



Department of Business Administration

**THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON
EMPLOYEE ENGAGEMENT: THE CASE OF HEINEKEN ETHIOPIA**

By

Mekdes Alemu

July, 2024

Addis Ababa, Ethiopia



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ID.No.SGS|0326|2015A

**A THESIS REPORT SUBMITTED TO DEPARTMENT OF BUSINESS
ADMINISTRATION, ST.MARY'S UNIVERSITY IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

Advisor:

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July, 2024

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DECLARATION

I, Mekdes Alemu, declare that this project is my original work and has not been presented for award of degree in any other university and all sources of materials used for the project have been duly acknowledge.

Name _____

Sign _____

Date _____

CERTIFICATE

This is to certify that the thesis titled "THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON EMPLOYEE ENGAGEMENT: THE CASE OF HEINEKEN ETHIOPIA" submitted to the Department of Business Administration, St. Mary's University, in partial fulfillment of the requirements for the degree of Master of Business Administration, is a record of original research work carried out by Mekdes Alemu under my supervision and guidance.

To the best of my knowledge, this thesis has not been submitted previously for any degree, diploma, fellowship, or other similar title or recognition.

Dr. Yirgalem Tadele

Advisor

Date

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Mekdes Alemu

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List of Acronyms

Acronyms	expressions
CSR	Corporate Social Responsibility
EE	employee engagement
HR	human resources
SPSS	Statistical Package for Social Sciences
UWES	Utrecht Work Engagement Scale

ABSTRACT

Introduction: Corporate Social Responsibility (CSR) involves ethical and voluntary initiatives undertaken by companies to contribute positively to society, going beyond mere profit-making. In the context of the beverage industry, where attracting and retaining a dedicated workforce and fostering optimal working conditions are increasingly challenging due to increased competition and dynamic business environments, CSR plays a crucial role.

Objective: The primary objective is to assess the Internal CSR Practices at Heineken Ethiopia and evaluate their influence on Employee Engagement.

Methodology: The study employed a cross-sectional study among 332 employees. The data were collected through standardized self-administered questionnaires. The study focused on permanent employees of Heineken Ethiopia, specifically those stationed at the primary brewery in Addis Ababa. Systematic sampling was employed to collect data from employees. Descriptive and inferential statistical analyses, facilitated by SPSS 25, was executed. Analytical tools, bivariable and multivariable linear regression analysis, was performed for comprehensive inferential statistical analysis.

Results: A total of 329 study participants took part in this study. The mean (\pm SD) score for work engagement was 95.35 (\pm 14.70), with 199 (60.5%) respondents scoring above the mean. The level of work engagement was significantly associated with the organization's commitment (β : 1.23; $p=0.035$), having good labor practices (β : 1.48; $p<0.001$), having good health and well-being conditions ($\beta=0.87$, $p<0.001$), receipt of employee benefits (β : 1.66; $p<0.001$), and opportunities for skill development (β : 1.43; $p<0.001$).

Conclusion: The study found that the median (\pm SD) score for job engagement was 95.35 (\pm 14.70), with only 60.5% of respondents scoring above the mean, highlighting the need for further attention. Thus, the managers at various level of the company should work on various dimensions of CSR with due emphasis on enhancing organizational commitment to make favorable working environment. The organisations also need to prioritise skill development via training to excel in their roles and engagement. In addition, due emphasis need to be given for assuring employee benefits to enhance retention and work engagement.

Keywords: Corporate Social Responsibility (CSR), Internal Corporate Responsibility, Beverage Industry, Employee Engagement, Heineken Ethiopia

Chapter One: Introduction

1.1. Background of the Study

Corporate Social Responsibility (CSR) has become an integral component of contemporary business practices, reflecting a shift towards more ethical and sustainable approaches to corporate governance (Adetunji and Ogbonna, 2013, Veromaa et al., 2017). Originating from the concept of corporate philanthropy in the early 20th century, CSR has evolved significantly, encompassing a broader range of activities aimed at addressing social, environmental, and economic concerns (Carroll, 2016). In recent years, there has been a growing emphasis on the role of CSR in fostering positive relationships with stakeholders, including employees (Anitha, 2014, Awolusi and Jayakody, 2021, Bakker, 2015).

The relationship between CSR and employee engagement has garnered increasing attention from scholars and practitioners alike (Chen and Hung-Baesecke, 2014, Chukwu, 2019, Awolusi and Jayakody, 2021). Employee engagement, defined as the emotional commitment and connection employees feel towards their organization and its goals, is widely regarded as a critical driver of organizational performance and success (Kular et al., 2008). Engaged employees are more likely to exhibit higher levels of productivity, innovation, and customer satisfaction, ultimately contributing to enhanced business outcomes (Bakker & Demerouti, 2008).

Research in the field of CSR and employee engagement has undergone significant development over the years. Early studies primarily focused on the philanthropic activities of corporations and their impact on employee morale and job satisfaction (Gill, 2015, Nanderam, 2010). However, as the concept of CSR evolved to encompass broader societal and environmental responsibilities, researchers began to explore the relationship between CSR practices and employee attitudes and behaviors in more depth (Mirvis, 2012).

Theoretical frameworks such as social identity theory (Brown, 2000) and organizational identification theory (Edwards, 2005) have provided insights into the psychological mechanisms through which CSR initiatives influence employee engagement. These theories suggest that when employees perceive their organization as socially responsible, they are more likely to identify with its values and goals, leading to increased commitment and discretionary effort (Anitha, 2014, Adetunji and Ogbonna, 2013).

While some research has identified positive associations between CSR practices and employee outcomes such as job satisfaction, organizational commitment, and turnover intentions (Jia et al., 2019, Gazzola and Mella, 2017, Asante Boadi et al., 2020), others have found weak or insignificant relationships (McShane and Cunningham, 2012). These inconsistencies highlight the need for further investigation into the specific mechanisms through which CSR initiatives influence employee engagement, as well as the contextual factors that may moderate these relationships.

This study seeks to examine the effect of CSR on employee engagement within the context of Heineken Ethiopia. As one of the leading breweries in Ethiopia, Heineken Ethiopia has implemented various CSR initiatives aimed at addressing local social and environmental challenges. By exploring the perceptions and experiences of employees within the organization, this study aims to provide insights into the effectiveness of Heineken Ethiopia's CSR practices in enhancing employee engagement and contributing to sustainable business performance.

1.2 Statement of the problem

The Ethiopian brewery industry operates within a competitive landscape. While specific financial figures may not be readily available, the industry is considered a significant contributor to Ethiopia's economy, generating substantial revenue through both domestic sales and exports (Salelaw and Singh, 2016). Moreover, the industry plays a vital role in job creation, technological advancement, and agricultural development, as it relies heavily on locally sourced raw materials such as barley (Zenebe, 2018). Heineken, a Dutch-owned multinational, entered the Ethiopian market in 2011 through the acquisition of two government-owned breweries in Harar in the east and Bedele in the west. Subsequently, Heineken expanded its footprint in 2015 by inaugurating a brewery near Addis Ababa. This diversification increased Heineken's product portfolio to include drinks such as Walia, Harar, and Bedele, in addition to the Heineken brand (Shita and Sewdass, 2023). Presently, Heineken has a workforce of over 1,000 permanent and 700 temporary staff (Kidanemariam and Murthy).

Despite multiple studies conducted on the impact of CSR on market share (Lemma, 2018), employee perceptions (Hailu, 2018), and community perceptions (Hailu and Rao, 2016) within the Ethiopian brewery industry, there remains a significant gap in empirical evidence regarding

the impact of CSR on employee engagement. Existing research primarily addresses external outcomes such as market share, community perceptions, and overall employee perceptions of CSR initiatives. However, there is a notable absence of studies that delve into how CSR initiatives directly influence employee engagement within the Ethiopian brewery industry. While there are studies on CSR's broader impacts, empirical evidence specifically linking CSR practices to employee engagement in Ethiopia's brewery sector is scarce. This gap leaves a critical aspect of organizational dynamics underexplored.

Without a clear understanding of CSR's impact on employee engagement, brewery companies may struggle to allocate resources efficiently and tailor CSR programs to the needs and expectations of their workforce. This inefficiency can result in CSR initiatives that fail to maximize their potential benefits. Furthermore, the lack of data on the interplay between CSR and employee engagement impedes the ability to optimize human capital. This gap can affect efforts to enhance employee satisfaction, retention, and overall organizational performance, as well as corporate reputation and social impact.

Globally, research on the relationship between CSR and employee engagement has yielded conflicting findings. While some studies show a positive correlation between CSR initiatives and employee engagement, others have found mixed or inconclusive results (Gazzola and Mella, 2017; McShane and Cunningham, 2012). These discrepancies may be due to variations in theoretical frameworks, methodological approaches, or industry contexts. Given these inconsistencies, there is a pressing need for further investigation within the specific context of Ethiopia. Understanding the unique dynamics of the Ethiopian brewery industry will provide insights that are not only academically valuable but also practically applicable for local businesses.

Therefore, this study seeks to fill these gaps by examining the effect of CSR on employee engagement specifically within Heineken Ethiopia. By providing empirical evidence on this relationship, the study aims to enhance the understanding of CSR's internal impact, enabling better resource allocation, program development, and optimization of human capital within the Ethiopian brewery industry.

1.3 Research Questions

- How does the organization's commitment to CSR influence employee engagement within Heineken Ethiopia?
- What is the impact of labor practices on the levels of employee engagement in Heineken Ethiopia?
- How do health and well-being initiatives affect employee engagement in Heineken Ethiopia?
- To what extent do employee benefits contribute to employee engagement in Heineken Ethiopia?
- How do skill development opportunities provided by the organization influence employee engagement in Heineken Ethiopia?

These questions aim to guide the investigation into the specifics of internal CSR initiatives within Heineken Ethiopia and explore their impact on employee engagement.

1.4 Objectives

1.4.1 General Objective

The primary goal of this research is to explore the internal Corporate Social Responsibility practices and their impact on employee engagement within the context of Heineken Ethiopia.

1.4.2 Specific Objectives

The specific objectives of the study are as follows:

- To assess the internal CSR practices implemented by Heineken Ethiopia.
- To evaluate the effect of internal CSR practices on employee engagement within Heineken Ethiopia

1.5. Significance of the study

By understanding how CSR initiatives influence employee engagement, Heineken Ethiopia and other similar companies can refine their CSR strategies to improve employee satisfaction, retention, and productivity, ultimately leading to better organizational performance. Moreover, policymakers can leverage the insights from this study to develop more effective regulations and incentives that promote CSR practices within the brewery industry and beyond. This not only

benefits employees by improving their well-being and job satisfaction but also contributes to the broader socio-economic development of communities. Finally, this study significantly contributes to the existing body of literature by addressing a notable gap in research on CSR's effect on employee engagement within the brewery industry in Ethiopia. This will then be helpful to enhance our understanding of CSR's role in organizational behavior and performance.

1.6. Scope of the study

This study will examine the relationship between Internal Corporate Social Responsibility (CSR) practices, including Organizational commitment, Human Rights Practice, and Labor Practice, as independent variables, and employees' engagement levels, including Vigor, Dedication, and Absorption, as dependent variables. By analyzing these variables, the study aims to determine the extent to which Internal CSR practices influence employees' engagement within Heineken Ethiopia. The study will utilize a quantitative survey methodology to collect data from employees of Heineken Ethiopia. The survey instrument will be designed to measure employees' perceptions of Internal CSR practices within the organization, as well as their levels of engagement in terms of Vigor, Dedication, and Absorption. The study will be conducted exclusively within the operational boundaries of Heineken Ethiopia, focusing on its largest brewery facilities and employees located in Addis Ababa Ethiopia. By narrowing the geographic scope to Heineken Ethiopia's operations in Ethiopia, the study aims to capture the specific contextual factors influencing the relationship between Internal CSR practices and employee engagement within the local brewery industry.

1.7. Operational Definition

1. **Employees**: - refers to workers employed by Heineken Ethiopia
2. **Employee engagement**: as measured by the Utrecht Work Engagement Scale (UWES), is operationally defined as a positive, fulfilling, work-related psychological state characterized by high levels of energy, enthusiasm, and absorption in one's work tasks. The UWES is a validated measurement tool consisting of 17 items divided into three dimensions: Vigor, Dedication, and Absorption (Bakker et al., 2008).
 - **Vigor**: This dimension assesses the individual's level of energy, resilience, and willingness to invest effort in their work tasks.

- **Dedication:** Dedication reflects the individual's sense of significance, pride, and commitment to their work.
- **Absorption:** Absorption measures the individual's level of concentration, focus, and immersion in their work tasks.
- **Work engagement** is quantified by calculating the total scores obtained from the UWES, with respondents rating each item on a Likert scale ranging from 1 (never) to 5 (always) based on the frequency of their experience. The reference values for the three components of the UWES scale (vigor, dedication, and absorption) may vary depending on the context and the population being studied. Higher scores indicate higher levels of work engagement, reflecting a greater degree of energy, dedication, and absorption in one's work tasks.

3. **Internal CSR:** refers to three core aspects of CSR within an organization which includes accountable and transparent organizational governance, respect for human rights, and safe labor practices (Stefanova, 2013).

1.8. Organization of the Study

The study is organized into six chapters. Chapter 1 provides an introduction, outlining the background, significance, and objectives of the research, as well as presenting the statement of the problem and its approach. Chapter 2 consists of a comprehensive literature review, examining relevant theories, previous studies, and key concepts that underpin the research. Chapter 3 details the research design and methodology, explaining the procedures, tools, and techniques employed to collect and analyze data. Chapter 4 presents the results, offering a detailed account of the findings derived from the data analysis. Chapter 5 contains the discussion, interpreting the results in the context of the literature review and theoretical framework, and highlighting the implications of the findings. Finally, Chapter 6 concludes the study by summarizing the key insights, offering recommendations for practice and policy, and suggesting directions for future research.

Chapter Two: Literature Review

2.1 Theoretical Literature Review

2.1.1 What is Corporate Social Responsibility?

Corporate social responsibility (CSR) is a concept where companies voluntarily engage in addressing community and environmental concerns within their business processes and interactions with stakeholders (Kesto and Ravi, 2017). CSR is regarded as a voluntary program, specifically as a concept where businesses consider societal interests by acknowledging responsibility for the impact of their activities on stakeholders, including customers, shareholders, communities, employees, and the environment across all facets of their operations (Wan-Jan, 2006).

The responsibility in question extends beyond the legal obligations mandated by legislation and involves organizations voluntarily taking initiatives to promote the well-being of employees, society, and the environment (Wan-Jan, 2006). Additionally, it entails a responsibility concerning business partners and the establishment of enduring relationships with society (D'amato et al., 2009).

2.1.2 The Relationship Between CSR and Employee Engagement

Employee engagement (EE) is defined as the extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort to accomplish tasks important to the achievement of organizational goals (Shuck and Wollard, 2010). Engagement is often characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).

Theoretical Perspectives on CSR and EE:

Social Exchange Theory: Social Exchange Theory posits that social behavior is the result of an exchange process to maximize benefits and minimize costs (Blau, 1964). Within the context of CSR, when organizations invest in CSR activities, employees perceive these actions as beneficial and feel a sense of obligation to reciprocate through increased engagement and loyalty (Cropanzano and Mitchell, 2005). The positive relationship between CSR and employee

engagement can be attributed to this mutual exchange, where employees respond to their organization's CSR initiatives with enhanced commitment and effort.

Stakeholder Theory: Stakeholder Theory suggests that organizations should create value for all stakeholders, not just shareholders (Freeman, 1984). By engaging in CSR activities, companies address the needs and expectations of various stakeholders, including employees. When employees see that their organization is committed to ethical practices and social responsibility, it enhances their identification with the organization, leading to higher levels of engagement (Jones et al., 2018).

Psychological Contract Theory: Psychological Contract Theory emphasizes the unwritten set of expectations between employees and employers (Rousseau, 1995). CSR initiatives can fulfill part of this psychological contract by demonstrating the organization's commitment to employee well-being and ethical behavior. When these expectations are met, employees are more likely to exhibit positive work behaviors, including increased engagement and job satisfaction (Hofman and Newman, 2014).

2.1.3 Dimensions of CSR

There are various ways to categorize corporate social responsibility (CSR) activities, and one widely accepted approach involves classifying them into internal and external practices (Obeidat, 2016).

2.1.3.1 Internal Dimensions

Internal CSR addresses employee well-being, safety, fair treatment, fair wages, working conditions, and healthcare. According to (Sharma et al., 2011), human capital is crucial for organizational success, and high levels of CSR foster a sense of belonging among employees. Furthermore, employee perceptions of an organization's CSR, including aspects like employee learning, and empowerment significantly influence business performance (Sharma et al., 2011). The ISO 26000:2010 guideline for CSR outlines seven standardized core subjects: organizational governance, human rights, labor practices, the environment, consumer issues, and community involvement and development (Stefanova, 2013). However, this research specifically emphasizes the initial three—organizational governance, human rights, and labor practices which are core subjects relate to the internal aspects of CSR.

Organizational governance involves practicing accountability and transparency at all levels, creating a culture of social responsibility in decision-making and addressing recruitment and integration issues, ensuring equality and non-discrimination. Human right involves the respect and promotion of human rights as outlined in the "International Bill of Human Rights". And labor practices include providing safe and healthy conditions, engaging in two-way discussions with workers, and investing in professional training, reward systems, career management, and work-life balance (Stefanova, 2013).

2.1.3.2 External Dimensions

The external dimensions of CSR focus on practices involving external stakeholders, extending beyond business premises into society and addressing various stakeholders (Gligor-Cimpoieru and Munteanu, 2014). The well-being, stability, and prosperity of the communities where companies operate significantly impact their competitiveness. CSR initiatives encompassing environmental and ecological aspects, such as environmental concern and sustainable development, are fundamental components of corporate social responsibility (Jia et al., 2019).

Businesses also bear responsibility for the adverse effects of their operations, such as noise, pollution, and waste disposal. Some companies have discovered that improving environmental performance can enhance their public image, attracting customers and contributing positively to the company's profitability (Jia et al., 2019). Such improvements and associated investments are often referred to as win-win situations, benefiting both the environment and the company's financial success (Jia et al., 2019). Additionally, businesses contribute to the well-being of the communities around them through taxes, playing a significant role in wealth creation and distribution (Gunningham et al., 2005).

2.1.4 What is Employee Engagement?

Employee engagement, as defined by the Utrecht Work Engagement Scale (UWES), encompasses the emotional, cognitive, and behavioral aspects of an individual's connection to their work (Bakker et al., 2008). It goes beyond mere job satisfaction and taps into a deeper sense of commitment, enthusiasm, and absorption in one's role (Bakker, 2015). The UWES identifies three primary components that contribute to employee engagement: vigor, dedication, and absorption.

Vigor represents the level of energy, resilience, and persistence employees bring to their work. Engaged employees exhibit high levels of vigor, showing enthusiasm for their tasks, and a willingness to invest effort and overcome obstacles. Dedication reflects employees' sense of significance, pride, and enthusiasm for their work. Engaged employees feel a strong emotional connection to their roles and the organization as a whole. They are motivated by intrinsic factors such as personal growth, achievement, and the opportunity to contribute meaningfully to the company's success (Awolusi and Jayakody, 2021).

Absorption refers to the extent to which employees become fully immersed and engrossed in their work. Engaged employees experience a state of flow, where they are deeply focused and absorbed in their tasks (Bakker et al., 2008). In practical terms, by prioritizing employee engagement, organizations can increase job satisfaction, reduce turnover, and ultimately improve business performance. Engaged employees are more likely to be productive, innovative, and committed to the organization's goals, leading to greater success and competitiveness in the marketplace.

2.2 Empirical Literature Review

2.2.1 Global Perspective

Globally, numerous studies have examined the relationship between CSR practices and employee engagement, yielding mixed results. Glavas and Piderit (2009) found a positive correlation between CSR initiatives and employee engagement in multinational corporations, indicating that employees are more engaged when they perceive their organization as socially responsible. Similarly, Gond et al. (2011) reported that equitable labor practices, such as fair hiring and recognition programs, significantly enhance employee morale and engagement across various industries.

However, some studies have presented conflicting findings. For instance, McShane and Cunningham (2012) observed that the impact of CSR on employee engagement varies depending on the industry and the specific CSR activities undertaken. They noted that while some CSR initiatives positively influence engagement, others have negligible or even negative effects, suggesting that the context and implementation of CSR play crucial roles in determining its effectiveness.

2.2.2 Regional Perspective

In the regional context, research on CSR and employee engagement has predominantly focused on developing economies. Gazzola and Mella (2017) conducted a study in Southeast Asia, demonstrating that CSR initiatives related to environmental sustainability and community development significantly boost employee engagement. Their findings highlight that employees in these regions value CSR activities that have a direct and visible impact on their communities.

In contrast, studies in the Middle East have shown varying results. Albdour and Altarawneh (2012) found that CSR practices related to employee welfare, such as health and safety measures and skill development programs, are strongly associated with higher employee engagement in Jordanian companies. However, the same study indicated that CSR activities aimed at broader social issues, such as philanthropy, have less impact on employee engagement, suggesting a preference for initiatives that directly benefit the workforce.

2.2.3 Ethiopian Context

In Ethiopia, the research on CSR and employee engagement is relatively sparse but growing. Hailu (2018) investigated the impact of CSR on employee perceptions in the Ethiopian brewery industry and found that CSR activities related to fair labor practices and employee benefits significantly enhance job satisfaction and engagement. Lemma (2018) corroborated these findings, emphasizing that employees are more engaged when their organization demonstrates a strong commitment to ethical practices and social responsibility.

However, there remains a significant gap in empirical evidence specifically linking CSR practices to employee engagement within Ethiopian companies. This study aims to fill this gap by examining how various CSR initiatives, including health and well-being programs, skill development opportunities, and employee benefits, influence employee engagement at Heineken Ethiopia.

2.2.2 effect of CSR on Employee Engagement

Companies engaging in CSR initiatives can experience a range of benefits, including enhanced employee engagement, attraction, motivation, commitment, satisfaction, and retention of a satisfied workforce, improved productivity, reduced turnover, increased operating efficiency,

positive publicity and media opportunities, and improved relations with regulators, society, and stakeholders (Yusri and Amran, 2012).

In the study titled "Impact of Corporate Social Responsibility on Employee Engagement: a case of Eskom in South Africa," (Kweyama et al., 2015) report a positive correlation between CSR and employee engagement (EE). This implies a significant influence of CSR on the organization's reputation, consequently elevating the level of engagement.

Similarly, Ferreira and Oliveira (2014) conclude that statistically significant differences exist in engagement levels between employees exposed to external and internal CSR practices. They suggest that CSR practices can enhance engagement, with internal CSR playing a crucial role in promoting higher engagement compared to external CSR (Ferreira and Real de Oliveira, 2014).

Supporting this, (Shaukat et al., 2016) argue that organizations with CSR awareness and practices tend to exhibit better working environments and improved worker engagement. In a study examining the relationship between organizational commitment, employee engagement, and career satisfaction, (Mehmood et al., 2017) found that involving employees in decision-making processes contributes significantly to long-term organizational success. Likewise, (Bakker, 2015) emphasizes the importance of motivating employees to work proactively, collaborate effectively, and uphold high-quality standards for improved organizational outcomes.

Notably, empirical investigations have delved into cross-cultural differences in employees' perceptions of CSR and its impact on engagement. Studies by (Diallo et al., 2024, Hur and Kim, 2017) have revealed that cultural factors can significantly influence the effectiveness of CSR initiatives across different cultural contexts. This highlights the imperative for organizations to customize their CSR strategies to accommodate diverse employee preferences and expectations. However, despite decades of research on CSR spanning various fields, only a limited number of academic studies have explored the relationship between CSR and employee engagement within the context of the developing world.

While a few empirical studies have examined the internal impact of CSR on employees, they often concentrate on specific dimensions of organizational outcomes such as attraction, motivation, commitment, satisfaction, and retention of a contented workforce, productivity, and turnover (Chepkwony et al., 2015, Keraita et al., 2013, Boutmaghzoute and Moustaghfir, 2021, De Silva and De Silva Lokuwaduge, 2021). Although these concepts are interconnected and can

mutually influence one another, they encapsulate distinct aspects of the employee experience and organizational dynamics. Employee engagement, in contrast, encompasses a broader and deeper level of involvement and commitment, reflecting a more comprehensive perspective on the employee-organization relationship (Mirvis, 2012).

Regarding Ethiopia, research has predominantly focused on the external aspects of CSR and its impact on communities and market share, rather than on internal CSR, where only a handful of academic investigations have been conducted thus far (FEKADU, 2018, Hailu, 2018, Hailu and Rao, 2016, Kidanemaryam and Murthy). Consequently, there is a pressing need for further research to effectively quantify the effect of CSR on employee engagement in Ethiopia.

2.3. Conceptual Framework

The study assesses the internal CSR rating across three primary internal CSR domains, organizational governance, human rights practices, and labor practices. These factors, representing what a company provides to its employees, are treated as independent variables crucial for analyzing CSR practices. To evaluate the influence of CSR on employee engagement, the engagement rating is determined based on dimensions such as vigor, dedication, and absorption, which serve as the dependent variables in this analysis (Figure 1)

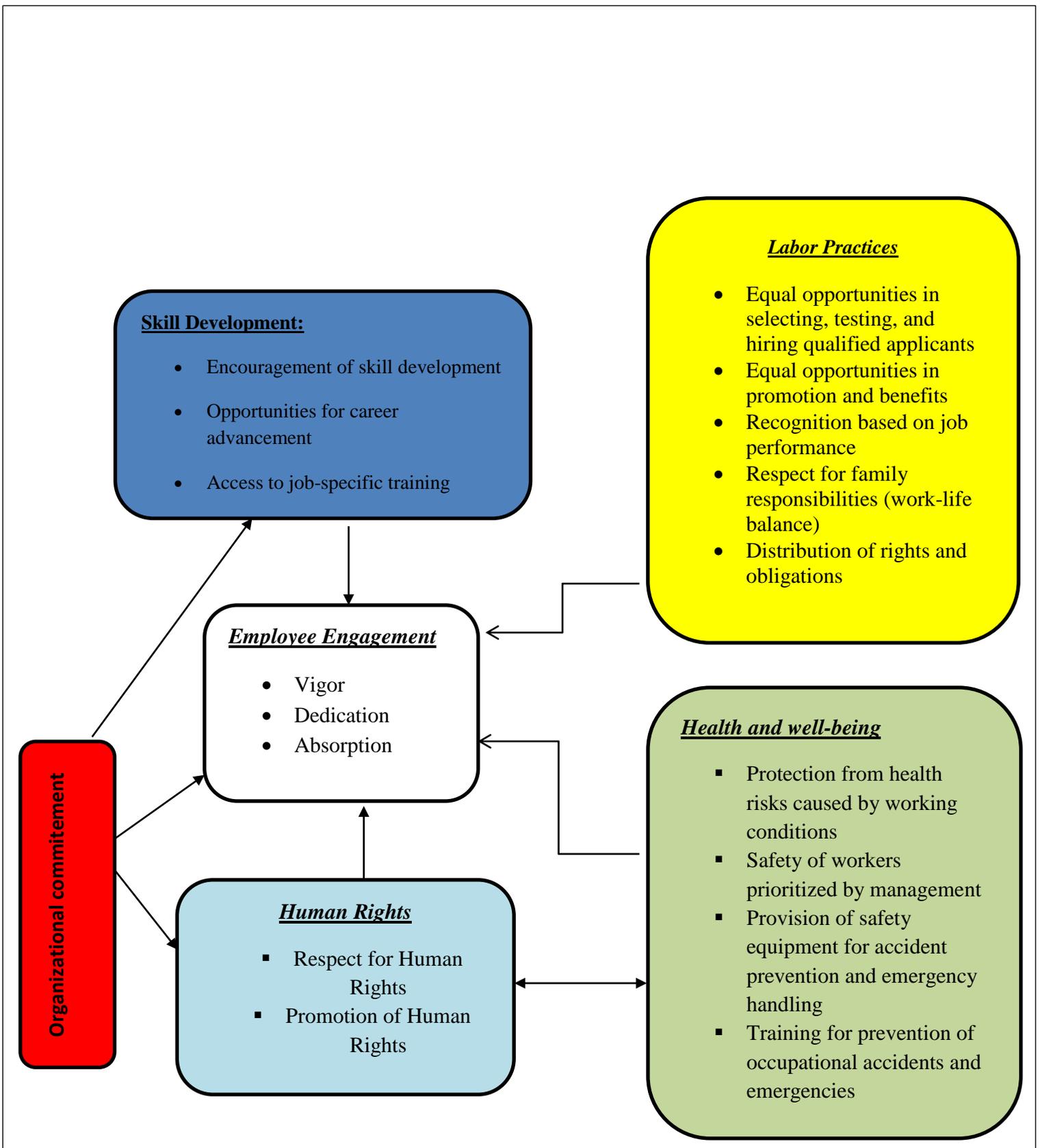


Figure 1 conceptual Framework of the relationship between CSR and Employee Engagement (Bapat and Upadhyay, 2021).

Chapter Three: Research Design and Methodology

3.1 Research Approach:

This study adopts a quantitative approach, which is suitable for examining the relationship between CSR practices and employee engagement. This approach allows for the collection and analysis of numerical data, facilitating the identification of patterns, relationships, and statistical significance.

3.2 Research Design

The research design outlines the methodology and procedures employed to conduct the study, ensuring that the research objectives are systematically addressed. The study employs a quantitative research approach to examine the relationship between Corporate Social Responsibility (CSR) practices and employee engagement within Heineken Ethiopia. The research strategy involves a survey method, utilizing structured questionnaires to collect data from employees of Heineken Ethiopia. This method is appropriate for gathering standardized data that can be quantitatively analyzed to determine the impact of CSR practices on employee engagement.

3.3 Population and Sampling design

3.3.1 Target Population

This study was specifically focus on the Heineken Ethiopia factory in Kilinto, Akaki Kality, Addis Ababa, chosen due to its significant employee population totaling 1,200 individuals, encompassing both permanent and seasonal staff.

3.3.2 Eligibility Criteria

The investigation was centered on the company's permanent workforce. This deliberate focus on permanent employees is grounded in the recognition that their sustained engagement with the company provides a valuable perspective on internal corporate social responsibility (CSR) practices.

3.3.3 Sample size determination

To determine the sample size Taro Yamane (Yamane, 1973) statistical sample size determination

formula were used with 95% confidence level, (that the characteristics of the data collected will represent the characteristics of the total population) developed to determine the study's sample size and 5% confidence interval (margin of error) accuracy required for any estimates made from the sample. Accordingly

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

Where:

- n is the required sample size.
- N is the population size (1000 permanent employees).
- Z is the Z-score corresponding to the desired confidence level (1.96 for a 95% confidence level).
- p is the estimated proportion of the population that has a certain characteristic ($p=50\%$ as there was no study found in the local context)
- E is the margin of error (0.05).

$$n = \frac{1200}{1 + 1200(0.05)^2}$$

$$n = 300$$

To account for a non-response rate in the sample size calculation, the adjusted sample size (n_{adjusted}) was then calculated as:

$$n_{\text{adjusted}} = \frac{n}{1 - \text{Non response}}$$

$$n_{\text{adjusted}} = \frac{299}{1 - 0.10}$$

$$n_{\text{adjusted}} \sim 330$$

Finally, the adjusted sample size, accounting for a 10% non-response rate, is approximately 332.

3.3.4 Sampling Technique

To conduct a systematic sampling procedure for this research, the following steps will be followed: The sampling frame consists of the payroll list of Heineken Ethiopia's permanent employees based in Kilinto, Addis Ababa. The sample size is determined to be approximately 332 permanent employees, accounting for a 95% confidence level and a 10% non-response rate. The payroll list is systematically ordered, either alphabetically by employee names or numerically by employee ID. The selection interval (k) is calculated by dividing the total number of permanent employees (N) by the required sample size (n), resulting in $k = 1200/330$. A random start point is chosen by selecting a random number between 1 and the selection interval ($k=4$). Employees are then systematically selected at regular intervals based on the calculated selection interval (k) from the random start point.

3.4 Data Source and Data Collection Procedures

The primary data source for this study comprises responses gathered directly from employees of Heineken Ethiopia. These responses are obtained through a self-administered survey questionnaire designed to capture insights into the perceptions, experiences, and attitudes of the workforce regarding internal Corporate Social Responsibility (CSR) practices and their impact on employee engagement within the organization.

3.5 Data collection Procedures

The data collection process involves several structured steps to ensure the reliability and validity of the gathered information:

Survey Questionnaire Development: Prior to data collection, a survey questionnaire was developed based on relevant literature on internal CSR practices and employee engagement. The questionnaire was designed to encompass key dimensions of internal CSR, such as

organizational commitment, human rights practices, and labor practices, as well as indicators of employee engagement, including vigor, dedication, and absorption.

Distribution Method: The survey questionnaires were distributed online to the targeted sample of employees at the Heineken Ethiopia factory in Kilinto, Addis Ababa. Using online distribution methods offered several advantages, including convenience, cost-effectiveness, and the ability to reach a large and geographically dispersed workforce efficiently.

Communication and Instructions: Prior to distributing the survey, clear communication and instructions were provided to the employees regarding the purpose, confidentiality, and voluntary nature of participation.

Survey Administration: The survey questionnaire was self-administered, allowing employees to complete it at their convenience and pace. Participants were also given a specified time frame within which to respond to the questionnaire, ensuring timely data collection while accommodating their work schedules and commitments.

Data Collection Period: The data collection period was carefully planned to coincide with organizational schedules and operational requirements to minimize disruption to the work environment. Data was collected between April 04, 2024- May 05, 2024.

3.6 Data Analysis Approach

After the data collection phase, data analysis was conducted utilizing the Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistical tools will facilitate summarization, and multiple linear regression was performed to explore the relationships between variables.

3.7 Variables of the study

Dependent Variable: Employee Engagement: Measured through dimensions such as vigor, dedication, and absorption, using a validated scale like the Utrecht Work Engagement Scale (UWES).

Independent Variables:

- Human Rights: Assessed through items such as respect for human rights and the existence of effective grievance mechanisms.

- Labor Practices: Including equal opportunities in hiring and promotion, recognition based on job performance, work-life balance, and distribution of rights and obligations.
- Health and Well-being: Protection from health risks, management prioritizing safety, provision of safety equipment, and training for accident prevention.
- Employee Benefits: Overall satisfaction with benefits and fair compensation.
- Skill Development: Encouragement of skill development, opportunities for career advancement, and access to job-specific training.

The relationship between the dependent variable (employee engagement) and the independent variables (CSR dimensions) is specified using a multiple linear regression model. The general form of the model is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n + \varepsilon$$

Where:

Y represents employee engagement.

β_0 is the intercept.

$\beta_1, \beta_2, \beta_3, \dots, \beta_n$ are the coefficients for each independent variable $X_1, X_2, X_3, \dots, X_n$.

ε is the error term.

3.8 Dissemination Plan

The dissemination plan for the study is designed to reach a broad and varied audience. Academic journals will be targeted to contribute to scholarly publications. Reports will be developed to facilitate direct communication with organizational stakeholders.

Chapter 4: Analysis and Interpretations of Data

4.1 Demographic characteristics of the respondents

A total of 329 study participants took part in this study which yielded a response rate of 99.6%. The mean (\pm SD) age of respondents was 35.91(\pm 8.89) years, with the majority, 111 (33.7%) belongs to the age group 36-45 years. into the 20-34 year age category. The majority, 178(54.1%) of them were females. Regarding work experiences, nearly one-third (31.9%) of respondents stayed at work for 4-6 years (Table 1)

Table 1 Background characteristics of employees in Heineken Ethiopia, 2024

Variable categories (N=329)	Frequency (%)
Current age in years	
18 – 25	54(16.41)
26 – 35	97(29.5)
36 – 45	111(33.7)
>45	67(20.4)
Mean(\pm SD)	35.91(\pm 8.89)
Sex	
Male	151(45.9)
Female	178(54.1)
Year of service at the company	
1 – 3 years	97(28.0)
4 – 6 years	105(31.9)
7 – 9 years	87(26.4)
\geq 10 years	45(13.7)
Mean(\pm SD)	5.97(\pm 3.13)

Source: Author's own research

4.2. The level of internal corporate social responsibility

The level of internal corporate social responsibility (CSR) was assessed by using Likert scale questions. Accordingly, the mean (\pm SD) score of CSR was found to be 73.68 (\pm 9.02) out of a maximum 90. Participants' perceptions regarding their organization's CSR initiatives were evaluated across five items. The findings revealed that a significant majority of participants exhibited agreement, with 48.0% expressing agreement and 21.6% strongly agreeing that the organization is committed to corporate social responsibility (Figure 2).

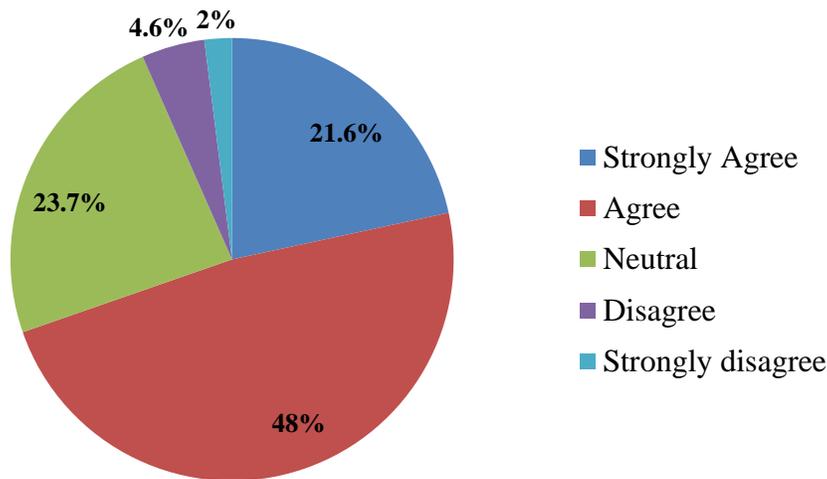


Figure 2 The level of agreement on corporate social responsibility among employees in Heineken Ethiopia, 2024

Similarly, the assessment of human rights practices within the organization, consisting of five items, reflected a moderate level of agreement among participants. Specifically, 39.5% agreed and 41.0% strongly agreed with the organization's assessment of how its activities may affect human rights (Table 2).

Table 2 The level of agreement on human right dimension among employees in Heineken Ethiopia, 2024

Human Rights Dimension with respective items	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)
The organization assesses how its existing and proposed activities may affect human	1(0.3)	18(5.5)	45(13.7)	130(39.5)	135(41.0)

rights.					
The organization has an effective grievance (compliant) resolution mechanism	0(0.0)	11(3.3)	62(18.8)	155(47.1)	101(30.7)
The organization treats its employees respectfully at all levels	0(0.0)	7(2.1)	58(17.6)	166(50.4)	98(29.8)
Mean(\pmSD) score	Mean(\pmSD)= 12.28(\pm1.77)				

Source: Author's own research

The evaluation of labor practices encompassed five items, where participants expressed positive perceptions overall. Notably, a substantial proportion of participants agreed that the organization provides equal opportunities in hiring and promotion, with 34.3% and 38.1% agreeing, respectively (Table 3).

Table 3 The level of agreement on Labor Practice dimension among employees in Heineken Ethiopia, 2024

Labor practices dimension with respective items	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)
The organization gives equal opportunities in selecting, testing, and hiring qualified applicants.	5(1.5)	12(3.7)	70(21.3)	113(34.3)	129(39.2)
The organization gives its employees equal opportunities for promotion and benefits.	8(2.4)	25(7.6)	81(24.7)	125(38.1)	89(27.1)
Recognition of employees based on job performance is provided.	2(0.6)	10(3.0)	57(17.4)	151(46.0)	108(32.9)
Respect for the family responsibilities (work-life balance) of employees is provided by giving reasonable working hours based on labor law.	4(1.2)	12(3.7)	48(14.6)	135(41.0)	130(39.5)
Rights and obligations are distributed for both employers and employees.	1(0.3)	5(1.5)	53(16.1)	140(42.7)	129(39.3)
Mean(\pmSD) score	Mean(\pmSD)= 20.27(\pm3.04)				

Source: Author's own research

Furthermore, in the domain of health and well-being, participants exhibited a strong agreement that the organization prioritizes worker safety and provides necessary safety equipment and training, with 34.4% and 42.0% strongly agreeing, respectively (Table 4).

Table 4 The level of agreement on health and well-being dimension among employees in Heineken Ethiopia, 2024

Health and Well-bing dimension	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)
Workers are protected from risks to health caused by working conditions.	0(0.0)	0(0.0)	27(8.2)	113(34.4)	189(57.4)
The safety of workers is a high priority with management.	0(0.0)	5(1.5)	34(10.3)	134(40.7)	156(47.4)
The organization provides the safety equipment needed for the prevention of occupational accidents and dealing with emergencies.	0(0.0)	2 (0.6)	44(13.4)	112(34.0)	171(52.0)
The organization provides training needed for the prevention of occupational accidents and dealingwith emergencies.	1(0.3)	2(0.6)	56(17.0)	132(40.1)	138(42.0)
Mean(±SD) score	Mean(±SD)= 17.43 (±1.96)				

Source: Author's own research

The assessment of employee benefits comprised two items, revealing mixed perceptions among participants. However, a notable proportion expressed satisfaction with overall benefits, with 28.9% agreeing and 38.0% strongly agreeing (Table 5).

Table 5 The level of agreement on employee benefits dimension of corporate social responsibility among employees in Heineken Ethiopia, 2024

Employee benefits	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)
The organization I work for, the overall	31(9.4)	29(8.8)	49(14.9)	95(28.9)	125(38.0)

benefits are satisfying.					
Fair compensation for work of equal value is provided.	30(9.1)	32(9.7)	67(20.4)	127(38.6)	73(22.2)
Mean(\pmSD) score	Mean(\pmSD)= 7.32(\pm7.32)				

Source: Author’s own research

Similarly, skill development practices were evaluated through three items, with participants generally perceiving the organization as encouraging skill utilization and providing opportunities for career advancement. (Table 6).

Table 6The level of agreement on skill development practices dimension of corporate social responsibility among employees in Heineken Ethiopia, 2024

Skill development	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)
The policies of the organization encourage employees to use and develop their skills/abilities.	0(0.0)	2(0.6)	44(13.4)	147(44.7)	136(41.3)
The organization provides opportunities for career advancement.	0(0.0)	7(2.1)	55(16.7)	143(43.5)	124(37.7)
The organization provides access to important job-specific training for employees.	0(0.0)	4(1.2)	66(20.0)	142(43.2)	117(35.6)
Mean(\pmSD) score	Mean(\pmSD)= 12.56 (\pm1.64)				

Source: Author’s own research

4.4. The Level of Work Engagement

The level of work engagement among participants was evaluated using the Utrecht Work Engagement Scale (UWES), which measures three dimensions: vigor, dedication, and absorption. The mean (\pm SD) score for work engagement was calculated to be 95.35 (\pm 14.70), with a majority of respondents, 199 (60.5%), scoring above the mean, indicating a predominantly engaged workforce.

In the dimension of vigor, participants' responses reflected their levels of energy, resilience, and perseverance in the workplace. The mean (\pm SD) score for vigor was 28.23 (\pm 4.65) out of a maximum of 36, suggesting a significant degree of energetic and resilient behavior among

participants. Notably, a considerable proportion of respondents reported feeling bursting with energy (25.8%) and strong and vigorous (27.8%) at their job, indicating a high level of physical and mental vitality (Table 7).

Table 7 The level of vigor among employees in Heineken Ethiopia, 2024

Vigor	0 (Never)	1	2	3	4	5	6(always)
	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)
At my work, I feel like bursting with energy.	0(0.0)	0(0.0)	5(1.5)	20(6.1)	87(26.4)	132(40.1)	85(25.8)
At my job, I feel strong and vigorous.	1(0.3)	0(0.0)	7(2.1)	23(7.0)	79(24.2)	126 (38.5)	91(27.8)
When I get up in the morning, I feel like going to work.	3(0.9)	6(1.8)	10(3.0)	43(13.1)	91(27.7)	111(33.7)	65(19.8)
I can continue to work for long periods of time.	0(0.0)	0(0.0)	6(1.8)	32(9.7)	97(29.5)	102(31.0)	92(28.0)
At my job, I am mentally resilient.	0(0.0)	1(0.3)	7 (2.1)	14(4.3)	85 (25.8)	119 (36.2)	103(31.3)
At my job, I always persevere, even when things do not go well.	4(1.2)	7(2.1)	11(3.3)	37(11.2)	98(29.8)	94(28.6)	78(23.7)
	Mean(\pmSD)= 28.23(\pm4.65)						

Source: Author's own research

Participants' mean (\pm SD) score for dedication was 23.95 (\pm 4.09) out of a maximum 30, indicating a strong sense of purpose and enthusiasm among respondents. Noteworthy responses include a high level of agreement with finding their work meaningful and purposeful (25.5%) and being enthusiastic about their job (29.9%), demonstrating a deep emotional attachment to their work roles (Table 8).

Table 8 The level of dedication among employees in Heineken Ethiopia, 2024

Dedication	0 (Never)	1	2	3	4	5	6(always)
	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)
I find the work that I do meaningful and purposeful.	0(0.0)	0(0.0)	13(4.0)	37(11.2)	80(24.3)	115(34.9)	84(25.5)
I am enthusiastic about my job.	0(0.0)	2(0.6)	4(1.2)	23(7.0)	71(21.7)	130(39.6)	98(29.9)
My job inspires me.	0(0.0)	2(0.6)	9(2.7)	20(6.1)	91(27.7)	127(38.6)	80(24.3)
I am proud of the work that I do.	0(0.0)	4(1.2)	8(2.4)	29(8.8)	87(26.4)	107(32.5)	94(28.6)
My job is challenging enough.	0(0.0)	1(0.3)	5(1.5)	18(5.5)	69(21.0)	132(40.1)	104(31.6)
Mean score	Mean(\pmSD)= 23.95(\pm4.09)						

Source: Author’s own research

The absorption dimension had the highest mean (\pm SD) score of 43.06 (\pm 6.94) out of 54, indicating higher levels of immersion and engagement among participants. A quarter of the respondents (26.8%) reported experiencing a flow-like state at work, where time flies, One-third reported they become completely immersed in their tasks (33.7%), reflecting a strong tendency towards deep involvement and concentration in their work activities (Table 9).

Table 9 The level of absorption among employees in Heineken Ethiopia, 2024

Absorption	0 (Never)	1	2	3	4	5	6(always)
	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)	n(%)
Time flies when I am at work.	0(0.0)	0(0.0)	4(1.2)	30(9.1)	80(24.3)	127(38.6)	88(26.8)

When I work, I forget everything else around me.	1(0.3)	2(0.6)	3(0.9)	32(9.7)	67(20.4)	129(39.2)	95(28.9)
I feel happy when I work intensively.	0(0.0)	4(1.2)	8(2.4)	30(9.1)	76(23.1)	127(38.6)	84(25.5)
I am immersed in my work.	0(0.0)	2(0.6)	1(0.3)	23(7.0)	75(22.8)	117(35.6)	111(33.7)
I get carried away when I work.	0(0.0)	0(0.0)	5(1.5)	20(6.1)	93(28.3)	114(34.6)	97(29.5)
It is difficult to detach myself from my job.	0(0.0)	0(0.0)	4(1.2)	16(4.9)	86(26.2)	123(37.5)	99(30.2)
I can continue to work for long periods of time.	0(0.0)	2(0.6)	6(1.8)	15(4.6)	84(25.5)	124(37.7)	98(29.8)
At my job, I am mentally resilient.	0(0.0)	1(0.3)	5(1.5)	24(7.3)	91(27.7)	116(35.3)	92(28.0)
At my job, I always persevere, even when things do not go well.	6(1.9)	7(2.2)	19(5.9)	44(13.6)	68(21.0)	98(30.3)	81(25.1)
Mean score	Mean(\pmSD)= 43.06 (\pm6.94)						

Source: Author's own research

4.5. Factors associated with work engagement

4.5.1 Assumption tests

The assumptions of linear regression were rigorously tested and found that they were fulfilled, ensuring the validity and reliability of our regression model. The details of each test is discussed below. First, the presence of multicollinearity between independent variables was examined by using variance inflation factor (VIF) in which the value ranges between 1.03 and 2.86 with an average of 1.70 which was below the threshold of 5, indicating no significant multicollinearity. In addition, linearity assumption was assessed by examining scatterplots of the dependent variable against each independent variable. These plots displayed a consistent pattern, indicating a linear relationship between the variables. Furthermore, the normality assumption was examined by conducting a histogram of the residuals. The histogram showed a roughly symmetric

distribution, indicated that the residuals followed a normal distribution, with only minor deviations from linearity. Finally homoscedasticity was assessed by examining the scatterplot of residuals against predicted values. The plot displayed a random spread of residuals, indicating that the variance of errors was approximately constant across the range of predicted values. Finally, bivariable and multivariable linear regression analysis were carried out as follows.

4.5.2 Bivariable Linear Regression

In the bivariable linear regression, several variables, including age in years, sex of employees, work experience, organization's commitment, human rights conditions, good labor practices, good health and well-being conditions, receipt of employee benefits, and opportunities for skill development, were positively associated with the level of work engagement. These variables were eligible for inclusion in the multivariable linear regression model.

4.5.3 Multivariable Linear Regression

In the multivariable linear regression analysis, several factors were found to significantly influence the level of work engagement among employees. Specifically, the organization's commitment to corporate social responsibility (CSR) demonstrated a positive effect; with a unit increase in the level of organizational commitment to CSR, the level of work engagement increased by 1.23 units ($\beta: 1.23; p=0.025$). Good labor practices also played a crucial role; the coefficient for the level of good labor practices ($\beta=1.58$) indicated that when the quality of labor practices in the working environment improved by one point, the level of work engagement increased by 1.48 units, controlling for other variables ($\beta: 1.48; p<0.001$). Furthermore, health and well-being conditions were significant predictors of work engagement. After controlling for all other variables, a unit increase in the score of health and well-being raised the level of work engagement by 0.87 units ($\beta=0.87, p<0.001$). Finally, the level of employee benefits showed a strong positive relationship with work engagement.

The coefficient for employee benefits ($\beta=1.66$) indicated that when the level of benefits increased by one unit, the level of work engagement increased by 1.66 points, assuming all other variables remain constant ($\beta: 1.66; p<0.001$). These findings underscore the importance of robust CSR practices, good labor conditions, health and well-being initiatives, and comprehensive employee benefits in fostering higher levels of work engagement. Overall, 65.1% of the

variability in the model was explained by the explanatory variables, indicating a good model fit (see Table 4).

Table 10 A linear regression for factors that influence internal corporate social responsibility among employees in Heineken Ethiopia, 2024.

Variables	Unadjusted	Adjusted	
	Regression coefficient (β)(95%CI)	Regression coefficient (β)(95%CI)	p-value
Work experience	0.64(.13, 1.15) [*]	0.25(-0.08, 0.57)	0.131
Organization’s commitment	6.71(5.05, 8.37) [*]	1.23(0.09, 2.41) ^{**}	0.025
Human Rights	5.35(4.65, 6.06) [*]	0.44(-0.38, 1.26)	0.291
Labor practices	3.70(3.35, 4.05) [*]	1.48(1.12, 2.24) ^{**}	<0.001
Health and well-being	3.25(2.52, 3.99) [*]	0.87(0.38, 1.35) ^{**}	0.001
Employee benefits	4.31(3.79, 4.82) [*]	1.66(1.14, 2.31) ^{**}	<0.001
Skill development	5.58(5.07, 6.55) [*]	1.43(0.68, 2.29) ^{**}	<0.001
Intercept		5.20(3.93, 10.59) ^{**}	<0.001
Adjusted R ²		0.651	
Observations		329	

^{*}Significant at p-value<0.25, ^{**} significant at p-value<0.05

4.6. Discussion

This study revealed that the mean (\pm SD) score for work engagement was 95.35 (\pm 14.70), with 199 (60.5%) respondents scoring above the mean. Being a male employee, the organization's commitment, decent labor practices, good health and well-being conditions, receipt of employee benefits, and potential for skill development were found to be significant predictors of high engagement in work.

Organization’s commitment found to increase the level of work engagement which was supported by related studies (Bakker et al., 2008, Jia et al., 2019). This might be due to various reasons. To begin, when an organization exhibits a strong commitment to corporate social

responsibility, employees gain a clear sense of purpose and direction, which in turn helps employees understand how their work contributes to the overall goals of the organization, fostering a greater sense of meaning and motivation in their work(Singh and Paithankar, 2015). In addition, a dedicated organisation prioritises providing a friendly work environment in which employees feel valued, respected, and supported, increasing the likelihood of employee engagement and motivation to provide their best efforts. Furthermore, a committed organisation trusts its employees and gives them the power to make decisions and take ownership of their work, which boosts their work engagement.

As supported by studies conducted elsewhere(Kashyap et al., 2022, Ferreira and Real de Oliveira, 2014, Xu et al., 2022), this study also showed that having decent labor practices increases the level of work engagement of employees. This could be because decent labor practices guarantee that workers receive fair treatment in terms of fair compensation, equal opportunity for professional development, and a safe and healthy work environment(Kashyap et al., 2022). Their sense of commitment, belonging, and trust in the company are all strengthened by all of these, which raises employee engagement at work. Additionally, decent labour practices place a strong priority on job security for workers, which greatly increases their level of engagement because they feel stable and can concentrate on their work without having to worry too much about their job status(Xu et al., 2022). Therefore, in order to improve corporate social responsibility as a means of increasing employee engagement, companies across the country need to focus on making sure fair labor practices are met.

Similarly, the level of having good health and well-being conditions in the working environment was found to increase the level of work engagement. This finding was supported by similar studies (Bakker et al., 2008, Caesens et al., 2014, Garg and Singh, 2020, Veromaa et al., 2017). Given that they have access to resources and help that support their mental and physical health, employees may be more engaged at work because they are more likely to devote their time and efforts to a job that they find meaningful and rewarding(Veromaa et al., 2017). In addition, by placing a high priority on employee health and well-being, employers may lower absenteeism and turnover rates that result from stress and frequent sick days, all of which improve employee engagement(Tisu et al., 2020). Furthermore, workers are more likely to be interested, motivated, and invested in their work if they feel appreciated, supported, and have the opportunity to safeguard their health and well-being.

Finally, those employees who received employee benefits had a high score of work engagement which was supported by various studies (Venz et al., 2018, Victor and Hoole, 2017, Shah and Beh, 2016). This might be for various reasons. To begin, when employees receive benefits, they feel that the organisation is taking care of their needs and well-being, and they are more likely to be content with their jobs, which improves their engagement and commitment to their work. In addition, these benefits may cause employees to be less stressed and concerned about their future, allowing them to focus more on their work and be interested in their job responsibilities (Konrad and Piotr, 2020). Thus, by providing comprehensive and valued benefits, organisations can establish a supportive work environment that encourages high levels of employee engagement and dedication.

Finally, having any access to skill development was found to increase the level of work engagement. Some studies (Fletcher, 2016, Chovarda, 2021, Akhter and Naveed, 2023) supported this finding. This could be because when employees have the opportunity to expand their skills, they also have the potential to build a sense of personal growth and development, which boosts their engagement as they see progress and improvement in their professional abilities (Akhter and Naveed, 2023). In addition, Employees who feel supported in their learning journey are more likely to be satisfied with their jobs which linked to work engagement. Furthermore, implementing skill development programmes in the workplace can enhance employees' confidence, sense of empowerment, career growth, and adaptability to change, allowing them to become more engaged in their work. As a result, organisations need to prioritise skill development in order to foster a learning culture in which employees are motivated, engaged, and equipped with the abilities required to excel in their roles and contribute to the organization's overall success.

This study stands out in that it particularly examines the effect of CSR on the level of work engagement among Heineken Ethiopia employees, providing significant insights into the components of CSR that influence work engagement within the company's setting. However, this finding should be considered in light of some limitations. Due to the cross-sectional nature of the study, it is difficult to determine a temporal/causal relationship, and the findings might be exposed to recall, social desirability, and selection biases.

Chapter Five: Main findings, conclusions & recommendations

The study found that the median (\pm SD) score for job engagement was 95.35 (\pm 14.70), with only 60.5% of respondents scoring above the mean, highlighting the need for further attention. The organization's commitment, decent labor practices, good health and well-being conditions, receipt of employee benefits, and potential for skill development were found to be significant predictors of high engagement in work. This indicates that Heineken Ethiopia's CSR initiatives play a crucial role in enhancing employee engagement.

Summary of Findings

1. Organizational Commitment:

- The company's commitment to CSR significantly influences employee engagement, fostering a positive work environment.

2. Labor Practices:

- Fair and equitable labor practices, including hiring, promotion, and recognition, are key drivers of employee morale and engagement.

3. Health and Well-being:

- Prioritizing employee health and safety, along with providing wellness programs and mental health support, enhances overall job satisfaction and engagement.

4. Employee Benefits:

- Fair compensation and comprehensive benefits packages contribute significantly to employee retention and engagement.

5. Skill Development:

- Opportunities for continuous training and professional development are critical for maintaining high levels of employee engagement and performance.

Recommendations

Enhance Corporate Social Responsibility (CSR) Initiatives :Heineken should increase transparency and communication about CSR activities and involve employees actively in these initiatives. Regular workshops and meetings can be organized to educate employees about CSR's impact and how they can contribute.

Improve Labor Practices: Heineken should ensure fair compensation and equal opportunities for all employees through regular audits and feedback mechanisms. Maintaining a safe and healthy work environment by providing necessary safety equipment and conducting regular training sessions is essential.

Prioritize Health and Well-being: Heineken should implement comprehensive health and wellness programs addressing both physical and mental health. This includes providing access to fitness facilities, organizing wellness workshops, and offering mental health support services.

Enhance Employee Benefits: Heineken should regularly review and update employee benefits packages to meet the evolving needs of the workforce. Offering competitive health insurance, retirement plans, and flexible working arrangements can significantly boost employee satisfaction.

Foster Skill Development: Heineken should provide continuous learning and development opportunities through training programs, workshops, and online courses. Establishing mentorship and coaching programs can guide employees in their career advancement.

Maintain Work-Life Balance: Heineken should implement flexible working hours and remote work options to accommodate employees' personal responsibilities. Promoting a culture that values work-life balance and encouraging employees to take regular breaks and vacations are crucial.

Continuous Assessment and Improvement:Heineken should conduct periodic surveys to gather employee feedback on engagement and satisfaction. Using this data, the company can identify trends, strengths, and areas for development, and implement action plans based on feedback.

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Annex I. Interview Questions

Consent Note

Study Title: The Effect of Corporate Social Responsibility (CSR) on Employee Engagement: The Case of Heineken Ethiopia

Researcher: Mekdes Alemu

ID No.: SGS|0326|2015A

Institution: St. Mary's University, Department of Business Administration

Purpose of the Study: I, Mekdes Alemu, a student of St. Mary's University, Department of Business Administration, am conducting a research study titled "The Effect of Corporate Social Responsibility (CSR) on Employee Engagement: The Case of Heineken Ethiopia." The purpose of this study is to explore the relationship between corporate social responsibility initiatives undertaken by Heineken Ethiopia and the level of employee engagement within the organization.

Participant Involvement: Your participation in this study involves voluntarily providing information through a survey or interview regarding your perceptions and experiences related to corporate social responsibility and employee engagement at Heineken Ethiopia. Your participation will contribute valuable insights to the research and help in understanding the impact of CSR activities on employee engagement.

Confidentiality: All information collected from participants will be kept confidential and used solely for the purpose of this research study. Your identity will be anonymized, and any personal details will be kept strictly confidential. Only the researcher and authorized personnel will have access to the data collected.

Risks and Benefits: Participation in this study involves minimal risk, primarily related to the potential discomfort associated with discussing workplace experiences. However, the benefits of participating include contributing to academic research that may ultimately lead to a better understanding of how CSR initiatives can positively influence employee engagement and organizational outcomes.

Voluntary Participation and Withdrawal: Your participation in this study is voluntary, and you have the right to withdraw at any time without any consequences. You are under no obligation to participate, and your decision will not affect your relationship with St. Mary's University, Heineken Ethiopia, or any affiliated organizations.

Contact Information: If you have any questions or concerns about the study, you can contact the researcher, Mekdes Alemu, at mekdialeum@gmail.com . Additionally, if you have any concerns about your rights as a participant, you can contact the Department of Business Administration at St. Mary's University.

Consent: By agreeing to participate in this study, you acknowledge that you have read and understood the information provided in this consent note. Your participation signifies your voluntary consent to take part in the research study.

Participant's Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____

Part I: Demographic characteristics of the interviewee

Demographic Characteristic	Options	Selection
1. Employee Age (Years)	A. 18 – 25 years	[]
	B. 26 – 35 years	[]
	C. 36 - 45 years	[]
	D. above 45 years	[]
2. Sex	A. Male	[]
	B. Female	[]
3. Year of service at company	A. 1 – 3 years	[]
	B. 4 – 6 years	[]
	C. 7 – 9 years	[]
	D. >10 years	[]

Part II: Questions related to Assessment of Internal Corporate Social Responsibility

Using the response options below, mark “√” on the number that corresponds with how your organization is practicing Corporate Social Responsibility.

Use the following rating scale:

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>

	CSR PRACTICE	1	2	3	4	5
1	The Organization I work for is committed to corporate social responsibility					
	1. Human Rights					
2	The organization assesses how its existing and proposed activities may affect human rights.					
3	The organization has an effective grievance (compliant) resolution mechanism					
4	The organization treats its employees respectfully at all level					
	2. Labor practices	1	2	3	4	5
5	The organization gives equal opportunities in selecting, testing and hiring qualified applicants.					
6	The organization gives its employees equal opportunities in promotion and benefit.					

7	Recognition of employees based on job performance is provided.					
8	Respect the family responsibilities (work life balance) of employees are provided by giving reasonable working hours based on labor law.					
9	Rights and obligations are distributed for both employers and employees.					
	2.1.Health and well-being	1	2	3	4	5
10	Workers are protected from risks to health caused by working conditions.					
11	The safety of workers is a high priority with management.					
12	The organization Provides safety equipment needed for prevention of occupational accidents and dealing with emergencies.					
13	The organization Provides training needed for prevention of occupational accidents and dealing with emergencies.					
	2.2.Employee benefit	1	2	3	4	5
14	The organization I work for, the overall benefits are satisfying.					
15	Fair compensation for work of equal value is provided.					

	2.3.Skill development	1	2	3	4	5
16	The policies of the organization encourage employees to use and develop their skills/ability.					
17	The organization provides opportunities for career advancement.					
18	The organization provides with access of important job specific training for employees.					

Utrecht Work Engagement Scale (UWES)

Respondents rate each item on a Likert scale ranging from 0 (never) to 6 (always) based on the frequency of their experience.

Dimension	Description	Item	0 (Never)	1	2	3	4	5	6 (Always)
Vigor	Energy, resilience, and willingness to invest effort in work tasks	1. At my work I feel like bursting with energy.							
		2. At my job I feel strong and vigorous.							
		3. When I get up in the morning, I feel like going to work.							
		4. I can continue to work for long periods of time.							
		5. At my job, I am mentally resilient.							
		6. At my job, I always persevere, even when things do not go well.							
Dedication	Sense of significance, pride, and commitment to work	1. I find the work that I do meaningful and purposeful.							
		2. I am enthusiastic about my job.							
		3. My job inspires me.							

		4. I am proud of the work that I do.							
		5. My job is challenging enough.							
Absorption	Concentration, focus, and immersion in work tasks	1. Time flies when I am at work.							
		2. When I work, I forget everything else around me.							
		3. I feel happy when I work intensively.							
		4. I am immersed in my work.							
		5. I get carried away when I work.							
		6. It is difficult to detach myself from my job.							
		7. I can continue to work for long periods of time.							
		8. At my job, I am mentally resilient.							
		9. At my job, I always persevere, even when things do not go well.							

አባሪ 1: የቃለመጠይቅ ጥያቄዎች

የፍቃድ መጠየቂያ ማስታወሻ

የጥናቱ ርዕስ: ኮርፖሬት ማህበራዊ ሀላፊነት(CSR) በሰራተኞች ተሳትፎ ላይ ያለው ተጽእኖ፡ በሄኒከን ኢትዮጵያ ላይ የተዘጋጀ ኬዝ

ጥናቱን ያከናወነችው: መቅደስ አለሙ

መታወቂያ ቁጥር: SGS|0326|2015A

ተቋም: ቅ/ማርያም ዩኒቨርሲቲ፣ የቢዝነስ አድሚኒስትሬሽን የትምህርት ክፍል

የጥናቱ አላማ: እኔ፣ መቅደስ አለሙ የቅ/ማርያም ዩኒቨርሲቲ፣ የቢዝነስ አድሚኒስትሬሽን የትምህርት ክፍል ተማሪ ስሆን “ኮርፖሬት ማህበራዊ ሀላፊነት(CSR) በሰራተኞች ተሳትፎ ላይ ያለው ተጽእኖ፡ በሄኒከን ኢትዮጵያ ላይ የተዘጋጀ ኬዝ” በሚል ርዕስ ጥናት በማከናወን ላይ እገኛለሁ። የዚህ ጥናት አላማ በሄኒከን ኢትዮጵያ አማካኝነት የሚወሰዱ የኮርፖሬት ማህበራዊ ሀላፊነት ማበረታቻዎች እንዲሁም በድርጅቱ ውስጥ ሰራተኞች ባላቸው የተሳትፎ ደረጃ መካከል ባለው ግንኙነት ላይ ዳሰሳ ማካሄድ ነው።

የተሳታፊዎች አስተዋጽኦ: እርስዎ በዚህ ጥናት ላይ የሚኖርዎት ተሳትፎ በፍቃደኝነት ላይ በተመረከዘ መልኩ በሚከናወነው ዳሰሳ ወይም በቃለመጠይቁ ጊዜ መረጃ ማቅረብን የሚያከትት ሲሆን፤ መረጃውም የሚያጠነጥነው በሄኒከን ኢትዮጵያ ውስጥ በሚገኘው የኮርፖሬት ማህበራዊ ሀላፊነት እንዲሁም የሰራተኞች ተሳትፎ ላይ ነው። የእርስዎ ተሳትፎ ለጥናቱ ጠቃሚ የሆኑ እይታዎችን የሚያገናኙ ሲሆን የCSR እንቅስቃሴዎች በሰራተኛ ተሳትፎ ላይ የሚኖራቸውን ተጽእኖ ለመረዳትም ያግዛል።

ሚስጥራዊነት: ሁሉም ከተሳታፊዎች የሚሰበሰብ መረጃ በሚስጥራዊነት የሚያዝ ሲሆን፤ ጥቅም ላይ የሚውለውም ለዚህ የምርምር ጥናት አላማ ብቻ ነው። የእናንተ ማንነት እንዳይታወቅ የሚደረግ ሲሆን፤ ማናቸውም ግላዊነትን የተላበሱ ዝርዝሮችም በፍጹም ሚስጥራዊነት የሚጠበቁ ይሆናል። ጥናቱን የሚያከናውነው ግለሰብ እንዲሁም የተፈቀደላቸው ግለሰቦች ብቻም የተሰበሰበውን መረጃ ማግኘት የሚችሉ ይሆናል።

ስጋቶች እና ጥቅሞች: በዚህ ጥናት ላይ መሳተፍ እጅግ አነስተኛ ስጋትን የሚያስከትል ሲሆን፤ ይህም ስጋት በዋናነት የስራ ቦታ ተሞክሮዎችን ከመወያየት ጋር በተያያዘ ምችት ካለማግኘት ጋር የተያያዘ ነው። ነገር ግን በዚህ ጥናት ላይ ከመሳተፍ ጋር የተያያዙት ጥቅሞች ለአካዳሚ ጥናት አስተዋጽኦ ማበርከትን እንዲሁም በመጨረሻ እንዴት የCSR ማበረታቻዎች በሰራተኞች ተሳትፎ ላይ እንዲሁም በድርጅታዊ ውጤቶች ላይ አዎንታዊ ተጽእኖ እንደሚኖራቸው በተሻለ መልኩ ወደ መረዳት ሊመሩ ይችላሉ።

በፍቃደኝነት ላይ የተመረከዘ ተሳትፎ እና ከተሳትፎ መውጣት: በዚህ ጥናት ላይ እናንተ የሚኖራችሁ ተሳትፎ በፍቃደኝነት ላይ የተመረከዘ ነው። አዝንዲሁም በማንኛውም ጊዜ ምንም አይነት ውጤት

ሳይከተላችሁ ተሳትፏችሁን የማቋረጥ መብት አላችሁ። በዚህ ጥናት ላይ ለመሳተፍ ምንም አይነት ግዴታ የሌለባችሁ ሲሆን፣ የምትወስኑት ውሳኔም ከቅ/ማርያም ዩኒቨርሲቲ፣ ከሄኒከን ኢትዮጵያ ወይም ከማንኛውም ተያያዥ ድርጅት ጋር ባላችሁ ግንኙነት ላይ ተጽእኖ አያሳድርም።

የግንኙነት መረጃ፡ ጥናቱን በተመለከተ ማንኛውም አይነት ጥያቄም ሆነ ማንሳት የምትፈልጉት ሀሳብ ካለ፣ ጥናቱን የምታከናውነውን መቅደስ አለሙን በmekdialemu@gmail.com ላይ ልታገኙ ትችላላችሁ። በተጨማሪም እንደተሳታፊ ያላችሁን መብት በተመለከተ ማንኛውም አይነት ጥያቄ ከጃላችሁ፣ በቅ/ማርያም ዩኒቨርሲቲ የቢዝነስ አድሚኒስትሬሽን ክፍልን ልታናግሩ ትችላላችሁ።

ፍቃድ፡ በዚህ ጥናት ላይ ለመሳተፍ በመስማማት፣ በዚህ የፍቃድ መስጫ ማስታወሻ ላይ የተቀመጠውን መረጃ እንዳይነበባችሁ እና እንደተረዳችሁ እውቅና ሰጥታችኋል። የእርስዎ ተሳታፊነት በዚህ የምርመራ ጥናት ላይ ለመሳተፍ ፈቅዳችሁ መስማማታችሁን ያመለክታል።

የተሳታፊ ፊርማ: _____ ቀን _____

ጥናቱን የሚያከናውነው ግለሰብ ፊርማ: _____ ቀን _____

ክፍል 1: የቃለመጠይቅ ተቀባይ የስነህዝብ ባህሪያት

የስነህዝብ ባህሪያዎች	አማራጮች	ምርጫ
1. የሰራተኛ እድሜ(አመት)	ሀ. 18 – 25 አመት	[]
	ለ. 26 – 35 አመት	[]
	ሐ. 36 - 45 አመት	[]
	መ. 45 አመት በላይ	[]
2. ጾታ	ሀ. ወንድ	[]
	ለ. ሴት	[]
3. በድርጅቱ ውስጥ ያገለገሉባቸው አመታት	ሀ. 1 – 3 አመት	[]
	ለ. 4 – 6 አመት	[]
	ሐ. 7 – 9 አመት	[]
	መ. >10 አመት	[]

ክፍል 2፡ ከውስጥ የኮርፖሬት ሀላፊነት ግምገማ ጋር የተያያዙ ጥያቄዎች

ከዚህ በታች የሰፈሩትን የምላሽ አማራጮች በመጠቀም የ“√” ምልክት ድርጅታችሁ የኮርፖሬት ሀላፊነትን እንዴት እየተገበረ እንደሆነ በሚያሳዩው አማራጭ ላይ ምልክት አድርጉ

የሚከተለውን መመዘኛ ተጠቀሙ

1	2	3	4	5
በፍጹም አልስማማም	አልስማማም	መካከለኛ ስሜት አለኝ	እስማማለሁ	በጣም እስማማለሁ

	PCSR ተግባር	1	2	3	4	5
1	የድርጅቱ የስራ ሀይል ለኮርፖሬት ማህበራዊ ሀላፊነት ቁርጠኛ ነው።					
	1. ሰብዓዊ መብቶች					
2	ድርጅቱ የእርሱ ነባር እንዲሁም የታሰቡ እንቅስቃሴዎች በሰብዓዊ መብቶች ላይ እንዴት ተጽእኖ ሊያሳድሩ እንደሚችሉ ይገመግማል					
3	ድርጅቱ ብቁ የሆነ የቅሬታ አፈታት ዘዴ አለው።					
4	ድርጅቱ ሰራተኞችን በሁሉም ደረጃ ላይ በአክብሮት ያስተናግዳል					
	2. የሰራተኞች አሰራሮች	1	2	3	4	5
5	ድርጅቱ ብቁ ከሆኑ አመልካቾች ምርጫ፣ ፍተና፣ ቅጥር ረገድ እኩል እድሎችን ያቀርባል።					

6	ድርጅቱ ለሰራተኞቹ ከእድገት እና ጥቅማጥቅሞች ረገድ እኩል እድሎችን ይሰጣል።					
7	በአፈጻጸም ላይ በተመረከዘ መልኩ ለሰራተኞች እውቅና ይሰጣል					

8	የቤተሰብ ሀላፊነቶችን ማክበር(የስራ እና የህይወት ሚዛንን ማስጠበቅ) ለሰራተኞች የሚቀርብ ሲሆን፣ በሰራተኛ እና አሰሪ ህጉ መሰረትም ምክንያታዊ የሆኑ የስራ ሰዓታት ይቀርባሉ።					
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9	ለሁሉም አሰሪዎች እንዲሁም ሰራተኞች መብት እና ግዴታዎች ይሰራጫሉ					
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2.1. ጤና እና ደህንነት		1	2	3	4	5
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10	ሰራተኞች በስራ ሁኔታዎች ምክንያት ከሚፈጠሩ የጤና ስጋቶች ይጠበቃሉ					
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11	በአመራሩ ዘንድ የሰራተኞች ደህንነት ከፍተኛ ቅድሚያ ይሰጠዋል።					
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12	ድርጅቱ በስራ ቦታ የሚደርሱ አደጋዎችን ለመከላከል እንዲሁም የአደጋ ሁኔታዎችን ከማስተናገድ ረገድ አስፈላጊ የሆኑ የደህንነት መሳሪያዎችን ያቀርባል።					
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13	ድርጅቱ በስራ ቦታ የሚደርሱ አደጋዎችን ለመከላከል እንዲሁም ድንገተኛ አደጋዎችን ለማስተናገድ የሚያስችል ስልጠና ያቀርባል።					
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2.2. የሰራተኞች ጥቅማጥቅም		1	2	3	4	5
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14	እኔ በምሰራበት ድርጅት ውስጥ የሚቀርቡት አጠቃላይ ጥቅማጥቅሞች አስደሳች ናቸው።					
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15	ለሰራተኞች ከስራ ጋር ተመጣጣኝነት ያለው ክፍያ ይቀርባል።					
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2.3. የክህሎት እድገት		1	2	3	4	5
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16	የድርጅቱ ፖሊሲዎች ሰራተኞች ክህሎታቸውን/አቅማቸውን እንዲጠቀሙ እንዲሁም እንዲያሳድጉ የሚያበረታቱ ናቸው።					
17	ድርጅቱ በስራ መስመር እድገት ላይ እድሎችን ያቀርባል።					
18	ድርጅቱ አስፈላጊ የሆነ ከስራ ጋር የተያያዘ ስልጠና እንዲያገኙ ለሰራተኞች ሁኔታዎችን ምቹ ያደርጋል።					

Utrecht የስራ ተሳትፎ እርካን (UWES)

መልስ ሰጪዎች በ Likert እርካን ከ 0 (መቼም የማይሆን) እስከ 6 (ሁልጊዜም) የሚከተሉት ሁኔታዎች የሚፈጠሩበትን ድግግሞሽ መሸረጽ ባደረጉ መልኩ መልስ ሊሰጡ ይገባል።.

አውድ	መግለጫ	ዝርዝር	0 (መቼም የማይሆን)	1	2	3	4	5	6 (ሁሉም)
ወኔ	ጉልበት፣ ጥንካሬ እንዲሁም በስራ እንቅስቃሴዎች ላይ ጥረት ለማድረግ ያለ ተነሳሽነት	1. እኔ በስራ ቦታዬ ላይ በጉልበት የተሞላሁ የሆንኩ ያህል ይሰማኛል							
		2. እኔ በስራ ቦታዬ ላይ ጠንካራ እና በወኔ የተሞላሁ እንደሆንኩ ይሰማኛል							
		3. ጠዋት ከእንቅልፌ ስነሳ፣ ወደ ስራ መሄድ ያሰኘኛል።							
		4. ለረጅም ጊዜ እየሰራሁ መቆየት እችላለሁ።							
		5. በስራ ቦታዬ ላይ የአእምሮ ጥንካሬ አለኝ							
		6. በስራዬ ላይ፣ ነገሮች በጥሩ ሁኔታ ባይሄዱም							

		እንኳን ሁሌም በሞራል የመቀጠል ሁኔታ አለኝ							
ታታሪነት	ዋጋ እንዳለኝ መሰማት፣ ኩራት፣እንዲሁም ለስራ ያለ ቁርጠኝነት	1. እኔ የምሰራውን ስራ ትርጉም እና አላማ አዘል ሆኖ አገኘዋለሁ።							
		2. ስለስራዬ የጉጉት/መሻት ስሜት አለኝ							
		3. ስራዬ በሀሴት ይሞላኛል							
		4. በምሰራው ስራ እኮራለሁ							
		5. ስራዬ በበቂ ደረጃ ይፈትነኛል							
መመሰጥ	ማተኮር፣ ሀሳብን መሰብሰብ እንዲሁም በስራ እንቅስቃሴዎች ውስጥ ጠልቆ መግባት	1. በስራ ላይ ስሆን ሰዓቱ ይነጉዳል							
		2. ስራ ላይ በምሆንበት ጊዜ፣ በዙሪያዬ ያለውን ነገር በሙሉ እዘነጋለሁ።							
		3. በከፍተኛ ደረጃ ስስራ ደስታ ይሰማኛል							
		4. በስራዬ ላይ ጠልቄ እመሰግናለሁ							
		5. ስራ ላይ ስሆን ሌላ ነገር እረሳለሁ							
		6. እራሴን ከስራ ለመነጠል ይከብደኛል							

		4. ለረጅም ጊዜ ስሰራ መቆየት እችላለሁ							
		5. በስራዬ ላይ ስሆን የጭንቅላት ጥንካሬ አለኝ							
		6. በስራዬ ላይ ስሆን ነገሮች እንደምረጠው ባይሆኑም እንኳን በጥንካሬ እቀጥላለሁ							