THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON THE COMPANY PERFORMANCE IN THE TELECOMMUNICATION SECTOR: A CASE OF ZAMTEL LTD.

BY

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A Dissertation submitted to the University of Zambia in partial fulfilment of the requirements for the award of the Degree of Master of Business Administration General.

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DECLARATION

I, **Sylvester Inambao Masiye**, do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other Universities. All sources of data used and literature on related works previously done by others, used in the production of this Dissertation have been duly acknowledged. If any omission has been made, it is not by choice but by error.

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APPROVAL

This Dissertation by **Sylvester Inambao Masiye** is approved as a partial fulfilment of the requirements for the award of the Degree of Master of Business Administration General.

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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 on the company 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 Responsibility, 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.

KEY WORDS: 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.

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DEDICATION

This report is dedicated to my family for their support and encouragements during my study. Secondly, I pay special tributes to my children, Faith, Emeldah, Hildah and my wife Faith Mweene Masiye for their understanding, endurance and moral support during the period of my study.

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LIST OF ACRONYMS

CAZ	Communications Authority of Zambia
CFP	Corporate Financial Performance
CR	Corporate Responsibility
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
IT	Information Technology
SPSS	Statistical Program for Social Sciences
WBCSD	World Business Council for Sustainable Development
ZICTA	Zambia Information and Communication Technology Authority

CHAPTER 1

INTRODUCTION

1.1 Introduction

This Chapter presents the background of the study, statement of the problem, purpose of the study, research objectives and questions, significance of the study, delimitations and limitations of the study, theoretical and conceptual frameworks and operational definition of terms. The chapter will be concluded with a summary.

1.2 Background

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.

The interest in CSR has continued to increase worldwide. Although different Companies approach the concept differently, more businesses are implementing voluntary initiatives aimed at minimising the company's negative impact on society and the environment (Yee, 2012). The complexity of CSR has called for the inclusion of other stakeholders such as governments and its regulatory agencies, suppliers, customers, management and employees, local communities where businesses operate from and groups advocating better environmental management by the Organisations.

An effective and well-implemented CSR Programme improves the reputation of the entity

through customer and employee loyalty, enhanced efficiency, reduction in business risk and innovation. In addition, corporations that prioritise CSR programmes often gain competitive advantage over their competitors. Three sustainability pillars that guide CSR are identified as profits, plant and people (Carroll, 2021). According to Ksiezak (2016), an effective CSR strategy was bound to offer clear business benefits and had a strong foundation of sound ethics and core values. However, in order for the strategy to be sustainable, it must be ethical, legal, socially responsive and economical.

The understanding that Organisations should be part of the community in which they operate and not to isolate itself (Caroll, 2017), reinforces the need for CSR. Initially, the concept was based on the aspect of profitability, survival and competitiveness of the Company, however that is slowly shifting with new drivers emerging. These drivers include the shrinking role of governments in the delivery of social services and environmental objectives within businesses, increased requirements for disclosure in business, changing customer interests, pressure by investors, increased competition and changing supplier relations (Ramees & Safeena, 2016).

On the other hand some critics have argued that corporate social responsibility is likely to be an exercise in futility as the company's management has a fiduciary duty to its shareholders and that its implementation directly opposes this duty since the responsibility of directors is to maximise company profits for the benefits of shareholders. In addition, shareholders invest in companies in order to get a positive return (Mpunzi, 2020). This means that shareholders are often interested in receiving dividends and capital appreciation. Corporate Social Responsibility reduces the residual profits which should be distributed to shareholders. Furthermore, the limitation in financial resources makes it difficult for companies to invest in Corporate Social Responsibility as it does not bring out direct benefits to the organisation.

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).

In the Zambian context, where economic growth and social development are paramount, the telecommunications sector, represented notably by companies like ZAMTEL, holds considerable influence and responsibility. However, despite the growing recognition of CSR's importance, there exists a significant gap between rhetoric and practice in Zambia's CSR landscape (Mwaura, 2019). Inspite of its potential to catalyze positive change through CSR initiatives, ZAMTEL grapples with operational constraints, stakeholder demands, and the need to navigate complex regulatory frameworks (Mwaura, 2019). Although Zamtel is the only parastatal company in the sector, its visibility and strategy in Corporate Social Responsibility has not been very visible. According to Mpunzi (2020), Zamtel has been involved in supproting social causes in the education, health and water and sanitation areas. The company's policy has not been robust enough like its competitors; MTN and Airtel.

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.

1.3 Statement of the Problem

The telecommunication sector has had a positive impact on the social and economic development in Zambia. The sector has increased job creation, improved access to information and communication technology and heightened the efficiency of doing business as well as the delivery of government services. However, the contribution of companies in this sector towards Corporate Social Responsibility (CSR) has not been significant (Mutimushi, 2020).

Chun & Yoon (2008) on the effect of corporate social responsibility (CSR) on firm performance established that external CSR enhances a firm's market value although the activities negatively affect operational profitability in the company. On the other hand (Adeoye & Alaka, 2017) contended that there was an insignificant relationship between CSR and financial performance. Mutuku (2015) established no relationship between CSR and financial performance.

In recent years, Zamtel has demonstrated a growing commitment to Corporate Social Responsibility (CSR), recognizing the importance of contributing positively to the communities it serves and promoting sustainable business practices (Zamtel CSR Report, 2022). The company's CSR initiatives encompass various areas, such as education, healthcare, environmental sustainability, and community development, reflecting its broader vision to create shared value for stakeholders (Zamtel CSR Policy, 2021). Zamtel Limited, a parastatal telecommunication company in Zambia has shown interest in CSR initiatives, although the specific impact of these initiatives on the company's performance remains underexplored. Understanding the effects of CSR on a company in the telecommunication sector, particularly within the context of Zamtel Limited, can provide valuable insights into the potential benefits and challenges associated with CSR adoption in this industry. However, existing literature lacks a comprehensive analysis that specifically examines the relationship between CSR practices and their impact on companies the sector (Williams, 2021). This study aims to fill this gap by investigating the effect of CSR initiatives on the company's performance.

1.3 Purpose of the Study

The purpose of the study was to investigate the impact of Corporate Social Responsibility (CSR) initiatives on the performance of Zamtel Limited Ltd as the only state owned mobile telecommunication company in the sector.

1.4 Specific Objectives

i. To determine the effect of CSR on both the business operations of Zamtel Ltd and the community.
ii. To examine CSR activities carried out by Zamtel Ltd.
iii. To determine the concentration of CSR activities taken by Zamtel Ltd based on either contribution or cost allocation towards such activities.

1.5 Research Questions

i. What is the effect of Corporate Social Responsibility on both the business operations of Zamtel Ltd and the community in which it operates?
ii. What CSR activities are carried out by Zamtel?
iii. Why are telecommunication companies involved in Corporate Social Responsibility?

1.6 Significance of the study

The study w add to the body of knowledge surrounding CSR in the telecommunications sector by offering empirical evidence specific to Zamtel's context. This fills a gap in existing literature and enhances our understanding on whether there is a relationship between CSR the performance of the company.

In addition, the findings of this study will directly benefit Zamtel's stakeholders, including customers, investors, employees and regulatory bodies. Understanding the impact of CSR initiatives on Zamtel's performance allows its stakeholders to make more informed decisions regarding their engagement with the company. For customers, it will influence brand loyalty and purchasing decisions, while investors may consider CSR performance as an indicator of long-term sustainability and profitability. Additionally, regulatory bodies will use the findings to assess Zamtel's compliance with CSR-related regulations and standards.

Furthermore, the study's insights will guide Zamtel's future CSR strategies. By identifying the factors that contribute to positive outcomes in terms of performance, Zamtel can refine its CSR practices to better align with its business objectives and stakeholder expectations. This strategic alignment can enhance Zamtel's competitive advantage and contribute to its overall success in the telecommunications sector.

1.7 Scope of the Study

The study will focus on Zamtel Ltd which has a low subscriber base among the three mobile telecommunications companies in Zambia despite it being the only parastatal company in the sector. According to Mutimushi 2018, MTN Zambia had a market share of 45.40%, Airtel Zambia 38.10% while Zamtel Ltd had the lowest market share with 16.50% in the industry. Zamtel Ltd has been selected on the basis that it is a parastatal body, which is fully owned by the government of the republic of Zambia.

1.8 Dissertation Layout

This study will cover five chapters; chapter one gives an overview of the study, it provides the introduction, background to the study, statement of the problem, research questions, research objectives, and significance of the study. Chapter two provides the literature review and the theoretical and conceptual frameworks; Chapter three gives the research methodology of the study; Chapter four provides the presentation, analysis of result and discussion of results while chapter five gives the conclusion and recommendations.

1.9 Chapter summary

This chapter presented the introduction, background, statement of the problem, purpose of the study, research objectives, research questions, significance as well as the scope of the study. The Chapter further presented the significance of the study, Scope of the Study, dissertation layout and the Chapter summary.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review is a critical look at the existing research that is significant to the work the researcher is carrying out (Creswell, 2009). It is an account of what has been published on a topic by accredited scholars and researchers. According to Bryman, (2012) literature review is that which provides an overview of current knowledge of the problem under study and it is also a process that involves findings, reading, understanding and forming conclusions about the published research and theory on a particular topic.

2.2 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 (Caroll, 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

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 there funds to CSR activities as purposed benefits are not clear.

2.3 Effects of Corporate Social Responsibility (CSR) on both business operations and communities

Corporate Social Responsibility (CSR) initiatives have been found to have significant effects on both business operations and communities' livelihoods, as evidenced by research across various disciplines. From a business perspective, CSR can impact operational performance and financial outcomes. Research by Porter and Kramer (2016) suggests that CSR activities, when aligned with business strategy, can create shared value by addressing societal needs while simultaneously enhancing competitiveness and profitability. For instance, investments in employee well-being, such as health and education programs, can lead to higher productivity, reduced turnover, and improved organizational performance (Porter & Kramer, 2011). Similarly, CSR initiatives that focus on environmental sustainability can result in cost savings through resource efficiency, innovation, and risk mitigation (Eccles & Krzus, 2010).

Furthermore, CSR can influence consumer behavior and brand perception, thus affecting market outcomes. Studies have shown that consumers increasingly prefer products and services from socially responsible companies (Sen & Bhattacharya, 2011). By demonstrating a commitment to ethical and sustainable practices, firms can enhance their brand reputation, build customer loyalty, and gain a competitive edge in the marketplace (Du, Bhattacharya, & Sen, 2017).

On the other hand, the impact of CSR on communities' livelihoods is also profound. CSR initiatives often entail investments in social and economic development projects aimed at

improving the well-being of local communities. For example, corporate philanthropy, education, healthcare, and infrastructure development initiatives can contribute to poverty alleviation, job creation, and capacity building (Porter & Kramer, 2011).

Moreover, CSR can foster partnerships and collaboration between businesses and communities, leading to mutually beneficial outcomes. By engaging with local stakeholders, firms can gain insights into community needs and priorities, thereby enhancing the effectiveness and sustainability of their CSR interventions (Amaeshi, Adi, Ogbechie, & Amao, 2016). This collaborative approach can help build trust, social capital, and resilience within communities, ultimately contributing to their long-term development and empowerment (Blowfield & Dolan, 2018). However, it is important to acknowledge that the effects of CSR on both business operations and communities' livelihoods can vary depending on contextual factors such as industry, geographical location, regulatory environment, and stakeholder dynamics. Furthermore, scholars have highlighted the need for rigorous evaluation and measurement frameworks to assess the outcomes and impacts of CSR initiatives accurately (Matten & Moon, 2018). CSR can have profound effects on both business operations and communities' livelihoods, ranging from improved operational performance and market outcomes to social and economic development. By aligning CSR with business strategy and engaging with stakeholders, firms can create shared value and contribute to sustainable development goals.

2.4 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).

2.5 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:

Table 1: ***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.

Sources: adopted from (https://www.airtel.co.zm, https://www.mtn.zm and https://www.zamtel.zm, 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.

2.6 CSR at Zamtel Ltd

Zamtel Ltd has been involved in a number of Corporate Social Responsibility programmes since its creation in 1994. Zamtel has been involved in the construction and renovation of School Blocks, offices and stores. In addition, the company has sponsored capacity building for teachers, provision of learning aids, construction and renovation of libraries, provided educational sponsorships, constructed ICT facilities and provided computers as well as construction of Dormitories and community reading clubs. In the Health sector, Zamtel has been involved in the construction & refurbishment of Hospital wards, units and facilities, the provision of medical equipment, facilitation of workshop for students on HIV Aids and drug abuse. Further, the company has supported programmes to empower the community in entrepreneurship skills, capacity building and creation of opportunities for graduates, provision of capital, equipment, machinery and logistics to support selected micro enterprises, improving lives of people living

with disabilities and the provision of motorised tricycles among other support. The Telecommunications Company has also been involved in the sinking of boreholes for clean and portable water as well as the sponsorship of clean up exercise (Mpunzi, 2020).

2.7 Stakeholder's view on Corporate Social Responsibility

2.7.1 Investors (Shareholders) as Stakeholders

According to Ekatah, et al.(2011), it is the responsibility of the Company to protect shareholders' investment and be able to provide an acceptable return for the funds invested in the business. In order for them to have guaranteed income and capital appreciation, there is need for the Company to be in perpetual existence.

2.7.2 Business Partners as Stakeholders

Business partners often seek relationships that are beneficial to all the stakeholders such as contractors, suppliers (Ekatah, et al., 2011). The organisation's ability to uphold these principles effectively will be a significant factor in deciding whether to enter into such relationships or avoid them completely. In addition, State agencies are interested in the business as they represent the interests of the citizens through the government. Their expectations include ensuring that all laws and regulations are adhered to in all business operations. Examples of areas of interest include checking for the number of employees at the company, occupational health and safety and whether the company remits pension contributions as well as payment of correct taxes. They are often concerned with ensuring that companies operate in an ethical manner. For instance, they may launch a campaign against any telecommunication company that does not have a deliberate programme to clean up the used recharge cards or non-compensation of people whose recharge could have depleted as a result of system failure.

2.7.3 Companies' view on CSR

Companies are always skeptical when deciding whether or not to engage in Corporate Social Responsibility programmes. This is because they are often not sure whether the promotion of CSR will affect their financial performance positively or negatively. Literature in this regard suggests that the argument became even more pronounced after (Friedman, 1970) emphasized that the only social responsibility of a business is the creation of profits for the company and its owners. However, Chung and Yoon (2018) on the effects of CSR on firm performance

established that external CSR enhances a firm's market value, increases customer loyalty and reduces operating costs. Certanec, (2019) contends that organisations which engage in Corporate Social Responsibility programmes tend to satisfy the expectations of the stakeholders which ultimately results in good financial performance by the business. According to (Turker, 2009), a company has four stakeholders, the first one being the society. Companies have an obligation to make sure that they are not harming the environment. The second stakeholders are the employees and that a company has an obligation to make sure that their employees are safe and content. The third set of stakeholders are the customers while the final set of stakeholders are the governments in which companies operate from and need to make sure they abide by their rules. According to the stakeholder theory (Freeman & Mcve, 2018), firm value and performance could be determined by the strategic actions a firm undertakes to satisfy the different stakeholders' expectations and interests. Chung and Yoon (2018), postulated that both internal and external stakeholder satisfaction had positive impact on the financial performance of the entity. Cho et.al (2019) recommended further study on an analysis of how the various financial Performance indicators and revenue and cost items were related to CSR. Ahmed et.al (2012), desired a more detailed follow-up study to monitor the linkage between CSR and Financial responsibility. According to Iqbal, et al.(2012), CSR has no effect on the financial performance of the company. On the contrary, Choongo (2017) argued that there is a significant relationship between CSR and the company's financial performance. A good CSR strategy on the well-being of the internal stakeholders such as employees, managers, directors could improve employees' productivity and

loyalty, which could, in turn, lead to an increase in the firm's financial performance (Siueia, et al., 2019).

2.7.4 Customer as a Stakeholder

Many authors or researchers perceive a customer as a primary stakeholder who determines the business's long-term survival. Kujala, et al.(2022) opined that customers are crucial for the survival of an entity and that they represent a fundamental feature of every CSR report. Ekatah, et al. (2011) postulates that the company should strive to win and maintain customers by designing and providing products and services that offer value in terms of price, quality, safety and environmental impact, which are maintained by the required technological, environmental

and commercial expertise. Customers not only affect the business performance but also other stakeholders of the business such as employees, investors, suppliers and so on. It is argued therefore that a company with good CSR practices can attract and retain customers.

2.7.5 Employees as stakeholders

The Company needs to respect the human rights of their employees, provide their employees with good and safe conditions of work, competitive conditions of service to promote the development and best use of human talent and equal opportunity employment and to encourage the involvement of employees in the planning and direction of their work. It is indisputable that business success depends on the full commitment of all employees. Since staff turnover has been often cited as the major challenge facing Human Resource departments, our findings hold major significance for companies, especially for would-be "social entrepreneurs" looking to buttress the business case for proactive social engagement (Singh & Rogan, 2015). In addition, a Company that takes good care of its employees attracts better talent thereby gaining advantage over other Organisations and consequently gains unique skills.

2.8 The General Community (Society) as Stakeholders

Society expects businesses to operate as good corporate members of the society by observing the laws of the Countries in which they operate, supporting fundamental human rights and prioritising health and safety of both the consumers and the environment in line with the commitment to contribute to sustainable development. Businesses that are actively improving the welfare of the Community in which they operate are characterized by higher sales and sustainability as opposed to those not taking on board such initiatives (Vishwakarma, 2019). According to Singh, et al.(2018), "Environmental reporting has become an important tool for sustainable development. It has become one of the most vital areas to be focused on in order for Businesses to achieve good corporate citizenship".

2.9 Why are companies involved in corporate Social Responsibility?

One of the prominent reasons firms pursue CSR is to meet stakeholders' expectations and enhance organizational legitimacy. As argued by Carroll (2019), corporations are expected to fulfill economic, legal, ethical, and philanthropic responsibilities, and adherence to these responsibilities contributes to their social legitimacy. This perspective suggests that firms engage in CSR to maintain their social license to operate and build positive relationships with

stakeholders (Carroll & Shabana, 2010).

Moreover, the stakeholder theory provides insights into the motivations behind CSR involvement. According to Freeman (2017), firms operate within a network of stakeholders, including employees, customers, suppliers, communities, and investors, whose interests and concerns must be considered. By addressing the needs and concerns of various stakeholders through CSR initiatives, firms aim to foster trust, loyalty, and long-term relationships (Freeman, 2010). Furthermore, the resource-based view (RBV) of the firm suggests that CSR can be a source of competitive advantage. Barney (1991) posits that firms possess unique resources and capabilities that enable them to achieve superior performance. From this perspective, CSR activities can be viewed as strategic investments that enhance a firm's reputation, brand equity, and intangible assets, thereby differentiating it from its competitors and creating value for stakeholders (Barney, 2017).

Additionally, scholars have examined the financial implications of CSR engagement, particularly its impact on firm performance. While early research yielded mixed findings, more recent studies suggest a positive relationship between CSR and financial outcomes. For instance, a meta-analysis by Margolis and Walsh (2013) found a small but significant positive effect of CSR on firm profitability, indicating that socially responsible firms can achieve financial success while fulfilling their social obligations.

Furthermore, institutional theory highlights the role of external pressures and institutional forces in shaping firms' CSR practices. DiMaggio and Powell (1983) argued that organisations conform to institutional norms, values, and expectations to gain legitimacy and acceptance in their institutional environment. Therefore, firms may engage in CSR to align with prevailing social norms, industry standards, and regulatory requirements, thus reducing institutional pressures and enhancing organizational legitimacy (Suchman, 1995). Firms engage in CSR for various reasons, including meeting stakeholders' expectations, enhancing legitimacy, gaining competitive advantage, improving financial performance, and conforming to institutional pressures. These diverse motivations underscore the complexity of CSR as a strategic imperative for contemporary businesses.

2.10 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.

2.11 Theoretical Literature Review

Theories discussed in this chapter are Carroll's CSR pyramid and the Stakeholder theory. The discussion and the relationship of the theories to the study are discussed in this section.

2.11.1 Carroll's CSR Pyramid

According to Caroll, (2008), the concept of CSR is primarily driven by the four forms of CSR namely; economic, legal, ethical, and philanthropic expectations that society has of any business at any given point in time. It is therefore important that businesses carry out their activities in a manner that either conforms to or exceeds the ethical, legal, economic and philanthropic expectations of the society. Nevertheless, Caroll (2008) suggests that a significant goal of any business is to provide positive financial returns to its shareholders. However, in pursuit of financial returns of shareholders, company activities must be undertaken bearing in mind people's opinion and the legislation of a country. This is particularly so because companies stand to lose on its financial gains in the event that it is perceived as a bad corporate citizen in its operational area or be found breaching legal requirements of its host country.

Therefore, the pyramid developed by Carroll (1991) emphasises the need for an entity to focus on the four different aspects of CSR that need to be taken into consideration in order to meet its obligations towards the society. The four as postulated by Carroll include; the economic, legal, ethical and philanthropic responsibilities.

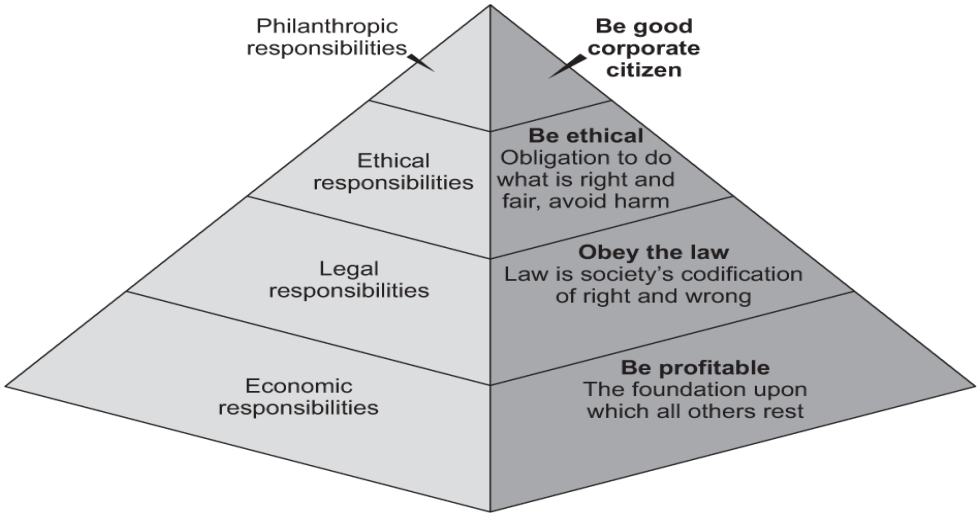

Figure 1: ***The Pyramid of Corporate Social Responsibility***

Source: **adopted from The Pyramid of Corporate Social Responsibility: Toward the moral management of organizational stakeholders** (Carroll, 1991).

2.11.1.1 The Economic Responsibilities

These are the first and primary social responsibilities of a business organization. They are the foundation upon which all others rest. Any business has the responsibility to produce goods and services that are wanted by the society and be able to sell to customers at an acceptable price in order to make profit. According to Carroll (Caroll, 2008), "the economic responsibility component of the pyramid constitutes the fundamental reason corporations exist". The objective is to maximize shareholders value while at the same time remaining competitive within the market in which they operate, without which a company cannot survive. The economic portion of CSR include; the business's performance in a manner that is consistent with maximising earnings per share, being committed to being as profitable as possible, maintenance of a strong competitive position and low operating costs.

2.11.1.2 The Legal Responsibilities

This component of CSR is linked to the economic ones and reflects the society's expectations regarding businesses in fulfilling their economic objective within the business's applicable legal requirements (Caroll, 2017). Although companies seek to maximise shareholders value, businesses are expected to ensure that they operate within the rules and regulations of their host countries. Some of these legal components of CSR include; adherence to both local and government policies, rules and existing laws; to be a law-abiding corporate citizen; to be perceived as one that meets its legal obligations in order to be successful; the provision of goods and services that meet the minimum legal requirements. In Zambia for example, Zamtel Ltd. is expected to operate in compliance with the regulations set by ZICTA and in line with other laws such as the consumer protection act and among others.

2.11.1.3 The Ethical Responsibilities

This component of CSR ensures that the company embraces activities and practices that are accepted by society even if they are not made law. Ethical responsibility ensures that the business is alive to what the stakeholders consider right and wrong (Capaldi, et al., 2015). A business entity has an obligation to avoid harm and do what is right, just, and fair. Carroll contends that most often the legal requirements emanate from the ethical aspect of CSR. A business must consider the ethical components of its activities in order to perform in a manner consistent with expectations of societal morals and ethical norms, recognize and respect new or evolving ethical norms adopted by society; avoid ethical norms from being compromised in order to achieve company goals; to do what is expected morally or ethically in order to become a good corporate citizen and to acknowledge that the company's integrity and ethical behaviour goes beyond mere compliance with laws and regulations (Caroll, 2017).

2.11.1.4 Philanthropic Responsibilities

This part relates to those activities which the company undertakes in the community with no precise message for business. These responsibilities are left to individual judgment and choice of each company. Businesses are expected to contribute both financial and human resources to communities in which they operate in order to improve the quality of life. Carroll explains this point as those activities which companies engage in, in order to be perceived as a good corporate citizen. Philanthropic responsibility is the means by which institutions increase their reputation and goodwill (Carroll, 1991). The components include; performance of a company in a manner

consistent with the philanthropic and charitable expectations of the community; assisting the fine and performing arts; engaging managers and employees in both voluntary and charitable activities within their local communities; the provision of assistance to both private and public educational institutions and to voluntarily help in those projects that enhance a society's quality of life (Carroll, 1991).

2.11.2 Stakeholder Theory

Proponents of this theory hold the view that companies have an obligation to fulfil the interests of their different stakeholders. Stakeholders for a business include customers, employees, consumers, investors, business partners, government agencies, non- profit making Organisations and the general community (Peter, 2015). According to Vishwakarma, (2019), there are two types of stakeholders namely Internal and External stakeholders. If satisfied, the company stands to benefit from having a motivated workforce, retention of highly skilled and specialized workers, higher market share, reduced operational costs and improved reputation which ultimately result in increased profitability (Chung and Yoon, 2018). The actions or inactions of stakeholders can make or unmake an organization. Proponents of this theory contend that the Organisation should channel its efforts towards managing the interest, needs and viewpoints of the stakeholders.

Henriques & Sadorsky (1999) recognized four key categories of stakeholders who are more likely to show concern for the impacts of business activities. The identified categories include; organizational, community, regulatory and media stakeholders. Organizational stakeholders refer to parties who are interested in the company's performance. They are directly affected by the organisation's practices. These stakeholders include lenders, suppliers, shareholders, staff, managers, and other workers such as casuals. This group is directly related to an Organisation and has the capacity to impact its bottom line directly (Henriques & Sadorsky, 1999). These stakeholders are essential to the success and survival of the company both in the short and long term. Community stakeholders on the other hand include environmental and human rights groups, Social workers and psychotherapists and so on. The regulatory stakeholders comprise governments, trade unions, government agencies and regulators. Media stakeholders are those stakeholders concerned with channels and formats controlled by communities of media practice and interest such as brand communities, user forums, activist websites, and many others. These

media exist to inform, defend and advance the objectives of particular organisations and to exert influence on them. In a nutshell, the stakeholder's perspective needs businesses to deal with the responsibilities put on them by stakeholders.

2.12 Conceptual framework

A conceptual framework is a tool a researcher uses to guide their inquiry, it is a set of ideas used to structure the research and it offers a roadmap for the research (Kothari, 2004). Thus, it is the researcher's own point on the problem and direction of the research. As shown in the figure below, the independent variables are Philanthropic, Ethical, Legal and Economic Responsibilities whereas the dependent variable is Company Performance. 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.

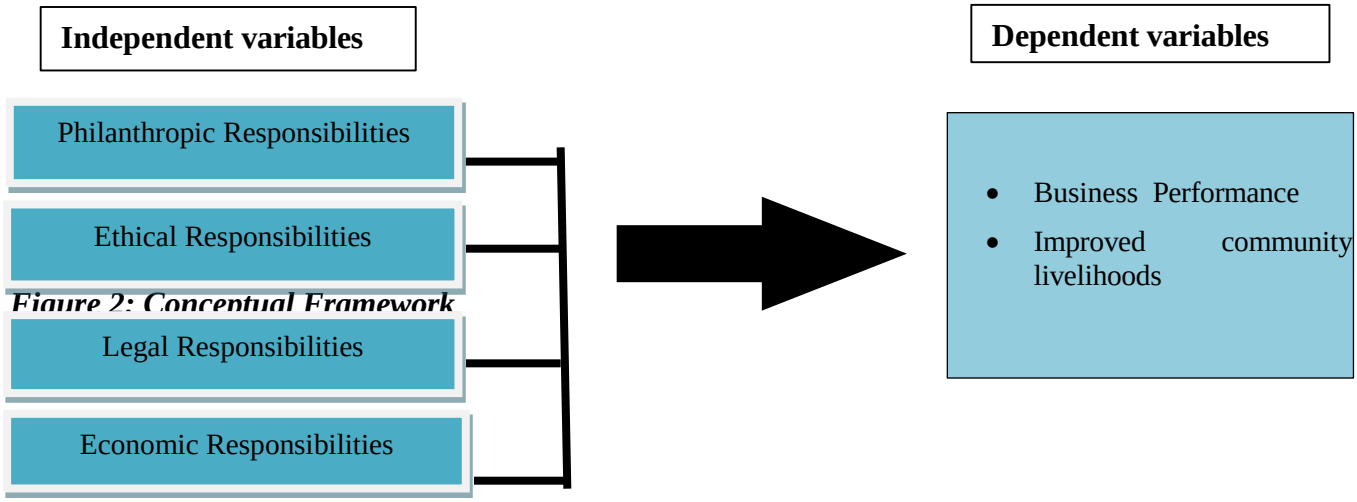

Figure 2: Conceptual Framework

Figure 2: ***Conceptual Framework***
Source: **Generated by the author (2023)**

2.13 Statements of Hypothesis

Furthermore, the researcher developed the statements of hypothesis as follows:

2.13.1 Philanthropic Responsibilities

H0: There is no significant relationship between philanthropic responsibilities and business operations.

H1: There is significant relationship between philanthropic responsibilities and business operations.

2.13.2Ethical Responsibilities

H0: There is no significant relationship between ethical responsibilities and business operations.

H1: There is significant relationship between ethical responsibilities and business operations.

2.13.3 Economic Responsibilities

H0: There is no significant relationship between economic responsibilities and business operations.

H1: There is significant relationship between economic responsibilities and business operations.

2.13.4 Legal Responsibilities

H0: There is no significant relationship between legal responsibilities and business operations.

H1: There is significant relationship between legal responsibilities and business operations.

2.14 Operationalisation of Variables

According to Peter (2015), Corporate Social Responsibility (CSR) is the way corporations operate to optimise a positive impact on society.

Corporate Financial Performance (CFP) is a measure of how well the company uses its assets to generate revenue (Fatihudin &Mochklas, 2018).

2.15 Knowledge Gap

There is a gap in terms of literature on the reasons why Telecommunication Companies are involved in Corporate Social Responsibility programmes. In addition, it is not clear regarding the benefits associated with CSR on company performance. This study endeavoured to fill this gap by looking at the rationale for CSR by examining reasons that influence telecommunication companies in Zambia to pursue CSR activities.

If this study was not undertaken, the reasons that motivate the companies in the telecommunications sector to pursue CSR programmes and the benefits that communities benefit from such activities would not have been known. Furthermore, it would have been difficult to come up with recommendations on how best the government could devise policies that would encourage companies in the sector to embrace CSR.

2.16 Chapter Summary

This Chapter presented the review of some literature on the reasons for corporate social responsibility by the telecommunications companies and concluded with the chapter summary. The purpose was to review what has been done within the area of the research problem.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter provided a systematic review of the related pieces of literature on corporate social responsibility (CSR). This chapter has outlined the research methodology employed in this study. The arrangement of this chapter is as follows; firstly it explains the research philosophical assumptions, design used, the study site, the targeted population, sample size, sampling techniques, data collection methods and instruments, validity testing and reliability, data analysis techniques and ethical considerations. The last part of the chapter summarises the chapter.

3.2 Research Philosophical Assumptions

The philosophical foundations of this study are guided by the recognition that the phenomenon of corporate social responsibility significantly influences the behaviour of both society and the community in relation to the Company. Ontology and epistemology are two important principles with distinct perspectives within the research philosophy. Ontology in the context of business research is defined as "the science or study of being" and is concerned with the nature of reality (Blaikie, 2010). It helps the researcher to interpret what constitutes a fact.

In this study, ontology plays a significant role especially in addressing the central question of whether the involvement of telecommunication companies in Corporate Social Responsibility (CSR) programmes in Zambia can be perceived as objective or subjective. To explore this aspect, two dimensions of ontology being objectivism (positivism) and subjectivism (interpretivism) are examined. Objectivism asserts that social entities exist independently of the social actors concerned with their existence, while subjectivism posits that social phenomena are constructed through the perceptions and actions of those social actors (Saunders, et al., 2009).

Realism research philosophy is considered within this framework, indicating an objective existence independence or reality from human thoughts or beliefs, yet interpreted through social conditioning (critical realism). Critical realism is favored in the context of this study on telecommunication companies' engagement in CSR activities. According to critical realism,

sensations and images of the real world can be misleading and may not accurately represent the true nature of the world (Novikov and Novikov, 2013).

3.2.1 Ontological assumptions

Ontology which refers to the study of 'being,' delves into the exploration of the nature of existence and the fundamental structure of reality, including what can be known about the world. Ontological considerations border around questions related to types of Organisations existing within society and providing insight into the nature of the surrounding world (Crotty, 1998). In business research, ontology which is defined as the science or study of being (Blaikie, 2010), is concerned with the nature of reality. In adopting a realist approach, this study specifically focused on the involvement of telecommunication companies in CSR programmes in Zambia.

3.2.2. Epistemological assumptions

Epistemology, as discussed by Saunders et al. (2009), is centered on the concept of knowledge and inherently expresses a specific understanding of what that knowledge entails. Crotty (2013) characterised epistemology as a way of perceiving and comprehending the world. In the realm of research, Saunders et al. (2009) elaborates that epistemology addresses the 'nature' of knowledge, exploring its possibilities, scope, and the legitimacy of the resources a researcher embraces. This involves a separation between the positivist perspective, which emphasises objectivity and evidence in the pursuit of truth and the interpretivist perspective, which values subjective experiences.

Positivism, as an epistemological position stresses the importance of objectivity and evidence in the quest for truth through unbiased inquiry (Saunders et al., 2009). In the context of this study, the research strives to explain the legitimacy and existence of factors influencing the involvement of telecommunication companies in pursuing Corporate Social Responsibility programs in Zambia. The chosen epistemological approach prioritizes objectivity and evidence, aligning with the positivist perspective, in the pursuit of unbiased inquiry and truth seeking.

3.2.3. Phenomenological assumptions

Phenomenology involves the exploration of how humans comprehend and give meaning to the world. This study focuses on a phenomenon, examining how perceptions, opinions, and experiences of individuals shape the interpretation of a particular subject (Saunders, 2009). Positioned within the realms of science and philosophy, phenomenology strives to conduct a

thorough and impartial investigation of subjective experiences, revealing how our preconceived notions influence our understanding of reality.

3.2.4. Axiological assumptions

Axiology, as a branch of philosophy, enquires into the examination of value judgments. An effective study is built upon the foundation of values and credibility, with values playing a pivotal role in research endeavors (Saunders, et al., 2009). In this context, the research collected reliable data and embraced values to elucidate the engagement of telecommunication companies, specifically at Zamtel Ltd, in CSR activities. The study successfully generated meaningful results, culminating into a well-substantiated conclusion by the end of the research.

3.3 Research Design

Saunders (2019) refers to research design as an action plan that proceeds from a position of initial set of research questions to justifiable conclusion. Creswell (2009) defined it as the general plan to obtain responses to the issues being studied and to deal with some of the problems experienced during the study phase. Bhattacherjee, (2012) compliments the proposition by Yin (2002) and Oppenheim (2009), and espouses that research design is a comprehensive plan for data collection in an empirical research project and calls it a “blueprint” for empirical research aimed at answering specific research questions. Research Design comes broadly in three types; these are quantitative, qualitative and mixed method research designs. Quantitative design comprises experimental and non-experimental which includes survey design. Qualitative design, on the other hand can be carried out as narrative, either phenomenology grounded theory, ethnographies or even as case studies. The third type is mixed study design which has within it; sequential explanatory design, concurrent triangulation and concurrent nested design.

This study used a descriptive design, which still falls under the ambit of the non-experimental design with a quantitative approach. According to Hassan, (2023) this design was meant to describe the distribution of one or more variables, without regard to any causal or other hypothesis. Vijayamohan (2022) adds that the design involves analysing data to summarise and provide a description of the important elements of the sample or population. Descriptive studies describe characteristics associated with the subject population.

3.3 Research Approach

Kothari (2004) argues that there are two basic approaches to research being quantitative and qualitative. Quantitative research involves the use of computational, statistical, and mathematical tools to derive results while qualitative studies focus on trends and meanings, opinions, and attitudes (Moh'd & Lyino, 2019). Quantitative method was chosen because it helps the researcher to quantify the problem and understand how prevalent it is by looking for projectable results to a larger population. In addition, the researcher used the approach to analyse the data collected. Quantitative research is a structured way of collecting and analysing data obtained from different sources. The approach was used to seek quantitative data through questions, which appeared in the research questionnaire. This helped the researcher in seeking structured responses that could be summarised in numbers such as percentages and averages.

3.4 Study Area

The study was carried out at the Head office of the Zambia Telecommunications Company (ZAMTEL) in Lusaka, Zambia. It is a parastatal company owned by the Republic of Zambia and it is the only parastatal in the telecommunication sector. The Company`s coverage spreads across all the 11 provinces of Zambia. It has a subscriber base of two million customers translating into 16.2 percentage market share. The company is situated on Church road, about 4km from Lusaka`s central business district which is the capital city of Zambia. Lusaka is a metropolitan city with a rapid rate of urbanization with a population growth rate of 4.6% and an estimated population of 3,079,964 (Musepa, 2022). The city is located on Latitude and longitude coordinates of -15.416667, 28.283333. Figure 4 below shows the location of the city and Head office for ZAMTEL.

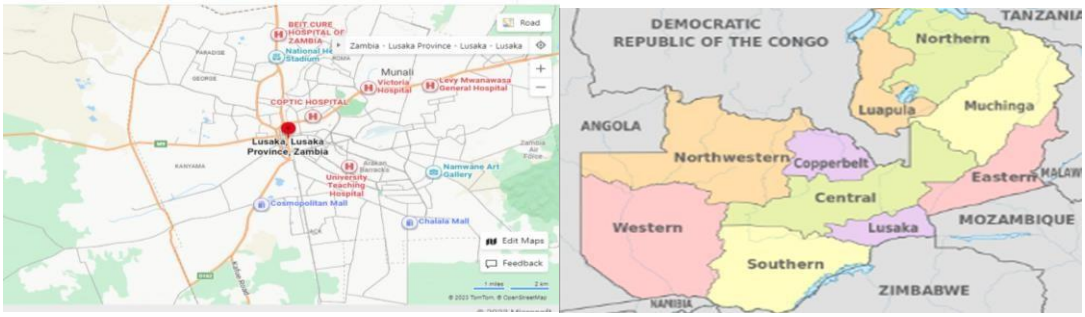

Figure 3: ***Map of the City of Lusaka and Zambia***
Source : https://ontheworldmap.com/zambia/

3.5 Population

Cooper & Schindler (2014) describe population as the total collection of elements about which we wish to make inferences. Bryman (2012) defined population as a set of all individuals that are relevant to a particular study. The target population refers to any group of individuals that has one or more characteristics in common that is of interest to the researcher. The target population in this study consisted of managers, employees and customers of Zamtel Ltd. The targeted population was **200** respondents.

Table 2: ***Population Distribution***

CATEGORY	**POPULATION**
Top Management	15
Middle Management	35
Customers of Zamtel Ltd	150
Total	**200**

Source: **Generated by the author (2023)**

3.6 Sampling Design

A sample is obtained from a larger population for any study. This is because it is costly to study the whole population. The process of obtaining such a smaller subset is called sampling. This is a technique that researchers systematically use to choose a smaller number which is representative of the targeted population being considered as a subject for a particular study (Sharma, 2017). Ibid further explains that there are two types of sampling namely probability and non-probability sampling. According to Sharma (2017), the former is a technique in which the probability of choosing each individual element has equal chances of being included in the sample. Conversely, in the latter selection is absolutely based on judgement. Within the probability sampling are the following types of sampling that can be used during any study depending on the research design; simple random sampling, systematic sampling, cluster sampling and stratified sampling. (Taherdoost, 2016). Sharma (2017) also adds that under probability sampling are the following techniques; purposive, snowbell, quota and convenient sampling.

3.7 Sampling Techniques

These are methods used to select members or subset of the study population to ensure that statistical inferences from them and characteristics represent that of the whole population. This study adopted probability sampling which includes stratified and purposive sampling techniques.

3.7.1 Stratified Sampling

In this study, probability sampling and specifically stratified random sampling to obtain the required elements from the population was used. Stratified sampling is a technique where the population is divided into strata (or subgroups) and a random sample is taken from each subgroup (Taherdoost, 2016). Saunders, et al., (2009) explains that, in stratified random sampling the population is divided into two or more relevant and significant strata based on one or a number of attributes. Stratified sampling allows the researcher to divide the sample into appropriate strata that are mutually exclusive. It also allows the researcher to have a more precise research sample compared to the results from simple random sampling. In addition, it helped in saving costs and time because of working with a small and precise sample. Further, it is the smart way of ensuring that all the sub-groups in the study population are represented in the sample. A researcher may use stratified sampling to increase a sample's statistical efficiency, provide adequate data for analyzing the various sub-populations and enable different research methods and procedures to be used in different strata (Cooper & Schindler, 2014). Furthermore, stratified sampling was employed in this study because it helps to reduce the potential for human bias in choosing elements for inclusion into the sample. It further allows researchers to generalize the findings to the populations. Sharma (2017) further indicates that this is a significant strength when external validity is considered.

The stratification variable used in this study was employee category. In this study, three different strata were used namely senior management staff, middle management staff and customers of Zamtel Ltd.

3.7.2 Purposive Sampling

According to Creswell (2009), some arbitrary technique selects the purposeful sampling because it is known to be representative of the complete population or it is known that it will generate well matched groups. The concept is to select the sample according to some criterion, which is deemed important for the research in question. The study employed purposive or judgmental sampling in selecting top managers and middle managers of Zamtel Ltd as a sample of this study. Managers, employees and customers of Zamtel Ltd will assist the researcher to obtain important information in providing the solution to the problem under the study. This method was used to identify participants who could provide the best information, which could enable the researcher to achieve the objectives of the study. According to (Kumar, 2011) the researcher only goes to those people who in his judgement are likely to have the required information and be willing to share it.

3.8 Sample Size

Saunders, et al (2012) explicates that during sample selection, the bigger the size of the sample is, the lower is the chance of error in generalising to the population. Iqbal, et al. (2012), argues that the choice of sample size is governed by the confidence you need to have in your data, the margin of error that you can tolerate, the type of analysis to be undertaken, and to a lesser extent, the size of the total population from which your sample is being drawn. Appropriate and adequate sample sizes influence the quality and accuracy of research. In this study, the sample size was determined to be 145. This size was arrived at by using a sample size determination formula known as the (Yamane, 1967).

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

N = Target population, where N =

E = Precision rate at 5% (error to make at 0.05)

Hence n = 200

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

$$N = \frac{200}{1+(200*0.05^2)}$$

N = 145 Respondents

Table 3*: The Targeted Sample Size*

Respondents	Population (N)	Sample Size (S)	Sampling Method
Management	15	15	Purposive
Unionised	35	30	Stratified Sampling
Customers of Zamtel Ltd	150	100	Stratified Sampling
Total	**200**	**145**	

Source: **Generated by the author (2023)**

3.9 Data Collection Methods

Primary data was collected in this study by means of a questionnaire. This tool was employed because the chosen participants were given a closed ended questionnaire. It was administered by the researcher and filled in questionnaires were collected after one month. The questionnaire consisted of five sections. The first section was about the attributes of the respondents and the rest of the sections were about the study variables. All the items of the questionnaire were measured using a Likert scale consisting of five scores from 1= "Strongly Disagree to 5 = "Strongly Agree". Secondary data was collected through e-resources such as journals, books and other appropriate sources.

3.10 Data Analysis

Primary data collected was analysed quantitatively using descriptive statistics to draw inferences such as mean, standard deviation, t-test, regression, cross tabulation, and graphs for easy analysis. Secondary data on the other hand was thematically analysed. The collected data was first coded and analysed using Statistical Package for Social Sciences (SPSS). In order to facilitate analysis and interpretation of the relationships, data was provided in a convenient and informative manner including frequency tables, graphs and bar charts which are easy to read.

3.11 Validity and Reliability

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.

3.12 Ethical Considerations

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.

3.12.1 Informed Consent

According to Bazzano, et al. (2021), informed consent is a primary principle in protecting participants during the research. It means that respondents who participated were fully informed about the study being conducted. They were informed about the purpose of the study and that the findings would be used for academic purposes only. The researcher also ensured that his participants were not coerced but participated in the study voluntarily and that they had the right to refuse or withdraw from the research participation anytime they felt like.

3.12.2 Confidentiality

This means that any identifying information was not made available to or accessed by anyone except by the researcher (Kang, 2023). Confidentiality also ensures such identified information is excluded from any report or published documents. The researcher respected the confidentiality and anonymity of the research respondents and assured them that the collected data was meant for academic purposes only.

3.12.3 Anonymity

Refers to a stricter form of privacy than confidentiality as the identity of the participant remains unknown to the researcher (Kang, 2023). The researcher ensured that anonymity of information collected from the participants was an important part of the study. This study therefore, did not collect such names, addresses and emails of the participant in this study.

3.12.4 Transparency

It is the quality of being easily seen through (Ofem, et al., 2022). Therefore, the researcher was open, independent and impartial. As a principle of research ethics, the researcher ensured that data was collected in a transparent manner and for the intended academic purpose by clearly explaining every question to the participants.

3.12.5 Plagiarism

This is the copying of a literal sentence or paragraph without acknowledging the author (Rayhan & Amer, 2021). It includes copying sentences or paragraphs of several authors in more or less one paragraph, without citing sources. This researcher analysed and synthesised information gathered from documentary review of published records, journals, textbooks and government documents by citing authors as a way of acknowledging their work.

3.13 Chapter Summary

The chapter described the methodology that was used to carry out the study in order to achieve the study objectives. The Research methodology consisted of the following subsections; research design, data collection and data collection instrument, data collection procedures and data analysis method. The research design was descriptive in nature focusing on the reasons behind telecommunication companies' involvement in Corporate Social Responsibility programmes in Zambia with a focus on Zamtel limited. The population, the sample size, the sampling techniques and questionnaire as a primary data collection instrument were all described. The chapter also

indicated that, data was analysed using statistical packages for social sciences version 26 and then presented the research findings in inform of figures, tables and charts while ethical clearance was obtained from the Directorate of Research and Graduate Studies, reference number HSSREC-2021-NOV-024 of the Ethics Committee at the University of Zambia before the study commenced.

CHAPTER 4

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter focuses on data analysis and covers the detailed presentation of results. It contains the quantitative analysis of the collected data. The findings of the study were presented in form of pie charts, bar charts, tables and figures.

Table 4: ***Study Response rate***

RESPONDENT	TARGETED	OBTAINED	RESPONSE RATE
Zamtel	145	120	85 percent

Source: **Generated by the author (2023)**

The table above 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.

The study investigated the Gender, levels of education, residence, and the demographic characteristics of the respondents. This was important in order for the study to have proper background information of the respondents. The first demographic characteristic that the study analysed gender, age, years of experience. An analysis of respondents was done and the findings were as shown in the paragraphs that follow.

4.2 Personal information

The general characteristics of the respondents per gender were explained by the analysis below:

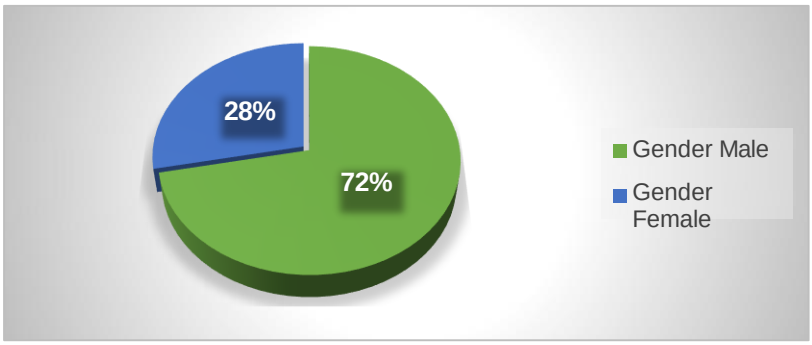

Figure 4: ***Gender Responses***

Source: **Generated by the author** (**2023**)

Gender is an important demographic characteristic in determining the knowledge of respondents as regards to the study. As per requirement, the study targeted a total of 145 respondents who were Managers, unionised employees and customers of Zamtel Ltd. The 120 respondents comprised 86 males and 34 females. By percentage composition, the males represented 72 percent while female participation was at 28 percent of the total respondents. The response rate by gender showed that there were more male participants than their female counterparts. The gender of the respondents is a pointer of the employee and customer diversity in an organization. It determines their opinion regarding how telecommunication companies are involved in Corporate Social Responsibility programmes in Zambia.

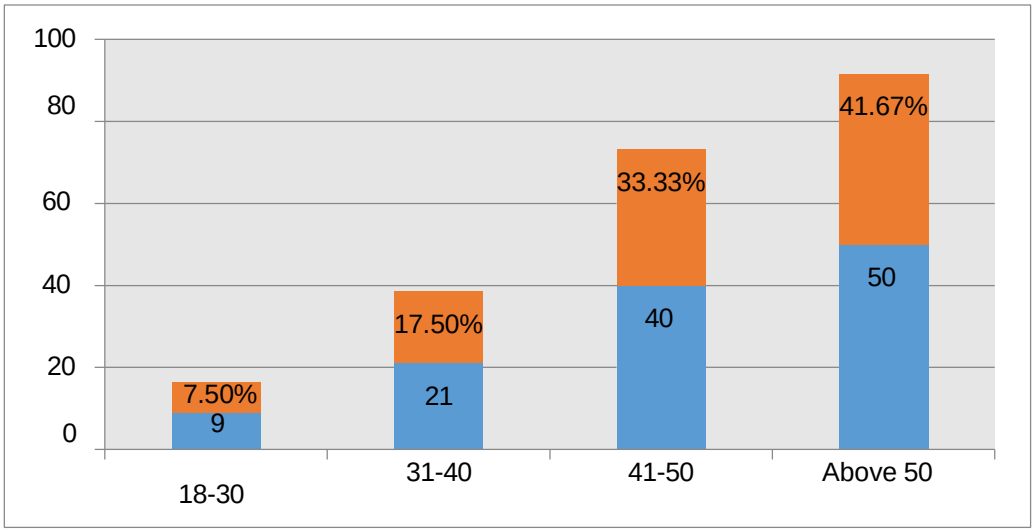

Figure 5: ***Age Categories***

Source: **Generated by the author (2023)**

The above figure shows different age categories of managers, employees and customers who participated in the study. As seen from above; 18-30 years were 9, representing 7.5%, those between 31-40 years were 21 which represented 17.5%. The other age category was 41-50 years that had 40 respondents representing 33.3% and those above 51 years were 50 and this depicted 41.7%. As shown in figure 6 above, majority of the respondents were above50 years. A diverse age for example, leverages on the experiences of the youth and the cautious attitude by the old. The findings indicated that responses were obtained from different age groups and that the majority of the respondents were above the age of 50 years. This implied that Zamtel Limited had a high population of adult staff in the Organisation than other age groups; hence, it suggested that the Organisation should now invests in young people's growth because they could be used by the Organisation for a long time compared to older people.

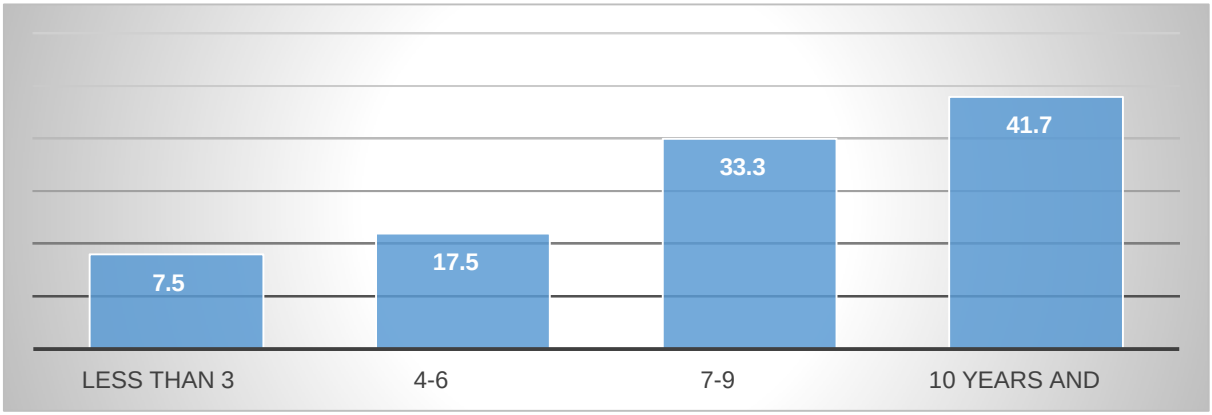

Figure 6: ***Work Experience of respondents***

Source: **Generated by the author (2023)**

Out of the 120 respondents, 9 have had work experiences of under 3 years, accounting for 7.5% of the respondents; 21 respondents had worked for the company between 4 - 6 years, representing 17.5% of the respondents; 40 respondents had work experiences of between 7- 9 years, accounting for 33.3% of the respondents while 50 respondents had work experiences of over 10years, accounting for 41.7% of the total number of participants who responded. The results show that most of the respondents had worked for the company for more than 10 years. This showed that the majority of the respondents had worked with the organization for a considerable period of time which implied that they were in a better position to give credible information.

4.3 Test of Reliability and Validity

In order to determine if data collected was reliable and valid, the researcher conducted validity and reliability tests. Cronbach's alpha was used as a scale to measure reliability and validity of the collected data. The internal validity and reliability determined by the Cronbach's alpha, ranged from 0.983 to 0.994, thus exceeding the marginally required level of 0.70. The Cronbach's alpha coefficient values for the variables are presented in Table 5.

Table 5: ***Reliability analysis of the questionnaire items.***

Variables	**No. Of Items**	**Cronbach's A**
Philanthropic responsibilities	13	0.994
Ethical responsibilities	15	0.990
Economic responsibilities	10 9	0.990 0.985
Company Performances	**4**	**0.974**

Source: **Generated by the author (2023)**

i. To determine the effect of CSR on both the business operations and the community

ii. To examine the CSR activities carried out by Zamtel Ltd.

iii. To determine the concentration of CSR activities taken in the telecommunication based on contribution or cost allocation towards such activities.

4.1 To determine the effect of CSR on both the business operations and the community

Respondents were asked to indicate the extent to which they agreed with the statement to investigate the effect of CSR on both the business operations and the community at Zamtel Ltd. The rating was done on a 5-point Likert scale ranging from the lowest; 1 meaning strongly disagree to the highest 5 meaning to strongly agree. Table 12 below illustrates the analysis of telecommunication companies' involvement in CSR activities in Zambia, a case study of Zamtel Limited.

Table 6: ***Effects 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**

Source: **Generated by the author (2023)**

Note: The Ranking was on a 5-point Likert scale: Strongly Agree =5, Agree=4, Neutral =3, Disagree = 2, strongly Disagree =1

Scale for mean:

1.00-1.79 Strongly Disagree

1.80-2.59 Disagree

2.60-3.39 Neutral

3.40-4.19 Agree

4.20-5.00 Strongly Agree

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 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 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.

Organizations 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. It could be challenging in legal responsibilities and monitoring aspects of CSR if there is inadequate availability of quality infrastructure. However, the reason for their finding could be that the firms surveyed were not very exposed to external pressure in comparison with large firms that deal with complex CSR and exporting activities such as Zamtel Ltd. Organisation's participation in corporate social responsibility 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.

i. Correlation Analysis – Legal Responsibilities on Company performances in CSR

Study findings unveiled that there is a positive relationship between legal responsibilities and company performance. Table13 below shows the results of the analysis.

Table 7: ***Legal Responsibilities and Company performance correlation.***

Correlations			
		Legal Responsibilities	**Company Performances**
Legal responsibilities	Pearson Correlation	1	0.974**
	Sig. (2-tailed)	0.000	0.000
	N	120	64
Company performances	Pearson Correlation	0.974**	1
	Sig. (2-tailed)	0.000	0.000
	N	120	120

Source: **Generated by the author (2023)**

Data in table 13 above suggest that there is significant relationship between legal responsibilities and company performance (r =0 .974, N=64). The findings indicate that the correlation coefficient between legal responsibilities and company performance is 0.974 with a p-value of 0.000 for a 5% 2-tailed test. Since the p-value is less than 0.05, this shows a positive and significant relationship between legal responsibilities and company performance. It shows that when legal responsibilities are well provided in an Organisation, company goals will inevitably be achieved.

ANOVA Analysis – Legal responsibilities on Company Performances

Table 14 below shows the analysis of variance of the effect of legal responsibilities in telecommunication companies' involvement in CSR activities in Zambia, a case study of Zamtel. The results with F-static of 1156.776 and a p-value of 0.000 indicated that the linear model was statistically significant in explaining the effect of legal responsibilities on telecommunication companies' involvement in CSR activities in Zambia.

Table 8: ***Analysis of Variance.***

Model		**Sum Of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	15691.421	1	15691.421	1156.776	.000[b]
	Residual	841.017	119	13.565		
	Total	**16532.437**	**118**			
a. Dependent Variable: Company performances						
b. Predictors: (Constant), Legal Responsibilities						

Source: **Generated by the author(2023)**

i. The Goodness of Fit Model

The model summary in figure 9 below shows the goodness of fit of the model: $Y = \beta 0 + \beta_3 X_3 + \varepsilon$ which is the linear model involving legal responsibilities (X_3) as the only independent variable. The coefficient of determination (R square) of 0.949 indicates that legal responsibilities on its own in the model explain 94.9% of the variation or change in the dependent variable, company performance. The remainder of 5.1% is explained by other factors and variables other than legal responsibilities. The Adjusted R square was 0.948 which did not change the results substantially as it reduced the explanatory behaviour of the predictor to 94.8%.

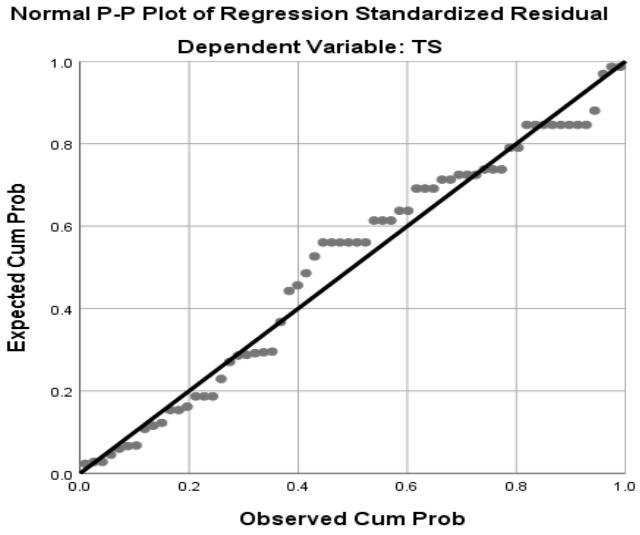

Figure 7: ***Legal Responsibilities on Company Performance.***

ii. Model coefficients

Table 19 below shows the model coefficients of the regression results of legal responsibilities on telecommunication companies' involvement in CSR activities in Zambia, a case study of Zamtel. With a significant constant value (p- value=0.000) of 15.094, the study concluded that even without legal responsibilities, Zamtel depicted some level of company performances.

Table 9: ***Model Summary***

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	Constant	4.222	1.418		2.977	0.004
	Legal responsibilities	1.389	0.041	0.974	34.011	0.000
ɛdictors: (Constant), Legal responsibilities						
Dependent Variable: Company performances						
Source: **Generated by the author (2023)**						

The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in company performances due to a unit change in legal responsibilities. The gradient coefficient from Table 15 above was positive meaning that a unit change in legal responsibilities leads to 1.389 units of positive change in telecommunication companies' involvement in CSR activities in Zambia. This therefore meant that the legal responsibility was significant (p-value = 0.000) and positively influenced telecommunication companies' involvement in CSR activities. With a constant of 4.222, the model estimate for legal responsibilities in company performances is as follows: $Y = 4.222 + 1.389X_3$. This implies that indeed Zamtel Ltd.'s performance is largely influenced by legal responsibilities.

5.1 To examine the CSR activities carried out by Zamtel Ltd.

Further interviews with respondents were conducted to examine the CSR activities that are carried out by Zamtel Ltd that could be used to overcome adverse company performance. Respondents were asked to indicate the extent to which they agreed with the statement that Zamtel Limited was involved in Corporate Social Responsibility programmes. The rating was done on a 5-point Likert scale ranging from the lowest; 1 meaning strongly disagree to the highest 5 meaning to strongly agree. Table 19 below illustrates the results of the economical responsibilities to overcome the telecommunication companies' involvement in CSR activities in Zambia.

Table 10: ***Economic responsibilities to improve Company Performance.***

	N								
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**Total SA & A (%)**	**Mean**	**Std Deviation**
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
Conducts 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

Source: **Generated by the author (2023)**

Note: The Ranking was on a 5-point Likert scale: Strongly Agree =5, Agree=4, Neutral =3, Disagree = 2, Strongly Disagree =1

Scale for mean:

1.00-1.79 Strongly Disagree

1.80-2.59 Disagree

2.60-3.39 Neutral

3.40-4.19 Agree

4.20-5.00 Strongly Agree

Table 16 above shows 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.

i. ANOVA Analysis – Economic responsibilities on company performances

Table 20 below shows the analysis of variance of economic responsibilities on Zamtel Limited's company performance. The results with F-static of 671.407 and a p-value of 0.000 indicated that the linear model was statistically significant in explaining the effect of economic responsibilities on telecommunication companies' involvement in CSR activities at Zamtel Limited.

Table 11: ***Analysis of Variance.***

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	15134.835	1	15134.835	671.407	0.000[b]
	Residual	1397.603	118	22.542		
	Total	16532.437	119			
a. Dependent Variable: company performance						
b. Predictors: (Constant), Economic responsibilities.						

Source: **Generated by the author (2023)**

i. Economic responsibilities and Company Performance Correlation

Study findings revealed that there is positive relationship between economic responsibilities and company performance. This is evident in the presentation in table 18 below:

Table 12: ***Economic responsibilities and Company Performance Correlation.***

Correlations			
		Economic Responsibilities	Company performance
Economic responsibilities	Pearson Correlation	1	0.957**
	Sig. (2-tailed)	0.000	0.000
	N	120	120
Company performances	Pearson Correlation	0.957**	1
	Sig. (2-tailed)	0.000	0.000
	N	120	120

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

Source: **Generated by the author (2023)**

Data in table 21 above suggest that there is significant relationship between economic responsibilities and company performances (r = 0.957, N = 120). The findings further indicate that the correlation coefficient between economic responsibilities and telecommunication companies' involvement in CSR activities in Zambia is 0.957 with a p-value of 0.000 for a 5% 2-

tail test. Since the p-value is less than 0.05, this shows a positive and significant relationship between economic responsibilities and company performance. The results show that when economic responsibilities are well provided in an Organisation, organisational goals will be achieved as a consequence.

Regression Analysis

i. The Goodness of Fit Model

The model summary in Table 22 below shows the goodness of fit of the model: $У = \beta 0 + \beta_4 X_4 + \varepsilon$ which is the linear model involving economic responsibilities and company performance (X_4) as the only independent variable. The coefficient of determination (R square) of 0.915 indicates that economic responsibilities to overcome CSR on its own in the model explain 91.5% of the variation or change in the dependent variable, economic responsibilities. The remainder of 8.5% is explained by other factors and variables other than economic responsibilities. The Adjusted R square was 0.916 which did not change the results substantially as it reduced the explanatory behaviour of the predictor to 91.4%.

Table 13: ***Model Summary.***

Model Summary									
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	0.957[a]	0.915	0.916	4.74786	0.915	671.407	1	118	0.000
a. Predictors: (Constant), Economic Responsibilities									
b. Dependent Variable: Company performances									

Source: **Generated by the author (2023)**

5.2 To determine Telecommunication Operators' Concentration on CSR

Respondents were asked to indicate whether they agreed with the statement that Zamtel Ltd was involved in CSR activities. The rating was done on a 5-point Likert scale ranging from the lowest; 1 meaning strongly disagree to the highest 5 meaning strongly agree.

The concentration on CSR activities by telecommunication companies can be classified into four main categories namely; environmental concerns, welfare, community involvement and product or services. Relevant activities that the companies were involved in each type of the main category of CRS are listed below:

Table 14: ***Concentration of Telecom Operators on CSR.***

Environmental Concerns	**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**

Source: **Generated by the author (2023)**

Note: The Ranking was on a 5-point Likert scale: Strongly Agree =5, Agree=4, Neutral =3, Disagree = 2, strongly Disagree =1

Scale for mean:

1.00-1.79 Strongly Disagree

1.80-2.59 Disagree

2.60-3.39 Neutral

3.40-4.19 Agree

4.20-5.00 Strongly Agree

The results above show that the tests were significant at 95% confidence level. All the mean values were above 3.0 and tended to lean towards 5, meaning that most respondents tended to agree with the fact that there was CSR Concentration of telecommunication companies. These included, the product's compliance with the environmental condition and the radiation tariff set up by Zamtel Ltd with the highest mean at 3.89, ensures the level of the telecommunication telecast frequency would be at an acceptable level, with a second highest mean of 3.83, recycles the unused components of telephone sets and used scratch cards that would impact the environment at 3.66, collaborates with other government agencies in organising the 'green' campaign represented by 3.53, directly contributes some amount of money for the personal welfare, community welfare, and also the welfare of the Organisation with a mean of 3.66, involved in the developing of infrastructure such as building schools, library or houses for donation to certain families at 3.69 ,contributes to selected individuals for personnel development in certain areas that can contribute to the development of the industry represented by 3.48, provides a special bonus plan and rewarding system to the employees to encourage a positive competition amongst them with a mean of 3.45 while, establishes a sound placement system for the employee who volunteers to move to another company with valid reasons had a

mean of 3.50, supports Zamtel Ltd with the relevant information on the user coverage and the penetration rate to ensure the country's communication growth policy is well planned with a mean of 3.61, prepares and provides a hotline, control procedure and responsive system to make sure all the registered complaints would be treated as important with a mean of 3.28, conducts all necessary tests on the radiation frequency interference to reduce disturbance and increase compatibility with technological advancement at 3.42 and guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level with a mean of 3.11 . The highest t-value was 35.546 while the lowest t-value was 19.721 meaning that there was a significant difference between the population mean and the hypothesized mean. The test showed that all the test items on Concentration of Telecom Operators on CSR had statistical significance with t. values < 0.05.

Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model was as per Table 7 below with P-value of 0.00 which is less than 0.05. This indicated that the regression model was statistically significant in predicting the effect of Corporate Social Responsibility in the telecommunication sector. Basing the confidence level at 95%, the analysis showed high reliability of the results obtained. The overall results indicated that the model was significant at $F = 20.573$, $p = 0.000$.

Respondents were asked to indicate the extent to which they agreed with the statement of determining the concentration of CRS activities taken in the telecommunication sector based on the contribution or cost allocation towards such activities at Zamtel Ltd. The rating was done in a 5-point Likert scale ranging from the lowest; 1 meaning strongly disagree to the highest 5 meaning strongly agree.

Table 15: ***ANOVA Table.***

		Sum of Squares	Df	Mean Square	F	Sig
Between People		1273.467	118	20.214		
Within People	Between Items	37.483	14	2.677	20.573	.000
	Residual	114.783	882	.130		
	Total	152.267	896	.170		
Total		1425.733	959	1.487		

Grand Mean = 3.5667

Source: **Generated by the author (2023)**

The main objective was to establish the reasons behind telecommunication companies' involvement in Corporate Social Responsibility programmes in Zambia. 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.

Cause: Implementation of CSR Initiatives by Zamtel Ltd.

Effect: Improved Employee Engagement and Satisfaction

Actively involving employees in CSR initiatives can enhance their sense of purpose and job satisfaction. This, in turn, may reduce turnover rates as employees are more likely to stay with a company that supports social responsibility.

Cause: Concentration of CSR Initiatives on Employee Well-being.

Effect: Decreased Turnover Rates.

If CSR initiatives at Zamtel Ltd focus on improving employee well-being, such as providing health and wellness programs, it can contribute to a healthier and more satisfied workforce, potentially reducing turnover rates.

Cause: Financial Investment in CSR Programs.

Effect: Positive Impact on Employee Productivity.

Financial investment in CSR programs, especially those that directly benefit employees, can contribute to a positive work environment. This, in turn, may lead to increased productivity and efficiency, positively affecting the company's financial position.

Cause: CSR Programs Addressing Community Development

Effect: Enhanced Company Image and Customer Loyalty

If CSR initiatives extend beyond the workplace to address community development, it can positively influence the company's image. A positive company image can lead to increased customer loyalty, contributing to the company's financial position.

Cause: Strategic CSR Allocation Reflecting Financial Stability.

Effect: Improved Financial Position

If Zamtel Ltd strategically allocates resources for CSR initiatives, considering its financial stability, it can lead to a positive impact on the company's financial position. For example, well-planned initiatives can enhance brand value and customer trust, influencing financial performance.

Cause: Mitigating Financial Risks through CSR Practices

Effect: Reduced Financial Instability.

Implementing CSR practices that address financial risks, such as ethical business practices and sustainable resource management, can contribute to reducing financial instability and enhancing the overall financial position of Zamtel Ltd.

In summary, the cause-and-effect relationships in the context of labor, turnover, and financial position within the framework of CSR at Zamtel Ltd demonstrate that strategic and well-implemented CSR initiatives can positively impact employee engagement, reduce turnover, and contribute to the financial stability and overall position of the company in the telecommunication sector.

4.5 Chapter summary

The main objective of the study was to establish the reasons behind telecommunication

companies' involvement in Corporate Social Responsibility programmes in Zambia. The research objectives were to determine the concentration of CSR activities taken in the telecommunication sector based on contribution or cost allocation towards such activities, to identify the factors that influences telecommunication companies' involvement in CSR activities, to investigate the effect of CSR on both the business operations and the community and To examine the CSR activities carried out by Zamtel Ltd.

To achieve this, the study used a case study to look at Zamtel Limited. A case study was chosen to enable collection of comprehensive data from the sample to represent the organization. The population interest for this study was Zamtel Limited. The sampling frame covered top and middle management as well as customers of Zamtel limited. For purposes of this study, a total of 120 respondents were considered. This sample size took into account all the management levels and a total number of 145 was the targeted population. The sampling technique for the study was purposive and stratified random sampling techniques, where the different managerial levels (Top management, middle management and customers) were put into different strata. A self-administered questionnaire was the instrument of data collection. The questionnaire had different sections to ensure that they understood the questions. A time framework of one month was given to the respondents. To ensure confidentiality the respondents did not fill in their names. They were assured of utmost confidentiality before the questionnaire was filled. All the mean values were above 3.0 and tended to move towards 5 meaning that most respondents agreed with the fact that there was telecommunication companies' involvement in Corporate Social Responsibility. The highest t-value was 33.546 while the lowest t-value was 19.721 meaning that there was a significant difference between the population mean and the hypothesized mean. The test showed that all the test items on telecommunication companies' involvement in Corporate Social Responsibility had statistical significance with t. values < 0.05. The study revealed that philanthropic responsibilities, ethical responsibilities, legal responsibilities and economic responsibilities factors had significant influence in the telecommunication companies' involvement in CSR programmes. The study further shows that when four variables are well provided in an Organisation will to a greater extent achieve its corporate goals.

To further enhance the success of telecommunication companies' involvement in Corporate Social Responsibility the company should include techniques such as aligning the organisational

plan with its organisational mission, vision, and values. It is important to ensure that company's involvement in CSR activities results in the improvement of the quality of life of the community and company objectives. If the company is involved in Corporate Social Responsibility, it will increase long term profitability and sustainability and its participation can give good economic returns to the company's shareholders. In addition, the company's involvement in social activities can encourage the company to be more responsible and become a consumer-focused company. Other benefits include good reputation with the public, a company that implements CSR will have additional competitive advantages compared to a company that does not get involved. However, involvement in CSR activities is limited due to limited funding and time because CSR deviates from the company's ordinary activity. Consumers and the public will bear any additional cost if the company is involved intensively in CSR activity.

CHAPTER 5

DISCUSSION OF RESEARCH

Overview

The findings in relation to the research objectives and other emerging issues are discussed in this chapter. The objectives were:

i. *To determine the effect of CSR on both Business operations and the Community.*

ii. *To examine the CSR activities carried out by Zamtel Ltd.*

iii. *To determine the concentration of CSR activities taken in the telecommunication based on contribution or cost allocation towards such activities.*

5.1 To determine the effect of CSR on both Business operations and the Community.

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 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 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.

Organizations 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. It could be challenging in legal responsibilities and monitoring aspects of CSR if there is inadequate availability of quality infrastructure. However, the reason for their finding could be that the firms surveyed were not very exposed to external pressure in comparison with large firms that deal with complex CSR and exporting activities such as Zamtel Ltd. Organisation's participation in corporate social responsibility 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.

5.2 To Examine 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.

5.1 To determine 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.

5.3 Chapter Summary

The main objective of the study was to establish the reasons behind telecommunication companies' involvement in Corporate Social Responsibility programmes in Zambia. The research objectives were to determine the concentration of CSR activities taken in the telecommunication sector based on contribution or cost allocation towards such activities, to identify the factors that influences telecommunication companies' involvement in CSR activities, to investigate the effect of CSR on both the business operations and the community and To examine the CSR activities carried out by Zamtel Ltd.

To achieve this, the study used a case study to look at Zamtel Limited. A case study was chosen to enable collection of comprehensive data from the sample to represent the organization. The population interest for this study was Zamtel Limited. The sampling frame covered top and middle management as well as customers of Zamtel limited. For purposes of this study, a total of 120 respondents were considered. This sample size took into account all the management levels and a total number of 145 was the targeted population. The sampling technique for the study was purposive and stratified random sampling techniques, where the different managerial levels (Top management, middle management and customers) were put into different strata. A self-administered questionnaire was the instrument of data collection. The questionnaire had different sections to ensure that they understood the questions. A time framework of one month was given to the respondents. To ensure confidentiality the respondents did not fill in their names. They were assured of utmost confidentiality before the questionnaire was filled. All the mean values were above 3.0 and tended to move towards 5 meaning that most respondents agreed with the fact that there was telecommunication companies' involvement in Corporate Social Responsibility. The highest t-value was 33.546 while the lowest t-value was 19.721 meaning that

there was a significant difference between the population mean and the hypothesized mean. The test showed that all the test items on telecommunication companies' involvement in Corporate Social Responsibility had statistical significance with t. values < 0.05. The study revealed that philanthropic responsibilities, ethical responsibilities, legal responsibilities and economic responsibilities factors had significant influence in the telecommunication companies' involvement in CSR programmes. The study further shows that when four variables are well provided in an Organisation will to a greater extent achieve its corporate goals.

To further enhance the success of telecommunication companies' involvement in Corporate Social Responsibility the company should include techniques such as aligning the organisational plan with its organisational mission, vision, and values. It is important to ensure that company's involvement in CSR activities results in the improvement of the quality of life of the community and company objectives. If the company is involved in Corporate Social Responsibility, it will increase long term profitability and sustainability and its participation can give good economic returns to the company's shareholders. In addition, the company's involvement in social activities can encourage the company to be more responsible and become a consumer-focused company. Other benefits include good reputation with the public, a company that implements CSR will have additional competitive advantages compared to a company that does not get involved. However, involvement in CSR activities is limited due to limited funding and time because CSR deviates from the company's ordinary activity. Consumers and the public will bear any additional cost if the company i s involved intensively in CSR activity.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The study primarily focused 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 identify the factors that influence telecommunication companies' involvement in CSR activities, investigate the effect of CSR on both the business operations and the community, to examine the CSR activities carried out by Zamtel Ltd and to determine the concentration of CSR activities taken in the telecommunication sector based on contribution or cost allocation towards such activities**.** From the study findings, it was concluded that the involvement of Zamtel Ltd in CSR had a bearing in the company's performance.

5.1.1 Objective One:

i. To determine the effect of CSR on both Business operations and the Community.

The study concluded that all the mean values were above 2.5 and tended to learn 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. The results showed 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. The company's involvement in Corporate Social Responsibility was to improve the quality of life of the community with the highest mean at 4.1406. It also showed a significant relationship between legal responsibilities and company performance ($r = 0.974$, $N=64$). The findings indicated that the correlation coefficient between legal responsibilities and company performance was 0.974 with a p-value of 0.000 for a 5% 2-tail test. Since the p-value was less than 0.05, it showed a positive and significant relationship between legal responsibilities and company performance. This demonstrated that when legal responsibilities were well provided in an Organisation, inevitably Organisation goals would be achieved.

The coefficient of determination of 0.949 showed that legal responsibility on its own in the model explained 94.9% of the variation or change in the dependent variable. The remainder of 5.1% was explained by other factors and variables other than legal responsibilities.

5.1.2 Objective Two:

ii. To examine the CSR activities carried out by Zamtel Ltd.

The study findings concluded that CSR activities carried out by Zamtel Ltd agreed with the economic responsibilities to improve the company performances. Most of the respondents agreed that provides services that enable the users to donate to public funds. Company has arrangement with other private companies to provide the relevant services and objectives. Takes action effectively in certain situations by immediately contributing in form of cash to support the victims. 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. 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, conducts all necessary tests on the radiation frequency interference to reduce disturbance and increase compatibility with technological advancement, guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level. Forms a special team for products or packages offered to respond to any feedback from the market e.g. subscribers' complaints, rival's promotion strategy and so on. Ensures free flow of communication of the strategy and Monthly review of performance targets and report on progress.

The findings revealed that there is a positive relationship between economic responsibilities and company 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, 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 for instance subscribers' complaints, rival's promotion strategy and so on. It is important that personal accountabilities are clearly defined so that individuals understand what they are responsible for that free flow of communication will improve the company performance. The study showed a significant relationship between economic responsibilities and company performances ($r = 0.957$, $N = 120$). The findings further indicate that the correlation coefficient between economic

responsibilities to overcome telecommunication companies' involvement in CSR activities in Zambia is 0.957 with a p-value of 0.000 for a 5% 2-tail test. Since the p-value is less than 0.05, this shows a positive and significant relationship between economic responsibilities and company performance. This shows that when economic responsibilities are well provided in an Organisation inevitably business goals will be achieved.

The coefficient of determination of 0.915 indicates that economic responsibilities to overcome CSR on its own in the model explain 91.5% of the variation or change in the dependent variable (economic responsibilities). The remainder of 8.5% is explained by other factors and variables other than economic responsibilities. The Adjusted R square was 0.914 which did not change the results substantially as it reduced the explanatory behaviour of the predictor to 91.4%.

5.1.3 Objective Three:

iii. To determine the concentration of CSR activities taken in the telecommunication based on contribution or cost allocation towards such activities.

The study determined the concentration of CSR activities taken at Zamtel Ltd based on contribution or cost allocation towards such activities, as establishing if the product complied with the environmental condition and the radiation tariff set up by Zamtel Ltd, ensures the level of the telecommunication telecast frequency would be at an acceptable level, recycles the unused components of telephone sets that would impact the environment, collaborates with other government agencies in organising the 'green' campaign, directly contributes some amount of money for the personal welfare, community welfare, and also the welfare of the Organisation, is involved in developing infrastructure such as building schools, libraries or houses for donation to certain families, contributes to selected individuals for personnel development in certain areas that can contribute to the development of the industry, provides a special bonus plan and rewarding system to the employees to encourage a positive competition amongst them, establishes a sound placement system for the employee who volunteers to move to another company with valid reasons, supports Zamtel Ltd. with the relevant information on the user coverage and the penetration rate to ensure the country's communication growth policy is well planned, prepares and provides a hotline and control procedure and responsive system to make sure all the registered complaints would be treated as important, conducts all necessary tests on

radiation frequency interference to reduce disturbance and increase compatibility with technological advancement and guarantees that the services in every territory, minutes and destination would be at a 95% satisfactory level.

All the mean values were above 3.0 and tended to lean towards 5, meaning that most respondents tended to agree with the fact that there was CSR Concentration of Telecom Operators. The results showed a number of main Concentration of Telecom Operators as pointed out by respondents. The highest t-value was 33.546 while the lowest t-value was 19.721 meaning that there was a significant difference between the population mean and the hypothesized mean. The test showed that all the test items on CSR Concentration of telecommunication operators had statistical significance with t. values < 0.05.

5.2 Limitations of the study

It was difficult to find certain type of data considered sensitive. However, the research gave firm assurance to the participants on confidentiality and non-disclosure of information provided. The assurance was that the information provided would only be used for academic purposes. Some respondents took a long time to complete the questionnaire; however, the researcher emphasised the importance of completing the questionnaire as scheduled. To ensure timely collection of the data, the researcher took the respondents through the questionnaire for more clarity. In addition, it was difficult to collect documents from the Company such as policies and strategies on CSR as they were considered sensitive considering the nature of business.

5.3 Recommendations

The study revealed that there are a lot of reasons behinds telecommunication companies' involvement in Corporate Social Responsibility programmes in Zambia and these include cost allocation, influences of telecommunication companies in CSR, business operations among others. The researcher therefore recommends as follows:

5.3.1 Objective One:

i. To determine the effect of CSR on both Business operations and the Community.

The study recommends that Zamtel Ltd.'s involvement in Corporate Social Responsibility should be enhanced so as to improve the quality of life of the community in which it operates. As a result of being socially responsible, it will have improved company performance and

consequently result in giving the company good economic return.

5.3.2 Objective Two:

ii. To examine the CSR activities carried out by Zamtel Ltd.

The study recommends that Zamtel Ltd.'s CSR strategy should be clear and fully implemented by the institution. The involvement in the provision of educational support, water and construction and rehabilitation of hospital wards increases its visibility and has resulted in having a positive effect on company performance.

5.3.3 Objective Three:

iii. To determine the concentration of CSR activities taken in the telecommunication based on contribution or cost allocation towards such activities.

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. Recycles the unused components of telephone sets that would impact the environment, lack of financial resources, over ambitious policy goals, inadequate information sharing, and involvement in developing infrastructure such as building schools, library or houses for donation to certain families.

5.4 Recommendations for future research

5.4.1 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.

5.4.2 A similar study could also be done on a much larger sample.

5.4.3 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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