

The Effect of Corporate Social Responsibility in the Telecommunication Sector: A Case of Zamtel Ltd.

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ABSTRACT

Corporate Social Responsibility can be defined as a concept whereby businesses willingly integrate social, environmental and ethical standards into their operations in order to improve the organisation's performance, lives of employees, local communities and the society as a whole. The study focused on determining the effect of Corporate Social Responsibility in the telecommunication sector: a case of Zamtel Limited. Previous studies have mainly focused on investigating the relationship between Corporate Social Responsibility and the company's financial performance. Very little information is available on the concept with regard to the reasons why companies in the mobile telecommunication industry are engaging in Corporate Social Responsibility programmes. The researcher used a descriptive research design. Simple random sampling and purposive sampling methods were used to select a sample which comprised managers, unionised employees and customers of Zamtel limited. Out of a sample of 145 participants, only 120 questionnaires were answered and returned. This represented an 85 % response rate which was very satisfactory. Primary data was collected through a questionnaire which had both quantitative and some qualitative questions. The data was analysed using descriptive statistics and multiple regression analysis. The results of the study showed that the independent variables being; the economical, ethical, legal and philanthropic responsibilities had a relationship with the dependent variable which is the company performance. The conclusion of this study was based on the multiple linear regressions, which examined the cumulative effect of the independent variables on the dependent variable. The multiple linear regressions gave a multiple correlation coefficient of 0.979, which showed that the relationship between the four independent variables cumulatively on the dependent variable was very strong and positively correlated. This implied that by investing in Corporate Social Responsibilities, companies in the telecommunication sector will have improved performance owing to customer and employee loyalty among other reasons. The study recommends that Zamtel Ltd invests in its employees and increases the support to social causes.

Keywords: corporate social responsibility (csr), community, financial performance, responsibility and stakeholders, zambia information and communication technology authority, zamtel limited and world business council for sustainable development

I. INTRODUCTION

The concept of Corporate Social Responsibility (CSR) has been in existence since the early 1950s (Caroll, 2008). CSR can be defined as a concept whereby businesses willingly integrate social, environmental and ethical standards into their operations in order to improve the lives of employees, local communities and the society as a whole (Certanec, 2019). Although during the Industrial Revolution companies used CSR as a way of converting their human resources into tools to generate more profits for the company, the practice has evolved over the years to include taking care of the needs of an employee as a stakeholder among other business stakeholders (Caroll, 2017). Besides, the concept of sustainable development emphasises that Organisations should put importance on economic business outcomes and pay attention towards the environment, society and the community where they trade, which subsequently results in enhanced Company profitability (Dlamini, 2016). The concept was presented as a series of evolving stages characterised by shifting attitudes and behaviour by business firms, their stakeholders and public policies.

Since the advent of mobile telecommunication in Zambia arising from the privatization and breakup of the Postal and Telecommunications Corporation into separate postal and telecommunications entities; Zampost and Zamtel in 1994 and the deregulation and liberalisation of the economy between 1919 and 2000, the sector has seen other players like MTN and Airtel joining. This sector has been responsible for the employment of thousands of Zambian citizens, either as employees, distributors or retailers of GSM phones, recharge card sellers, GSM phone repairers or mobile money agents. The sector has

undoubtedly boosted the country's economy. As the most active sector in the Country, the Corporate Social Responsibility role expected from the operators cannot be over-emphasised. According to Altschuller and Smith (2011), stakeholders expect companies to manage the social and environmental impacts of their operations. In response to these demands, the three main organisations in the sector have adopted corporate social responsibility (CSR) programmes.

In Zambia, the concept of CSR has been heavily practiced by the multi-national companies mainly the mining companies of the Copper belt and North-Western provinces of Zambia (Noyoo, 2007). The multidimensional problems that are faced by the country such as low per capita income, weak currency, unstable exchange rates, capital flight, low productivity, low savings, among other reasons hinder local businesses from undertaking CSR activities. Large scale manufacturing, telecommunication and other companies which include Trade Kings, Airtel, MTN, Zamtel, Lumwana mines and so on, have however been instrumental in the social development of the country (Ahmed, et al., 2012).

Chung and Yoon (2018) emphasised the adoption of a CSR policy as they claimed that it comes with many benefits to the Organisation, Community and the environment. Organisations gain through customer loyalty, financial performance, brand image, sales, diversified work force and reduced labour turnover (Ramees & Safeena, 2016). Recently, the telecommunication sector has been seen to actively engage in CSR activities, this has motivated the researcher to examine Zamtel Ltd.'s motivation to engage in CSR activities.

II. LITERATURE REVIEW

2.1 Overview on Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a phenomenon in the business world, which became more pronounced in the late 1960s and early 1970s, since many multinational Corporations were formed that time. Initially, the concept of CSR used to refer to the obligations of businesses to make policies, pursue those policies or make those decisions, or follow those lines of actions which were desirable in terms of objectives and values of our society.

The World Business Council for Sustainable Development stakeholder dialogue on CSR defines CSR as the continuing commitment by businesses to behave ethically and contribute to economic development while at the same time improving the quality of life of its workers and their families as well as the local community and society at large (Holme, et al., 2000). In a wider sense, the concept reflects the needs and demands of the society, which go beyond the mere economic one (Carroll, 2008). Some scholars have however argued that CSR merely reflects narrow business interests, at the exclusion of the broader stakeholder interests. Besides, studies have shown that CSR often concentrated on the issues of interest to powerful economic stakeholders such as shareholders while neglecting "Eco justice" issues that are of relevance to the less powerful social stakeholders (Mikulewicz, et al., 2023). Eco-justice refers to intergenerational equity which among other things includes issues of equality, child labour and poverty alleviation. According to (Carroll, 2021), CSR should focus on such activities as employment of minority groups, reduction of pollution, enhanced participation in programmes that improves the Community, medical care, industrial safety and health and other activities intended to improve the quality of life. Capaldi, et al.(2015) on the other hand contends that CSR may result in organisations obtaining a more powerful position within the society. She proposes that it is naïve to expect firms to accept more social responsibilities without wanting something in return. By accepting social responsibilities, businesses would incur costs and as a consequence would claim rights. Moreover, other researchers postulate that CSR is a mere window-dressing exercise or an attempt to anticipate the role of government as a watchdog over powerful multinational Corporations (Hudson, et al., 2018).

On the contrary, opponents of CSR have argued that the concept is not practical as it goes against the interests of shareholders. They contend that the primary duty of company directors is to ensure that the company makes enough profits to result in dividends and capital appreciation for shareholders (Carroll, 2021). In addition, investors are skeptical in committing their funds to CSR activities as purported benefits are not clear.

2.2 CSR in Zambia

In Zambia, the concept of corporate social responsibility has been heavily practiced by the multi-national companies mainly the mining companies of the Copper belt and North-Western provinces of Zambia (Noyoo, 2007). The multidimensional problems that are faced by the country such as low per capita income, weak currency, unstable exchange rates, capital flight, low productivity, low savings, among other reasons hinder local businesses from undertaking CSR activities. Large scale manufacturing, telecommunication and other companies which include Trade Kings, Lumwana mines and so on, have however been instrumental in the social development of the country (Ahmed, et al., 2012). In the recent past the socialist orientation which was adopted by the government gives an impression possibly correctly or wrongly that State Owned Enterprise (SOE's) were able to solve societal problems. This in a way resulted in very few Organisations engaging in CSR programmes. However, stakeholders have made clarion calls on firms to undertake social programs, since government alone cannot handle all societal problems. This development has changed the country's landscape on the implementation of the

concept. It is however worth noting that a recent study on CSR in Zambia showed that out of the 28 interviews conducted in 12 companies, most companies were only engaging in CSR due to pressure from international agencies that issue funds and other forms of assistance to these companies than pressure from other stakeholders (Rahman, et al., 2020).

2.3 CSR in the Telecommunication Industry in Zambia

In the recent past, the telecommunication sector in Zambia has been characterised by intense competition. This development has led to Companies in the sector engaging in campaigns and marketing as a way of increasing their market shares. These Organisations have equally increased their CSR activities as a way of contributing towards the wellbeing of the communities in which they operate.. It is not in dispute that telecommunication companies have promoted Corporate Social Responsibility in Zambia. With the coming in of players in the sector, Zambians who were heavily reliant on Corporate Social Investments mainly from the mining sector have now got an opportunity to benefit from the telecoms. Since the coming in of Airtel Zambia Plc., MTN Zambia Plc. and Zamtel Ltd, the industry has been seen investing huge sums of money in education, sports and health among other social needs. Although people’s lives have improved significantly by the use of telecommunication services, the sector has remained active in supporting communities in various ways in the country (Mutuku, 2005).

Three main Telecommunications firms that are currently operating in Zambia are Airtel, MTN, and Zamtel, all of which are involved in a variety of CSR activities and have projects in communities throughout the country. The CSR activities as claimed by the three companies in Zambia are as shown in the table below:

Table1: Summary of CSR activities by the three Telecommunication Companies in Zambia

Company	CSR Activities/Programme
MTN Zambia Plc.	Education support and support of traditional ceremonies through both materials and monetary contributions.
Airtel Zambia Plc.	Education support through the refurbishment of abandoned schools, support for the under privileged and provision of teaching and learning aids, uniforms, both exercise and textbooks and broadband internet connection.
Zamtel Ltd.	Investment in sports through a donation of K150,000 to the Ministry of Youth and Sports and another K100,000 to the Choova Cycling competition in Chipata in 2018. And has provided for a K340, 000 for the year 2022.

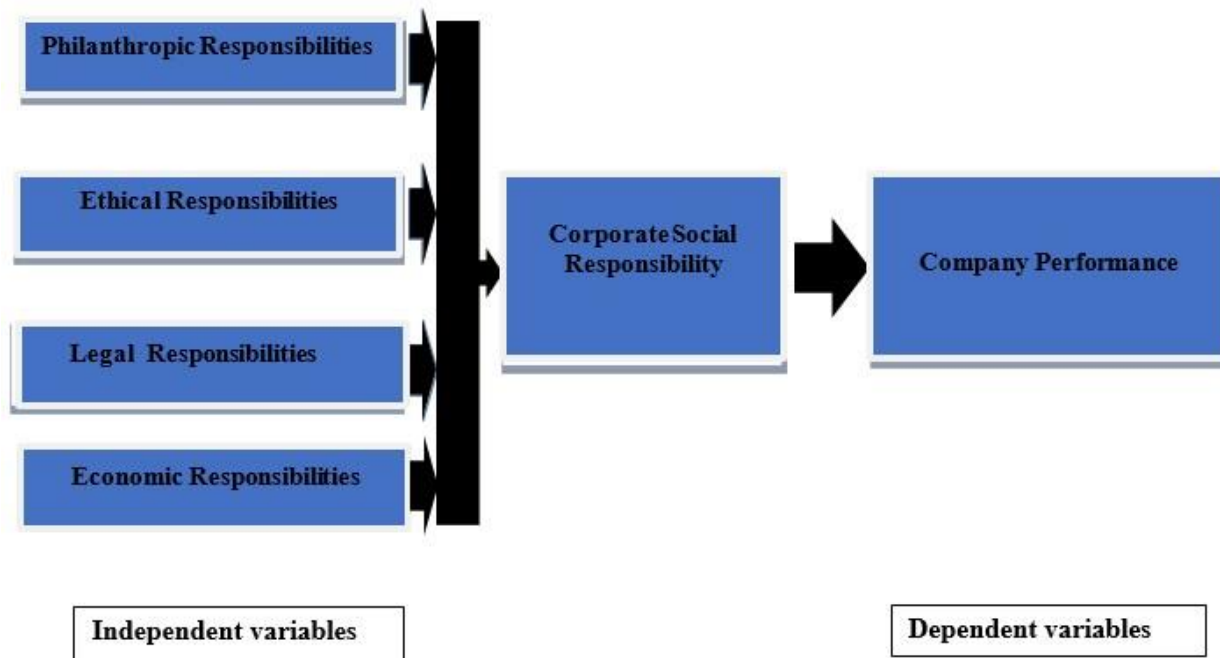
According to ZICTA, there are five Corporate Social Responsibility types namely; Cause Promotion, Corporate Social Marketing, Corporate Philanthropy, Community Volunteering and Social Responsible Business Practices (Mutimushi, 2020). Cause promotion requires the Organisation to provide funds and endeavor to increase awareness and concern for social causes by educating people about a cause. In addition, the approach strives to persuade people who can voluntarily contribute to the identified cause and be able to participate in an event. Cause promotions include among other things awareness creation about the cause by showing them statistics and figures, convincing people to find out more about the cause, donate time, money and actively participate in an event (Eastman, et al., 2019). Similarly, corporate social marketing focuses on behaviour change (Berland, 2010). It is often advanced and implemented by the government, public sector and not for profit Organisations. Examples of this approach include; prevention of smoking, substance abuse and safe disposal of electronic waste among others. The main benefit to the business is making their brand strong, creating brand preferences and so on. Unlike the first two discussed above, corporate encourages Company employees to make direct contribution to a charity or cause in form of cash, donation, service or in kind. It is the most traditional form of CSR initiatives. The approach is also known as Community giving, Community relations, Corporate Citizenship and Community Affairs. Recipients of such contributions are often non-profit making Organisations, Public Agencies like Hospitals and Schools. These initiatives help to build business reputation and goodwill among stakeholders (Carroll, 1991). In addition, employees get motivated. Community volunteering is concerned with Organisations encouraging and motivating members of staff and partners to volunteer their time and expertise to support causes. Under this approach, staff volunteers their talents, skills, ideas, expertise, and labour (Yeung, et al., 2018). Employees in this case are not paid anything in return. Examples of such activities include setting specific volunteers for specific events. These activities assist in building strong relationships with the local Communities, motivate staff and improve the organisation’s corporate image. Unlike the other approaches discussed earlier, social responsible business practices ensures that an entity adopts a method that the business and its investment support social causes to improve Community wellbeing and protect the environment. Environmental management can be defined as a combination of science, policy, and socioeconomic applications which are concerned with the development of strategies to distribute and conserve resources, with the goal of regulating the impact of human activities on the environment (Capaldi, et al., 2015). Social responsibility is inclined on activities that are optional and are not mandated by law. Some of these activities include designing facilities to protect the

environment, stopping offering products that are dangerous and illegal, developing programs to support staff well-being and so on. Some benefits of such initiatives include decreasing operating costs, increased staff productivity, enhanced brand position and improvement of the company's image.

2.4 Challenges of CSR

One of the dominant criticisms of Corporate Social Responsibility is the fact that investors set up businesses in order to maximise returns on their investment as a reward. Consequently, any costs that are perceived as a reduction of these returns to the company's shareholders are considered immoral and should be avoided at all cost. Some people hold the view that the actual obligation of any given business is only accrued to its shareholders (Chung and Yoon, 2018). Others on the other hand believe that a business should be held to account for all its actions being; past, present and future impact on both the environment and society as whole. There is a legacy criticism of CSR which holds that there is a conflict between the purpose of a business and the concept of social responsibility. However, scholars have argued that taking care of shareholder's interest only has the potential to result in business closure. For instance, customers as stakeholders may elect to buy from other businesses they consider to be socially responsible which may result in loss of business (Giannarakis, et al., 2016). Another argument advanced against Corporate Social Responsibility is that the actual benefit received by the community is negligible or non-existent. Proponents of this thought opine that Social responsibility should translate into tangible positive outcomes for both the business and society as whole. In addition, limited resources make it difficult for companies to prioritise CSR activities.

Based on the literature above, the conceptual framework below was developed. Studies have shown that customers and society are more likely to be loyal to companies that are socially responsible than they would be to companies that do not undertake CSR activities. Therefore, as shown below, as shown in the figure below, the independent variables are Philanthropic, Ethical, Legal and Economic Responsibilities whereas the dependent variable is Company Performance.



III. RESEARCH METHODOLOGY

This study used a descriptive design, which still falls under the ambit of the non-experimental design with a quantitative approach. Quantitative research approach used in this study because it helped the researcher to quantify the problem and understand how prevalent it is by looking for projectable results to a larger population. The study was carried out at the Head office of the Zambia Telecommunications Company (ZAMTEL) in Lusaka, Zambia. The target population in this study consisted of managers, employees and customers of Zamtel Ltd. The targeted population was 200 respondents. This study adopted probability sampling which includes stratified and purposive sampling techniques. Primary data was collected in

this study by means of a questionnaire. The collected data was first coded and analysed using Statistical Package for Social Sciences (SPSS).

IV. RELIABILITY AND VALIDITY

Validity has been defined by Lutfi & Ahmet (2020), as the degree to which a test measures what it purports to be measuring. In other words, it is the degree to which results obtained from the analysis of the data actually represents the phenomenon under investigation (Orodho, 2004). Kothari (2004) states that researchers should conduct validity tests to determine if the tools used in the research are precise, correct and meaningful. The degree to which the findings acquired from the data analysis effectively reflect the phenomenon being studied is validity. The concept has to do with the accuracy of the study information representing the identified study variables. Reliability is a measure of how coherent findings or information a study tool produces after repeated tests.

Reliability in studies is affected by random error, which is the departure from a real measurement owing to variables that the investigator has not resolved efficiently, such as incorrect coding, unclear instructions to the topics, fatigue and bias of the interviewer (Mungenda & Mungenda, 2019). A reliability test responds to the account of whether data collection and assessment processes will produce the same outcomes on other times or other participants who will make comparable observations and come to the same raw information findings (Creswell, 2009). It implies that comparable outcomes are given by repeated observations. The reliability of this study's questionnaire was evaluated using statistical package for social sciences version 26.

V. ETHICAL CONSIDERATIONS

All ethical considerations were put into account to effectively conduct the study. Saunders (2009) claims that ethical problems such as voluntary involvement, no damage to respondents, ensuring anonymity and confidentiality and avoiding deception are very essential to be considered in the research. Prior to undertaking the study, the researcher obtained an informed consent from the respondents before collection of data from the field. Objectives of the research were clearly explained and made known to the respondents before the questionnaire was administered so as to solicit their informed consent. High level of confidentiality on the information provided by respondents through questionnaires was maintained.

VI. ANALYSIS OF THE RESULTS

6.1 Response Rate

The table below shows the respondents who were targeted, the number of filled in questionnaires obtained as well as the response rate of the study. The study targeted a total of 145 respondents who were Managers, unionized employees and customers of Zamtel Ltd out of which 120 responded which translated to an 85 percent response rate. It was perceived that this number of responses was adequate in providing the right conclusion to the study. According to Mungenda & Mungenda (2019), a response rate of 50% is effective in conducting an analysis and providing a report; a rate of 60% is good and a response rate of 70% and over is most suitable. Based on the proposition, the rate of response was considered to be excellent. This is a higher response rate which ensured that the optimum survey sample size remained significantly unchanged. The recorded success rate was attributed to adequate field preparations done by the researcher.

Table 6.1: Response rate

RESPONDENT	TARGETED	OBTAINED	RESPONSE RATE
Zamtel	145	120	85 percent

6.2 Effects of CSR on the Community and Company Performance

The table below shows the effects of corporate social responsibility on the community and company performance.

Table 6.2: effect of CSR on the community and company performance

	N	Mean	Std. Deviation	T	Df	Sig. (2-Tailed)
The main objective of the company's involvement in corporate social responsibility is to improve the quality of life of the community	120	4.1406	0.94057	35.218	118	0.000
Organizations believe that involvement in corporate social responsibility will increase long term profitability and sustainability of the company	120	3.7656	1.34214	22.446	118	0.000
Organization's participation in corporate social responsibility can give good economic return to the company's shareholders.	120	3.7187	1.17472	25.325	118	0.000
Involvement in social activities can encourage the company to be more responsible and become a consumer-focused company.	120	3.6250	1.18857	24.399	118	0.000
In order to have a good reputation with the public, an organization has to show that it is a highly socially responsible organization.	120	3.6875	1.27086	23.213	118	0.000
Quality of goods and services is no longer the main consideration.	120	3.2500	1.19523	21.753	118	0.000
Organizations that are more socially responsible will have fewer requirements of additional regulations enforced by the government on them.	120	2.9844	1.21488	19.652	118	0.000
A company that implements CSR will have competitive advantages compared to a company that does not get involved.	120	2.7344	1.30009	16.826	118	0.000
Involvement in CSR activity is limited due to limited funding and time because CSR deviates from the company's ordinary activity	120	2.5938	1.39976	14.824	118	0.000
A company that already monopolizes the industry does no longer need to be involved in CSR activity intensively because it is already strong.	120	2.3594	1.14597	16.471	118	0.000
Total	120	32.8594	11.38067	23.098	118	0.000

6.3 CSR activities carried out by Zamtel Ltd.

The table below illustrates the results of the activities CSR activities carried out by zamtel.

Table 6.3: CSR activities

	N						Total SA & A (%)	Mean	Std Dev.
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
Provides services that enable the users to donate to public funds. Company has arrangement with other private companies to provide the relevant services	120	5	14	8	56	37	75.5%	3.9531	1.14683
Takes action effectively in certain situations by immediately contributing in the form of cash to support the victims.	120	9	6	7	39	59	81.7%	4.3906	.86588
Ensures the facility used has no effect on the communities' health and tries to minimize the Possibility of distraction to the users in the long term.	120	15	0	11	35	59	78.3%	4.3125	1.06719
Ensures the facility used has no effect on the communities' health and tries to minimize the Possibility of distraction to the users in the long term.	120	0	8	12	47	53	83.3%	4.1562	.96311
Conduct all necessary tests on the radiation frequency interference to reduce disturbance and increase compatibility with technology advancement	120	44	5	7	26	38	53.3%	3.8906	1.15631
Guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level.	120	9	13	31	42	25	55.8%	3.7031	1.13641
Forms a special team for products or packages offered to respond to any feedback from the market e.g. subscribers' complaints, rivals promotion strategy and etc.	120	11	7	10	54	38	76.7%	3.5781	1.26998
Ensure free flow of communication of the strategy	120	3	7	20	49	41	75.0%	3.7500	1.16837
Monthly review of performance targets and report on progress	120	2	8	4	62	44	88.3%	3.9688	1.11225

6.4 Telecommunication Operators' Concentration on CSR

The table below shows the concentration of operation by telecommunication operators.

Table 6.4: Operators' concentration

	N				95% Credible Interval	
		T	Mean	Std. Deviation	Lower Bound	Upper Bound
Product complies with the environmental condition and the radiation tariff set up by Zamtel Ltd	120	35.546	3.8906	0.92783	3.6549	4.1263
Ensures the level of the telecommunication telecast frequency would be at an acceptable level	120	32.598	3.8281	1.00087	3.5739	4.0824
Recycles the unused components of telephone and used scratch cards sets that would impact the environment	120	26.147	3.6562	1.21131	3.3486	3.9639
Collaborates with other government agencies in organizing the 'green' campaign	120	23.647	3.5312	1.36822	3.1837	3.8788
Welfare Or Charity						
Directly contributes some amount of money for personnel welfare, community welfare, and also the welfare of the organizations	120	24.641	3.6562	1.23724	3.3420	3.9705
Involves in developing infrastructure such as building schools, library or houses for donation to certain families	120	27.876	3.6875	1.02159	3.4280	3.9470
Contributes to selected individuals for personnel development in certain areas that can contribute to the development of the industry	120	20.491	3.4844	1.29703	3.1549	3.8138
Provides a special bonus plan and rewarding system to the employees to encourage a positive competition amongst them	120	21.920	3.4531	1.32053	3.1177	3.7886
Establishes a sound placement system for the employee who volunteers to move to another company with valid reasons	120	22.635	3.5000	1.35693	3.1553	3.8447
Supports Zamtel with the relevant information on the user coverage and the penetration rate to ensure the company's communication growth policy is well planned	120	26.748	3.6094	1.12147	3.3245	3.8942
Prepares and provides a hotline, control procedure and responsive system to make sure all the registered complaints are treated as important	120	22.536	3.2813	1.27825	2.9566	3.6059
Conducts all necessary tests on the radiation frequency interference to reduce disturbance and increase compatibility with technological advancement	120	21.993	3.4219	1.24473	3.1057	3.7381
Guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level	120	19.721	3.1094	1.26136	2.7890	3.4298
TOTAL	120	24.580	53.5000	18.0784	49.0768	57.9232

VII. DISCUSSION OF RESULTS

7.1 Factors that Influences Telecommunication Companies' Involvement in CSR Activities

The results above show that the tests were significant at 95% confidence level. All the mean values were above 2.5 and tended to align towards 5 meaning that most respondents tended to agree with the fact that there were effects of CSR on both the business operations and the community at Zamtel Ltd, except for one item with a lowest mean value of 2.359 on

whether a company that already monopolises the industry does no longer need to be involved in CSR activities intensively because it is already strong, showing that respondents did not think that was a major effect. The results show a number of effects of CSR on both the business operations and the community as a result of factors of business environment as pointed out by respondents in the analysis above. These include company's involvement in Corporate Social Responsibility as a means to improve the quality of life of the community with the highest mean at 4.14. This finding concurred with the study by Bonney (2015) in the study of strategies to improve the financial performance of organisations in Ghana who observed that politicisation of appointments in most Organisation is one of the major reasons to poor financial performance. Another reason given by participants as a hindrance to improved performance was the frequent changes in the leadership of telecommunication companies due to political and management interference. A public-sector manager's tenure may largely depend on political coloration with the politicians in office at the time of appointment.

Organisations believe that involvement in Corporate Social Responsibility will increase long term profitability and sustainability of the company; this scored the second highest with a mean of 3.77. This finding contradicts the study by Dominic & Theuven (2015) on their study of the impact of external and internal factors on strategic management practices of telecom firms in Tanzania. Their study finding revealed that better input availability and access to public infrastructure services do not have a significant effect on the Corporate Social Responsibilities. The finding was surprising because access to public infrastructure would enhance the effectiveness of Corporate Social Responsibilities. However, the reason for their finding could be that the firms surveyed were not very exposed to external pressure in comparison to large firms that deal with complex CSR and exporting activities such as Zamtel Ltd. Organisation's participation in CSR can give good economic return to the company's shareholders gave a mean of 3.72. This finding concurred with the study by Dominic & Theuven (2015) in the study of the impact of external and internal factors on strategic management practices of telecom firms in Tanzania. Results of their study showed that organisations that had involvement in social activities can encourage the company to be more responsible and become a consumer-focused Organisation. Those with an involvement in social activities can encourage the company to be more responsible and become a consumer-focused. They argued that the company that had greater CSR activities especially with government agencies had fewer additional regulations enforced on them by the government.

Further these findings concur with the study by Skorobogatova (2016) who agreed that the instability of macro environment increases risks of specific situations such as expanding businesses on new markets, the development of new products or the investments on the financial market. However, the implication of this finding is that CSR needs to be prioritised on the company's involvement with stakeholders in order to improve the quality of life of the community. It is therefore true that the company's involvement in CSR activities improves the quality of life of the communities in Zambia.

7.2 Effect of CSR on Both Business Operations and the Community

The results show that the tests were significant at 95% confidence level. All the mean values are above 2.5 and tend towards 5 meaning that most respondents tended to agree with the fact that there were effect of CSR on both the business operations and the community at Zamtel Ltd. Except for one item with a lowest mean value of 2.359 on a company that already monopolizes the industry does no longer need to be involved in CSR activity intensively because it is already strong showing that respondents did not think that was a major effect. The results show a number of effects of CSR on both the business operations and the community as a result of factors of business environment as pointed out by respondents in the analysis above.

These include company's involvement in corporate social responsibility is to improve the quality of life of the community with the highest mean at 4.1406. This finding concurred with the study by Solomon Bonney (2015) in the study of strategies to improve the financial performance of Organisations in Ghana who observed that politicization of appointments in most Organisations is one of the major obstacles to poor financial performance. Another reason given by participants as a hindrance to improved performance was the frequent changes in the leadership of Telecom industry due to political and interference of management. A public-sector manager's tenure may largely depend on political coloration with the politicians in office at that time of appointment.

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Organizations participation in corporate social responsibility can give good economic return to the company's shareholders represented 3.6875, this finding concurred with the study by Dominic and Theuvsen (2015) in the study of the

impact of external and internal factors on strategic management practices of telecom firms in Tanzania, results showed that organisations that had involvement in social activities can encourage the company to be more responsible and become a consumer-focused company. Those with an involvement in social activities can encourage the company to be more responsible and become a consumer-focused. Highly influential when the company that had greater CSR activity especially with government agencies would have fewer additional regulations enforced on them by the government.

Further these findings concur with the study by O'Regan and Ghobadian (2007) who aver that the instability of macro environment which increases risks of specific situation such as expanding business on new markets, the development of new products or the investments on financial market. However, the implication of this finding is that CRS need to prioritise on company's involvement in corporate social responsibility to improve the quality of life of the community. It is therefore true to company's involvement in corporate social responsibility is to improve the quality of life of the community in Zambia, a case of Zamtel.

7.3 The CSR Activities Carried Out by Zamtel Ltd.

The findings with regard to the economic responsibilities to improve the company performances. 75.5% of the respondents agreed that Zamtel Limited provides services that enable the users to donate to public funds. In addition, the company has arrangement with other private companies to provide the relevant services and objectives.

This finding agrees with Moh'd & Lyino (2019) in their study of factors affecting the telecommunications companies of strategic plans in public Organisation: a case of Zanzibar House of Representatives. 53.3% of respondents agreed that conducts all necessary tests on the radiation frequency interference to reduce disturbance and increase compatibility with technological advancement for an Organisation to be capable of effectively record financial performance. The strategy may be set out in a plan, but organisational structures will determine how it is defined and executed.

The activities of business units need to be coordinated and the skills and capabilities of each unit made available for the benefit of the Organisation. 55.8% agreed that Guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level. Companies rated as having high initiative and successful involvement as the amount contributed to provide a hotline, control procedures and responsive systems to ensure effective response to all complaints made by customer. Forms a special team for products or packages offered to respond to any feedback from the market e.g. subscribers' complaints, rivals promotion strategy and so on. It is important that personal accountabilities are clearly defined so that individuals understand what they are responsible for (Lutfi & Ahmet, 2020). 75% of the respondents agreed that free flow of communication will improve the company performance.

7.3 The Concentration of CSR Activities Taken in the Telecommunication Based on Contribution or Cost Allocation towards Such Activities

Study findings indicate that there are various reasons behind telecommunication companies' involvement in CSR and that the main reasons include; the product complying with the environmental condition and the radiation tariff set up by the company, special bonus plan and rewarding system given to employees in order to encourage positive competition amongst themselves, it supports Zamtel with the relevant information on the user coverage and the penetration rate to ensure the company's communication growth policy is well planned among others.

These findings conform to the study by Hudson, et al. (2018) who raised similar arguments in his study of problems of Policy implementation in Developing Nations, which included inadequate definition of goals, over ambitious policy goals and choice of inappropriate organisational structure in communication growth policy. These did not play an active role in CSR, unclear responsibility and accountability, choice of inappropriate Organisation structure in Corporate Social Responsibility, lack of coordination and support from other levels of management and not having a guideline or a model to guide CSR. The study also concurred with Kabeyi (2019)'s observation that the main barriers include poor and lack of strategy monitoring, misaligned Organisation structure, staff motivation, lack of financial resources and failure to identify and develop the right strategies. Many policies pursued by Zamtel Limited tend to be over ambitious which largely affect how programmes and policy goals were decided in Corporate Social Responsibility.

VIII. CONCLUSION AND RECOMMENDATIONS

The study was primarily based on establishing the reasons behind telecommunication companies' involvement in Corporate Social Responsibility (CSR) programmes in Zambia, a case of Zamtel Limited. This was guided by four key objectives; to determine the concentration of CSR activities taken in the telecommunication sector based on contribution or cost allocation towards such activities, identify the factors that influence telecommunication companies' involvement in CSR activities, investigate the effect of CSR on both the business operations and the community and to examine the CSR activities carried out by Zamtel Ltd. From the study findings, it was concluded that Philanthropic, ethical, legal and economic

responsibilities have a bearing in the company's involvement in corporate social responsibility at Zamtel Ltd. There is need for all the marketing units to pay attention to how a product is packaged as poor packaging is one of the causes of product failure on the market thus it is necessary to set packaging standards to create a strong brand and also prolong the product life cycle. From the study findings, the following recommendations were made:

- The study recommends that Zamtel Ltd increases its presence based on contribution or cost allocation towards such activities as product complying with the environmental condition and the radiation tariff set, ensures the level of the telecommunication telecast frequency would be at an acceptable level.
- It is further recommended that Zamtel Ltd considers providing a special bonus plan and rewarding system to the employees to encourage a positive competition amongst them, supports Zamtel with the relevant information on the user coverage and the penetration rate to ensure the country's communication growth policy is well planned.
- There is need for further research on customers and beneficiaries of CSR programmes beyond the company to ascertain whether it has any influence on their brand choices which will ideally affect profitability.
- A similar study could also be done on a much larger sample.
- Further studies need to be conducted from the telecommunication firm's perspective to assess employees' expectation, the CSR strategies used and the impact CSR has on the company performance in the sector.

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