

Corporate Social Responsibility on the Performance of Private Telecommunication in Nigeria (A Study of Mtn)

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Abstract

The study examined the effect of corporate social responsibility on the performance of private telecommunication Nigeria (A study of MTN telecommunication Plc). Specifically, the study examine the relationship between economic expectation of corporate social responsibility and the performance of telecommunication industry; evaluate the relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry; investigate the relationship between ethical expectation of corporate social responsibility and the performance of telecommunication and ascertain the relationship between discretionary/ philanthropic expectation of corporate social responsibility and the performance of telecommunication industry. The project work employed primary data instruments sourced through 40 self administered questionnaires of which all were collected and analysed using the Pearson Monument Coefficient Correlation Model. The result of finding established that there is statistical significant relationship between economic expectation of corporate social responsibility and performance of telecommunication industry ($r\text{-cal } 0.564, P < 0.05$). There is significant relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry ($r\text{-cal } 0.353, P < 0.05$). There is no significant relationship between the ethical expectation of corporate social responsibility and the performance of telecommunication industry ($r\text{-cal } 0.180, P > 0.05$). There is significant relationship between

discretionary/philanthropic expectation of corporate social responsibility and the performance of telecommunication industry ($r\text{-cal } 515, P < 0.05$). The study concluded that corporate social responsibility significantly impact performance of telecommunication industry in Nigeria. Based on the conclusion, the study recommended that CSR activities should be considered as a nation-wide initiative in order to support other initiatives and other regions and not just small groups of beneficiaries or customers for that matter. The study further suggested that organization in the community and the individuals should begins to see themselves as inclusive stakeholders in the wellbeing and welfare of the organization and thus less likely to do anything or take any action that may likely hurt the interest of the organization, thereby promoting corporate efficiency and serving as avenues to reach out to more market segment.

Key words: Corporate Social Responsibility; Telecommunication Industry; Nigeria

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INTRODUCTION

In order for organizations to survive in the competitive marketing environment, they need to note that their long term survival partly depends on their ability to confront social and environmental issues by being socially responsible (Collier & Esteban, 2007). In recent years, research has revealed the importance of Corporate Social Responsibility (CSR) and its significant impact on organizational performance (Dixon, Ogebechi, Aiyeku, Haran & Jarutirasarn, 2011). The concept, Corporate Social Responsibility (CSR), has been defined in different ways and by various scholars. For instance, Pitt (2012)

defined Corporate Social Responsibility (CSR) in terms of three distinct constructs: environment Corporate Social Responsibility (CSR), external social Corporate Social Responsibility (CSR) and internal social Corporate Social Responsibility (CSR). Environmental Corporate Social Responsibility (CSR) encompasses any action undertaken in order to promote environmental sustainability; external social Corporate Social Responsibility (CSR) deals with initiative aimed at addressing the needs of individuals and communities while internal social CSR deals with issues such as the degree to which organizations address social asymmetries with regard to gender, race, sexual orientation and disability (Orlitzky, Siegal & Waldman, 2011). Given this, the study is concerned with the aspect of external social Corporate Social Responsibility (CSR) aimed at satisfying the consumer's needs and wants. Some scholars such as Swaen and Chumitaz (2002) and Guchait, Anner and Wu (2012) view Corporate Social Responsibility (CSR) as obligations that companies have to integrate environmental and social parameters into their modus operandi and long-term development policies. To this effect Malovicsa, Csigene and Kraus (2008) opined that Corporate Social Responsibility (CSR) is centered on the notion that the business sector should not only concentrate on profit oriented commercial activities but also play a noneconomic role in society. Given that research has shown that consumers have a favourable attitude towards companies that engage in Corporate Social Responsibility (CSR) (Beckmann, 2012) and that Corporate Social Responsibility (CSR) activities can create emotional bonds between consumers and organizations' brands and products this study applied the analytic hierarchy process (AHP) model to determine whether consumers have preference for certain Corporate Social Responsibility (CSR) activities of organizations. This is of essence because knowledge of the relative importance of the factors that affect customers' decisions is of optimal importance in the allocation of organizational resources and development of appropriate Corporate Social Responsibility (CSR) strategies.

Corporate social responsibility, an essential phenomenon, has over the years become a major concern in Western Europe and other countries of the world following the western model of development. The western European Nations responded positively to the debate, accepted and even implemented some of its own far reaching conclusion.

The survey study of Hibiki (2003) indicate that there is a positive relationship between corporate social responsibility and the profit level of a business while that of Williams and Siegel (2000) found that there is no significant relationship between them. Each company differs in how it implements its corporate social responsibility, where this is the case. The difference depends on such factors as the specific company's size, the particular industry involved, the firm's

business culture, stake holder, demand and how historically progressive the company is in engaging in corporate social responsibility/ activities. Some companies focus on a single area, which is regarded as where they have the highest impact or vulnerability.

1. PROBLEM FOCUS FOR THE STUDY

Guchait, Anner and Wu (2012) opined that researches by various scholars have revealed the influence of customers' perceptions of CSR on their attitudes towards organizations and their products. Furthermore, scholars such as Berens, and Bruggen (2005) and Guchait, Anner and Wu (2012) are of the opinion that most research on Corporate Social Responsibility (CSR) focus on product-oriented organizations. Consumers are one of the primary stakeholders of organizations in the marketing exchange process hence their perceptions of Corporate Social Responsibility (CSR) are important since stakeholders' perceptions influence organizations CSR practices (Dawkins & Ngunjiri, 2008). Yet, as opined by Beckmann (2012), the relationship between Corporate Social Responsibility (CSR) activities and consumers-as-stakeholders perceptions, attitude and behaviors is still under researched. Consequently, there are many problems associated with the existing literature on corporate social responsibility such as: lack of awareness as to the actual meaning of corporate social Responsibility, lack of audit of Corporate Social Responsibility, no accepted standard to reporting of Corporate Social Responsibility, poor implementation of Corporate Social Responsibility and overall, there is dearth of relevant data concerning the actual impact of CSR on the performance of private telecommunication companies in Ekiti State. It is based on the above problems that this study is undertaken to fill the knowledge gap. The objective of the study is to examine the effect of Corporate Social Responsibility (CSR) on performance of private telecommunication companies in Nigeria; examine the relationship between economic expectation of corporate social responsibility and the performance of telecommunication industry; evaluate the relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry; investigate the relationship between ethical expectation of corporate social responsibility and the performance of telecommunication; ascertain the relationship between discretionary/philanthropic expectation of corporate social responsibility and the performance of telecommunication industry.

2. LITERATURE REVIEW

2.1 Conceptual Clarification

2.1.1 Corporate Social Responsibility (CSR)

Definitions of Corporate Social Responsibility (CSR) have been provided by many academics, researchers, and

corporations, however for the purpose of this research the researcher focuses on three definitions found to be relevant to this study. Carroll (1991) indicated that CSR embraces for social responsibilities which are economic, legal, ethical and philanthropic. The economic aspect is responsibility to profit; the legal component deals with the society's expectation from companies to comply with the laws and regulations of the land; ethical deals with society's expectation from companies to embrace value and norms; philanthropic responsibilities entail companies being good corporate citizens. Matten and Moon (2004) posited that explicit deals with corporate policies with the objective of being responsible for what interests society while the implicit CSR is a country's formal and informal institutions that give organizations an agreed share of responsibility for society's interests and concerns. Implicit CSR are values, norms and rules which result in requirements for corporations to address areas that stakeholders consider important. Akindele (2011), states that CSR is about how companies manage the business processes to produce an overall positive impact on society, in accordance with, the world business council for sustainable development (WBCSD) that states, corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Three dimension definition by Lohman and Steinholtz (2004) view CSR as a combination of three separate agendas, namely: sustainability, corporate accountability and corporate governance. Sustainability implies balancing the social, economical and environmental areas in the world to avoid threatening long term survival. Corporate accountability deals with organisation's credibility and ability to manage resources properly while corporate governance deals with the manner an organization is run with transparency and trustworthily. Osei-Tete (2012), defines Corporate Social Responsibility (CSR) as achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment. Furthermore, he asserted that Corporate Social Responsibility also means addressing the legal, ethical, commercial and other expectations society has for business, and making decisions that fairly balance the claims of all key stakeholders. The World Business Council for Sustainable Development (2010) defines CSR as a business' commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life. Under this point of view, the CSR rests on the fundamental pillars of both the economic growth and the quality of life as an engine for sustainable development. Finally, Forstater et al. (2002) defines Corporate Social Responsibility as a company's actions that contribute to sustainable development through the

company's core business activities, social investment and public policy debate. The underlying cause of expanded social responsibility is the historical force of economic growth, which has spawned in its wake, increased impacts of corporate activity on society.

2.1.2 Benefits of Incorporating CSR to an Organisation

Quite a number of benefits may accrue to any organization that incorporates CSR. Some of these are increased brand value; greater access to finance; a healthier and safer workplace; stronger risk management and corporate governance; motivated people and community; customer loyalty; enhanced confidence and trust of stakeholders; an enhanced public image and economic success (Asa, 2007; Reimers, 2009; Tuodolo, 2009; & Elizaveta, 2010).

Any organization that incorporates CSR as a core business is not doing any special favour to the society but is indirectly creating more avenues for a greater growth, success and profitability for its business. Reputational damage may occur for failure to incorporate CSR. Mirfazli (2008) discovered in his research that failure to carry out social responsibilities will cause more harm to a business than any good. Unethical business practice is no longer fashionable even in a country as poverty-ridden as Nigeria. Such can only attract negative feedback to any organization due to increased media attention, responsive and investigative journalism as well as increased social media in Nigeria. Ethical responsibilities do attract and retain the best workers in an organization. Researches also revealed according to Diffey (2007) that consumers prefer to patronize who are alive to CSR practices. The author went further to say that with the coming of knowledge economy; corporate behavior has no hiding place. Human rights cannot be infringed upon anyhow and business reputation must be guarded jealously due to quick information flow through various media such as mobile telephoning, newspapers and magazines, television, radio and internet. Elizaveta (2010) claimed that CSR business attracts the best workers and bring more customers to any organization. She went further to add that companies without CSR most often fail sooner or later and that big organizations appear to understand this, thereby they set up strategies to assure stakeholders of being socially responsible. Companies with CSR policies get the best workers, shareholders, customers and a happier community and society. The economy and the capital market also recognize that sustainable companies are businesses of the future.

Many African countries, including Nigeria are highly dependent on foreign aids and grants. Pederson and Huniche (2006) observed that economic responsibilities are accorded the highest priority by organizations in Africa. Others such as philanthropic, legal and ethical follow respectively. The socio-economic needs in Nigeria are so enormous that companies must come to the aid of people and environment where government has failed.

Amaeshi, Adi, Ogbechi and Amao (2006) averred that indigenous perceive CSR as corporate philanthropy to address the socio-economic challenges in Nigeria. The failure of the federal government controlled economy (despite the super abundance of natural and human resources) to develop the country is a major driver of CSR.

The mobile telecommunication industry in Nigeria comprises MTN, Globacom, Airtel, Etisalat, Multilinks, Starcomms, Vodaphone, Zoom mobile and Visaphone. Nigeria, so far has maintained the lead as Africa's largest telecoms market (Mathew-Daniel, 2012). This is not surprising given Nigeria's population of over 160 million people. The deregulation of the telecommunication sector was as a result of the failure of the Federal government controlled NITEL (the only telephone service provider until 2001). NITEL had only about 500,000 subscribers in a country of about 140 million people as at then. Telephone lines in homes were not for the poor, it used to be a sign of affluence or wealth in Nigeria. The active subscribers of GSM in Nigeria have hit 127.2 million people. The GSM services have brought in a lot of benefits to the economy such as ease of business transaction, communication, e banking services, among others. This is not to say it did not come with other demerits as well such as health and safety issues related to base stations and radio frequency, emissions, noise, air and ground pollution (MTN, Annual Report, 2005).

2.1.3 The Relationship Between CSR and Business Performance

The question as to whether CSR enhances business performance has been the center of many debates over the past years and to date no real consensus has been reached on the topic. This is because, although many companies in developed countries claim CSR has taken their businesses to a whole new level and therefore swear by it, others (especially in the emerging countries) on the other hand view it as a way of wasting organizational resources. But the fact of the matter is, CSR has helped improve business performance at various levels, and in the long-term. In other words, CSR and business performance are so correlated that it will be difficult to dissociate them. Having said that, the researcher looked at "business performance" in five (5) angles (though other angles maybe exploited); financial, organizational performance; employee's commitment, corporate reputation and brand differentiation; which can be used to measure the success or otherwise of CSR activities (Baofa & kokuma, 2016).

2.2 Theoretical Literature

2.2.1 Corporate Social Responsibility Theory

Friedman's Theory of CSR explains how firms are not only legal units with responsibilities but also moral units that have ethical obligations similar to those populations in a society (Friedman, 1993). The proponents of this theory point out that CSR has two meanings one being a overall term for any theory of a business, that stresses

the need responsibility to register profits and the responsibility to interact in an ethical approach with the surrounding societies. William and Siegel (2001) infer that "CSR is also a specific conception of that responsibility to profit while playing a role in broader questions of community welfare". Further to the above, William and Siegel (2001) suggest, "As a specific theory of the means by which companies interact with the surrounding community and larger world, CSR is comprises of four responsibilities. One of the obligations is the economic responsibility to make money. The other obligation is legal responsibility to adhere to rules and regulations. The third obligation is ethical responsibility that involves doing what is right even when not required by the letter or spirit of law. The fourth responsibility is the philanthropic responsibility to contribute to society's projects even when they are independent of the given a business endeavor".

2.2.2 Managerial Theory

This theory originates from Jules Henri Fayol (1925). This theory emphasizes on the effects corporate management decisions and policies in companies that practice CSR. According to the management theory, everything external to the companies is taken into account for in the organization by the management. Secchi (2007) argues that "Managerial theories have three key sub groups which are; corporate social performance, social accountability and auditing reporting, social responsibility for multinationals".

The theory argues that management seeks to gauge the input of the social variable with regard to a given business's economic performance. In addition, managerial theory puts the manager's actions and decisions to account especially when managers are making the decision of CSR activities. Managers are seen as agents of shareholders who want their wealth be maximized while also they want the interest of other stakeholders be satisfied. The managerial theory hinges on the discovery and perusing of, coupled with effects to, the demands that are social, which realize greater social acceptance, social legitimacy and performance of Telephone firms.

2.3 Empirical Literature

Gbam and Dedi (2017) examined the effects of corporate social responsibility on Nigeria's telecommunication industry in Plateau State, Nigeria. The survey research method was employed. Data collected for the study are from both primary and secondary sources, relying heavily on the relevant information available from the Nigeria telecommunication industry, the general public and other sources. Tests were conducted using chi-square analysis. The chi-square result reveals a strong and significant relationship between CSR and Social progress. The study recommended that telecoms industries in Plateau State should be encouraged to expand their CSR activities by going into other areas like health, education, charity giving, instead of focusing on

one particular activity. The NCC should come up with modalities for monitoring their level of carrying out social services to their host communities, among others. Akinleye and Adedayo (2017) investigated the impact of corporate social responsibility (CSR) on profitability of multinational companies in Nigeria. Five multinational companies were randomly selected in the study and data were collated from their respective financial reports for a period of five years covering 2010 to 2014. The study employed techniques including correlation analysis, pooled OLS estimation, fixed effect and random effect estimations, granger causality estimation and post estimation test such as restricted f-test and Hausman test. Result revealed that there is weak negative correlation between corporate social spending and profit after tax. Corporate social spending exerts negative insignificant impact on profit after tax while there is only evidence for unidirectional causal relationship running from corporate social spending to profit after tax for Oando plc, among all the selected multinational companies. Oladimeji, Adebayo and Ogunshola (2017) sought to find out effect of corporate social responsibility (CSR) on customers' loyalty and retention. Survey research method was adopted for descriptive and analytical purpose. Customers, employees and dealers of telecommunication giant, MTN Nigeria, a subsidiary of MTN South Africa served as the sample population. 100 respondents were served questionnaires; in the 14 items questionnaire, two elements of CSR were mentioned which are orientation towards customers' affair and orientation towards community/societal affairs. Statistical analyses of the responses generated were done through correlation and regression analyses to test the hypotheses to determine the impacts of CSR on customers' loyalty and retention. The research instruments were face validated by experts in the field of academics and test-re-test method was carried out to test the reliability of the instruments with Pearson's product moment correlation coefficient. The values for reliability were as follows 0.83, 83% for customers' loyalty, 0.81, 81% for retention. Data were analyzed with the use of SPSS - descriptive and inferential statistical tools such as percentages, F-Statistic, and correlation coefficient. The results revealed that there is a positive and significant relationship between the organization orientation towards customers' affairs and customers' loyalty and retention, and there is a significant relationship between the organization orientation towards community affairs and customers' loyalty and retention. Nnamani, Onyekwelu and Ugwu (2017) evaluated the effect of sustainability accounting on the financial performance of listed manufacturing firms in Nigeria. Firms used for the study were chosen from the Nigerian brewery sector. Data were sourced from the financial statements of three sampled firms. Data were analysed using the ordinary linear regression. The study revealed that sustainability reporting has positive and significant effect on financial

performance of firms studied. Following the findings, the study recommended that firms in Nigeria should invest reasonable amount of their earnings on sustainability activities while specific accounting templates be articulated by professional accounting regulating bodies to guide firms' reportage on sustainability activities. Tapang and Bassey (2017) examined the effect of corporate social responsibility performance on stakeholder's perception of telecommunication companies in Nigeria. An ex-post facto research design was employed. Data were collected and statistically analysis using multiple regression. Based on the empirical analysis, the study revealed that economic expectation of CRS performance do has a significant effect on stakeholder's perception. The study also revealed that legal expectation of CRS performance do has a significant effect on stakeholder's perception. The study further revealed that ethical expectation of CRS performance do has a significant effect on stakeholder's perception. The study finally revealed that discretionary expectation do has a significant effect on stakeholder's perception. Conclusively, behaving in a socially responsible way normally raises the cost profile of a firm, there have been evidence, although not unchallenged, that firms that do so tend to enjoy better long run corporate performance, arising mostly from the support, friendliness and peace they often experience in their operating environment.

Ohiokha, Odion, Akhalumeh (2016) analyzed corporate social responsibility and corporate financial performance in Nigeria. The study empirically demonstrated the impact of corporate social responsibility on firms financial performance. The study adopted pooled survey research design covering twenty nine (29) firms in Nigeria over a period covering 2005 to 2010. Data collected from the annual reports of the selected firms were analyzed using panel data regression analysis. Result revealed that corporate social responsibility (CSR) had little impact on the financial performance of the sampled companies. Bofo and Kokuma (2016) addressed the issue by assessing the impact of Corporate Social Responsibility on organizational performance. Primary data were captured through the use of questionnaires administered to management and staff of Vodafone Ghana ltd. Target population of the study was made up of management and staff of Vodafone Ghana ltd. (20) respondents was randomly selected among management and staff through simple random sampling technique. The study revealed that the company engages in CSR programmes because it wants to create an image of a good corporate citizen. It was concluded that CSR has a substantial and positive impact on all performance indicators used in the literature review which are: finance, organizational performance overtime, reputation, employee commitment and brand differentiation.

Olaroyeke and Nasieku (2015) conducted an investigation of the effect of corporate social responsibility

on the performance of listed manufacturing companies in Nigeria. The population comprised of all the listed manufacturing companies in the Nigerian Stock Exchange. Out of the total 74 quoted companies, 15 companies were randomly selected from five different sectors of the manufacturing sector. Descriptive techniques were employed in this analysis based on primary data collated from responses of senior managers, chief accountants, and chief auditors. Result revealed that corporate social responsibility activities have a moderate positive effect on the performance of manufacturing companies listed on Nigeria Stock Exchange, and that manufacturing companies engage in CSR not only for profitability but for other reasons such as better corporate image, marketing and advertising strategy; employee satisfaction and fulfillment, improve competitive advantages, productivity and business opportunities; organizational values, among others. The study, therefore, recommended that companies engage in CSR policies and strategies not only to improve their performance but also to strengthening its legitimacy, reputation and building competitive advantage. Aliyu and Noor (2015) examined the relationship between the dimensions of CSR disclosures and corporate financial performance (CFP) among Nigerian listed companies. Content analysis was conducted to extract CSR and financial data from annual reports of 68 companies listed on the Nigeria Stock Exchange. Financial data were cross-referenced with the NSE Factbook. CSR indexes and financial performance measures were computed for estimation of the regression analysis equation. The percentages were used to describe the nature and trend of CSR practice in Nigeria. This was followed by the hierarchical multiple regression analysis to examine the relationship between CSR and CFP. The findings of this paper have practical implications on the management of Nigerian companies to re-think and re-strategize their CSR policies that incorporate social and economic performance to improve their CFP. Nsikan, Umoh and Bariate (2015) examined the extent of relationship between CSR and mobile telecommunication competitive advantage. The survey design was adopted, making use of random sampling to select 200 participants from staff of MTN. Structured questionnaire was employed to collect relevant primary data and analysis was carried out through regression analysis and Chi-square technique. Results showed that except staff welfare, significant relationship existed between environmental awareness, community wellbeing and competitive advantage. Benjamin, Emmanuel and Emmanuel (2015) examined the impact of Corporate Social Responsibility on buyer behavior within the mobile telecommunication sector with MTN & Vodafone Ghana limited as the case. The study adopted a descriptive survey approach for which data was collected from one hundred customer and five staff members of the selected telecommunication firms. It was revealed that the motives to retain employees and to ensure superior

performance, also the need to maximize profit are reasons why these firms undertake CSR. In addition it was noted that CSR initiative were done to promote company brand; help company develop relationship with customers and attract patronage.

Mujahid and Abdullah (2014) studied the dependency of CSR on firm's financial performance as well as on shareholders' wealth in Pakistan. They had selected 10 firms which are highly rated as CSR firms and 10 non-CSR firms to see the differences in their financial performances and shareholders wealth as well. They selected the return on equity (ROE) and return on assets (ROA) ratios as financial performance indicators and stock prices and earnings per share (EPS) as representing shareholders' wealth. They adopted a mixed methodology in the study and concluded that there was a significant positive relationship between CSR and financial performance and shareholders' wealth. Wael (2014) explored the effect of corporate social responsibility and Jordanian Orange telecom company Profit. The study employed the use of questionnaire as an instrument and employed descriptive analysis, means and SDs to tabulate and analyzed. Analysis of 103 suitable responses among company employees found a significant effect of corporate social responsibility and firm Profitability. Adebisi and Taiwo (2014) carried out a study on building winning strategy for competitive performance through corporate social responsibility focusing on MTN Nigeria. The primary objective of the research was to evaluate the likelihood of companies leveraging on CSR as a strategic approach for competitive performance with specific reference to MTN limited, which an established Telecom company in Nigeria. The findings indicated that good ethical and environmental CSR, appropriate delivery of societal focused corporate social responsibility and economic empowerment of the host community had significant effects on organizational performance of the mobile service provider.

3. RESEARCH METHOD

3.1 Research Design

This study will make use of survey research design that allow for the use of questionnaires to elicit data from the respondents. In collecting the data for this study, questionnaires will be distributed in all department of MTN telecommunication Plc Ado-Ekiti, Ekiti State. The distribution will be done irrespective of the year of experience of those who indicated to participate.

3.2 Population of the Study

The actual population of this study is the entire staff of MTN telecommunication Nigeria plc, Ado branch. However, given the limitation of the study to Ado-Ekiti high level branch. The entire staff in the branch becomes the effective population for the study. Presently, the number of staff in the branch is forty two (42)

3.3 Sample Size

The statistical formula that will be applied to determine the sample size from the population of the study is formulated by Yamane (1967) cited in Israel (2009) is stated as follows:

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

(Where, n = anticipated total sample size; N = population size; e = acceptable error term (0.05)).

$$n = \frac{42}{1+42(0.05)^2} = 40$$

Reliability and Validity: In order to establish the reliability of this instrument, a pilot study was carried out on a sample of forty (40) staff of MTN telecommunication Plc Ado-Ekiti using a test-retest method. The result of the reliability test was 0.52 showing that the instrument is reliable. In confirming the validities of the instrument, face and content validities were ensured by conference of experts.

3.4 Methods of Data Analysis

This section will entail the analysis of data and interpreting data collected from the population sample. Data will be analyzed using inferential and descriptive statistics. The descriptive statistics will involve frequency table, likert scale while the hypotheses will be tested using Pearson Monument Correlation Technique.

4. RESULTS AND DISCUSSION

4.1 Result

Hypothesis 1: There is no significant relationship between economic expectation of corporate social responsibility the performance of telecommunication industry.

Table 1 shows that r_{cal} (0.564) is greater than r_{table} (0.195) at 0.05 level of significance. The null hypothesis is rejected. This implies that there is significant relationship between economic expectation of corporate social responsibility and performance of telecommunication industry. The correlation is statistically significant at 5% level of significance. That is when there is an increase in economic expectation of CSR remuneration like water supply, electricity supply, road maintenance etc. given to the public, there is also a corresponding increase in performance of the

Table 3
Correlation Co-efficient of Ethical Expectation of Corporate Social Responsibility and the Performance of Telecommunication Industry

Variable	N	Mean	SD	r_{cal}	r_{table}
Ethical expectation of corporate social responsibility	40	1.23	0.423	0.180	0.195
Telecommunication Performance	40	1.50	0.506		

*P<0.05 (Significant Result)

Table 3 shows that r_{cal} (0.180) is greater than r_{table} (0.195) at 0.05 level of significance. The null hypothesis is accepted. This implies that there is no significant relationship between the ethical expectation of corporate social responsibility and the performance

telecommunication industry, in that more customers will patronize such firm.

Table 1
Correlation Co-efficient of Economic Expectation of Corporate Social Responsibility has no Significant Relationship on the Performance of Telecommunication Industry

Variable	N	Mean	SD	r_{cal}	r_{table}
Economic expectation of corporate social responsibility	40	1.63	0.490	0.564*	0.195
Telecommunication Performance	40	1.28	0.452		

*P<0.05 (Significant Result)

Hypothesis 2: There is no significant relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry.

Table 2 shows that r_{cal} (0.353) is greater than r_{table} (0.195) at 0.05 level of significance. The null hypothesis is rejected. This implies that there is significant relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry. The correlation is high, positive and statistically significant at 0.05. This implies that when a firm abides by the rules and regulation of a country such firm will need not to run under shady business and in turn affect the performance of such firm.

Table 2
Correlation Co-efficient of Legal Expectation of Corporate Social Responsibility and the Performance of Telecommunication Industry

Variable	N	Mean	SD	r_{cal}	r_{table}
Legal expectation of corporate social responsibility	40	1.23	0.423	0.353*	0.195
Telecommunication Performance	40	1.30	0.464		

*P<0.05 (Significant Result)

Hypothesis 3: There is no significant relationship between ethical expectation of corporate social responsibility and the performance of telecommunication industry.

of telecommunication industry. The correlation is high, positive and statistically insignificant at 0.05. The result implies that telecommunication industry sometimes go against the culture and belief of the land in which they operate and as such it does not contribute to the

performance of telecommunication industry. However, telecommunication brand and logo should promote culture and norms of Nigeria.

Hypothesis 4: There is no significant relationship between discretionary/philanthropic expectation of corporate social responsibility and the performance of telecommunication industry.

Table 4
Correlation Co-efficient of Significant Relationship Between Discretional/Philanthropic Expectation of Corporate Social Responsibility and the Performance of Telecommunication Industry

Variable	N	Mean	SD	r _{cal}	r _{table}
Discretional/philanthropic expectation of corporate social responsibility	40	11.50	0.649		
Performance of telecommunication industry	40	3.83	0.712	0.515*	0.195

*P<0.05 (Significant Result)

4.2 Discussion of Findings

Having dealt extensively with defining the concept of social responsibility of the corporation, this study has empirically examined the effect of corporate social responsibility and performance of telecommunication industry in Nigeria with special interest in MTN Nig. Plc.

The result of finding established that there is statistical significant relationship between economic expectation of corporate social responsibility and performance of telecommunication industry (r_{cal} 0.564, P< 0.05). There is significant relationship between legal expectation of corporate social responsibility and the performance of telecommunication industry (r_{cal} 0.353, P< 0.05). There is no significant relationship between the ethical expectation of corporate social responsibility and the performance of telecommunication industry (r_{cal} 0.180, P>0.05). There is significant relationship between discretionary/philanthropic expectation of corporate social responsibility and the performance of telecommunication industry (r_{cal} 0.515, P<0.05).

For policy makers therefore, it is important to strategically position and tailor corporate social responsibility activities of the organization in such a way that it becomes an important tool of the organization to command the performance of firm by patronizing the services of the organization, and this could be achieved by ensuring proper dissemination of information through appropriate media about the activities of the organization and ensuring that such programs and activities touch the very essence of the life of the average member of the community and the society at large.

These results also suggest that policy makers should seriously consider providing their local community and employees with new kind of facilities as in order to provide financial support to local community where the company operating with different type of help the findings indicated that most employees were satisfied with the with relationship between them and their management in term of fairness, this consistent with the prior result of Parvin

Table 4 shows that r_{cal} (0.515) is greater than r_{table} (0.195) at 0.05 level of significance. The null hypothesis is rejected. This implies that there is significant relationship between discretionary/philanthropic expectation of corporate social responsibility and the performance of telecommunication industry. The correlation is high, positive and statistically significant at 0.05.

and Kabir (2011). Also the result of the present study showed a high level of the significant impact relationship between CSR and company Profit which is consistent with Research conducted by (Alafi et al., 2013) they found that there is strongly relationship between Profit Making and Social Responsibility. Profit making is the essential reason for an organization to extend and grow.

On the whole, the result is in consistence with the study of Akinleye and Adedayo (2017), Boafa and Kokuma (2016), Benjamin etal (2015) who found that there is significant relationship between corporate social responsibility and firm performance.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary and Conclusion

The objective of the present study was to investigate the effect of corporate social responsibility on the performance of private telecommunication industry in Nigeria as well as its consequences for this industry's performance. Based on the findings of the study, CSR has a substantial and positive impact on all performance indicators used in the literature review which are: finance, sales performance, organizational performance, overtime, marketing performance, employee commitment and firm size. Even though there is little attention given to CSR activities in Nigeria, however from the literature revealed one of the best ways to achieve this and get additional reward; such as attracting customers, building good image, recording impressive financial performance, and above all ensuring sustainability; is by taking up CSR that satisfy stakeholders needs. Conclusively, CSR significantly impact performance of telecommunication industry in Nigeria.

5.2 Recommendation

It is the opinion of the researcher that environmental influences might be responsible for insignificant

relationship between expectation of corporate social responsibility and the performance of telecommunication industry based on the fact that Nigerians relies so much on sources other than government to provide basic social amenities as government institutions are found wanting in this important responsibility.

Top management of the various telecommunication firms should take a center role of getting involved in each CSR initiative. This will ensure that those initiatives that will impact the impact of the firms are selected.

The research realized that CSR was not part of the firms overall policy initiative though its advantages were evident in the research. It is therefore recommended that as part corporate objectives CSR policies and initiatives should be considered as part of the over all corporate objective to ensure appropriate allocation funds is made for CSR activities.

CSR activities should be considered as a nation-wide initiative in order to support other initiatives and other regions and not just small groups of beneficiaries or customers for that matter.

Corporate social responsibility of the organization in community and customer affairs, which include but are not limited to engagement of the organization in sanitation, provision of social and economic infrastructures like schools, water works, health centers, mini roads, investment in skill development and knowledge acquisition could serve a veritable purpose of image laundering of the organization, which will in turn endear the organization to the customer by building an image of a responsible and responsive corporate citizenship in the mind of the public, thus should be given adequate attention.

5.3 Suggestions for Further Research

The study suggests that it would be important to conduct studies on corporate social responsibility and employees' performance in telecommunication industry. It would also be expedient to carry empirical studies on other service sector of the economy. Secondly, this study did not examine the effect of each explainer variables on the explained variables when using a correlation analysis. From the foregoing, future research should attempt to include other CSR variables that are quantitative as well as qualitative and quantifiable to ascertain the impact of CSR on performance of telecommunication industry. In addition, the explanatory power of the explainer variables should be estimated using a multi-variable model.

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