, 2016) listed different factors that drive companies to adopt CSR policy. These include intra-organizational factors, competitive dynamics, institutional investors, end-consumers, government regulators and non-governmental organizations.

There are also cases of companies that increased their attention on CSR because of the public responses from the negative consequences of their business operations such as Nike, Shell Oil and

Nestle's bottled water (Porter & Kramer, 2006, as cited in Grigoris, 2016). Some companies adopt CSR to improve their relationship with stakeholders (customers, regulatory authorities, local communities, NGOs etc.), others think of it as a mean to improve operational efficiency and reduce costs, and still others are motivated by the market potentials from having a socially responsible image (Pedersen, 2015). Concern for corporate values, image, reputation, and brand is often reported as a key reason for adopting CSR (ibid).

In general, it is relevant to distinguish between three groups of motives for CSR: instrumental, institutional, and emotional (Neergaard, 2006) as cited in (Pedersen, 2015). Instrumental motives mean that CSR is driven by business-related objectives (reduced risk, cost-savings etc.). Institutional drivers mean that companies are adopting CSR either because they are pressured to do so, because they want to imitate other successful organizations, or because it is just considered as normal business practice. Finally, emotional motives imply that companies become involved in CSR activities because it is morally right thing to do (ibid).

On the other hand, in their article titled "Motives of Socially Responsible Business Conduct", Graafland and Mazereeuw, 2012), identified two motives for corporations engaging in CSR. These are Extrinsic financial) and Intrinsic (moral and altruism) motives.

Extrinsic Motive:(Graafland and Mazereeuw ,2012) argued that the executives who attach high value to financial successes are more likely going to be actively involved with CSR, especially if they expect more financial benefits. Thus, in this motive, financial benefit forms the basis for a corporation's engagement in CSR activities.

Intrinsic Motive: Again (Graafland and Mazereeuw, 2012) distinguish between two types of intrinsic motives – CSR as moral duty and CSR as a form of altruism.

CSR as moral duty is undertaken based on religious and ethical principles of moral philosophy. Thus, a corporation is unlikely to undertake a given CSR activity unless these acts are morally prescribed or prescribed as a way of fulfilling an ethical, civic, or religious responsibility. On the other hand, they explained that CSR could also be undertaken as a form of altruism. Thus, beyond ethics and morality, corporations that are not egoistic are to contribute to the common wellbeing of communities just because they imbibe the principle or practice of unselfish concern for or devotion to the welfare of others.

The other scholars (Marrewijk and Werr, 2002) identified five motives, which he refers to as “ambition levels of corporate sustainability”. These includes: -

Compliance-Driven CSR- This motive constitutes a motivation to CSR driven by perceived sense of duty & obligation to society. According to them, it includes provision of welfare to society within the limits of regulation from the rightful authorities.

Profit- Driven CSR- Induced by profit making tendencies, this motive attempts to integrate social ethical and environmental concerns into business operations and decision making most especially when it has some financial rewards and returns.

Care Driven CSR- Driven by care for planet and human potential, this motive of CSR goes beyond legal and profit-making inducement to balance all other aspects such as economic, social, and environmental concerns.

Synergistic CSR- This motive makes a Synergistic attempt at creating value within a mix of economic, social, and ecological realms of corporate performance. The basic motivating factor is that sustainability is important.

Holistic CSR: Driven by the motivation of sustainable development, this motive considers that all beings and phenomena are mutually interdependent and that, it pays to contribute to the quality and continuation of life of every being and entity, now and in the future.

2.6 Planning, Implementation and Evaluation of CSR Programs

CSR has become a firm strategic tool (not only an ethical concept) as firms recognize that the customer value proposition and CSR is integrated with the focus on how to differentiate the firm from the view of the customer (kiessling ,2017).

According to (Kofi, 2015), the critical nature of CSR demands that Corporations do proper planning prior to their engagement on CSR activities. In this study, an implementation framework which have outlined by (Hohnen and Potts ,2007) as cited in Kofi ,2015 is used to analyze.

(Hohnen and Potts ,2007) as cited in Henry Kofi (2015) have outlined an implementation framework which, according to them, will assist to assess a firm’s impact on society, the challenges and opportunities associated with taking these impacts and how these can be inculcated into decision-making and business activities. The framework also attempts to assist corporations

towards exploring ways to ensure that their individual and collective activities go a long way to advance progress of society and create an environment where business is sustainable.

A well-designed CSR implementation framework integrates economic, social, and environmental decision-making throughout a firm. As indicated in their four-part CSR implementation framework, (Hohnen and Potts, 2007) suggest that an ideal type of CSR implementation process must necessarily include four stages (based on the Plan – Do – Check – Improve management model), comprising six tasks including Conduct a CSR assessment, develop a CSR strategy, Develop CSR commitments, Implement CSR commitments, Assure and Report on progress and Evaluate and Improve. The activities and tasks involved in their framework have been shown below in Figure.

Figure 3: CSR Implementation framework



Source: Adopted from (Hohnen and Potts, 2007)

The evaluation of firm's social performance should not only concentrate on the benefits to the firms, rather, the effect of programs on people and organizations, natural and physical environments and external social systems and institutions should also be gauged (Wood, 2010). On the other hand, CSR programs should also meet the strategic purposes.

2.7 Challenges of Effective CSR Engagement

In today's globalized marketplace, firms are faced with more complex and diverse interactions of multiple stake holders simultaneous (kissing, 2015) et all.

With regards to Implementation of CSR, it is stated that, the implementation may not always be easygoing. For example, according to Larsson and Massar, (2009); many challenges like economic turmoil, shareholders intentions, size of firm, budget and so on can affect proper execution of CSR programs. External economic situation like economic recession can affect the execution of CSR activities. There is still a lot of confusion concerning the implementation of CSR into a company strategy and many companies fail in their implementation process.

Similarly, according to Tran, (2014, Workeferahu, (2017), in some nations, there is a lack of policy frameworks and incentives needed to adjust company leader's attitude of CSR and enable them to perform socially. This practice is because the local government might lack knowledge about CSR and lack of incentives to impose law regarding CSR implementation. More specifically, it is easier for them to get promoted by short-term economic successes than by long-term environmental and social commitments Qi Lai, (2006) as cited in Tran, 2014

As mentioned by (Kofi, 2015), several studies have discussed potential challenges and barriers to a successful implementation of CSR. Studies Conducted by (Berda, 2011; Laudal, 2011 and Arevalo and Aravida, 2011) as cited in (Kofi, 2015), have span from MNEs, SMEs among others. Among others, result of survey conducted by these studies has been summarized as follows: According to (Berda, 2011) as cited in Kofi, 2015) lack of community participation, narrow perception towards CSR activities, issues of transparency on the part of implementing agencies, Inadequate efforts to disclosure information on their CSR, audit issues, impact assessment, and utilization of fund and non-availability of well-organized NGO to access and identify real needs of society for designing CSR options are the major challenges of CSR implementation while (Arevalo & Aravinda ,2011) identified challenges such as Lack knowledge and Training opportunity or seminars to learn about CSR, insufficient financial resource, CSR implementation is too time consuming, complex and expensive, Lack of support from Top and middle level management and non-involvement of employees are the other challenges of implementation of CSR.

2.8 Empirical Analysis

2.8.1 Nature and Forms of CSR in Ethiopia

While discussing about CSR in developing countries; (Ravi, 2017, Moltot ,2018, Workeferahu, 2017), elaborated that in developing countries CSR practices are chiefly viewed as philanthropic activities (for instance, Tata in India and large banks in the Middle East, corporations in Bulgaria). In Sri Lanka most corporations do not follow any national or international benchmark in practicing CSR and corporations perceive CSR as being practices such as sponsorship of sporting events, donations to charities, and other social activities. In Ethiopia, the concept of CSR is new; its functioning has already started in multinational companies and NGOs formally and a very few in national companies informally. These initiatives are mainly philanthropic with practices and understanding to a large extent imported from the developed countries. As to the empirical findings it appears that the CSR practices in Ethiopia to a large amount have a supporter receiver approach and do not appear to be regarded as practices that have the possibility of evolving all involved stakeholders.

According to empirical findings, in Africa, economic responsibilities still get the most emphasis. However, philanthropy is given second highest priority, followed by legal and then ethical responsibilities. But Ethical issues are highly rated in advanced countries (Abrha, 2015, Moltot, 2018).

(Ghrmay, 2013) as cited in Abrha, 2015), et al investigated the status of CSR in Ethiopian business context using Carroll's model: economic, legal, ethical, and philanthropic responsibilities. The study concludes that in Ethiopia the practice of CSR like many other African countries is on the economic aspect of the Carroll's model. Besides, the philanthropic responsibility aspect is widely practiced in the business. However, the legal and ethical responsibilities are the least in terms of practice. (Ravi,2017), discussed that unlike the developed countries in which the corporate governance system plays a key role in ensuring the ethical business practices, countries without vibrant stock market like Ethiopia face lack of well-established ethical business practice since active market pushes firms to adhere with different stakeholders.

According to (Moltot,2018, Workeferahu ,2017), the contextual issues that determine the state of CSR practices in developing countries prevents the application of global standards advocated by

many schools of thought. The industry environment is not the same as in developed countries and major issues affecting CSR practices also vary widely according to the local environment. Underdeveloped capital markets, weak legal controls, and investors' protection, and economic or political uncertainty often stand in the way of CSR engagement of corporations. Government in developing countries usually promotes foreign direct investment (FDI) for economic development rather than promoting standard CSR practices among corporations.

According to (Abrha, 2015 et al., Workeferahu, 2017, Solomon, 2017), Ethiopia is one of the developing countries; the philosophy of corporate social responsibility is not well developed. This shows that corporate social responsibility of Beer industry in Ethiopia is also not developed.

According to study made by (Gereziher, 2019) which focus on exploring the CSR practices of a multinational Brewery Company in Ethiopia, case of Heineken Brewery, with specific reference to the brewery plant in Kilinto, where he explored the CSR practices with respect to Elikington's corporate social responsibility triple bottom line which focus on the people and planet perspectives; find out that that Heineken lacked proportionate CSR practice in its environmental and social CSR practices. Though the company took part in some philanthropic CSR activities, its CSR approach was short term and reactive instead of being proactive. Heineken CSR strategy needs modification to customize its global CSR strategies into local contexts to solve local problem.

Similar study conducted by (Work,2017) which assess Corporate Social Responsibility practices of the Summit Plant of the MOHA Soft Drink Industry revealed that the company is more of reactive, not proactive, in discharging its social responsibilities in terms of its contribution for community development, philanthropic engagements and natural environment protection activities. This indicates that the CSR practice in Ethiopia lacks CSR plan or program.

According to the study made by (Yismaw, 2018) et al, on Practice of Corporate Social Responsibility and Its Relationship on Organization Perceived Performance: Survey of 121 Ethiopian Manufacturing Firms, the following are among the frequently raised CSR issues practiced by manufacturing firms in Ethiopia

- Protecting the environment, waste management
- Building open area (statues), sponsoring many social events and others
- Funding the needy people in case of emergency; Establishing soccer team
- Funding children's education, assisting the development projects.

They summarized various areas where CSR efforts are targeted in the Ethiopian manufacturing sector. Community Development and charitable activities has the highest attention of the CSR in the sector targeted at it, followed by Youth development/Sport, Health, Women Empowerment, Education, and others. This means that community development and Youth development/Sport formed the major areas where CSR activities in the sector are targeted.

2.8.2 CSR in Alcoholic Industry with Beer Emphasize

Beer is regularly enjoyed by people the world over and has been an integral part of society for centuries in many cultures worldwide. It is a natural, wholesome, and thirst-quenching drink and, when consumed responsibly, is perfectly compatible with a normal healthy lifestyle (Witheridge, 2007).

(Strautmanis ,2016), in his journal described the alcohol, tobacco, firearms and gambling industries have occasionally been labeled by activist groups as “sin industries” presumably due to the potentially negative effects on society when their products and services are used in abusive ways. According to him, companies producing high social risk products such as alcohol, beer and tobacco products face the highest risks of endangered reputation. These kinds of products attract several adversaries in the public whose negative attitude constantly creates endangering pressure on reputation. Therefore, companies producing risk products should particularly focus on their good name and strategically implement compensation strategies for the purpose of maintaining high reputation. A good reputation can be compared to insurance. As it grows, it creates a resource of good name reputation for protection in crisis situations.

(Mialon, and Cambridge, 2018), stated that, today most large companies in the alcohol industry, like other corporate sectors, undertake corporate social responsibility (CSR) initiatives. Within the alcohol industry, CSR initiatives are usually directed at limiting the damage caused by alcohol and appear to give prominence to responsible drinking, voluntary regulation, and philanthropy.

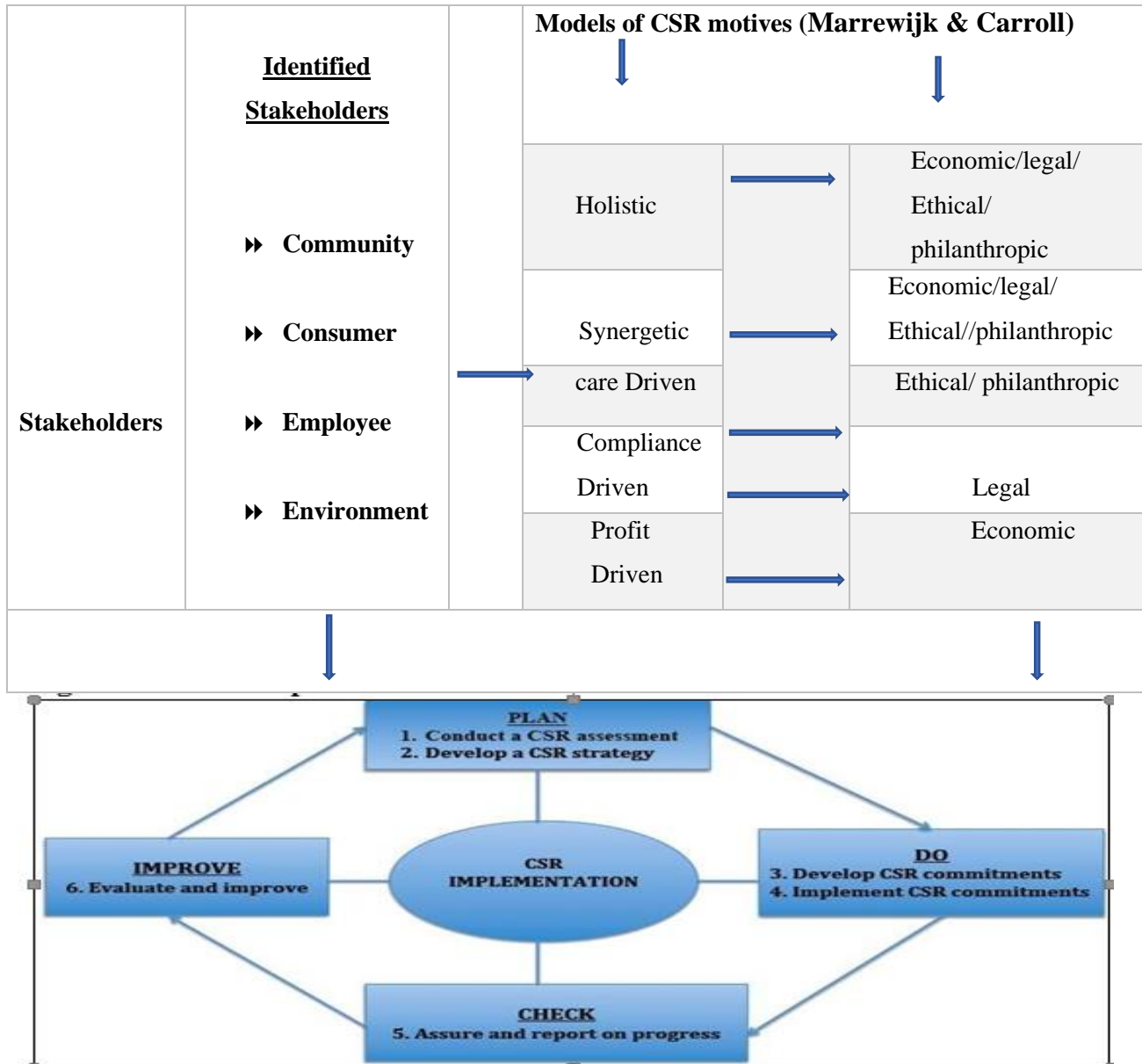
In 2012, 12 global alcohol producer organizations announced their ‘wish to demonstrate their support of international efforts to improve health and social outcomes for individuals, families, and communities’, through a series of commitments: reducing under-age drinking; strengthening and expanding marketing codes of practice; providing consumer information and responsible product innovation; reducing drinking and driving and enlisting the support of retailers to reduce harmful drinking. Today, the major global alcohol producer companies are members of the International Alliance for Responsible Drinking (IARD), one such organization that presents itself as being ‘part of the solution envisaged by the world’s governments when they agreed to the global target of a 10% reduction in the harmful use of alcohol by 2025’. However, all of beer industries located in Ethiopia are not part of it.

2.9 CSR Practice Conceptual Framework

The study acknowledges the different meaning that CSR and its related concepts have assumed. It has, therefore, become necessary to conceptualize the practice of CSR as pertaining to the United Beverages SC. in a way to ease understanding. It conceptualizes that CSR activities (yet to be identified) are targeted at some stakeholder groups, which are captioned identifiable stakeholders. Based on (Clarkson’s, 1995) Typologies of Stakeholders, the study adapts four critical stakeholders, which are captioned “Identifiable Stakeholders”.

The study also conceives that any CSR action undertaken by the various corporations are pivoted on some motives which are consummated in the integrated model of (Marrewijk’s ,2003) CSR Framework and Carroll’s (1991) Pyramid of CSR presented in below figure.

Figure 4: CSR Practices Conceptual Framework



Source Adopted from (Hohnen and Potts, 2007)

In furtherance of these CSR activities, United Beverages SC must engage in proper planning and implementation of these activities. This process assists in assessing a firm’s impact on society, the challenges associated with taking these impacts and how these can be inculcated into decision making and business activities. Thus, the study conceives a planning and implementation process based on Figure. 5 - CSR Implementation Framework and tailored along what has been suggested by (Hohnen and Potts, 2007) as cited in kofi, 2015).

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research Design

In this section, the details about study methods will be described. It describes and states all the research methods and techniques to be applied on the study and how the research is going to be conducted. It includes the type of research, total population and sampling techniques, types and sources of data, data collection instruments, and methods of data analysis.

3.2 Research Approach

This research is a qualitative and descriptive case study with a primary purpose of describing the state of CSR which are focused on CSR Program, motive, practice, and challenges in the case organizations, as it exists at present using identified stakeholder which are employees, Consumers, community, and Environment.

A descriptive type of research will be applied to meet the general and specific objectives stipulated in this research, and to find the appropriate & justifiable answers for the research questions. This is because of the nature of the problem stated in this research paper is basically to assess the existing practices of the company, motives, and challenges of implementing CSR based on the description of the actions and performances towards identified stakeholder as far as CSR is concerned, which is the center of the study.

It is described in the International Conference of Environmental Management, 2007 those social aspects are “soft” in nature, therefore being difficult to quantify them ICEM (2007). The article also describes that the difficult task of measuring the results of CSR has been a matter of long discussion both by academics and practitioners (International Conference of Environmental Management 2007). As in the explanation above, it is quite difficult to quantify and understand CSR in terms of numbers, in light of this point; the study also has a qualitative nature.

The main objective of the study is assessing the current practices of CSR in the case organization; thus, to meet this objective, the data that is collected and analyzed is mainly qualitative in nature.

3.3 Target Population

Target population is a total set of elements, which is subjected to investigation. United Beverages SC is a brewery plant located in Oromia region Modjo and having a sale at factory and warehouse at Gulele in Addis Ababa. The Head office is settled in Addis Ababa. Thus, employees of the head office in Addis Ababa, the brewery plant at Modjo, and sales point at Gulele were taken as a target population for the research.

According to the obtained information regarding the total population sizes of head office, factory, and warehouse; there are above 192 employees as of September 2021, and this form total population of the study. Out of these more than 30 are organized daily laborers who were not included in the population of the study. In similar manner out of the total population 40 are field sales staff working in different sales areas like in Jima, Gambella, Hawassa, Dilla, Bale, Dire dawa, Assella, Adama, Modjo, Bishoftu, Ambo, Guder, Fitcha, Deber Birhan were also not included in the population of the study as they are not available for easily data collection. From the available population, the researcher used purposive sampling technique and took representatives from the remaining population.

3.4 Sampling Technique and Sample Size

The study employed both probability and non-probability sampling techniques as sampling methods of the study.

To select a sample for the study, sampling frame is required for selection of different sampling units. Since one of the characteristics of CSR determined by several concerned bodies, the sample frame should be appropriate that can host several units of respondents in the study. Accordingly, the researcher shall use systematic and purposive frames.

Based on these, the sample size of the study will be determined from 192 employees. The sample size will be calculated with referencing (Yame Taro, 1967) sample determination. The formula is large enough to determining effective sample respondents.

$$n = \frac{N}{N1 + Ne^2}$$

n=Sample Size

N= Sample Frame

e= Confidence Level

e= (0.04.....0.12) for this study 0.1 were chosen for the confidence interval level at 90%.

Using the above formula, a sample size of the study will be 65.

Purposive method of non-probability sampling was used for data collection using questionnaires and interview on top of physical observation from the selected samples. This was done based on the number of employees working in different department, which implies that representative employees from all departments of the company have participated in the research as respondents of the designed questionnaires and interviews in the process of relevant data collection.

Questionnaires related to the CSR programs, motives, CSR practice and challenges of the company were distributed to each selected sample 68 of the study while interview was held with each respective department supervisors which are HR supervisor, sales operations Manager, Financial Controller, safety section head, quality manager, Security supervisor, Assistant brand manager,

3.5 Data Type and Source

Collecting relevant and sufficient data is significantly helpful to address the core problem of the research and accomplish the stipulated research objectives. Both secondary and primary source of data was used in this study.

3.5.1 Primary Source

Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments and observations. It is collected with the research project in mind, directly from primary sources.

The primary data was gathered from Head office employees of United Beverages SC via open ended questionnaire and closed ended interview. Primary data was collected from Head office, warehouse, and factory employees.

3.5.2 Secondary Source

Secondary data refers to data that is collected by someone other than the user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes.

Secondary data from company reports which focus on CSR, brochure, profile, website and other official record which is company policy, financial statement and manuals of the company that contain contents of corporate social responsibility were reviewed.

3.6 Data Collection Instrument

The study mainly used questioner, interview, and observation as method of data collection. Both open ended interview and closed ended questionnaires were distributed to the selected samples. To take answer to the questions from the respondents “strongly agree”, “agree”, “Neutral”, “disagree”, “strongly disagree” were used. It is an easier approach to collect data where respondents less ignore. Recommendation on how to mitigate challenges of CRS Practice, how to improve CSR practice of the company were included in the open-ended questioner. Additionally, a structured face to face interview was administered with the management of both Head office and factory to understand the program of CSR, practice, reason the enterprise undertakes CSR, and what challenges are faced.

Observation which is the other method of data collection which focus on visiting the CSR activities and practices that the company did and doing for the employee, consumer, community, and the environment to describe it as it exists was employed. Review and analysis of financial statement of the company were also used to collect data regarding expenditures incurred for CSR practice and budget set if any.

3.7 Method of Data Analysis

Data analysis is important in interpreting the collected data so that the information can be put in use for appropriate conclusion and recommendations. As a result, the responses to questionnaires and interviews from the selected sample employees were analyzed by descriptive data analysis techniques, and to summarize the findings, data will also be presented in figures and tabulated in logical and understandable manner.

3.8 Ethical Consideration

Since this research involved the participation of people, the researcher gave top priority for participant's well-being in due course of collecting relevant data for the research. Accordingly, the following major issues will be taken into consideration in due course of the research.

Confidentiality– the respondents were assured that they were not confused and that their response remains confidential. The information they provided is confidential and used for academic purpose only.

Organizational approval– the researcher got approval and obtained a written recommendation letter from St. Mary's University. The letter explained the idea and purpose of the research with a request for cooperation.

Informed consent– As far as the questionnaire is concerned; the cover page well explained the purpose of the study and inform that the respondents have the right to seek for further explanation on any issues pursuant to the research.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This Chapter presents the analysis, discussion and interpretation of data collected during the study. The analysis is mainly based on primary data collected which were collected through the questionnaire filled by 68 respondents, interview from concerned managers, observation, and secondary data. The data has been analyzed with reference to the objective of the study as stated in the first chapter. The data are presented with tables and diagrams to make it convenient possible to interpret.

4.1. Demographic Profile

This section contains the demographic profile of the respondents who were involved in this study being a sample from the population which are employees of United Beverages Share company. Their gender, age, educational attainment & their work experience are briefly presented and analyzed under this section.

The questionnaire was distributed to 68 employees of United Beverages SC who were purposively selected because of their experience and relatedness to CSR practices of the company and 2 interviews with concerned managers one from factory and 1 from Head office. Out of the 68 questionnaires 65 valid response were collected. Hence the response rate was 95.38%.

Below table summarizes demographic factors of the respondents in terms of frequency and percentage.

Table 1: Demographic composition of the respondents

Demographic factor		Response	
		Frequency	percentage
Gender	Male	47	72%
	Female	18	28%
Age	18-25	15	23%
	26-35	30	46%
	36-45	25	16%
	Above 46	4	6%
Education	Masters	10	15%
	Degree	50	77%
	Diploma	5	8%
	Highschool	0	0%
Work Experience	0-2	8	12%
	2-4	14	22%
	4-6	11	17%
	6-8	14	22%
	Above 8	18	27%

Source: Owen Survey, 2021

Gender is one of the important variables in a given social situation or activity which can affect and be affected by social or economic phenomena. According to table above, male respondents are more than that of female respondents in the sample size of 65. The percentage of male and female respondents was 72% and 28% respectively. This implies that the number of male staff is higher than their female counterparts.

Age is another important parameter that requires attention in the analysis of data. Age indicates the level of maturity of individuals which are more often and are not directly related to understanding of the importance of social responsibilities.

As shown above table, out of 65, majority of the respondents belongs to age group of 26 to 35 years consisting of 46%. 25% respondents were of age group between 36-45 years, and 23% respondents were of age group 18-25, while there remaining 6% of respondents are above the age of 55. This clearly implies that the company is dominated by an age group of employees who are in their active age of working.

An individual's way of perceiving any phenomena and his/her attitude can be affected or influenced by education. Individual's educational status is more likely going to impact on the response of the study participant. Hence the researcher finds it important to know the level of respondent's educational attainment.

As shown in the table above, all the respondents are educated. Out of the 65 of the total number, 10(15%) of respondents hold master's degree while 50(77%) have first degree and the rest 5(8%) have diploma while none of them are high school complete. Therefore, it is fair to say that all study participants are educated and may have a good level of understanding about Corporate Social Responsibilities and issues pertaining issues.

As it can be easily understood from the above table, 12 % of the respondents have zero to two years' work experience, 22% of the respondents have two to four years work experience, 17% of the respondents have four to six years work experience while 22% again have six to eight years of work experience where 27% have above eight years of work experience. This implies that majority of the respondents 66% have more than four-year experience which is taken as a senior position in most of organizations making employees of company experienced enough who have exposures on CSR concept and practice.

4.2. Assessment of Corporate Social Responsibility plan of the company

4.2.1 Corporate Social Responsibility plan

Table 2: CSR plan

Has CSR plan	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	7	8	23	16	14
Percentage	11%	12%	35%	25%	22%

Source: Owen survey, 2021

As shown in the above table, 11% strongly agree, 12% of the participants agree that United Beverages SC has CSR plan with regards to each identified stakeholders while 35% of the respondents are neutral; 25% and 22% disagree and strongly disagree respectively that United Beverages SC has CSR plan. Response obtained from interview shows that United Beverages SC

has no formally developed CSR plan. This clearly indicates that United Beverages SC has no official corporate social responsibility plan.

4.2.2 Corporate Social Responsibility Budget

Table 3: Budget & CSR

Has CSR Budget	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Frequency	0	1	8	17	39
Percentage	0%	2%	12%	26%	60%

Source: Owen Survey, 2021

According to the above table, out of 65 participants, 60% strongly disagree while 26% disagree whereas 12% are neutral and 2% agree that UBSC have annual budget assigned to undertake corporate social responsibility practice. On top interview result from budget and control manager also identified there is no budget set aside for Corporate Social responsibility practices while CSR activities are undertaken from the budget of each respective department mainly from marketing, sales, Brand management, public relations, management etc. that raised for request for CSR activity. Response of the majority implies that UBSC have no formal annual budget set for Corporate social responsibility practice which reinforces as the company has no official corporate social responsibility plan.

4.2.3 Management Responsible for its action.

Table 4: Management Responsible for Its action

Responsible Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	53	12	0	0	0
Percentage	82%	18%	0%	0%	0%

Source: Owen Survey, 2021.

82% of the respondents strongly agree while 18% of the respondent agree that the management of United Beverages SC takes responsibility for their decision action on employee, consumer, community, and Environment. Response from interview shows that United Beverages SC management takes responsibility for impact of its decision on identified stakeholders. As majority

agreed, this strongly communicates that the management of United Beverages SC is strongly responsible for its action.

4.2.4 CSR Communication Channel

Table 5: CSR Communication

Has CSR Communicati on channel	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	6	9	12	24	14
Percentage	9%	14%	18%	37%	22%

Source: Owen survey, 2021

As illustrated in the above table, 9% of the respondents strongly agree, 14 % of the respondent agree while 18% remain neutral that United Beverages SC has formal communication channels to address Corporate Social responsibility activities of the company. On the other hand, 37% of the respondents do not agree and 22% of the respondents strongly disagree that United Beverages SC has formal communication channels to disclose Corporate Social responsibility performance of the company. On top, result obtained from interview shows that the company has no formal communication channel which disclose CSR performance except disclosed in annual general meeting in the form of speech. This clearly implies that United Beverages SC has no formal communication channel to address its Corporate social responsibility practice of the towards identified stakeholders.

4.3. Analysis Motives of UBSC in undertaking CSR

4.3.1 Holistic CSR practice Motive

Table 6: Holistic Motive

Holistic motive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	17	42	6	0	0
Percentage	26%	65%	9%	0%	0%

Source: Owen Survey, 2021.

As it is showed in the above table, 26 % of the participants strongly agree and 65 % of participants and agree respectively, while only 9% of the participants remain neutral. As majority 81% agree; this implies that holistic Corporate Social responsibility which is ethical and moral reasons are among a motivating factor for a company to undertake Corporate Social responsibility practice towards identified stakeholders.

4.3.2 Profit Driven CSR

Table 7:Profit motive

Profit Motive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	41	24	0	0	0
Percentage	63%	37%	0%	0%	0%

Source: Owen survey, 2021

Out of the total respondents with respect to profit driven CSR activities, 63 % of them have replied strongly agreed and 37% of the respondent responded as agreed. This clearly tells that one of the motives of United Beverages to undertake corporate Social Responsibilities is profit driven. This means that the company is engaged in Corporate Social responsibility undertakings with aim of maximizing profit via increasing its market share by attracting consumer and maintaining customer loyalty.

4.3.3 Synergetic Driven Corporate Social Responsibility

Table 8:Synergetic motive CSR

Synergetic Motive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	10	33	5	11	6
Percentage	15%	51%	8%	17%	9%

Source: Owen Survey, 2021

As it can be seen from the above figure12, with regards to Synergetic as a motive for CSR practice, out of the total respondents 15% strongly agreed, 51% agree while 8% are neutral. On the other way, 17 % disagree & 9% strongly disagree that Synergetic is a motivating factor to undertake

CSR practice for United Beverages. As majority 66% agreed, it implies Synergetic is a motivating factor to undertake CSR practice.

4.3.4 Compliance Driven CSR practice.

Table 9: Compliance motive CSR

Compliance Motive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	31	24	5	3	2
Percentage	48%	37%	8%	5%	3%

Source: Owen Survey, 2021

Out of the total respondents with respect to compliance driven CSR activities, 48 % of them have replied strongly agreed and 37% of the respondent responded as agreed whereas 8% of them are neutral. The other way 5% disagree while 3% strongly disagree that Compliance driven is not a motivating factor in undertaking Corporate Social responsibility practice in United Beverages sc.

This clearly tells that one of the motives of United Beverages to undertake corporate Social Responsibilities is compliance driven. This means that the company is engaged in Corporate Social responsibility undertakings with aim avoiding penalty from regulating institution, negative attitude from employee, consumer, community, suppliers, customer etc.

4.3.5 Care Driven CSR practice

Table 10: Care motive CSR

Care Motive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	38	12	7	4	4
Percentage	58%	18%	11%	6%	6%

Source: Owen Survey, 2021

As it can be seen out of 65 participants, 58% strongly agreed; 18 % agreed that Care driven is one of a motivating factor while 11% are neutral as 6% disagree and strongly disagree respectively that care driven is not a motivating factor for United Beverages in discharging its CSR. Response of the majority clearly implies that care driven is one of the motivating factors for United Beverages in practicing a CSR activity.

4.4 Analysis of Employee Related Corporate Social Responsibility Practices

4.4.1 Family friendly working Environment

Table 11:Employee Working Environment CSR practice

Provides friendly working environment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	44	12	4	3	2
Percentage	68%	20%	6%	5%	3%

Source: Owen Survey, 2021

Out of total respondent of 65, 68% strongly agree, 20% agree while 6% responded as neutral 5% and 3% disagree and strongly agree respectively as united Beverages SC provides family friendly working environment for employees. On Top, physical observation of the working environment shows family friendly working environment, green factory where employees enjoy free coffee, tea, lunch, and dinner for night shift factory workers at factory. Also, employees at Head office and factory enjoys weekly beer gathering which is full of games and funs. Hence, this strongly implies that UBSC is discharging its Corporate Social responsibility by providing family and friendly working environment.

4.4.2 Health and Safety of Employees and their families CSR practice

Table 12:Employee Health protection

Employee Health Protection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	5	58	2	0	0
Percentage	8%	89%	3%	0%	0%

Source: Owen Survey, 2021.

As it can be seen from above diagram, out of total respondents 65, 8% strongly agree ,89% agree that United Beverages SC is committed in Employee health and safety and their family while 3% are neutral. Data Obtained from secondary source which is book of accounts of the company shows medical and insurance expense incurred for employee safety and health including their families. Further, physical observation of factory shows the existence of clinic in the factory for employee health and safety.

Response of majority 97% & interview added by physical observation strongly implies that United Beverages Share Company is committed in Employee safety and healthy and their families' Corporate social responsibility practices.

4.4.3 Provides Employees safety protection equipment

Table 13:Employee Safety CSR practice

Employee Safety protection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	14	27	12	12	0
Percentage	22 %	42%	18%	18%	0%

Source: Owen survey, 2021

As it can be seen from above table, out of total respondents 65, 22% strongly agree; 42% agree while 18% responded neutral. On the other hand, 18% disagree with regards to provision of full safety equipment. Review of secondary source also shows that purchase of different safety equipment such as safety eye glass, earphone, helmet, safety show, reflector jacket, safety hand glove, different safety guidelines and physical observation of factory indicates safety management results such as smoking area, parking area, emergency exit, forklift driving line, car driving line, chemical warehouse store, etc.

Response of the majority aligned with secondary data and physical observation strongly implies that United Beverages Share Company is discharging its employee related social responsibility providing Employee safety equipment.

4.4.4 Protect Employees from COVID 19.

Table 14:Employee protection from Covid

Employee COVID protection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	13	32	12	4	4
Percentage	20%	49%	18%	6%	6%

Source: Owen Survey, 2021

As it can be seen from above figure, out of total respondents 65, 13(20%) strongly agree ,32(49%) agree while 12 (18%) are neutral. The other way, 4 (6%) disagrees and 4 (6%) strongly disagree. Review of book of accounts of the company and physical observation shows expense incurred for purchase of sanitizer and Anbessa branded and non-branded facemask for employee to protect them from COIVD 19. Head office, factory and warehouse show that no face mask no entry for all. On Top, the company is covering Covid 19 test fee.

Response of the majority 69% aligned by secondary source data analysis result and physical observation strongly implies that United Beverages Share Company is committed in Employee safety and health protection from COVID 19.

4.4.5 Responsible Human Resource Management

Table 15:Human Resource CSR practice

Responsible HRM	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	22	25	12	3	3
Percentage	34%	38%	18%	5%	5%

Source: Owen survey, 2021

As it can be seen from above table, out of total respondents 65,34% strongly agree, 38% agree while 18% are neutral 5% disagree and 5% strongly disagree agree regarding United Beverages SC is committed responsible human resource management /HRM/as part of Corporate social responsibility practice. As majority of the respondent 72% agreed, this implies that United Beverages SC is committed in responsible human resource management.

4.4.6 Invest in Employee Development

Table 16:Employee Development CSR

Invest In employee	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	6	11	13	28	7
Percentage	9%	17%	20%	43%	11%

Source: Owen survey, 2021

Out of total respondent of 65, 9% strongly agree, 17% agree while 20 % are neutral whereas 43% disagree and 11% strongly disagree on Companies investment in employee development via training, performance review, sponsorship of different programs. On the other hand, review secondary data of the company shows expenditure of 1,187,032 for training for current year 2021.

Even if the company invested such fund for employee training, majority of the respondents 54% do not agree that the company is discharging its responsibility on employee development.

4.4.7 Freedom of Association and the Right to Collective Bargaining

Table 17:Employee Association & bargaining CSR Practice

Employee Bargaining	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	0	6	38	21	0
Percentage	0%	9%	58%	32%	0%

Source: Owen survey, 2021

Out of total respondent of 65, 6% agree, while 38% are neutral whereas 32 % disagree concerning respect for freedom of association and the right to collective bargaining. As majority of employees of the company are neutral regarding respect for freedom of association and the right to collective bargaining, this clearly implies that the company is not discharging its social responsibility in this regard.

4.4.8 Consult Employees on Important issues

Table 18:Employee involvement in important issues

Employee involvement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	18	16	4	14	13
Percentage	28%	25%	6%	22%	20%

Source: Owen Survey, 2021

Out of total respondent of 65, 18 of them which is 28 % strongly agree, 16 of them which is 25% agree while 4 of them which is 6 % responded as neutral whereas 14 of them which is 22% disagree

while 12 of them which is 20% strongly disagree that United Beverages Consult employees on important issues.

As majority responded as agreed, this implies United Beverages is discharging its employee related social responsibility by Consult employees on important issues.

4.5 Analysis of Consumer Related Corporate Social Responsibility practices

4.5.1 Socially Responsible Advertising

Table 19: Advertisement CSR practice

Advertisement CSR practice	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	9	24	13	11	8
Percentage	14%	37%	20%	17%	12%

Source: Owen Survey, 2021

Response of 65 respondents shows that 14% strongly agree, 37% strongly agree while the 20% remain neutral; 17% disagree and 12% strongly disagree as united Beverages SC Beer advertisement is made in a socially responsible manner. This clearly implies that Beer Advertisement of United Beverages SC is undertaking in a socially acceptable way as per the response obtained from employees of the company.

4.5.2 Advertisements are made as per the law of the country

Table 20: Advertising CSR Practice

Advertising CSR	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	28	37	0	0	0
Percentage	43%	57%	0%	0%	0%

Source: Owen survey, 2021

Response of 65 respondents shows that 28 representing 43% strongly agree, while the remaining 37 respondents representing 57% agree as united Beverages SC Beer advertisements are made in as per the law of the country. On the other hand, none of the respondents disagree and strongly

disagree. This clearly implies that Beer Advertisement of United Beverages SC is undertaking in a legally acceptable after alcohol advertisement is banned.

4.5.3 CSR Initiatives That Encourage Responsible Drinking for Consumers

Table 21:Responsible Drink CSR practices

Responsible drink initiative	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	3	6	11	22	23
Percentage	5%	9%	17%	34%	35%

Source: Owen Survey, 2021

Response of 65 respondents shows 5% strongly agree, 9% agree while 17% are neutral whereas 34% disagree and 35% strongly disagree that united Beverages has Corporate Social Responsibility initiatives that encourages responsible drinking for consumers. As majority do not agree on, this tells that United Beverages SC do not have CSR initiatives that encourages responsible drinking for consumers.

4.5.4 CSR Initiatives That Encourage Reduction of Harmful Drinking

Table 22:Harmful drink reduction CSR practice

Harmful drink reduction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	5	15	5	25	15
Percentage	8%	23%	8%	38%	23%

Source: Owen Survey, 2021

As shown in the above table, 5(8%) strongly agree, where 15(23%) agree while 5(8%) are neutral whereas 30(46%) disagree and 15(23%) strongly disagree on CSR initiatives that United Beverages SC is undertaking harmful drink reduction by its consumers. Response of the majorities implies that united Beverages has no CSR initiatives in managing alcohol misuse by its consumers.

4.5.5 CSR Initiatives That Encourage Drink driven prevention for Consumers

Table 23: Drink driven prevention

Drink driven prevention	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	8	17	3	33	7
Percentage	12%	22%	5%	51%	11%

Source: Owen Survey, 2021

As shown in the above table, 8(12%) strongly agree, where 17(22%) agree while 3(5%) are neutral whereas 33(51%) disagree and 7(11%) strongly disagree on CSR initiatives that United Beverages SC is undertaking in drink driven prevention by its consumers except presenting by picture in its product that shows drink drive is not right. Hence, response of the majorities implies that united Beverages has no CSR initiatives in drink driven prevention by its consumers.

4.5.6 CSR Initiatives that discourage Alcohol misuse by Consumers

Table 24: Alcohol misuse CSR practice

Alcohol Misuse	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	5	15	5	25	15
Percentage	8%	23%	8%	38%	23%

Source: Owen Survey, 2021

As shown in the above table, 5(8%) strongly agree, where 15(23%) agree while 5(8%) are neutral whereas 25(38%) disagree and 15(23%) strongly disagree on CSR initiatives that United Beverages SC is undertaking in managing alcohol misuse by its consumers. Response of the majorities implies that united Beverages has no CSR initiatives in managing alcohol misuse by its consumers.

4.5.7 Disclose all substantial Risk Related to Product

Table 25: Risk Disclosure practice

Disclose product risk	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	22	32	11	0	0
Percentage	34%	49%	17%	0%	0%

Source: Owen Survey, 2021

As per above table, response of 65 respondents shows that 22 having share of 34% strongly agree, where 32 respondents representing 49% agree as United Beverages SC disclose all substantial risks related to the product while 11(17%) respondents are neutral to the question. On the other hand, none of the respondents disagree and strongly disagree. As majority agreed, it clearly implies that United Beverages SC is undertaking its CSR practice by disclosing all substantial risks related to its product.

4.5.8 CSR initiatives that discourage product sales to underage & pregnant

Table 26: Underage & pregnant sales

Product sales management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	12	8	5	30	10
Percentage	18%	12%	8%	46%	15%

Source: Owen Survey, 2021

As shown in the above table, 12(18%) strongly agree, where 8(12) agree while 5(8%) are neutral whereas 30(46%) disagree and 10(15%) strongly disagree on CSR initiatives that United Beverages SC is undertaking in discouraging sales of its product to underage and pregnant. Response of the majorities implies that United Beverages has no CSR initiatives in sales of its products to underage and pregnant.

4.6 Analysis of Surrounding Community Related CSR practice

4.6.1 Factory is safe for the surrounding community

Table 27: Safe factory

Safe Factory for community	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	30	34	1	0	0
Percentage	46%	52%	2%	0%	0%

Source: Owen Survey, 2021

As shown in the above figure, 30 respondents which is 46% strongly agreed, where 34 respondents which is 52% agreed while 1 respondent which 2% are neutral whether United Beverages SC factory is safe for the surrounding community. Response of the majorities implies that United Beverages Share Company is safe for the surrounding community. Physical observation of the factory shows that the factory is safe for the surrounding community. This implies that United Beverages SC is discharging its social responsibility by making the surrounding safe which shows care for the community around.

4.6.2 Recruitment policy favors local communities

Table 28: Recruitment policy

Recruitment policy	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	21	13	5	10	16
Percentage	32%	20%	8%	15%	25%

Source: Owen Survey, 2021

As shown in the above table, 21 respondents which is 32% strongly agree, where 13 respondents which is 20% agree while 5 respondents which are 8% are neutral while 10 respondents representing 15% and 16 respondents representing 25% disagree and strongly disagree regarding United Beverages SC social responsibility undertakings on favoring employments for local communities. Review of internal documents of the company and physical observation of factory shows that United Beverages SC has a practice of employing residents in lower level while at head office level, the company has no such kind of practice. In line with this; United Beverages SC

organized youth around the factory in different associations such as Ifa Boru Loading & unloading having total of 93 youth, Ifa Boru Mana Lencota, and Geda Mana Lencota where it created large employment opportunity for community around. This implies that united Beverages SC is discharging its social responsibility by creating employment opportunity for community around.

4.6.3 Community COVID Protection

Table 29: Covid Protection

Community COVID Protection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	18	21	11	8	7
Percentage	28%	32%	17%	12%	11%

Source: Owen Survey, 2021.

The above table indicates out of total respondents of 65 sample 28 % strongly agree and 32% agree that United Beverages SC is discharging its voluntarily social responsibility by protecting surrounding community from COVID. On the other hand, 17% responded neutral while 12% disagree and 11% strongly disagreed respectively.

Response of the majority, Physical observation and review of secondary source indicates that United Beverages SC is discharging its social responsibility by providing free sanitizer and Anbess Branded facemask for community around the factory. This also implies that the company is discharging its responsibility in minimizing the spread of COVID 19 which is a global problem and Ethiopian as well as United Beverages SC challenge specifically.

4.6.4 Donates for Education Sector

Table 30: Education Support CSR Practice

Education Support	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	19	30	12	4	10
Percentage	29%	46%	18%	6%	15%

Source: Owen Survey, 2021

The above table indicates out of total respondents of 65 sample 29 % strongly agree and 46% agree that United Beverages SC is discharging its voluntarily social responsibility by providing different donations for education sector. On the other hand, 18% are neutral while 6 % of the respondents do not agree and 15% strongly disagree. Analysis of secondary data of the company show expense incurred for purchase of educational materials provided for the needy group in the community in the Modjo city.

This implies that United Beverages SC is discharging its social responsibility by supporting education sector by providing free educational materials who are in needy in the surrounding community.

4.6.5 Donates for Sport and Health

Table 31: Sport and Health support CSR practice

Health & Sport support	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	18	17	7	13	10
Percentage	28%	26%	11%	20%	15%

Source: Owen survey, 2021.

The above table indicates out of total respondents of 65 sample 28 % strongly agree and 26% agree that United Beverages SC is discharging its voluntarily social responsibility by providing different donations for Sport & healthy while 11% responded neutral, 20% of the respondents do not agree and 15% strongly disagree.

Physical observation of the factory also shows blood donation made by employees of the company which saves live and support the health sector. Similarly Physical observation of the factory indicates clinic in the compound which supports the health sector. Analysis of secondary data and physical observation again shows that United Beverages SC was providing Anbessa branded face mask and free sanitizer for selected needy communities which support the health sector of the country. On Top, no face mask, no entry to Head office, factory, and warehouse and the company encourages employees to take test of COVID 19 and cover the examination fee.

Analysis of secondary data of the company show more than five million annual cash sponsorship expense of Adama football club/AFC/and other small local Football club and provision of sport wearing. Similarly, Analysis of secondary data of the company show that the company covered the health insurance policy of the poor’s living who were unable to fund such payment. On Top, record keeping of the company shows different sponsorship expense of sport events in different parties of the company such as in Modjo city, Hawassa city, Addis Ababa city.

This implies that United Beverages SC is discharging its social responsibility by supporting Sport and health.

4.6.6 Donates for NGO and Governmental Organizations

Table 32: Donation

Donation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	24	33	3	5	0
Percentage	37%	51%	5%	8%	0%

Source: Owen Survey, 2021

As shown in the above table, majority of respondents 37% strongly agreed, 51% agreed that United Beverages SC provides different support for governmental and NGO. While 5% remain neutral 8% of respondents disagree and none of the respondents strongly disagreed. Review of accounting documents of the company shows that the company is providing cash and in-kind support for different NGO and local foundations. At the same time, review of financial documents of the company shows that the company is providing cash and in-kind support for government organizations such as matters for Ethiopian defense forces, oil, macron, past, flour etc. This implies that This implies that United Beverages SC is discharging its social responsibility by supporting NGO& Governmental organizations in different form.

4.6.6 Disclose Community Related CSR practice

Table 33:Community CSR disclosure

Community CSR Discloser	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	4	9	13	26	13
Percentage	6%	14%	20%	40%	20%

Source: Owen Survey, 2021

As indicated clearly above in the table, 6% responded strongly agreed, 14% agreed while 20% are neutral that United Beverages Share Company disclose its community related corporate social responsibility. On the other way, 40 % disagreed and 20% strongly disagreed that United Beverages Share Company disclose its community related corporate social responsibility. On top, review of secondary source shows no community CSR disclosure practice. As majority agreed this shows that United Beverages Share Company is not disclosing its community related corporate social responsibility practice.

4.7 Analysis of Environmental CSR Practices

Table 34:Environment protection policy

Environment protection CSR policy	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	16	8	4	25	12
Percentage	25%	12%	6%	38%	18%

Source: Owen survey, 2021

Response of 65 respondents shows that 25% strongly agree, and 12% agree as united Beverages SC have environmental protection policy while 6% are neutral whereas 28% and 18% disagree and strongly disagree respectively as united Beverages SC have environmental protection policy. Review of secondary data on policy of company shows no specific explicit policy on environmental protection while the book of account of the company shows expenses incurred for environment protection. Physical observation of head office, factory and warehouse shows the company is working on environment protection with beautiful and green factory. This clearly

implies that United Beverages SC do not have explicitly stated Environmental protection policy even though the physical observation results speak as the company is working on it.

4.7.2 Waste Management CSR Practices

Table 35:Waste Handling

Waste management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	13	46	6	0	0
Percentage	20%	71%	9%	0%	0%

Source: Owen survey, 2021

Response of 65 United Beverages employee respondents shows that 13 representing 20% strongly agree, 46 representing 71% agree as united Beverages SC works on waste management whereas 6 respondents representing 9% are neutral whether United Beverages SC works on waste management that affects the Environment. Physical observation of the factory, head office and warehouse show that united Beverages SC is working on waste management that affects the environment. The company has waste disposal system, water treatment, and green factory. Similarly daily laborer’s working on greenery & cleaning and the facility manger is responsible for environmental issue management. In the same manner, financial documents of the company show expenditures made for waste management. This implies that United Beverages SC is discharging its social responsibility by managing its wastes.

4.7.3 Environmental protection performance disclosure

Table 36:Environmental CSR practices disclosure

Donation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	6	9	33	6	11
Percentage	9%	14%	51%	9%	17%

Source: Owen Survey, 2021

Response of 65 respondents shows that 6 representing 9% strongly agree, 9 representing 14% agree as united Beverages SC disclose environmental protection performance whereas 33 respondents representing 51 % are neutral whether the company disclose environmental protection

performance while 6 representing 9% disagree,11 covering 17% strongly disagree. Review of secondary data on report of company shows no specific explicit performance disclosure on environmental protection while the book of account of the company shows expenses incurred for environment protection. This show that majority of employee United Beverages SC are neutral regarding environment protection performance disclosing practice.

4.7.4 Environmental protection CSR practice

Table 37:Environmental Protection practice

Environment protection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	14	26	7	8	10
Percentage	22%	40%	11%	12%	15%

Source: Owen Survey, 2021

Response of 65 participants shows that 22% strongly agree, 40% agree as united Beverages SC works on environmental protection whereas 11 % are neutral. The other way: 12% disagree while 15% strongly disagree as united Beverages SC works on environmental protection. Review of secondary financial documents of company shows that the company is incurring different expenses for environmental protection. On Top physical observation of factory, warehouse and Head office shows that the company is working on environmental protection. Majority of the respondents 52% agree that United Beverages SC is working on environment protection.

4.8 Challenges that Hindered Beverages Industries from implementing CSR

When it comes to challenges that hindered the Beverages industries from implementing CSR at their full capacity, there are several challenges mentioned. Now days it is a challenging year due to macro-economic problems such as inflation, New Excise tax law which increased excise tax rate, Alcoholic advertisement banned, competition and political factors coupled with the COVID-19 outbreak.

4.8.1 Challenges that hindered United Beverages SC from implementing CSR

When it comes to challenges that hindered the United Beverages from implementing CSR at its full capacity, the above-mentioned challenges also apply too.

4.8.2 Lack of Corporate Social Responsibility plan

Table 38:CSR Plan Barrier

CSR Plan Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	17	28	11	6	3
Percentage	26%	43%	17%	9%	5%

Source: Owen Survey, 2021

As it can be seen from the above table, out of 65 respondents, 26% strongly agree and 43% agree that lack of CSR plan is one of the barriers of implementation of the CSR in United beverages while 9% remain neutral, 9% disagree and 5 % of them strongly disagree. Review of annual plan of united Beverages also shows no formal plan for Corporate Social responsibility practice. This clearly implies that lack of clear CSR strategy/plan is one of the barriers of implementation of CSR in United Beverages.

4.8.3 Lack of CSR knowledge/Understanding

Table 39:CSR understanding

CSR understanding Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Response	2	6	7	37	13
Percentage	3%	9%	11%	57%	20%

Source: Owen Survey, 2021

Out of total respondent of 65, 3% strongly agree, 9% agree while 11% responded as neutral whereas 57% disagree and 20% strongly disagree that lack of knowledge/ understanding about CSR is a barrier of undertaking Corporate Social Responsibility practice in United Beverages. Hence, this implies that majority of the respondent 77% do not agree that lack of knowledge/understanding about CSR is not a basic barrier in implementation of Corporate Social responsibility in United Beverages.

4.8.4 Time as Barrier of CSR practice.

Table 40:Time CSR practice barrier

Time Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	4	0	5	41	15
Percentage	6%	0%	8%	63%	23%

Source: Owen Survey, 2021

Out of total respondent of 65, 4 of them which is 6% strongly agree where none of the agree while 5 of them which is 8% responded as neutral whereas 41 of them which is 63% disagree agree and 15 which 23% strongly disagree that lack of knowledge/ understanding is among the barriers of undertaking Corporate Social Responsibility practice in United Beverages.

Response of the majority 86% clearly implies that lack of time is not a barrier to undertake Corporate Social Responsibility in United Beverages SC.

4.8.5 Resource as Barrier of CSR practice.

Table 41:Resource Barrier

Resource Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	49	15	1	0	0
Percentage	75%	23%	2%	0%	0%

Source: Owen Survey, 2021

From respondent of 65,75 % strongly agree, 23% agree while only 2 % responded as neutral that lack of financial resource is the barriers of undertaking Corporate Social Responsibility practice in United Beverages. On the other hand, none of the respondents either disagree or strongly disagree. On top, result obtained from interview result shows that one of the major barriers to corporate social responsibility practice in UBS Cis lack of Budget. As majority of the respondents 98% agree, this implies that lack of financial resource is a critical barrier to practices Corporate Social Responsibility in United Beverages SC.

4.8.6 Management Commitment as barrier of CSR practice.

Table 42:Management Commitment Barrier

Management commitment Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	5	7	9	33	11
Percentage	8%	10%	14%	51%	17%

Source: Owen Survey, 2021

With regards to lack of commitment from management as a barrier to undertaking Corporate social responsibility in United Beverages SC, 8% strongly agree 11% agree while 14% responded as neutral and 51% of the sample responded disagree and 17 % of the sample strongly disagree. Majority of the response 68% shows that lack of commitment from management is not an obstacle in undertaking CSR practice in United Beverages.

4.8.7 Corporate Disclosure Barrier

Table 43:Corporate Disclosure Barrier

CSR Disclosure Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	0	0	10	6	49
Percentage	0%	0%	15%	10%	75%

Source: Owen Survey, 2021

According to the above table, concerning the issue of CSR disclosure, none of the respondents either strongly agree or agree while 15% of the respondent are neutral ,10% disagree and 75% of the respondents strongly disagree that the issue of corporate disclosure is not a barrier in undertaking CSR practice in United Beverages SC.

Assessment of secondary data and result of interview showed that the company has no corporate disclosure practice except recording cost incurred for all Corporate Social Responsibility in its Financial Statements. On Top, interview result showed that the company use social media to share its CSR undertakings used as a promotion. This implies that issue of corporate disclosure is not a challenge in undertaking CSR practice in United Beverages SC.

4.8.8 Unconvinced about CSR Benefit to Company

Table 44:CSR No Company Benefit

CSR no Benefit	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	6	3	7	43	6
Percentage	9%	5%	11%	66%	9%

Source: Owen Survey, 2021.

As it can be observed from the above table, out of the total respondents of 65 sample selected 9% strongly agree and 5% agree that united Beverages SC is not convinced about CSR benefit, and this is a barrier in practicing it. On the other side while 11% are neutral to the concept, 66% of the respondent disagree and 9% strongly disagree.

As majority of respondents 75% do not agree; unconvinced about Corporate Social Responsibility Benefit to Company is not a barrier in practicing CSR in United Beverages sc.

4.8.9 Absence of Clear Corporate Social Responsibility Regulation

Table 45:CSR regulation barrier

CSR regulation Barrier	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	8	10	27	9	11
Percentage	12%	15%	42%	14%	17%

Source: Owen Survey, 2021

As it can be noticed from the above table, out of 65 respondents; 12% strongly agree,15% agree while 42% are neutral on the absence of clear Corporate social responsibility as a barrier of CSR Practice in United Beverages SC. On the other side, 14% disagree and 17% strongly disagree respectively that absence of clear Corporate Social Responsibility regulation is a barrier in practicing CSR in United Beverages. This implies that employees of United Beverages SC are neutral whether absence of clear Corporate Social Responsibility regulation is a barrier in practicing CSR.

CHAPTER FIVE

5. SUMMARY AND RECOMMENDATIONS

This chapter presents the summary of core findings of the study, Conclusions based on the presentations, discussions, and analysis made in the previous chapter and possible recommendations that are relevant and significant. Recommendations are given based on the major findings.

5.1 Summary of Major Findings

Beverages Sector is a vital part for the economic development of a country. Specifically, the Brewery industry is a multi-national business complex that consists of the producers with a large system of suppliers, distributors, wholesalers, and related businesses, such as hotels, restaurants, bars, and advertisers. The Ethiopian beer production and market pretty much run by the private sector has shown enormous change for the last couple of years. This explosion of the beer market and boost in production could lead a hand to other sectors' development through backward and forward economic integration.

This thesis attempted to assess the Corporate Social Responsibility practices of United Beverages SC which includes assessment of its CSR plan, motives, practices, evaluation, and barriers taking four identified stakeholders which are **Employees, Consumers, Community, and the Environment**.

The first finding of the study which focus on Corporate Social Responsibility plan of the company which was assessed based on availability of CSR plan, annual budget set aside for CSR, responsible management for its action, & availability of CSR communication channel revealed out that United Beverages SC has no formal CSR plan/program, neither budget set aside specifically for CSR practices nor CSR communication channel while management is responsible for its action. On top, the finding showed that United Beverages SC is practicing CSR activities without plan, which is not communicated from unbudgeted fund.

The second finding of the study is related to the motives of the Company in undertaking Corporate Social Responsibility practice and revealed that the motives of the company are Holistic which are ethical and moral motive, profit driven aimed to profit maximization, Synergetic, compliance driven, and Care driven.

The third finding of the study is related CSR practices of United Beverages SCs'. which found out that United Beverages SC is providing family friendly working environment, committed in healthy and safety of employees including their family and provides necessary safety equipment, & guidelines, protect the employees from Covid 19 taking different measures including covering COVID test fee, engages in responsible HRM, consult employees on important issues but invest less in employee development and impaired freedom of association and the right to collective bargaining.

The other CSR practice of the company regarding “**Consumer**” shows that advertisements of the company are made to consumers in a socially & legally responsible manner even if the company has no initiatives on reduction of harmful alcohol drinking, drink driven prevention, alcohol misuse prevention, sales of its products for underage and pregnant consumers where the company disclosing all risks associated to its product where as “**Community**” related CSR practice of the company revealed out that the safe factory, recruitment policy that favored the community around the factory for lower-level employees, organized youth around the factory in different associations such as Ifa Boru Loading & unloading having total of 93 youth, Ifa Boru Mana Lencota, and Geda Mana Leoncita where it created large employment opportunity for community around, built community policy for the Modjo City Supported the community around by providing free educational materials.

The other CSR practice of the company is supporting health and sport sector where employees of the company donated their blood, have clinic in the factory, covered health insurance policy of the communities living in Modjo city who are unable to afford that. Also discharging its social responsibility in deterring the spread of COVID 19 which is global and Ethiopian current problem by providing Anbessa branded and non-branded face mask and free sanitizer for community around which supports the health sector of the county. At the same time, the company provided food, oil, past, macron and flour for community in response to COVID 19. On Top, the study find out that the company sponsored Adama Football club and other small local Football club by investing more than five million annually cash s expense and provision of sport wearing. The analysis also finds out that the company is providing different donations for government and non-government organizations voluntarily and as per their request such as supported the Ethiopian

defense force in call for to the country where it provided matters & blanket, and 1,000,000 birr in cash even if the company is not disclosing its community related CSR practices.

The other basic CSR practice of the company is Environment protection related where the study indicated that the company has no clearly and explicitly stated environment protection policy while it is working on but has waste management practices which includes disposal system and water treatment. On top, the study revealed out that the company has a culture of tree planting each year in response to call to protect the environment at a county level however, the company has no specific explicit performance disclosure on environmental protection even if the finding indicated as the company has environment protection practices and expense incurred for that.

Lastly, the study finds out barriers of the company in discharging its Corporate Social responsibility practices by assessing Corporate Social Responsibility plan, resource/budget, Corporate Social Responsibility understanding/knowledge/, management commitment, and issue of Corporate Social responsibility disclosure. In line to this, the study identified that lack of CSR program and budget for CSR is the main barriers in CSR practice while time, management commitment, CSR understanding/knowledge and disclose issue is not a barrier in case of UB.

Interview result on barriers of United Beverages SC in practicing its CSR is macro-economic challenges such as banned alcoholic advertisement which ruled out the opportunity to disclose/communicate the CSR practice of the company, inflation on raw materials and outputs, limited forex, New Excise Tax proclamation which increased excise tax rate resulted in lack of budget for CSR undertakings, impact of COVID 19 which affected the industry in many aspects including the political instability in the country are the critical challenges.

5.3 Recommendation

The following are the major reconditions drawn from the finding of the study

The company is recommended to have CSR plan and policy for all its CSR practice towards identified stakeholder which are Employee, Consumer, Community and Environment and set aside a budget specifically for CSR practice which solves the main barriers of CSR undertaking of the company which is lack of resource/Budget. On Top, the company needs to invest on employee development via providing on job and off job training, performance appraisal, and work on right

for association and collective bargaining that allows the employee to express their question and concern via their association and bargain and negotiation on important issues.

The recruitment policy of the company that favors the community around residents is also recommended to be all inclusive rather than limiting to lower-level employees and this strongly minimize risk related to the political instability in the country where in the recent past residents are attacking organizations not discharging their CSR for local communities mainly for youth employment job opportunity. On top, it is known that investing in employee increases efficiency, productivity and minimize employee turnover which helps the company in discharging CSR.

It is recommended that United Beverages SC take different consumer related initiatives such as reduction of harmful alcohol drinking, drink driven prevention, alcohol misuse, sales of its products to underage and pregnant women which minimizes the alcohol beverage industries critics resulted from harmful alcohol consumption, drink driven resulted traffic damages which is a critical problem in Ethiopia.

Recommended to have formal CSR internal as well as external communication channel where it can communicate and disclose CSR undertakings of the company in different ways such as via CSR report, annual Audit report, CSR practice portal etc. for employee, community, consumer, government office, NGO.

Corporate Social responsibility practices undertaken are recommended to be officially reported to the shareholders of the company as they are the main stakeholder in the business.

Similarly, the company is highly recommended to allocate sufficient fund for CSR practice and incorporate it as part of its strategic management and incorporate in its annual plan where now days business organizations cannot maximize their profit with out discharging their Corporate social responsibilities.

The researcher further recommends the company to give special CSR practice for the local communities which makes them feel as the company belongs to them to manage risk related to political instability in the country.

As an alcoholic industry, the researcher strongly recommends the company to produces its own sanitizers for its employee and for local community as well government support which helps in

preventing the spread of COVID 19 so that the company discharge its social responsibility in a cost-effective way rather than buying from the market given limited budget from the beginning.

REFERNCES

Akhilesh G. (2019), Corporate Social Responsibility and Responsible Business. Conduct. European Commission. Retrieved April 12, 2019, from <http://www.ec.europa.eu>

Amato, A.D., Henderson, S. and Florence, S. (2009), Corporate Social Responsibility and Sustainable Business: A Guide to Leadership Tasks and Functions. Center for Creative Leadership, United States.

Bedilu Yismaw (2018), Practice of Corporate Social Responsibility and Its Relationship on Organization Perceived Performance: Survey of Ethiopian Manufacturing Firms. Singaporean Journal of Business Economics, and Management Studies (SJBEM VOL. 6, NO. 8, 2018

Berihu Gereziher(2019), Corporate Social Responsibility Practice of Multinational Companies in Ethiopia: The case of Heineken Brewery S.C.

Birhanu M. (2018), Corporate Social Responsibility Practices, Determinants and Challenges; Theoretical and Empirical Lesson for Effective and Successful Engagement. Journal of Investment and Management. Vol. 7, No. 6, 2018, pp. 4.

Bruk Degie and Wassie Kebede (2019), corporate social responsibility and its prospect for community development in Ethiopia International Social Work 2019, Vol. 62(1) 376–389.

Brusendorff, and Anne Sofie (2014), Corporate Social Responsibility: A Case Study on Carlsberg.

Camilleri, M.A. (2015). Corporate Social Responsibility: Theoretical Underpinnings and Conceptual Developments. In Vertigans, S. & Idowu, S.O., Stages of Corporate Social Responsibility: From Ideas to Impacts.

Commission of The European Communities (2001), Promoting a European framework for Corporate Social Responsibility.

Crowther, D., and Aras, G., (2008), Corporate Social Responsibility.

Archie B. Carroll (1991) The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholder

Dakito Alemu and Jaladi Ravi (2017), Corporate Social Responsibility Practices and Stakeholders' Awareness: Case of Ethiopia.

Degaga T., Dereje D., Gemechu S., (2019), Practices and Challenges of Corporate Social Responsibility in Ethiopia: The Case of Dangote Cement Factory, Ada'a Berga District, West Shoa Zone, Oromia Regional Ethiopian Journal of Science and Sustainable Development Volume 6 (2), 2019 pp.

Dhingra. D and Mittal.M(2014), Global Journal of Finance and Management. ISSN 0975-6477 Volume 6, Number 9 (2014), pp. 853-862

Dreher (2007), Measuring Globalization

Elkington, J (2004) Enter the triple bottom line. In: Henriques A, Richardson J (eds) The triple bottom line: does it all add up? Earth scan, London, pp 1–16

Fantaye kassa (2018), The Status of Corporate Social Responsibility in Ethiopia, Ethiopian Journal of Business Management and Economics (EJBME) Volume 1, No. 1, 2018.

Freeman, R. E. (2001). A stakeholder theory of the modern corporation. Perspectives in Business Ethics Sie, 3, 144.

Fentaye Kassa (2013), Perception of Local Community on Corporate Social Responsibility of Brewery Firms in Ethiopia: Research Paper, Addis Ababa: International Journal of Science and Research.

Gezahagne Asefaw (2020), Corporate Social Responsibility (CSR) Perception and Practice in Bottled Mineral Water Companies in Ethiopia: the case of Yes, Arki, Top and Aqua Addis.

Gereziher B. and Shiferaw Y. (2020). Corporate social responsibility practice of multinational Companies in Ethiopia: a case study of Heineken Brewery S.C, *Br. J. Arts Humanit.*, 2(2), 36-

Giannarakis Grigoris (2016), the Challenges of Corporate Social Responsibility Assessment Methodologies International Journal in Economics and Business Administration Volume IV, Issue 1, 2016.

Henok Endale (2019), Exploring the Practice of Corporate Social Responsibility in Ethiopian Brewery Industry: The Case of Heineken Ethiopia.

Henry Kofi (2015), an Exploratory Study of Corporate Social Responsibility Practices among Rural and Community Banks in Ghana.

Janis Strautmanis. (2016), Social Responsibility as a Driver of Breweries' Corporate Reputation. *European Business & Management*. Vol. 2, No. 2, 2016.

Johan Graafland and Corrie Mazereeuw (2012), Motives for Corporate Social Responsibility

K. Rama Mohana Rao, Fentaye K., (2016), Environmental corporate social responsibility of brewery firms in Ethiopia *International Journal of Applied Research* 2016; 2(4): 01-07.

Larsson L., Massar, C., (2009), Business Ethics, Corporate Social Responsibility and Sustainability in management master programs A qualitative study on the EQUIS- accredited business schools in four Nordic countries.

Masud Rana (2015), Corporate Social Responsibility (CSR): Opportunities and Challenges of Banking Sector in Bangladesh. *Journal of Finance and Accounting*. Vol. 3, No. 6, 2015, pp. 234-246.

Nigatu, M (2016), Corporate Social Responsibility (CSR) in the Ethiopian Banking Sector: A Case Study on Commercial Bank of Ethiopia (CBE): MA Thesis, Addis Ababa: Nile Journal of Business and Economics 4: 3-15

Melissa Mialon, and Jim McCambridge (2018), Alcohol industry corporate social responsibility initiatives and harmful drinking: a systematic review *European Journal of Public Health*, 1–10.

Mohammad S. Y., Dima J., and Hina H. (2018), Corporate Social Responsibility of Multinationals in a Developing Country Context: Insights from Pakistan.

Neelam Jhavar¹, Shasta Gupta Understanding CSR- Its History and the recent developments *IOSR Journal of Business and Management (IOSR-JBM)* Volume 19, Issue 5.

Pedersen E.R.G (2015), *The Anatomy of Corporate Social Responsibility*.

P. Sivaranjini, T. Rekha and T.S. Nisha Issues and Challenges Faced by Corporate Social Responsibility In Community Development, Human Resource Development, IOSR Journal of Business and Management (IOSR-JBM).

Richard Howitt (2013), *Corporate Social Responsibility across the EU Banking Sector. A European Banking Federation Overview of Best Practices*.

Ruhama Temesgen (2015), *Assessment of Corporate Social Responsibility Practices from Employees' perspectives: The case of Addis Ababa Abattoirs Enterprise*.

Savia Mendes (2018), *a study of corporate social responsibility practices in India - a critical evaluation*.

Selam Solomon (2017), *Analysis of the Effect of Corporate Social Responsibility Practices on Customer Satisfaction: A case of Ethio Telecom Enterprise Customers*

Timothy K., Lars I., and Burze Y. (2016), *Market Orientation and CSR: Performance Implications Journal of Business Ethics, August 2016, Vol. 137*.

Tran (2014), *CSR In Banking Sector A Literature Review And new research directions; International Journal of Economics, Commerce and Management Vol. II, Issue 11, Nov 2014, pp 13*.

Uvaneswaran. S and Hussien Fentaw (2017), *“Investments in Corporate Social Responsibility and Its Effect on Financial Performance of Commercial Banks in 2 issue 1 ,3*.

Worku Alemayohu (2017), *Assessment of Corporate Social Responsibility Practices of Moha soft drinks industry: the case of summit plant*.

Yevdokimova, M.; Zamlynskyi, V.; Minakova, S.; Biriuk, O.; Ilina, O. (2019), *Evolution of corporate social responsibility applied to the concept of sustainable development Journal of security and sustainability issues Volume 8 Number 3 473-480*.

Yitbarek Abrha, Araya Hagos and Hiwot Kebede (2015), Examining the Relationship between Corporate Social Responsibility and Financial Performance of Manufacturing Companies in Tigray Regional State, Ethiopia, *Ethiopian Journal of Business and Economics*. 5 No. 2.

Alemayehu Yismaw (2020), Towards Effective Models and Enforcement of Corporate Social Responsibility in Ethiopia, *14 Mizan Law Review* 2: 276-309

Yohannes Workeferahu (2017), Adoption of corporate social responsibility in least developed countries-comparative case studies research in the Ethiopian brewery sector.

Van Marrewijk & Marco Were (2002), *Multiple Levels of Corporate Sustainability*.

Appendix I

Dear respondents, this questionnaire, is designed for doing research entitled “**Assessment of Corporate Social Responsibility Practice of United Beverages Sc.** for the partial fulfillment of the requirement for the award of Master of Art degree in Business Administration. Thus, you are kindly requested to answer the questions honestly and you are assured that your responses will be treated confidential and used for only academic purpose.

Do not hesitate to write me on my email or to call through my phone if you have any questions or concerns about the questionnaire or any aspect of the Study. Your participation signifies a valuable contribution to the study.

I thank you very much for giving me your time and cooperation.

Sincerely yours.

Kasahun Giilo

Post Graduate MBA Student

St. Mary’s University

kasahun.g24@gmail.com

+251 09 12 82 90 59

General Instruction

1. There is no need of writing your name on the sheet
2. Please feel free and attempt all questions
3. Please read the instruction provided for each section

Part I: -Respondents Background Information

Please give the requesting information by putting (x) marks on the appropriate spaces

1, Gender. Male Female

2. Age: 18 – 25 26 – 35 36 - 45 Above 45

3. Educational Qualification: ESSCE , Diploma , BSc /BA , MBA/PhD OTHER

4. For How Long Years Have You been with this organization? 0 – 1 , 2– 4 , 4-6

Part Two

1. Below Questions Focus on Corporate Social Responsibility Program/ Strategy/ of the company toward identified stakeholder which are its employee, Consumer, community & environment.

Please tick ONE from EACH row.

No.	CSR strategy of the company towards identified stakeholders	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	UB have CSR plan	7	8	23	16	14
		11%	12%	35%	25%	22%
2	UB have a Corporate Social Responsibility Annual Budget	0	1	8	17	39
		0%	2%	12%	26%	60%
3	Management takes responsibility for the impacts of its decisions and activities	53	12	0	0	0
		82%	18%	0%	0%	0%
4	Have formal communication channel to address CSR	6	9	12	24	14
		9%	14%	18%	35%	22%

2. Employees' Response on Motives of United Beverages Sc for CSR practices towards Employee, community, Consumer & Environment.

Please tick ✓ ONE from EACH row

No	Motives	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Holistic motive	17	42	6	0	0
		26%	65%	9%	0%	0%
2	Profit Driven	41	24	0	0	0
		63%	37%	0%	0%	0%
3	Synergistic CSR	10	33	5	11	6
		15%	51%	8%		9%
4	Compliance driven	31	24	5	3	2
		48%	37%	8%	5%	3%
5	Care Driven	38	12	7	4	4
		58%	18%	11%	6%	6%

3. **Response on Employee Corporate Social Responsibility practices of UB**

Please tick ✓ ONE from EACH row

No	Employee Related CSR Practice of UB	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Provides a family friendly work environment.	44	12	4	3	2
		68%	20%	6%	5%	3%
2	Committed to the health and safety of employees & their families.	5	58	2	0	0
		8%	89%	3%	0%	0%
3	Provides employee safety protection materials	14	27	12	12	0
		22%	42%	18%	18%	0%
4	Protect employee from COVID by providing free sanitizers & face masks.	13	32	12	4	4
		20%	49%	18%	6%	6%
5	Invests in employee development.	6	11	13	28	7
		9%	17%	20%	43%	11%
6	Respect freedom of association and the right to collective bargaining.	0	7	37	21	0
		0%	10%	58%	32%	0%
7	Engages in responsible HRM	22	25	12	3	3
		34%	38%	18%	5%	5%
8	Consult employees on important issues	18	16	4	14	13
		28%	2%	6%	22%	20%

4. Employees' Response on Company's Consumer Related CSR activities.

Please tick ✓ ONE from EACH row

No	Consumer Related CSR Practice of UB	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree
1.	Advertisements of the company are made in a socially responsible way to consumers	9	24	13	11	8
		14%	37%	20%	17%	12%
2	Advertisements of the company are made in as per the law of the country to consumers	28	37	0	0	0
		43%	57%	0%	0%	0%
3	Have Initiatives that encourage responsible drinking	3	6	11	22	23
		5%	9%	17%	34%	35%
4	Have CSR initiatives on reduction of harmful drinking.	5	15	5	25	15
		8%	23%	8%	38%	23%
5	Have CSR initiatives on drinking driving prevention.	8	17	3	33	7
		12%	22%	5%	51%	11%
6	Have Initiatives on alcohol misuse	5	15	5	25	15
		8%	23%	8%	38%	23%
7	Discloses all substantial risks associated with product to consumers.	22	32	11	0	0
		34%	49%	7%	0%	0%
8	Have a initiatives which discourages sales of its beer to underage & pregnant	12	8	5	30	10
		18%	12%	8%	46%	15%

5. Employees' Response on Company's Environmental CSR activities.

Please tick ONE from EACH row

No	Environment Related CSR Practice	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree
1.	Have Environmental protection policies.	16	8	4	25	12
		25%	12%	6%	38%	18%
2	works on Waste management	13	46	6	0	0
		20%	71%	9%	0%	0%
3	United Beverages SC works on environment protection.	14	26	7	8	10
		22%	40%	17%	12%	15%
4	United Beverages SC has disclosure of environmental performance	6	9	33	6	11
		9%	14%	51%	9%	17%

6. Employees' Response on Surrounding Community Related CSR Practice of UB.

Please tick ONE from EACH row

No	Community Related CSR Practice	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Factory is safe for the surrounding community	30	24	1	0	0
		46%	52%	2%	0%	0%
2	Has recruitment policies that favored the local communities	21	13	5	10	16
		32%	20%	8%	15%	25%
3	Provides free sanitizers and face masks for communities	18	21	11	8	7
		28%	32%	17%	12%	11%
4	Provides donation for Education	19	30	12	4	10
		29%	46%	18%	6%	15%
5	Provides donation for Sport & Health	18	17	7	13	10
		28%	26%	11%	20%	15%
6	Provides donation for different NGO	24	33	3	5	0
		37%	51%	51%	8%	0%
7	Disclosure of community related performance	4	9	13	26	13
		6%	14%	20%	40%	20%

7. Employees' Response on CSR Implementation Challenges/ Barriers/.

Please indicate the extent to which any of the following act as a barrier to your Company's CSR activities. Please tick ONE from EACH row

No	Barriers/Challenges to CSR implementation	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree
1.	Lack of CSR Strategy & plan	17	28	11	6	3
		26%	43%	17%	9%	5%
2	Lack of CSR knowledge /Understanding/	2	6	7	37	13
		3%	9%	11%	57%	20%
3	Lack of time	4	0	5	41	15
		6%	0%	8%	63%	23%
4	Lack of resources	49	15	1	0	0
		75%	23%	2%	0%	0%
5	Lack of management commitment	5	7	9	33	11
		8%	10%	14%	51%	17%
6	Issues of corporate disclosure	0	0	10	6	49
		0%	0%	15%	10%	75%
7	Unconvinced about CSR benefits	6	3	7	43	6
		9%	5%	11%	66%	9%
8	No clear CSR regulation	8	10	27	9	11
		12%	15%	42%	14%	17%

Any recommendation on how to address the challenges of CSR?

.....

Thanks a lot for your Cooperation!!

Appendix II

Interview Questions

1. Do your company have CSR programs/plan?
2. Can you give some examples of the major CSR program in your company?
3. How are CSR activities organized and managed within the company? Who makes the decision on CSR issues? How do you make the budget for CSR investments?
4. What are the main stakeholders for your company from CSR practice? How does your company rank the importance of these different stakeholders from CSR practices? What are the main responsibilities towards them for your company? What have you done to engage these stakeholders?
5. Why your company engage in CSR practices?
6. Have you evaluated the implementation of your CSR programs? If yes, What the results?
7. During the processes of CSR planning and implementation, have you come across any obstacles, internally and externally? If yes, what are they? What are mechanisms to overcome such problems?

Thanks a lot for your Cooperation!!

Appendix III. Observation Checklist

1. Does the company implement the major OSH related materials?
2. Does the company have recorded videos and photographs that show CSR activities?
3. Is the working place free from hazards?
4. Does the company provide for the employees a safety protection material?
5. Does the company promote responsible consumption in the billboards and leaflets?
6. Does a company has a report on CSR practice?
7. Does a company has a waste management system for both Liquid and Solid waste treatment?
8. Does a company has Facilities such as (staff canteen, other recreational facilities
9. Does the company has health care facility at factory?