Hungarian University of Agriculture and Life Sciences

Relationship between Corporate Social Responsibility and the Sustainable Performance of Small and Medium Enterprises in Ethiopia

Doctoral (PhD) Dissertation

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1   Introduction

1.1 Background of the study

Globalization, trade and economic liberalization in early 1990s, government intervention to minimize the impact of business operation on society environment increases community awareness on sustainability issues of business activity (DAS et al., 2019). Consequently, the terms "corporate citizenship", "corporate accountability", "corporate social responsibility (CSR)", "responsible business behaviour", and "corporate sustainability (CS)" are fame and used interchangeably (CARROLL, 2016). While CSR and CS are commonly used phrases in literatures, recent studies conducted on this area mostly used the term CS (MONTIEL and DELGADO-CEBALLOS, 2014) which is more broader than CSR and includes recent concepts of socio-economic, ethics and governance in an aggregate business strategy.

Even though the concept of corporate social responsibility was started to be studied in the mid- twentieth century, it has been significantly developed in the past two decades (CARROLL and SHABANA, 2010). Corporate social responsibility includes different aspects like stakeholder's involvement, economic growth, environmental conservation, ethical approach, responsible practice, moral obligation, accountability, and corporate responsiveness (RAHMAN and POST, 2012). Sustainability theory is one of the major streams of literatures targeting not only investors, but also the well-being of society and customers in the form of practices focusing at conserving natural environment (VALDEZ JUÁREZ, 2017). The rise of international quality and environmental certifications are focused on corporate social responsibility indicates the importance of such certificate in increasing competitiveness among companies (LEE, 2008).

Corporate social responsibility conducted by business enterprises involves not only legal and economic commitments, but also other responsibilities towards society and including its contribution (CARROLL, 2009). Carroll also indicates researchers agree that corporate social responsibility have a multiple advantage for organizations, community well-being, sustainability, labour rights, and human development for business profitability. Firms which have socially responsible strategies in their corporate social responsibility program have a competitive advantage and highly reputable in society(YIU CHAN,

2014). Study conducted by (SKOWRON-GRABOWSKA et al., 2016) indicates, more than the financial dimension of a company, the social and environmental activities are much important for the operation of business enterprise.

Corporate social responsibility helps small and medium enterprises (SME) to gain several advanatages like reputation, trust, motivation, attracting better employees, cost reduction and increased revenues (ZAFAR & FAROOQ, 2014). Nowadays, small and medium enterprises (SMEs) are increasing their relationship with all business stakeholders in response to legal requirements and public demands concerning sustainability activities of companies (SAVA et al., 2011). Since there are ample literatures that have various models to integrate and determine corporate social responsibility in big organizations, the best option for small and medium enterprise (SME) is to adapt this models and attempt to gain similar results as in large organization. The models are centered on activities, social, environmental (ethical-legal) and economic (GEVA, 2008; MA, 2012). CILIBERTI et al., (2008) indicates that contribution of corporate social responsibility in small and medium enterprises (SME) both in developed and developing nations has been seen as extra activity and are not forced to generate a report for environmental and social sustainability as required in large firms. Therefore, the current study is an attempt to fill the knowdlege gap of the subject under study in developing region particular to activiies of corporate social responsibility practice of SMEs in Ethiopia.

1.2 Objectives of the Study
The main purpose of this study is to investigate the effect of corporate social responsibility activities on the performance of SMEs in Ethiopia, Oromia regional states. To achieve the general objective of the study, the following specific objectives were formulated in line with research questions mentioned above.
- To investigate the impact of CSR-related economic activities on the performance of SMEs.
- To determine how environmental initiatives within the CSR dimension affect the performance of SMEs.
- To assess how social activities affect the performance of SMEs in the CSR dimension.

- To explore how the performance of SMEs is affected by legal activities in the CSR dimension.
- To determine the effect of ethical activities in the CSR dimension on SME's performance.

2 Methodology of the Study

2.1 Description of the study area

The current study was conducted in Oromia regional state. The Oromia region is a regional state in Ethiopia, the homeland of the Oromo people. Oromia National Regional State extends from 34^0 07' 37"E to 42^0 58' 51"E longitude and 03^0 24' 20" to 10^0 23' 26" N latitude. It is in the tropical zone, but its latitudinal extension and altitudinal variation significantly influence its tropical climatic condition. Oromia regional state has great geographic diversity with altitudinal ranges extending from less than 500 m to over 4300 m above sea level. It shares international borderlines with Sudan and Kenya, and regional borderlines with Afar National Regional State, Amhara National Regional State, Benishangul-Gumuz National Regional State, Somali National Regional State, Regional State of Nations, Nationalities and People of Southern Ethiopia and Gambella People National Regional States.

2.2 Research Design and Approach, target population, sampling, and sample size determination

The study utilizes cross-sectional in the sense that all relevant data were gathered at a single point in time. As a result, to generalize the findings to the whole SMEs operating in Ethiopia, the researcher adopts survey research method which is very logical to apply in this study. In addition to survey design, the study also adopts explanatory research design. According to SAUNDERS, et al. (2007), explanatory research goes beyond descriptive and attempts to explain the reason for the phenomenon by seeking to establish a causal relationship between variables. Thus, to achieve the research objectives, this research design best fits to the study and hence substantiates practical testing of the hypothesis.

The target population of this study is all small and medium enterprises (SMEs) operating in Oromia regional states of Ethiopia. Stratified simple random sampling technique was employed since small and medium enterprises are heterogeneous and hence the total population was divided into different sub-population: manufacturing sector, service sector and construction sectors.

The number of respondents (sample size) to collect quantitative data for this study was determined by using statistical formula suggested by YAMANE (1967) with

confidence level of 95%; margin of error 5% (0.05) to ensure more accurate result. Yamane's sample size determination formula would be the following.

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

Where, n = Sample Size; N = Total Population; e = Margin of Error

$$n = \frac{16,920}{1 + 16,920(0.05^2)} = \frac{16,920}{43.3} = 391$$

According to data source from Oromia Bureau of Job Creation and Vocation 2022, the number of manufacturing, construction, service, and merchandises sectors are 2,056; 1,749; 4,655; and 8,460 respectively. Thus, sample size was determined for each sector separately as shown in the following Table 1 by using proportional sample size determination method.

Table 1: Proportional sampling for each sector

Sector	Target Population	Sample Size
Manufacturing	2,056	2056/16,920 = 12%, then; 0.12×391 = **47**
Construction	1,749	1749/16,920 = 10%, then; 0.10×391 = **39**
Service	4,655	4655/16,920 = 28%, then; 0.28×391 = **109**
Merchandises	8,460	8460/16,920 = 50%, then; 0.50×391 = **196**
Total	**16,920**	**391**

Source: Own Survey (2022)

3 Results and Discussion

3.1 Presentation of Results

As previously mentioned, this section deals with the presentation of demographic information about respondents, descriptive statistics, and correlation analysis results for the study variables (economic, environmental, social, legal, ethical, and organizational performance), test results for the assumptions of the traditional linear regression model, and the subsequent regression analysis results.

3.1.1 Reliability of the data

Reliability is the measure of internal consistency of the constructs/items used in the questionnaire. A construct/items of the research tools/in this case the questionnaire is reliable if the Cronbach's alpha value of the scores of responses is greater than 0.7 (HAIR et al., 2013). The study used data from all respondents to calculate Cronbach's alpha, a measure of the internal consistency of the questionnaire items, to assess the consistency of the scores obtained. Accordingly, the outcome of the Cronbach's alpha results confirmed that economic activity scale with seven items ($\alpha = 0.791$), environmental activity scale with eight items ($\alpha = 0.797$), social activity scale with five items ($\alpha = 0.859$), legal activity scale with five items ($\alpha = 0.761$), ethical activity scale with four items ($\alpha = 0.754$), and organizational performance ($\alpha = 0.851$) were found reliable. Similarly, the overall result of Cronbach's alpha value is 0.778, which discloses the reliability of all items together. A summary of the reliability results is presented in Table 2.

Table 2: Reliability Test (Cronbach's Alpha results)

Reliability Statistics		
Constructs/Items	Cronbach 's Alpha (α)	Cronbach's Alpha Based on Standardized Items
Overall (Econ, Env't, Social, Legal, Ethics, OP)	0.778	0.769
Economic Activities (Econ)	0.791	0.792
Environmental Activities (Env't)	0.797	0.798
Social Activities (Social)	0.859	0.857
Legal Activities (Legal)	0.761	0.762
Ethical Activities (Ethics)	0.754	0.755
Organizational Performance (OP)	0.851	0.853

Source: Survey result of 2022

3.1.2 Demographic Characteristics and Business Profile

This part summarizes the demographic details of the respondents (327 participants) of the study and their business profile distinctly. Age, gender, educational background, firm age, ownership, enterprise sector, number of employees, experience, and others were the general characteristics of the respondents that were considered in the study. The following paragraphs will go over each respondent's demographic data.

Table 3: Sex of Respondent

		Frequency	Percent	Cumulative Percent
Valid	Female	124	37.9	37.9
	Male	203	62.1	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

According to the result presented in theTable 3, men (62.7%) make up most survey respondents, while women (37.9%) make up the remaining respondents. As a result, it may be concluded that men own and run most businesses in the research area. This may be the result of the societal pattern that prevents women from owning businesses like men do, as women are more likely to be housewives. However, as technology brought everything under one village and the nature of small and medium-sized enterprises in empowering women and handicapped people, such regressive cultures were minimized.

Table 4: Age of Respondents

		Frequency	Percent	Cumulative Percent
Valid	15-25	40	12.2	12.2
	26-35	146	44.7	56.9
	36-45	111	33.9	90.8
	above 46	30	9.2	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

The age group of the respondents is also one of the demographic characteristics of the participants. Accordingly, the result indicated in the Table 4 showed that 12.2% of the population is under the age of 15, 44.6% is between the ages of 26 and 35, 33.9% is between the ages of 36 and 45, and only 9.2% is over the age of 45. The result indicates that most of the study participants are between the ages of 26 and 35 (44.6%), followed by the age groups between 36 and 45 (33.9%). From the result, it is possible to infer that small and medium-size enterprises in the study area are owned and operated by mostly productive and matured members of the community.

Table 5: Educational Status of Respondents

		Frequency	Percent	Cumulative Percent
Valid	Less than diploma	1	.3	.3
	Diplomas	31	9.5	9.8
	First degree	220	67.3	77.1
	Masters and above	75	22.9	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding their educational background, the information in the Table 5 showed that only 0.3% have less than a diploma, while 67.7% have a first degree, 9.5% have a diploma, and 22.9% have a master's degree or higher. As revealed in the results of the above figure, most of the respondents have an educational background of first degree (67.7%). This presents a chance to get an intelligent response about the subject under the study, with the expectation of a trustworthy outcome.

Table 6: Work experience of Participants

		Frequency	Percent	Cumulative Percent
Valid	1-5 years	5	1.5	1.5
	6-10 years	46	14.1	15.6
	11-15 years	154	47.1	62.7
	More than 15 years	122	37.3	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Respondents are also asked about their employment experience, as shown in the Table 6. According to the results, 37.3% of respondents have more than 15 years of experience, 47.1% have 11 to 15 years of experience, 14.1% have 6 to 10 years of experience, and only 1.5% have 1 to 5 years of experience. According to the results of this analysis, most of the study participants (47.1%) have 11 to 15 years of experience, which is followed by workers with more than 15 years of work experience (37.3%).

Table 7: Ages of the Enterprise Source

		Frequency	**Percent**	**Cumulative Percent**
Valid	1-3 years	2	.6	.6
	4-6 years	31	9.5	10.1
	7-10 years	145	44.3	54.4
	More than 10 years	149	45.6	100.0
	Total	**327**	**100.0**	

Own Survey (2022)

In terms of the life span of the business, the Table 7 showed that 0.6% of the surveyed companies are between one and three years old, 9.5% are between four and six years old, 44.3% are between seven and ten years old, and 45.6% are more than ten years old. According to the analysis's findings in the figure and table above, the majority of the study's participants (45.6%) are businesses older than ten years, followed by businesses that are between seven and ten years old (44.3%).

Table 8: Form of Business Enterprise

		Frequency	**Percent**	**Cumulative Percent**
Valid	Sole proprietorship	47	14.4	14.4
	Partnerships	182	55.7	70.1
	Corporation	5	1.5	71.6
	Joint ventures	93	28.4	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding the business structure of the small and medium-sized enterprises surveyed, 14.4% are sole proprietorships, 55.7% are partnerships, 28.4% are joint ventures, and only 1.5% are corporations. As indicated in the Table 8, the majority of the enterprises are partnerships (55.4%) - business enterprises formed by two or more individuals, followed by joint ventures (28.1%) - a business arrangement in which two or more companies combine resources on a project or service.

Table 9: Number of Employees working in the Enterprise.

		Frequency	**Percent**	**Cumulative Percent**
Valid	1-5	8	2.5	2.5
	6-15	56	17.1	19.6
	16-30	141	43.1	62.7
	More than 30	122	37.3	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

When it comes to the manpower (number of people) employed by the small and medium-size enterprises (SMEs) polled, 37.3% of the SMEs have more than 30 employees, 43.1% have 16 - 30 employees, 17.1% have 6–15 employees, and just 2.4% have 1–5 employees. According to the analysis indicated in the Table 9, most small and medium-sized enterprises (SMEs) in the study employed 16 - 30 personnel, which is followed by the enterprises that recruited more than 30 employees (37.3%).

Table 10: Registered capital (in Ethiopian currency) by SMEs

		Frequency	**Percent**	**Cumulative Percent**
Valid	100,000-1.5milion	20	6.1	6.1
	1.5milion-20milion	170	52.0	58.1
	>20milion	137	41.9	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding the capital (in Ethiopian currency) raised by the small and medium-size enterprises (SMEs) included in the survey, 41.9% have accumulations of more than 20 million, 52.2% have accumulations of 1.5 million to 20 million, and only 6.1% have accumulations of 100,000 to 1.5 million. According to the analysis indicated in the Table 10, most small and medium-sized enterprises (SMEs) in the study have a registered capital of 1.5 million to 20 million Ethiopian Birr (52%), which is followed by the enterprises that have a registered capital of more than 20 million Ethiopian Birr (41.9%).

Table 11: Economic sector of the enterprise

		Frequency	**Percent**	**Cumulative Percent**
Valid	Construction	39	11.9	11.9
	Manufacturing	47	14.4	26.3
	Merchandising	196	59.9	86.2
	Service	45	13.8	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding the industries in which the small and medium-sized enterprises (SMEs) in the survey are active, the service sector accounts for 13.8% of their business, followed by the retail industry (59.9%, the manufacturing industry (14.4%, and the construction industry (just 11.9%). According to the analysis indicated in the Table 11, most small and medium-sized enterprises (SMEs) in the study are engaged in the merchandising business (59.9%). From the in the analysis table and figure, it is also possible to infer that construction, manufacturing, and services are less preferred economic sectors by the small and medium-sized enterprises in the study.

Table 12: Creation of CSR awareness

		Frequency	Percent	Cumulative Percent
Valid	Government officials	80	24.5	24.5
	NGOs	95	29.0	53.5
	Your company	83	25.4	78.9
	Self-motivations	69	21.1	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

As shown in Table 12, all respondents (327 participants) were aware of CSR principles (100%) because the study's target groups were chosen with the intention of posing more questions on the topic. In terms of increasing knowledge of CSR for SMEs, the study found that 24.5% of respondents acquired the concept through a government agency, 29.9% from a non-government organization, 25.4% from their own company (in the form of training), and 21.1% from self-reading about the concept. Apart from the non-governmental organization, which outperforms the others—the government organization, the enterprise, and self-motivation—to improve understanding on the issue, all the stakeholders of the small and medium-sized enterprises in the study who are concerned about corporate social responsibility are working to educate the community of the enterprises on an equal footing.

According to the data gathered from the respondents about small and medium-size enterprises implementing CSR activities, 33% of them said that one of their CSR activities is giving employees a safe place to work, paying an equitable wage, and giving them access to opportunities for education and training; 24.5% are sponsoring social activities; 40.7% are operating the business with a low environmental impact; and only 1.8% are engaging in all the CSR activities mentioned. Among other things from the initiatives listed in Table 13, most enterprises are operating their business with low impact on the environment (40.7%), followed by the activity of creating a safe working environment for employees, paying an equitable wage, and giving them an opportunity for education and training (33%).

Table 13: Practices of corporate social responsibility

		Frequency	Percent	Cumulative Percent
Valid	Creating safe working environment for employees, equitable wage, giving them an opportunity for education and training	108	33.0	33.0
	Sponsoring social activities	80	24.5	57.5
	Operating the business with low impact to the environment	133	40.7	98.2
	my company cannot practice CSR at all	6	1.8	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding the factors that motivate small and medium-sized enterprises to implement CSR activities, the analysis in Table 14 indicates that 65.4% of them said that the reason for implementation of CSR activities is to solve social, economic, and environmental problems; 21.7% are to get a competitive advantage; 10.4% are due to stakeholder activism; and only 2.4% are engaged in the CSR activities to meet national and international business standards.

Table 14: Motivating factors for CSR

		Frequency	Percent	Cumulative Percent
Valid	To solve social, economic, and environmental problems	214	65.5	65.5
	To get a competitive advantage	71	21.7	87.2
	Due to stakeholder activism	34	10.4	97.6
	To meet national and international business standards	8	2.4	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Therefore, as shown in the analysis result of the Table 14, solving social, economic, and environmental problems are the most motivating factors for small and medium-sized enterprises to implement corporate social responsibility activities.

Table 15: Challenges of CSR

		Frequ-ency	Percent	Cumulative Percent
Valid	Financial shortage	109	33.3	33.3
	Unwillingness of the owners /low commitment of management	86	26.3	59.6
	Lack of full understanding about the advantages of practicing CSR	99	30.3	89.9
	Luck of good governance	33	10.1	100.0
	Total	**327**	**100.0**	

Source: Own Survey (2022)

Regarding potential obstacles that prevent small and medium-size enterprises (SMEs) from implementing CSR activities, 33.3% of respondents indicated that they have financial issues; 26.3% stated that they have low commitment to CSR initiatives; 30.3% stated that they do not fully understand the benefits of doing so; and only 10.1% indicated that they lack good governance by governmental entities. According to the analysis results in the Table 15, financial constraints, low management commitment, and a lack of full understanding of the benefits of practicing CSR are all threatening small and medium-sized enterprises' decisions to implement CSR activities on an equal footing.

3.1.3   Correlation Statistics

The correlation coefficients measure the strength of the relationship between the variables. According to Galkina, T., & Chetty, S. (2015), the Pearson correlation coefficients are used to determine the linearity of the link between variables, or, more specifically, how much the change in one variable will affect the change in the other variables. Correlation coefficients can range from +1 to -1, with 1 denoting the ideal positive correlation and -1 the ideal negative correlation. The correlation coefficient guidelines and coefficient value ranges for predicting the strength of associations are detailed in Table 16.

Table 16: Correlation coefficients guideline

Correlation coefficient	Strength of the correlation
-0.50 to 1.0 or -0.50 to -01.0	Strong relationship
0.30 to 0.49 or -0.30 to -0.49	Moderate relationship
0.10 to 0.29 or -0.10 to -0.29	Weak relationship

Source: COHEN, (1988)

The social activities of the CSR dimension are the first variable which have a strong correlation have the highest and most significant relationship with the performance of small and medium-size enterprises (r = 0.842, P < 0.05), as shown in the Table 17. This suggests that the success of small and medium-sized businesses has an 84.2% link to the social component of CSR. The second most highly significant and positively associated variable to the success of small and medium-sized businesses was the economic initiative of the CSR dimension (r = 0.739, P < 0.05). This suggests that there is a 73.9% correlation between the performance of small and medium-sized businesses and the economic aspect of CSR. Next to the social and economic activities of the CSR dimension, environmental activities of the CSR dimension have a strong correlation and significant relationship with the performance of small and medium-sized enterprises (r = 0.659, P < 0.05). This indicates that there is a 65.9% association between the performance of small and medium-sized businesses and the economic aspect of CSR. Legal and ethical activities of the CSR dimensions have a moderately and significantly positive relationship with the performance of small and medium-sized enterprises, with r = 0.258, P < 0.05, and r = 0.126, P < 0.05, respectively. This showed that there is a 25.8% and 12.6% association between the performance of small and medium-sized businesses and the legal and ethical aspects of the CSR dimension, respectively.

The results of the correlation analysis offered adequate proof to imply that there was a linear relationship between economic, environmental, social, legal, and ethical activities as well as corporate performance. Moreover, it offers adequate foundational support for the application of a multiple regression model.

Table 17: Correlation Coefficients

		Economic	Env'tal	Social	Legal	Ethical	SMEs Performance
Correlations							
Economic	Pearson Corr.	1					
	Sig. (2-tailed)						
	N	327					
Env'tal	Pearson Corr.	.371**	1				
	Sig. (2-tailed)	.000					
	N	327	327				
Social	Pearson Corr.	.632**	.530**	1			
	Sig. (2-tailed)	.000	.000				
	N	327	327	327			
Legal	Pearson Corr.	.116*	.359**	.141*	1		
	Sig. (2-tailed)	.036	.000	.011			
	N	327	327	327	327		
Ethical	Pearson Corr.	.090	.113*	.075	.569**	1	
	Sig. (2-tailed)	.105	.040	.176	.000		
	N	327	327	327	327	327	
SMEs' Performance	Pearson Corr.	.739**	.659**	.842**	.258**	.126*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.251	
	N	327	327	327	327	327	327

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own Survey (2022)

3.1.4 Results of inferential statistics

Table 18 provides a summary of how well the explanatory factors predicted the variation in the explained variable using a linear regression model. Adjusted R-square is recommended over R-square when assessing a linear regression model's efficacy (BLUMAN, 2009). As a result, the adjusted R-square value was 0.843, indicating that the explanatory variables (economic, environmental, social, legal, and ethical activities) explained more than 84% of the variation in the dependent variable (the performance of SMEs), with variables not included in this study accounting for the remaining 15.7%. Another very important finding is a section of the summary table that displays the significance of the variables, such as $p = 0.000$. The p-value was sufficiently low at 1% confidence level to allow for the rejection of the null hypothesis of the F-statistic (the overall test of significance) that the adjusted R square is equal to zero. The specified model's reliability and validity were improved by the P-value of 0.000, which denotes great statistical significance.

Table 18: Model Summary

<table>
<tr><td colspan="11" align="center">Model Summary^b</td></tr>
<tr>
<td rowspan="2">Model</td>
<td rowspan="2">R</td>
<td rowspan="2">R Square</td>
<td rowspan="2">Adjusted R Square</td>
<td rowspan="2">Std. Error of the Estimate</td>
<td colspan="5" align="center">Change Statistics</td>
<td rowspan="2">Durbin-Watson</td>
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<tr>
<td>R Square Change</td>
<td>F Change</td>
<td>df1</td>
<td>df2</td>
<td>Sig. F Change</td>
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<td>.843</td>
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<td>.845</td>
<td>351.255</td>
<td>5</td>
<td>321</td>
<td>.000</td>
<td>1.778</td>
</tr>
</table>

a. Predictors: (Constant), etc, ecn, env, leg, scl

b. Dependent Variable: op

Source: Own Survey (2022)

Statistics regarding the overall significance or fitness of the used model were obtained using the analysis of variance (ANOVA). The model's overall fitness for predicting the values of the variables is perfect, as indicated by the significance value of p = 0.000 in the Table 19. As can be seen from the ANOVA (analysis of variance) in table below, the regression model accounts for most of the observation's value (38.069) out of the total observation (45.027). As a result, it is reasonable to infer that the Regression explains most of the observations while extraneous variables account for the remainder (6.958).

Table 19: ANOVA table

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.069	5	7.614	351.255	.000[b]
	Residual	6.958	321	.022		
	Total	45.027	326			
a. Dependent Variable: op						
b. Predictors: (Constant), etc, ecn, env, leg, scl						

Source: Own Survey (2022)

Table 20 displays the variable coefficients from the regression result: The unstandardized coefficient describes the relationship between the independent variables and organizational performance as well as how much each independent variable changes organizational performance when its value changes by one unit. Accordingly, it is possible to say that in the absence of all the explanatory variable or when beta (β) values of all independent variables of the study becomes zero, the average value of firm performance is equal to 0.202 or changed by 20.2%. However, none of the explanatory factor's activities can be made zero in real life. To use the intercept term in the model and generate predictions, we must nevertheless retain it there. Simply put, this model's intercept has no useful interpretation in this study.

Table 20: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.202	.141		1.430	.154	-.076	.480
	Economic	.335	.029	.331	11.655	.000	.278	.392
	Environment	.256	.029	.242	8.712	.000	.198	.314
	Social	.380	.024	.495	15.921	.000	.333	.427
	Lega	.124	.030	.119	4.145	.000	.065	.183
	Ethics	.119	.032	.098	3.652	.000	.024	.182

Source: Own Survey (2022)

According to Table 20 regression results, each independent variable had a statistically significant effect on how well small and medium-sized businesses performed. The p-values for all the explanatory variables are all 0.000, as shown, indicating that all of them are statistically significant at the 1% level of confidence. In addition, the above table shows that there is a direct correlation between economic, environmental, social, legal, and ethical actions and the performance of small and medium-sized businesses as long as the coefficients of the independent variables are positive.

Insightful prediction information about the inferences is also provided by the beta value of the independent variables. As a result, the study's variables for economic, environmental, social, legal, and ethical activities had respective beta values of 0.335, 0.256, 0.380, 0.124, and 0.119. According to this finding, the performance of SMEs improves or decreases in the same direction as the beta values of each explanatory variable as they are changed by one unit. Based on the study variables, the researcher found the following estimated regression for forecasting company performance:

$$OP = 0.202 + 0.335ecn + 0.256env + 0.380scl + 0.124leg + 0.119etc$$

3.2 Discussion of Results

The major findings of the investigation are reported in this section of the study in accordance with its objectives. The report of the investigation depends on the theoretical basis and the primary data gathered from the 327 participants in the study. The analysis's findings suggest that men (62.1%) predominate among respondents, who are also the majority among respondents who run small and medium-sized businesses in Ethiopia's Oromia region. The gender gap may be caused by societal attitudes and customs that provide extra pressure to businesses managed by female entrepreneurs. As a result, it is advised that, to achieve gender equality, the Oromia job creation and vocational bureau should support and promote female SME owners in the area. It's interesting to note that most survey participants (44.6%) are within the productive age range of 26 to 35, have a first-degree education (67.3%), and have 11 to 15 years of job experience (47.1%). Additionally, most of the enterprises under study (55.7%) are held by partnerships, employ 16–30 people (43.1%), and have a capital of 1.5–20 million birr (52%). This study indicates that SMEs constitute the primary economic sector in the area and employ active, educated, and skilled labour. Likewise, the study made by ENDRIS and KASSEGN, (2022) and GEBREHIWOT, (2022) suggested

that SMEs employment in Ethiopia had a high level of significance for reducing poverty, empowering women socially and economically, and supporting the local economy and communities through income tax payments. Therefore, it is wise to incorporate additional supportive elements for SMEs' sustainable growth and development.

As shown in Table 3 above, all respondents (327 participants) were aware of CSR principles (100%) because the study's target groups were chosen with the intention of posing more questions on the topic. In this case, most respondents (29.1%) learned about CSR concepts from training and developments offered by non-governmental groups, who were then followed by small and medium-size enterprise themselves (25.4%). The results of this study indicate that non-governmental organizations are crucial in encouraging CSR initiatives in SMEs. STEKELORUM et al. (2020) discovered that SMEs have been recommended to work with international NGOs as a feasible strategy to implement CSR practices and supplier assessment. This is in accordance with the fact that SME managers typically lack time and resources.

Additionally, the study's SMEs engaged in CSR in a variety of ways, including sponsoring social activities (24.5%), creating a safe workplace for employees, paying fair wages, and providing them with opportunities for education and training (33%), and working with due regard for the environmental impact of their business operations (40.7%). Similarly, SMEs engaged in CSR activities primarily to address social, economic, and environmental issues (65.4%) in addition to gaining a competitive edge over those SMEs who were not undertaking CSR efforts, according to the data gathered from the respondents. The findings of this study support those of NAYAK et al. (2021), who contend that both large enterprises (LEs) and small and medium-sized businesses (SMEs) should maintain their corporate social responsibility (CSR) concepts to adhere to legal requirements relating to employee pay and benefits, workplace safety, gender equality, and promotions. The CSR initiatives should also discuss societal issues with the stakeholders they are intended for, especially the local community. Furthermore, financial limitations (33.3%) and a lack of understanding of the benefits of incorporating CSR into corporate operations (30.3%) provide the biggest obstacles for SMEs in the survey to put CSR activities into effect. The absence of effective governance (10.1%) and low management commitment (26.3%) are the additional barriers that SMEs face when attempting to undertake CSR initiatives. This study supports the obstacles to CSR that ZOU et al. (2021)

noted, which also include a lack of resources, a lack of law, a lack of senior management support, a lack of CSR understanding, and passive customer behaviour.

According to the study's first specific goal, which was to evaluate the impact of the economic aspects of CSR on the performance of SMEs, the findings show that the economic dimension of CSR had a positive association with SMEs' performance and was statistically significant at the 1% level of confidence. The results of the regression analysis show that the economic dimension of CSR in this study had a beta value of 0.335 and a p-value of 0.000. This shows that the value of SME performance grows or falls by 0.335 units in the same direction as the economic variable of the CSR as it changes by one unit. This study's findings are consistent with those of RINAWIYANTI et al. (2021), who found that when SMEs run their operations economically and in accordance with the law, it benefits their key external stakeholders by increasing customer satisfaction, increasing customer loyalty, and attracting new clients. In addition to this, the study conducted by BRIONES-PEN-ALVER et al. (2018) and WICKERT, (2016) suggested that the economic activities of CSR in SMEs can boost earnings and support the financial performance of businesses through the resources utilized in the execution of their objectives, adding to the services supplied and delivered to shareholders and employees generally. It is therefore reasonable to draw the conclusion that the economic aspect of CSR has a noticeably favourable impact on the success of the SMEs performance.

The study's second specific objective was to ascertain how the performance of SMEs was impacted by environmental activities within the CSR dimension. In light of this, the environmental component of CSR in this study has a positive effect on SME performance and is statistically significant at a 1% level of confidence, i.e., the variable's beta value is 0.256 and its p-value is 0.000. This implies that when the value of the environmental component of CSR is raised or lowered by one unit, the value of SME performance is likewise raised or lowered by 0.256 units. This result is in line with a study by ODURO et al. (2021) and MONEVA-ABADÍA, et al. (2019), which claimed that the environmental aspect of CSR has a favourable effect on the financial performance of SMEs and is statistically significant.

Regarding the third specific goal, which was created to evaluate the impact of social activities in the CSR dimension on SMEs' performance, the study's findings revealed a statistically significant positive association between social initiatives

and SMEs' performance. As a result, the study's regression output revealed that the social variable's beta value is 0.380 and its p-value is 0.000. Accordingly, when the social component of CSR's value is increased or decreased by one unit, the value of SME performance is correspondingly increased or decreased by 0.380 units in the same direction. The findings of this study agree with those of BACINELLO et al. (2021), who found that the social aspect of CSR helps SMEs perform better. It is also emphasized that making this strategic investment also helps businesses build their reputations. Furthermore, HU et al. (2018) and LÓPEZ-PÉREZ et al. (2017) claim that CSR efforts can be optimized through the strategic management of social issues, improving both the image and reputation of businesses as well as opening potential for competitive advantage. Therefore, it is reasonable to infer that the social programs of corporate social responsibility have a favourable impact on the performance of SMEs.

Examining how the legal actions taken as part of the CSR dimension have an impact on the performance of SMEs is the study's fourth specific objective. As a result, this study's legal CSR initiatives have a positive impact on SME performance and are statistically significant at a 1% level of confidence, i.e., the variable's beta value is 0.124 and its p-value is 0.000, as shown from the regression output. This implies that, when the legal dimension of CSR's value is increased or decreased by one unit, the value of SME performance is correspondingly increased or decreased by 0.124 units in the same direction. The study's findings are consistent with those made by DOSHMANLI et al. (2018), and RINAWIYANTI et al. (2021), who found a strong link between the growth of small and medium-sized firms and the legal aspect of CSR. Therefore, it is acceptable to conclude that the legal activities of CSR have a direct relationship with the performance of SMEs and have a substantial impact on the growth and development of enterprises generally.

The study's fifth and last specific objective was to examine how ethical CSR initiatives affect the performance of SMEs. As a result, this study's ethical CSR initiatives have a positive impact on SME performance and are statistically significant at a 1% level of confidence, i.e., the variable's beta value is 0.119 and its p-value is 0.000, as shown from the regression output in Table (). Accordingly, when the ethical component of CSR's value is increased or decreased by one unit, the value of SME performance is correspondingly increased or decreased by 0.119 units in the same direction. The outcome is in line with WAHEED and ZHANG, (2020) findings, which revealed a positive relationship and significant impact of

ethical activities on SMEs' performance. As a result, it makes sense to draw the conclusion that ethical CSR initiatives positively and significantly affect the performance of SMEs.

Corresponding to the research findings, the following description of the study's hypothesis is summarised in Table 32.

Table 32: Justification of Hypothesis

Particulars	Beta	Sig.	Decision
Hypothesis 1 (H1): There is a statistically significant positive relationship between the economic dimension of CSR and SME performance.	0.335	0.000	Accepted
Hypothesis 2 (H2): There is a statistically significant positive relationship between the environmental dimension of CSR and SME performance.	0.256	0.000	Accepted
Hypothesis 3 (H3): There is a statistically significant positive relationship between the social dimension of CSR and SME performance.	0.380	0.000	Accepted
Hypothesis 4 (H4): There is a statistically significant positive relationship between the legal dimension of CSR and SME performance.	0.124	0.000	Accepted
Hypothesis 5 (H5): There is a statistically significant positive relationship between the ethical dimension of CSR and SME performance.	0.119	0.000	Accepted

Source: Own Survey (2022)

4   Conclusion and Recommendations

4.1 Conclusion

According to the analysis's results, men predominate among individuals who own small and medium-sized enterprises in Ethiopia's Oromia region. Society's views, culture and practices that put additional pressure on enterprises run by female entrepreneurs may be the root of the gender gap in Ethiopia. To achieve gender equality, it is recommended that the Oromia job creation and vocational bureau support and promote female SME owners, particularly in the Oromia region, and raise public awareness about the need to avoid antiquated customs that deter female entrepreneurs from opening businesses. The result of the study also indicates that SMEs constitute the primary economic sector in the area and employ active, educated, and skilled labour. In low-income nations, SMEs account for more than 60% of GDP and more than 70% of all employment, but in middle-income countries, they account for more than 95% of all employment and roughly 70% of GDP (ABDISSA and FITWI, 2016). Inline to this finding, the Ethiopian government has created unique programs to support new firms and gives special attention to SMEs to absorb recent university graduates. Thus, it makes sense for small and medium-sized enterprises (SMEs) and start-up companies to include CSR initiatives in their strategic plans to achieve sustainable growth.

From the study's findings, it is also reasonable to draw the conclusion that small-and medium-sized business owners, government agencies, and non-governmental organizations (NGOs) are helping to raise awareness about the importance of CSR initiatives for SMEs in the study area. Accordingly, it can be said that SMEs operating in Oromia regional states of Ethiopia are moving toward putting CSR activities into practice. Because the study's findings suggest that there are indicators for actions like establishing a safe workplace for workers, paying a fair wage, offering opportunities for education and training, supporting social activities, and running the company with little environmental impact, among others. From the study's result, the biggest challenges for small and medium-sized businesses to effectively undertake CSR activities are financial limitations, owner unwillingness, poor management commitment, the need of strong governance, and a lack of a complete awareness of the advantages of doing so.

The primary value of this study is that it illustrates the efficient impact of corporate social responsibility (CSR) dimensions (economic, environmental, social, legal, and ethical) on the performance of SMEs in the market. Surprisingly, CSR activities explained approximately 84% of the variance in SME performance. Thus, the study supports the notion that CSR could be a successful business strategy for small and medium-sized enterprises as a means of allocating resources with certainty of achieving favourable outcomes. The findings also strengthen the hypothesis, proving that small and medium-sized enterprises can become more competitive by integrating CSR initiatives into their operations. It is also possible to draw the conclusion that these findings can assist managers in small and medium-sized businesses in understanding the importance of CSR issues and what can be anticipated from any efforts they make to enhance their organization's social, legal, ethical, and environmental performance in addition to its economic initiatives.

Depending on its nature and purpose, several studies propose different CSR dimensions to see its influence on the performance of small and medium-sized enterprises. The current study investigates the impact of the economic, environmental, social, legal, and ethical dimensions of CSR on the performance of small and medium-sized enterprises. It does so based on a review of prior empirical studies and CSR theories, and it also draws the following conclusion based on the analysis's findings:

Regarding the economic activities of the CSR dimension, this study confirms that a positive association between the variable and SMEs performance. Moreover, next to social initiatives, the economic aspect of CSR has a big impact on how well small and medium-sized businesses function. This is in line with that an enterprise with sound economic initiatives have greater performance than the rival firms. The economic aspect of CSR is a strategy that corporate organizations can use to address issues that businesses may encounter when marketing their products and services to support economic growth and sustainability. These issues include customer satisfaction, supply chain management, product quality, and safety. How much effort a firm has put into integrating the economic dimension with other important business tasks is determined by the system it uses to conduct its business in the market. When business organizations actively utilize market opportunities and focus on long-term economic success rather than short-term profit maximization, the broader economy will be supported and community living standards will rise.

When it comes to the environmental component of the CSR dimension, it has a positive and considerable influence on the performance of small and medium-sized businesses. This is consistent with the idea that business organizations can participate in environmental activities that fall under the CSR component by adhering to the principles of the global environmental management system, which is one of the 2030 Sustainable Development Goals. This will decrease the impact of business activities on the environment. However, if the external stakeholders, such as higher institutions and non-government and government agencies, can demonstrate their cooperation to provide training, resources, and the know-how to implement environmental initiatives, the application of environmental-related CSR activities in SMEs can be realized and show a significant impact.

The empirical results demonstrated that, when compared to other CSR factors, the social component of CSR had a positive and strongly significant impact on the performance of small and medium-sized businesses. Participating in community-based activities while upholding short-term profit maximization to achieve their immediate goals is fantastic advice for small and medium-sized businesses. The social initiatives of CSR are, however, being implemented by small and medium-sized businesses (SMEs), who have established priority areas depending on their financial constraints and available human resources.

The result of the study showed that the legal component of the CSR dimension has a positive and significant impact on the performance of small and medium-sized businesses enterprises, even though its influence is less than that of the other variables included in the investigation. According to CHEROBON, (2014), engaging in "legal activity" entails acting in a way that is consistent with legal expectations and societal norms, abiding by several federal, state, and local regulations, acting as a law-abiding corporate citizen, successfully completing all legal obligations, and providing goods and services that at the very least comply with the bare minimum legal requirements. Managers anticipate that a company will turn a profit to reward itself for being productive and efficient, and society anticipates that a company will uphold the law. Therefore, it is important to maintain a balance between what society expects from businesses in terms of upholding the law and the benefits of an organization's effectiveness.

The ethical dimension of CSR has a positive and significant effect on the performance of small and medium-sized enterprises. The rules, norms, or expectations associated with upholding or protecting the moral rights of stakeholders, including customers, employees, shareholders, and the community,

are what are referred to as ethical obligations (MEKONNEN, 2018). The construction of a moral fabric results from society and business sharing tacit knowledge that is a component of mankind. In light of this, it is plausible to draw the conclusion that the ethical aspect of CSR has a positive effect on the performance of small and medium-sized businesses.

4.2 Recommendations

As can be seen from the results of the data, all the study's variables have a positive and significant influence on the performance of small and medium-sized businesses. The execution of the CSR initiative should therefore be encouraged and supported by the management of SMEs, their owners, government officials, and other stakeholders for the sustainable growth of small and medium-sized firms. More specifically, the following potential recommendations were put forth considering the study's findings.

To start with the economic initiatives, small and medium-sized businesses ought to create a range of inventive, cost-effective goods and/or services. Because the high-quality products and services help small and medium-sized businesses keep their existing customers and draw in new ones. Additionally, SMEs should go above and beyond what customers anticipate by informing them of the risks associated with the company's products and services, i.e., by abiding by safety rules and regulations. Additionally, SMEs' management should work with local authorities and governmental organizations to protect the commercial interests of their businesses and sustain their long-term success in the market.

When it comes to the environmental initiatives of the CSR dimension, small and medium-sized firms should reduce the waste and emissions from the company to the environment, provide environmentally friendly products and services, and establish partnerships and integrate with other stakeholders to reduce the environmental impacts of their business operations. Moreover, environmental audits, public disclosures, employee training on environmental concerns, and environmental restorations on a voluntary basis (without being required by regulations) are other interesting initiatives small and medium-sized firms should undertake to sustain their business in the market.

In relation to the social initiatives of the CSR dimensions, small and medium-sized firms should invest in projects (such as building schools, health canters, roads, etc.) that improve the quality of life in the community. Moreover, SMEs should place a priority on the health, safety, and general well-being of employees by providing money and facilities (e.g., gifts of products or services), providing

volunteer employee service to the local community, and prioritizing employee health, safety, and well-being.

In addition to economic, social, and environmental activities, small and medium-sized enterprises should also be concerned about the legal aspects of their business that impact its performance. Among other things, the enterprises should undertake voluntary activities (e.g., for a better society and cleaner environment) beyond rules protecting customer rights, providing an equal career opportunity regardless of employees' gender, race, religion, and ethnicity, and providing training for employees to make them aware of business rules and regulations. Moreover, SMEs should adhere to legal requirements such as the tax law, employee safety standards, or environmental standards.

Finally is the ethical dimension of corporate social responsibility. To boost the performance of small and medium-sized enterprises, the enterprise should provide financial investors, employees, and consumers with access to business information and policies; treat all individuals within the organization equally and with respect; and ensure that no one is ever arbitrarily exploited for organizational benefit. SMEs should also respect the human rights, dignity, autonomy, and privacy of all their employees, which are some of the ethical activities they undertake. Moreover, the organizations should meet all ethical obligations, i.e., those social expectations not covered by law (such as doing what is right, just, and fair and respecting the rights of individuals in society).

5 New Scientific Results

The major goal of the study is to investigate how CSR practices affect small and medium businesses operating in Ethiopia in terms of sustainable business performance. In accordance with the investigation's goals, the main findings were summarized in the section above discussing the outcomes. As a result, a synopsis of the new scientific results is provided below.

1. My research result explore that the economic dimension of corporate social responsibility activities has a significant impact on sustainable performance of small and medium size enterprises. Analytically, the beta value (= 0.335) and the p-value (P = 000) show a positive association between the performance of SMEs and the economic activities of CSR, which is also statistically significant at a 1% level of confidence. This proves that when the economic variable of the CSR changes by one unit, the value of SME performance increases or decreases by 0.335 units in the same direction.

2. I confirm that the social activities of corporate social responsibility dimension have a big impact on sustainable performance of small and medium enterprises. Empirically, the beta value (= 0.380) and the p-value (p = 0.000) show a positive association between the performance of SMEs and social activities of CSR, which is also statistically significant at 1% level of confidence. This demonstrates that for every unit change in the social variable of the CSR, the value of SME performance increases or decreases by 0.380 units in the same direction.

3. This study reveals that the environmental component of CSR in this study has a positive effect on SME performance and is statistically significant at a 1% level of confidence, i.e., the variable's beta value is 0.256 and its p-

value is 0.000. The result claimed that the environmental aspect of CSR has a favorable effect on the performance of SMEs and is statistically significant.

4. This study further confirmed that the legal and ethical activities of corporate social responsibility dimension have a positive effect on SMEs performance and is statistically significant at 1% level of confidence i.e., the variables beta value is 0.124 and 0.119 respectively and their p values are 0.000. According to the findings, there is statistically strong evidence that the legal and ethical components of CSR have a positive impact on SMEs' sustainable performance.

6. Publications

Publications in scientific journals:

1. Abdissa, Gemechu, Abebe Ayalew, Anna Dunay, and Csaba Bálint Illés. 2022. "Determinants of Sustainable Growth of SMEs in Developing Countries: The Case of Ethiopia" *Economies* 10, no. 8: 189. https://doi.org/10.3390/economies10080189
2. Abdissa, Gemechu, Abebe Ayalew, Anna Dunay, and Csaba Bálint Illés. 2022. "Role of Reverse Logistics Activities in the Recycling of Used Plastic Bottled Water Waste Management" *Sustainability* 14, no. 13: 7650. https://doi.org/10.3390/su14137650
3. Abdissa, Gemechu, Abebe Ayalew, Csaba Bálint Illés, and Anna Dunay. 2021. "Effects of Corporate Entrepreneurship Dimensions on Organizational Performance: Case of Small and Medium Enterprises in Holeta Town, Ethiopia" *Journal of Open Innovation: Technology, Market, and Complexity* 7, no. 4: 234. https://doi.org/10.3390/joitmc7040234
4. Al-Hanakta, Reham, Illés, Bálint Csaba, Dunay, Anna, Abdissa, Gemechu Shuremo and Abdi Khalife, Mehrzad. "The Effect of Innovation on Small and Medium Enterprises: A Bibliometric Analysis" Visegrad Journal on Bioeconomy and Sustainable Development, vol.10, no.1, 2021, pp.35-50. https://doi.org/10.2478/vjbsd-2021-0008
5. Dunay, Anna, Abebe Ayalew, and Gemechu Abdissa. 2021. "Why Socially Responsible? Determinant Factors of Organizational Performance: Case of Dangote Cement Factory in Ethiopia" *Sustainability* 13, no. 9: 4783. https://doi.org/10.3390/su13094783
6. Shuremo, Gemechu Abdissa ; Illés, Bálint Csaba ; Dunay, Anna ; Abdi Khalife, Mehrzad (2020). The effect of corporate social responsibility on small and medium enterprise sustainability: Bibliometric analysis. SELYE E-STUDIES 11: 2, 18

Publications in Conference Proceedings

7. Gemechu Abdissa Shuremo[*], Csaba Bálint Illés and Anna Törőné Dunay (2021). The Effect of Entrepreneurial Marketing on the Performance of Small and Medium-sized Enterprises, SHS Web of Conferences 90, 01018; https://doi.org/10.1051/shsconf/20219001018

8. Abdissa, Gemechu ; Illés, Bálint Csaba (2020).The effect of Foreign Direct Investment (FDI) on Industrialization: case of Ethiopian Economy; Dimitar, Kirilov DIMITROV; Dimitar, NIKOLOSKI; Rasim, YILMAZ (eds.) Proceedings of XIV. International Balkan and Near Eastern Social Sciences Congress Series on Economics, Business and Management-Plovdiv / Bulgaria, September 26-27, 2020. Пловдив, Bulgaria: University of Agribusiness and Rural Development, (2020) pp. 186-196., 11.

9. Abdissa, Gemechu ; Illés, Bálint Csaba (2020). Reverse Logistics Process of Used Plastics Water Bottles Supply Chain in Ethiopia: Review. Dimitar, Kirilov DIMITROV; Dimitar, NIKOLOSKI; Rasim, YILMAZ (eds.) Proceedings of XIV. International Balkan and Near Eastern Social Sciences Congress Series on Economics, Business and Management-Plovdiv / Bulgaria, September 26-27, 2020. Пловдив, Bulgaria: University of Agribusiness and Rural Development, (2020) pp. 178-185., 8.

10. Abdissa, Gemechu ; Törőné Dunay, Anna (2020). Corporate Social Responsibility practice: Case of Small and Medium Enterprises (SME) In Ethiopia. Dimitar, Kirilov DIMITROV; Dimitar, NIKOLOSKI; Rasim, YILMAZ (eds.) Proceedings of XIV. International Balkan and Near Eastern Social Sciences Congress Series on Economics, Business and Management-Plovdiv / Bulgaria, September 26-27, 2020. Пловдив, Bulgaria: University of Agribusiness and Rural Development, (2020) pp. 172-177., 6.

11. Abdissa, Gemechu ; Dunay, Anna (2020). Corporate sustainability: The case of micro and small business enterprises in Ethiopia. Korombel, Anna; Ławińska, Olga; Okręglicka, Małgorzata (eds.) Proceedings of the 3rd International Conference Contemporary Issues in Theory and Practice of Management - CITPM 2020 Częstochowa, Poland : Wydawnictwo Politechniki Czestochowskiej, (2020) pp. 11-17. , 7. Conference Paper

12. Gemechu, Abdissa ; Betgilu, Oshora ; Mária, Fekete Farkas ((2020) Assessment of key factors for implementation and adoption of Industry 4.0 in Ethiopia: Case of manufacturing sector. VI. Winter Conference of Economics PhD Students and Researchers: Gödöllő, Hungary: Szent István University, DOSZ, Közgazdaságtudományi Osztály; 128 p. pp. 9-10.