



## Effects of Corporate Social Responsibility on Organizational Performance: a Study of Nigeria's Telecommunication Industry

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**ABSTRACT:** *The dawn of the 21<sup>st</sup> century has witnessed increased competition in the business world as virtually every product now has an alternative. This development has made the customers the kings and the queens of the market. This implies that the success, survival and sustenance of any business depend on the ability to reach out, link up, establish and maintain mutual understanding, co-operation and healthy relationship with the customers and host communities. One of the ways this is achieved in the business world is through corporate social responsibility. This study 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 this 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 recommends 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.*

**Key Words:** *Effect, Corporate Social Responsibility, Organizational Performance, Nigeria, Telecommunication Industry*

### I. 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 and 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 (CRS) 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 CRS deals with issues such as the degree to which organizations address social asymmetries with regard to gender, race, sexual orientation and disability. (Aguilera Rupp, Williams & Ganapathi, 2007; Orlitzky, Siegal and Waldman, 2011; Pitt, 2012). Given this, the study is concerned with the aspect of external social Corporate Social Responsibility (CRS) 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, Robins (2005) and Malovicica, Csigene and Kraus (2008) opine 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) and Thomas et al. (2002) indicates that there is a positive relationship between corporate social responsibility and the profit level of a business while that of MC 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, stakeholder, 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.

This study seeks to investigate to what extent corporate social responsibility and its conclusion has trickled down to the corners of Nigeria in particular and how it is applied by firms who have embarked on such projects in Nigeria, such as the underlisted telecommunications Industry.

### **MTN**

MTN Nigeria is a part of the MTN group, a South African-based company which was licensed on February 9, 2011 as a GSM operator in Nigeria and on May 16, 2001, it became the first GSM network to make a call in Nigeria. As of February 10, 2003 MTN had become the first mobile company to record one million active subscribers on its network and by June 30 2010, the subscriber-base of MTN had risen to 35 million. MTN is a major operator in the Nigerian telecommunications industry and provides network coverage to 85.24 of Nigeria's land mass. MTN has been a catalyst for Nigeria's economic growth and development especially through the MTN foundation, through which it has been executing projects in the education, health and economic empowerment sector in Nigeria (MTN.NG.COM, 2012).

### **AIRTEL**

Airtel Nigeria (Airtel Network Limited) is a member of Airtel Africa Group. ECONET (now Airtel) was the first to be licensed as a GSM operator in Nigeria in 2001 and made history on August 5, 2001 by becoming the first telecoms operator to launch commercial GSM services in Nigeria. The vision statement of Airtel is "being the most loved brand in the daily lives of Nigerians". In order to actualize this vision in the highly competitive Nigerian telecommunications market, AIRTEL was the first to introduce toll-free 24 hour customer care, lunch service in all six geo-political zones in Nigeria, affordable recharge denominations, monthly free SMS and monthly airtime bonus. In addition to these AIRTELL also offered a portfolio of innovative products and services ranging from exciting voice solutions to inventive data packages and mobile broadband to its customers (AIRTEL Nigeria, 2015).

### **GLO**

Globacom Limited is a telecommunications company and a member of Mike Adenuga group. GLOBACOM was launched in Nigeria in 2003, with the vision to be the telecommunication market leading service provider in Nigeria and also with a dream of building Africa's biggest and best telecommunications network. GLO mobile, a subsidiary of GLO, is GLO's Mobile network Unit which, in the first year of operation, had one million subscribers in over 87 towns of Nigeria and over 120 billion Naira in revenues. This has risen to over 25 million subscribers in a few years of operations (IT Realm, 2009; Wikipedia, 2012).

### **ETISALAT**

The Emerging markets Telecommunication Services (EMTS), trading as Etisalat, is a Nigerian company duly incorporated in January 2007 as a primary company under the laws of Nigeria in partnership with Mubadala Development Company and Etisalat of the United Arab Emirates. In Nigeria, Etisalat made the first official call on its network on 13 March 2008 and in September of the same year, it kicked off commercial operations with the innovative 0809choose campaign which enabled Nigerians choose numbers special to them as their mobile numbers.

However, ETISALAT did not start full commercial operations until October 2008. Even though it is the youngest in terms of introduction into the Nigerian GSM industry, as of 2011, the subscriber-base on Etisalat Nigeria has grown to 15 million (UAE Interact, Com, 2012; (UAE Interact. Com, 2012; Etisalat Nigeria, 2013).

Research by various scholars has shown that Corporate Social Responsibility (CSR) has a significant impact on organization's economic and financial performance (Luo & Bhattacharya, 2008) hence organizations are incorporating it in corporate management. Also, scholars such as Micu and Susanu (2010) have identified the economic benefits of an organization's Corporate Social Responsibility (CSR) to include greater market share, high turnover and increase in consumers' trust and loyalty. Craig (2012) investigated the impact that Corporate Social Responsibility (CSR) has on perception of the reliability of a company's product and concluded that organizations have responsibilities to more than just their shareholders. Smith, Read, and Lopez-Rodriguez (2010) studied Customers Perceptions of Corporate Social Responsibility and discovered consumers may make inferences about an organization's Corporate Social Responsibility (CSR) performance on the basis of very limited information. Stawiski, Deal, and Gentry (2010) in their study opined that Corporate Social Responsibility (CSR) is believed to result into increased corporate profitability because it is linked with more favourable corporate evaluations, increased purchase behavior, higher customer satisfaction and market value of a firm and improves both customers' and employees' perception of the service. Industries such as the banking, insurance and telecommunication industries are generally perceived as corporate bodies and have an image of modern and clean business. Although, their direct social and environmental foot print is often relatively small, their role as market gatekeepers means that they can have substantial influence. Corporate social responsibility leaders in these sectors tend to be motivated by the strategic need to innovate in fast moving industries as well as the competitive "war for talent".

The telecommunication industry is the fastest growing sector in Nigeria. As such, corporate social responsibility is a strategy used by these companies to gain their ground and to provide sustainable development to the country and to their host community. They focus on the potential of information communication technologies to empower enterprise development, educational opportunities and the capacity to respond to emergencies.

In the same vein, Ionnis, and George (2010) stated that in recent years, socially responsible firms are receiving favourable commendation compared to previous years thereby showing changing perception of the value placed on Corporate Social Responsibility (CSR) strategies by analysts. They added that scholars such as Freeman, Harrison and Wicks (2007) are of the opinion that stakeholders management theories suggest that Corporate Social Responsibility (CSR) strategies may lead to better performance by protecting and enhancing corporate reputation, thereby increasing revenues, because reputation serves as a signal of product quality. Similarly, they are likely to either work harder or accept lower compensation.

#### **STATEMENT OF THE PROBLEM**

Nwana (1984) asserts that the motivating force in any research work is the existence of a problem and the urge to take care of or solve it. Without a problem situation there will be no research. Scholars as well as practitioners have appreciated the benefits of Corporate Social Responsibility (CSR) and its impact on consumer's purchase decision (Swaen & Chumpitaz, 2008). Also, according to Guchait, Anner and Wu (2012), 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, Van Riel and Van 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 (Piit 2012) hence their perceptions of Corporate Social Responsibility (CSR) are important since stakeholders' perceptions influence organizations CSR practices (Dawkins and 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:

- a) There is lack of awareness as to the actual meaning of corporate social Responsibility
- b) Lack of audit of Corporate Social Responsibility
- c) There is no accepted standard to reporting of Corporate Social Responsibility.
- d) Poor implementation of Corporate Social Responsibility
- e) Overall, there is dearth of relevant data concerning the actual impact of CSR on the marketing performance of telecommunication companies in Plateau State.

It is based on the above problems that this study is undertaken to fill the knowledge gap.

#### **OBJECTIVES OF THE STUDY**

##### **The objectives of the study are to**

1. Investigate how consumers rank the Corporate Social Responsibility (CSR) activities embarked upon by key players in the Nigerian GSM telecommunications industry.

2. Determine consumer's relative importance ranking of Corporate Social Responsibility (CSR) activities performed by organizations in the Nigerian GSM telecommunications industry.
3. Determine the Corporate Social Responsibility (CSR) strategy for organizations in the Nigerian telecommunications industry.
4. Ascertain the role of Corporate Social Responsibility (CSR) in telecommunications brand performance.

## **RESEARCH QUESTIONS**

**The study is guided by the following research questions:**

1. How do consumers rank the Corporate Social Responsibility (CSR) activities embarked upon by key players in the Nigeria GSM telecommunications industry?
2. What is consumers' relative importance ranking of the Corporate Social Responsibility (CSR) activities performed by organizations in the Nigerian GSM telecommunication industry?
3. What is the Corporate Social Responsibility (CSR) strategy for organizations in the Nigerian telecommunications industry?
4. What is the role of Corporate Social Responsibility (CSR) in brand performance?

## **HYPOTHESIS**

### **Hypothesis 1**

H<sub>0</sub>: Corporate Social Responsibility has no significant influence on brand perception.

H<sub>1</sub>: Corporate Social Responsibility has significant influence on brand perception.

### **Hypothesis Two**

H<sub>0</sub>: Corporate investment on education has no significant effect on corporate profitability

H<sub>1</sub>: Corporate investment on education has significant effect on corporate profitability

## **THEORITICAL FRAMEWORK AND MODEL DEVELOPMENT**

This study is based on the model developed by Saaty (1980). The Analytic Hierarchy process (AHP) was adopted because it has been successfully applied to solve multi-criteria decision making problems (Saaty, 1980; 2000) and it is a simple, logical and quantitative approach to reach the best decision (Abdullah & Egbu, 2011). For instance, Mohammad, Amir Abolfazl, Reza, Seyed, and Arezou (2011) used it in the supplier selection process to determine if suitable suppliers are able to provide the buyer with the right quality products and/or service at the right price, at the right time and in the right quantities. Also, Schoenherr, Rao Tummala, and Harrison (2008) used the AHP to assess supply chain risks evaluating the importance of each risk factor with a view to determining the best alternative. Thus, the researchers used the AHP to determine how customers rank the Corporate Social Responsibility (CSR) activities embarked upon by organizations in the Nigerian GSM telecommunications industry with a view to using this knowledge to determine the Corporate Social Responsibility (CSR) strategy for such organizations. In order to adapt this study to AHP model, the researcher needed to identify the goal (determine customers' CSR activity ranking); the criteria (CSR activities of organizations) and alternative (the four GSM operators).

## **RESEARCH DESIGN**

The quantitative approach emphasizes on measuring a phenomenon (Bryman & Bell, 2011; Blumberg et al, 2011). For that reason, most quantitative research use questionnaires or surveys as the method of data collection and it commonly involves a numerical analysis of data, as is the case in our study. The research design used in this study is called cross-sectional research design or a social survey design (Bryman & Bell, 2011). The cross – sectional research design belongs to the types of research design called descriptive research designs, which are structured and designed to measure the characteristics described in a research question. This process is often made through formulation and testing of hypotheses derived from the theory (Hair et al, 2003). The cross-sectional design is characterized by the collection of data on more than one case and at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables. These are then examined to detect patterns of association (Bryman & Bell, 2011). A typical way of collecting empirical data in cross-sectional studies is through surveys (Hair et al, 2003). Accordingly, the empirical data examined in this study was solely collected through survey.

## **POPULATION OF THE STUDY**

The population of Jos North (Plateau State) according to the 2006 National housing and population census exercise was 176, 350. Out of this figure 300 respondents were purposefully selected and were administered with the questionnaire instrument. Eventually, 260 copies representing 75% were correctly filled and returned.

**SAMPLING TECHNIQUE**

The purposive sampling technique was used to choose the sample size from the population without bias. Purposive sampling is a process of choosing non-randomly and deliberately from the population to have a representative and meaningful sample.

**METHOD OF DATA COLLECTION**

The researcher constructed a questionnaire which consists of 25 items that were both open and close ended questions, with multiple options for the respondents to choose. The instrument was subjected to face and content validity and was also pre-tested for reliability.

**METHOD OF DATA ANALYSIS**

In analyzing the data collected using questionnaire, the researcher used descriptive simple percentage tables and chi-square statistical tools which are used in testing the relationship between two random samples.

Chi-square is given as:

$$X^2 = \sum (o - e)^2 / e$$

Where  $X^2$  = Chi-square  
 $o$  = Observed frequency  
 $e$  = Expected frequency  
 $\Sigma$  = Summation of the frequency.

**DECISION RULE:**

Reject Null hypothesis if calculated value of ( $X^2$ ) is greater than the critical value and accept Null Hypothesis if calculated value of ( $X^2$ ) is less than the critical value.

The Degree of Freedom = (n - 1) (k-1)

- Where Df = Degree of freedom
- n = Number of Rows
- k = Number of Column.

**JUSTIFICATION OF THIS METHOD**

The reason why the researcher uses chi-square is because data is going to be randomly collected and the individual events are independent of each other. In other words, each response in the set of responses is free from any other response in the set of responses being compared.

**DATA PRESENTATION AND ANALYSIS**

This focuses on presentation, analysis and interpretation of data collected through the use of questionnaire that was distributed to both the staff and the customers of all the major telecommunication networks (MTN, Glo, Airtel, and Etisalat). This analysis of data is necessary to bring out the result of the research work done and to be able to comment on data collected and draw conclusion based on it.

**Table 1: Questionnaire Return Rate**

OPTIONS	NUMBER DISTRIBUTED	NUMBER RETURNED	PERCENTAGE OF RETURN	NOT RETURNED	PERCENTAGE OF NOT RETURNED
Staff	100	90	35%	10	25%
Customers	200	170	65%	30	75%
<b>TOTAL</b>	<b>300</b>	<b>260</b>	<b>100</b>	<b>40</b>	<b>100</b>

The above table indicates that out of 300 questionnaires distributed 100 were distributed to the staff of all the telecommunication network. 90 representing 35% were duly completed and returned while 10 representing 25% were not returned. 200 questionnaires were also distributed to all the customers. 170 representing 65% were returned while 30, representing 75% were not returned.

**Table 2: Is social responsibility activity part of the organization's policy?**

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	156	60%
No	104	40%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : Field survey, 2016

From the table, 156 respondents (60%) said that social responsibility activities are incorporated into the organization's policy while 104 representing 40% disagreed with it.

From the table above, it can be concluded that social responsibility activities are incorporated into the organization's policy.

**Table 3** Does the organization's involvement in social responsibility have any effect on the company?

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	162	62%
No	98	38%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : Field survey, 2016

From the table above, 62% which represents 162 respondents indicates that organizations involvement in social responsibility has no effect on the company, while 38% representing 98 respondents disagreed.

**Table 4:** What factors motivate the company in carrying out their social responsibility activities?

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Public pressure	120	46%
Voluntary action	80	31%
No idea	60	23%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : Field survey, 2016

From the above, 120 respondents representing 46% are of the opinion that public pressure motivated the company in carrying out their social responsibility activities. 80 respondents representing 31% indicate the company's voluntary action while 60 respondents representing 23% indicate no idea.

It can be concluded that public pressure more than voluntary action motivate organizations to carry out their social responsibility activities.

**Table 5:** Does your organization involve host community members in matters relating to corporate social responsibility.

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	160	62%
No	100	38%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : field survey, 2016

From the table above, 160 respondents constituting 62% agreed that their organizations involve host community in matters relating to corporate social responsibility.

**Table 6:** Does MTN's corporate social responsibilities on education affect you?

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	140	54%
No	120	46%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : field survey, 2016

In the table above 140 respondents (54%) were of the opinion that MTN's corporate social responsibility affects them while 120 respondents (46%) were in disagreement.

In conclusion, the MTN's corporate social responsibilities have affected the people

**Table 7:** Does your corporate social responsibility project come up as a result of pressure from government or immediate environment where your organization operates?

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	220	85%
No	40	15%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : field survey, 2016

From the table above, 20 respondents were in support that corporate social responsibility project comes up as a result of pressure group from government or immediate environment where the organization operates while 40 respondents (15%) disagreed.

### TEST FOR HYPOTHESES

This deals with the testing of the hypothesis associated with the research work. Hypotheses can either be Null hypothesis (Ho) or Alternative (H1). The hypothesis shall be based on 5% level of significance where the table value of 1 from degree of freedom = (n-1) is 3.841

**Hypothesis 1**

H<sub>0</sub> : Corporate Social Responsibility has no significant influence on brand perception.

H<sub>1</sub> : Corporate Social Responsibility has significant influence on brand perception.

To test this hypothesis, the researcher employed the statistical (x<sup>2</sup>) chi-square test base on the reaction of respondents.

**Table 8:** Effect of CSR on Brand Perception by Host Community

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	145	56%
No	115	44%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source: Field survey, 2016

$$\text{Using } X^2 = \sum \frac{(fo-fe)^2}{fe}$$

Where

∑ = Summation

fo = Observed frequency

fe = Expected frequency

X<sup>2</sup> = Measurement of discrepancy between observed and Expected frequencies (chi-square).

Computing the above table to test for hypothesis 1

$$\begin{aligned}
 X^2 &= \frac{(fo-fe)^2}{fe} + (fo-fe)^2 \\
 &= \frac{(115-145)^2}{130} + \frac{(15-15)^2}{130} \\
 &= \frac{(-30)^2}{130} + \frac{(0)^2}{130} \\
 &= 6.92 + 0 \\
 &= 6.92
 \end{aligned}$$

**Decision rule**

The calculated value of x<sup>2</sup> = 6.92 is greater than the tabulated critical value of 3.841 required for 5% level of significance of 1 degree. We therefore accept that organization’s involvement in social responsibility has a significant influence on the way the brand is being perceived by the host community.

**Hypothesis 2**

H<sub>0</sub>: Corporate investment on education has no significant effect on corporate profitability

H<sub>1</sub>: Corporate investment on education has significant effect on corporate profitability

**Table 9:** Influence of CSR on Corporate Profitability

OPTION	NUMBER OF RESPONDENT	PERCENTAGES%
Yes	170	65%
No	90	35%
<b>TOTAL</b>	<b>260</b>	<b>100</b>

Source : Field survey, 2016

$$\begin{aligned}
 X^2 &= \frac{(fo-fe)^2}{fe} + (fo-fe)^2 \\
 &= \frac{(170-90)^2}{130} + \frac{(40-40)^2}{130} \\
 &= \frac{(80)^2}{130} + \frac{(0)^2}{130} \\
 &= 49.2 + 0 \\
 &= 49.2
 \end{aligned}$$

**Decision rule**

From the chi-square table above, the critical region is 3.841 for a level of significance 0.05 and a degree of freedom.

Since calculated value x<sup>2</sup> = 49.2 is greater than the tabulated critical value 3.841 required for 5% level of significance of 1 degree. We therefore accept that organization’s involvements in social responsibility have a significant effect on the company and its community.

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## **II. DISCUSSION OF FINDINGS**

Based on above analysis, the null hypothesis (Ho) is rejected and the alternative hypothesis (Hi) is accepted. We therefore conclude that the organizations' involvement in social responsibility has a significant effect on the companies and the host community.

It was also discovered and revealed that social responsibility is a legitimate action of the firm and that the firm involvement in social responsibility has a great positive impact on the firm and that the assessment of the community to the company's social activities has been satisfactory. The research also revealed that the quality of the company's service is perfect which gives value to the sum of money spent for it and that the company's social responsibility activities have enhanced organization community relationship.

Social responsibility has been a hot topic in every business area, from corporate boardroom to the door of the classroom as to whether or not organizations should be socially responsible to its immediate environment. Taking a critical look into the context of this research work, it is easy to say that an enlightened business is one that recognizes that it is in its own interest to be socially responsible, since an enhanced public image is more likely to be attractive to investors, employees, customers, suppliers, consumers and its host community and government.

It was discovered from the research conducted that the telecommunication companies in Plateau State have been involved in corporate social responsibility activities to their host communities. But as beautiful as it may sound, a lot of factors are standing against a business performing what it owes its immediate environment.

- Political instability and various communal and inter-tribal clashes are factors that militate against a firm's involvement in corporate social responsibility activities. In place where the political environment is not stable, organizations do not like to invest or sink their funds in performing social activities.
- Value system of the nation or community  
The value system of this country is so eroded that finance budgeted for such quarters can be easily shared among the top ranking officers/executives of the company and the traditional rulers of such locality, thereby "closing" the mouth of those who may have the "voice" to speak for the community.
- The society is becoming ungrateful and unappreciative of the efforts of the company's social responsibility roles. This always makes the community to ask for more.
- Another militating factor is the state of the Economy:  
Instability in the economy such as inflation, economic meltdown, recession, etc, will make the firm not to sink their funds into social responsibility activities.

Despite all these militating factors, it was discovered that many people in the community have benefited in one way or the other from the telecommunication system apart from the fact that most of the employees are selected from the immediate environment. This shows that the telecommunication system in Plateau State is not reluctant in rendering some social responsibility programmes to its immediate environment where it operates and to the entire nation as a whole. From the fore-going, it can be deduced that in spite of profit motives, the telecommunication system has demonstrated corporate social consciousness as it ought to do.

## **III. CONCLUSION**

The survival of any organization is dependent upon series of exchange between the organization and its environment. The involvement of telecommunication system in Jos North in Plateau State in social responsibility practices shows that the companies are socially responsible to their immediate environment. For any organization to survive, it has to properly take part in social responsibility activity. Most organizations and government agencies agree that social responsibility is well and truly on the agenda in the business world because a business operates in an environment where her resources are sourced and for this citizens will be looking up to them with high expectations and if these expectations are dashed, it will not go well with both the organization and the citizens.

Where shareholders refuse the approval of social responsibility they may receive wrath from the government and its host community. Thus, organizations should take up the issue of social responsibility seriously. If a company fails to meet stakeholders' expectations, it can put its own future at risk. In conclusion, corporate social responsibility can therefore be best described as a total approach to business. Corporate social responsibility creeps into all aspects of operations. Like quality it is something that you know when you see it. It is something that business today should genuinely and wholeheartedly be committed to. Ignoring social responsibility is too dangerous when it is remembered how important brands are to the overall company's value. Corporate social responsibility is therefore something that a company should try and get right in implementing.



#### IV. RECOMMENDATIONS

The idea that the only function of business organization is profit maximization for the shareholders has become obsolete and should be erased. Thus they should shift emphasis to a new term “social responsible”. To this effect Nigeria businessmen and women would protect their long term interest by redefining their objectives to include those of the communities where they carry out their business operations. In view of the above, the following recommendations are made.

- i. The companies should expand their CSR activities by going into other areas like health, education, charity giving, instead of focusing on a particular activity.
- ii. The organizations should provide adequate amenities to their immediate environment.
- iii. The companies should improve on their services; most times the network reception is very poor.
- iv. Despite the fact that telecommunication system does not cover many rural areas in Nigeria, their social responsibility programme should not center on the urban areas. Their social responsibility project should also be shifted to rural areas where there is no network coverage.
- v. A committee should be established to oversee their social responsibility activities.

The companies should partner with the government to ensure effectiveness in running their social responsibility programmes. Without endangering corporate survival, business should realize the advantages of giving grants to universities and other institutions and to its community, to mention a few. Businessmen or organizations should realize that an increase in the entrepreneur spirit of the populace can only be beneficial to the business sector and that the government cannot do this all alone.

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