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Corporate Social Responsibility As A Tool For Organizational Performance: Telecommunication Sector In Focus

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Abstract: *This study examined the effect of corporate social responsibility on the organizational performance of selected telecommunication firms in South-South Nigeria. The cross-sectional survey research design was employed in this study. The population of this study consists of the management and staff of the selected firms, which include MTN, Globalcom and Airtel. The sample size of two hundred and three (203) was obtained using the Taro Yamani sample size formula. A stratified sampling technique was used. The study was driven by primary and secondary data. The data were analyzed using correlation and regression analysis as analytical tools. Findings revealed that, Firm corporate reputation has a significant effect on organizational performance with (0.046< 0.05), and community relation has a significant effect on organizational performance with (0.047< 0.05), has a significant effect on organizational performance with (0.027< 0.05). The study concluded that CSR plays a vital role in deciding organisational performance. Corporate philanthropy is designed to aid an organization's corporate services to run with consistency and foster a sustainable improvement in the firm's overall performance. The study recommends that corporate philanthropy to be efficient, they should focus more on being proactive, rather than being reactive to guarantee organization performance, this will enhance stakeholders' commitment, and the companies should expand their CSR activities by going into other areas like health, education, charity giving, instead of focusing on a particular activity*.

Keywords: Firm corporate reputation, community relation, CSR, Telecommunications

Introduction

The two most important concerns that need to be addressed by governments, especially in the developing world, are sustainable development and the decrease of poverty. However, without assistance from the business sector, the government is unable to address this on its own. The potential contribution of the private sector to such policy objectives is a major concern for policymakers. Corporate Social Responsibility (CSR) is a component that tackles these challenges and, as a result, it becomes more crucial in the everyday operations of financial institutions in the banking sector as the issue of sustainable development gains in importance. Corporate social responsibility (CSR) is defined by the World Business Council for Sustainable Development (WBCSD) as a contribution to sustainable economic development. According to Pranjali (2020), there is no way to avoid paying serious attention to CSR because the costs of failing are simply too high. There are innumerable win possibilities just waiting to be found: from how you buy or procure to how you do research, every action in a firm's value chain crosses in some way with social variables, yet very few businesses have given this any consideration. The objective is to use your company's distinctive strengths to assist social issues while simultaneously strengthening your competitive position.

The phrase "being a responsible corporate citizen" has become a managerial clinic in recent years due to factors such as globalisation, increased company influence, retrenchment and repositioning, war for talent, growth of global civil society activities, and increased importance of intangible assets (Boston College for CR 2002). To show that the enlightened business is no longer willing to tolerate long-term excessive external expenditures, top management organisations were finally involved in drafting a new chapter of responsibility for its dealings with stakeholders. Therefore, the purpose of this study paper is to investigate how corporate social responsibility affects the organisational performance of a few Nigerian telecommunications companies.

The Problem

Even though there is research on the subject, there is a significant vacuum in our understanding of how corporate social responsibility affects organisational performance since there is no established proof of its positive effects. To determine if these institutions get any value for the money they spend on CSR, researchers focused on the telecommunications sector as a choice for their study. Robert, Emily, Mwalati, Musiega, and Maniagi (2014). Primeau and Stieber (1994) state that legal, religious, and academic theorists that want to demonstrate that business seeks nothing but self-serving aggrandizement—that is, to maximise its profits at whatever cost to customers, the community, and the environment—assault the corporate enterprise. According to Dornbin (2012), certain people and companies are inclined to act unethically, especially in the short term when there is a quick opportunity to "make a killing." This is because they are desperate for profit or high performance.

Although several investigations over the past ten years have disputed the existence of a trade-off between organisational success and corporate social responsibility, it may still be possible. There is no agreement among researchers as to whether corporate social responsibility is necessary or what exactly should be included. Why us? Several organisations have questioned. while others concur, that they need to. As corporate social responsibility (CSR) continues to enter the business world, its proponents are being challenged more and more to provide an explanation or justification for it as a business practice, and sceptics are expressing concern that it will inevitably lead to the dilemma of a potential tradeoff between profit and morality.

Research Questions

i. What are the effect of corporate reputation on the organizational performance of selected telecommunication companies in Nigeria
ii. How do effective community relations affect the organizational performance of selected telecommunication companies in Nigeria

Research Hypotheses

H_{03}: Firm reputation has no significant effects on the organizational performance of selected telecommunication companies in Nigeria
H_{04}: Community relations have no significant effects on the organizational performance of selected telecommunication companies in Nigeria

Review of Related Literature

Corporate Social Responsibility

These conceptual differences reflect the various levels of accountability given to a corporation beyond its function as an economic organisation (Hemphill, 2015). The wider social viewpoint is used for this project, and CSR is defined as the firm's "status and actions" about its perceived societal duties (Brown and Dacin, 2017) as they also apply to all corporate stakeholders. According to this definition, a business has a responsibility to "protect and improve both the welfare of the society as a whole and the interest of organizations." The term "Corporate Social Responsibility" has been defined in a variety of ways. According to most social responsibility writers, the term refers to a company's tendency to adopt a "Missionary" rather than "Mercenary" approach toward society.

CSR is described as "a concept wherein firms opt freely to contribute to a better society and a cleaner environment" via corporate social responsibility. 2001 (The European Commission), Corporate social responsibility, according to Caroll (2019), involves companies and other organisations going above and beyond their legal responsibilities to control their effects on the environment and society. This may involve, among other things, how businesses connect with the people who work for them, the communities in which they operate, and the extent to which they try to safeguard the environment. Corporate social responsibility, which involves a firm aligning itself with ethical values, values, transparency, employee relations, compliance with legal obligations, and general respect for the community in which it works, is the idea that a company looks beyond profit to their position in society. CSR is a company concept that guides strategic decision-making, partner selection, employment procedures, and eventually brand development. It extends beyond the odd act of community service, though.

Firm Corporate Reputation

No one concept of corporate reputation has gained widespread acceptance. However, Fombrun (1990) provided the definition that is most often cited: "Corporate reputation is the entire assessment of an organisation held by its internal and external stakeholders based on its past acts and likelihood of its future conduct." Walker (2010) states that "Corporate reputation may be described as the collective view of the organization's past activities and expectations for its future actions, due to its effectiveness with the primary rivals." Corporate reputation denotes an extensive, cumulative evaluation of the corporate organisation made over time (Gioia, Schultz & Corley, 2000; Ou & Abratt, 2006). According to Pauland (2015), reputation "together represents varied stakeholders' opinion of business behaviour and culture built up through time. According to Brown (2006), an organization's corporate reputation is the collection of associations that people and organisations outside the company attach to it. According to corporate reputation experts, there are three main categories of corporate reputation: managerial reputation, financial reputation, and product reputation (Martin de Castro, 2006). Corporate reputation was divided into management reputation and product/service reputation for the purposes of this study, whilst performance indicators included staff retention and customer satisfaction.

Corporate reputation, according to business managers, is a crucial yet elusive resource that results in a competitive advantage (Siltaoja, 2006). A strong correlation between business reputations and return on assets has been used to highlight the importance of corporate reputation (Deephouse, 2000; Roberts & Dowling, 2002). There are many pieces of supporting technology for this process, and a solid reputation shields the company from bad perceptions among stakeholders (Lange, Lee & Dai, 2011). Additionally, a solid reputation attracts both employees and customers (Lange et al., 2011).

In emerging economies like Nigeria, the relationship between business reputation and corporate performance is also not straightforward. The way the company communicates its BSR efforts and how its operations are published in the national media and other communication channels distorts the influence of BSR on corporate reputation in the eyes of a variety of but largely external stakeholders. A company may utilise BSR deeds as a tool to indicate which qualities are desirable to stakeholders (Fombrun, 2005).

By making strategic investments in reputation, BSR may be seen as a type of strategic investment in reputation building or maintenance.

Components of Corporate Reputation

In other words what are those elements that comprise or configure corporate reputation, the doing of which enhances an organization's ranking in the perceptual mapping of the public at large? These components are also called measures of corporate reputation. Some studies have identified ten value issues that add up to comprise corporate reputation. Lloyd and Mortimer (2016) identify performance, identity, image, brand, management and ethical leadership as the six core components of corporate reputation. However, Schwaiger (2014) in his study titled "Components and Parameters of Corporate Reputation: An Empirical Study" identifies exactly ten components of corporate reputation; while Kim Harrison also identifies ten components that are identical to those of Schwaiger (2014).

Corporate Reputation and Organizational Performance

Corporate Reputation is the true reflection of a company's values, strategies and culture. Corporate reputation influences various stakeholders of organizations and shapes their attitudes towards the corporation (Ali and Ali, 2011). In their study titled "Business and Social Reputation: Exploring the Concept and Main Dimensions of Corporate Reputation, Martin de Castro, *et al*., (2006) identified eight of such components. These are Managerial Quality; Financial Strength; Product and service quality; Innovation; Use of Corporate Assets/efficiency; Capability to gather, develop and retain talented people; Social responsibility among the community; and value of long-term investments. As can be seen, these components are like the ones discussed above except for the inclusion of innovation, value of long-term investments and use of corporate assets/efficiency.

The totality of the above components translates into a good reputation for organizations that understand the value of intangible assets and know how to develop strategies around these components to achieve reputational high performance. But that is not to say that organizations manage their reputation. Corporate reputation literature is replete with the advice that organizations cannot control their reputation; they "can only act to strengthen their standing in the areas that they consider important. After doing what is considered important, the reputation that an organization finally attains derives from stakeholders' attitude towards the organization as well as their relationship with that organization. So, the manipulation of the above components only influences stakeholders to see the organization favourably, but that does not necessarily mean that they are activities for an organization to manage its reputation because it may so happen that after an organization has made a certain conscious effort to influence positive thoughts towards its reputation and such efforts are not favourably received by stakeholders nothing in the form of higher reputation can arise from such efforts.

Community Relations and Organizational Performance

Community relations as a discipline underline the type of communication activities, action plans and collaborative activities underpinning the relations between a company, an organisation or a government and a local community Lakin and Scheubel (2010). According to Dobbs and Moore, 2002) and Burton (2007), community relations studies, deal with approaches, strategies and methods used by companies, (or organisations or governments) to establish and manage mutually beneficial relations with local communities where they operate. From these scholar's perspectives, it can be noted that a key area in community relations studies that has become a major subject of debate in both academia and corporate circles is the area of community engagement. Lakin and Scheubel (2010) see community engagement as a process by which companies enable the participation of residents and communities in dialogues, in different forms.

Theoretical Underpinning

Stakeholder Theory

The study was anchored on the Stakeholder Theory propounded by Edward Freeman and his publications are Strategic Management – A Stakeholder Approach in 1984. Freeman (1984) argued in his seminal work introducing the term stakeholder theory that "systematic attention to stakeholder interests is critical to firm success". The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). The definition has given a new idea of redefining an organization and what it should be like and Friedman & Miles (2006) explained that an organization is a composition of stakeholders, and the purpose of an organization should be to be able to handle its interests, viewpoints and requirements. It depends on the type of firm that stakeholders may include suppliers, customers, shareholders, community and environmental groups etc. Unexpected levels of problematic environment and changes that managers were facing became the reason for building this framework. It came into existence to address the concerns of the managers. The prevalence of this approach was quite high in the 80's even though the idea was old. This term was first used in the 1960s during the genuine work done at Stanford Research Institute (Freeman et al. 2001). The study is relevant because there has been a great amount of growth so far in the scope of this approach and recent research conducted in the four sub-fields; Corporate Social Responsibility and Performance, Strategic Management, Normative theories of Business, Governance and Organizational Theory.

Empirical Review

Effect of Employee Orientation on Performance in the Ghana Education Service is the title of research by Sarpong (2020). The study was done to determine the impact of staff orientation on performance in Ghana Education Service (GES) - Greater Accra, a case of the Accra area. To gather the study data, a survey design with a purposive random sample strategy was utilised, and questionnaires were distributed. The outcomes showed that the company needs top-notch orientation programmes for its staff. It also highlighted the difficulties the institution's orientation programme is having. However, several aspects have an impact on the Ghana Education Service's orientation procedures. Several recommendations have been made in light of the findings. Among these, frequent orientation programmes with improved quality should be organized for GES employees alongside the provision of a suitable working environment and motivation such as promotion for high performance should be used to enhance the effectiveness of the programmes on employee performance in the Ghana Education Service to adopt a more comprehensive approach to orientation; and the Ghana Education Service should provide information in a way that can be engrossed, helpful and retained. In the same way, GES can use the orientation program to enhance employee performance to develop a team atmosphere, and to ensure that orientation is effectively and efficiently carried out and managed for the realization of the purpose and objectives of Ghana Education Service.

Kayirangwa, Namusonge, and Kule, (2018), Influence of Community Relations Corporate Social Responsibility Strategy on Perceived Firm performance, in the Telecommunication Sector in Rwanda, the study examined the influence of strategic community relations on the targeted telecom firms' performance are the specific objectives of the work. Qualitative and quantitative research designs are used and performed by primary and secondary data collected from the targeted companies' managers and staff in charge of CSR through interviews questionnaires, and reports provided by these telecom companies and RURA recorded during the years 2012-2016. The targeted population of the study was 228 managers and CSR-related staff from MTN Rwanda (110), TIGO Rwanda (80) and AIRTEL Rwanda (38) to give a sample size of 145 staff in question found by using stratified random sampling and all questionnaires were distributed where 114 of them were retrieved representing 79.1%. This work used both inferential and descriptive statistics, and data were treated by using Excel and SPSS packages while regressed models and correlation coefficients were utilized to analyze the relationship between variables. Results found show that all the telecommunication companies in Rwanda had the focus on improving the education, health and economic empowerment system in the accomplishment of government priorities and they gained the public confidence, thus improving the firm's image and reputation, increasing or retention of potential customers, benefited competitive advantage, and then after their profits. The findings revealed that, in combination with other factors like quality management, committed staff, quality and quantity of products, business environment, etc., CSR practices may improve perceived firm performance.

Tools and Methods

The study used a cross-sectional survey. The study covered three operators of the telecommunication firms (MTN, Airtel, and Glo) within Delta, Edo and Bayelsa State, Nigeria. This refers to the target population of the staff study in corporate social responsibility. The cumulative number of people from which this study sample was drawn is estimated at 550 employees (Source: Human resource department of each company. The study population included lower, middle and senior management cadres of employees of the three operators of the Telecommunications firms in Delta, Edo and Bayelsa State is presented in the table below:

Table .1: Showing the population spread of staff from the selected firms

Categories of Employees	Airtel	GLO	MTN	Total
Senior	21	24	35	80
Middle	46	36	57	139
Junior	69	58	67	194
Total	136	118	159	413

Source: Human Resources Department of Companies, 2024.

The sampling method that was employed in this study includes the stratified sampling method because the population was divided into groups called strata. Content validity was employed to ascertain whether the content of the questionnaire is appropriate and relevant to the study objective. To establish the reliability of the instrument, a test-retest method was used. Cronbach Alpha Index was used to estimate the reliability of the questionnaire. Data that were collected from the field survey of respondents were analyzed using descriptive as well as inferential statistical techniques to arrive at a generalization the justification is that descriptive statistics made use of simple percentages to analyze the questionnaire response pattern and respondents' profiles.

Table 2: Firm Corporate Reputation on Organization Performance.

STATEMENTS	SA		A		U		D		SD	
What a firm is known for gives them an edge over competitors		34%	53	40%	18	14%	11	8%	3	2%
Firm corporate reputation allows the brand their image in the minds of consumers	60	45%	38	29%	17	13%	12	9%	5	4%
Firm corporate reputation engaging skilled, capable personnel are more vital in ensuring needs are passed to the general public			37	28%	19	14%	35	27%	7	5%
Firm corporate reputation makes the community trust for firm thereby increasing performance and productivity	30	23%	58	44%	20	15%	9	7%	15	11%

***Source**: Field Survey (2024).*

The table above shows the responses of respondents to research question three. The table shows 45 (34%) strongly agreeing with the question that what a firm is known for gives them an edge over competitors while 53 (40%) simply agree, and 18 (14%) were undecided. It was also observed that 11 (8%) disagree with the assertion and 3 (2%) strongly disagreed. It was also noted that 60 (45%) of the respondents strongly agree that Firm corporate reputation allows brand their image in the mind of consumers. Respondents with a frequency of 38 (29%) also agreed and 17 (13%) remained undecided. Another 12 (9%) of the respondents disagreed and 5 (4%) strongly disagreed. While investigating the relevance of a firm corporate reputation engaging skilled, capable personnel are more vital in ensuring reputation is passed to the public, 34 (26%) of the respondents strongly agree, 37 (28%) agree, while 19 (14%) were undecided. Additionally, 35 (27%) of the respondents disagreed and 7 (5%) strongly disagreed. In like manner, 30 (23%) strongly agree that a firm corporate reputation makes the community trust for the firm thereby increasing performance and productivity, 58 (44%) also agreed, and 20 (15%) were rather undecided. 9 (7%) of the remaining respondents disagreed and 15 (11%) strongly disagreed.

Table 3: Community relations on Organizational performance.

STATEMENTS	SA		A		U		D		SD	
Poor community relations can impact negatively on performance	55	42%	57	43%	9	7%	8	6%	3	2%
Properly having a necessary orientation on relationships with communities can aid in creating a synergy within organization	37	28%	40	30%	14	11%	15	11%	28	21%
For organization performance, stakeholder management should be able to imbibe precise orientation assist the management.	10	8%	30	23%	25	19%	35	27%	32	24%
Having a properly streamlined workforce and assist in increasing the performance of an organization	16	12%	25	19%	25	19%	44	33%	22	17%

***Source:** Field Survey (2024).*

From Table 3 above, 55 (42%) of respondents strongly agree that Poor community relations can impact negatively on performance with 57 (43%) agreeing while 9 (7%) were undecided. 8 (6%) of the respondents disagreed and 3 (2%) strongly disagreed with the assertion. While responding to the question; properly having a necessary orientation on relationships with communities can aid in creating a synergy with the organization, 37 (28%) of respondents strongly agree, 40 (30%) agree while 14 (11%) of respondents were undecided while 15 (11%) disagreed and 28 (21%) strongly disagreed. Also, 10 (8%) and 30 (23%) are the frequency of the respondents that strongly agree and agree respectively that For organization performance, stakeholder management should be able to imbibe precise orientation to assist the management. Another 35 (19%) of the respondents were undecided, 35 (27%) disagree and 32 (24%) strongly disagree with the statement. It was also observed that 16 (12%) of the respondents strongly agree that having a properly streamlined workforce and assist in increasing the performance of an organization. 25 (19%) of the respondents agreed, and another 25 (19%) were undecided. And 44 (33%) of the respondents disagreed and 22 (17%) strongly disagreed. From the responses, while trying to ascertain the impact of community relations on organization performance, the results show a general agreement that stakeholders can make or mar projects

Table 4: Pearson Correlation analysis

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Variables	firm corporate reputati	Community Relations	Organization performance
firm corporate reputation	1.000		
Community Relations	0.864	1.000	
Organization performance	0.258	0.223	1.000

***** Correlation is significant at the 0.01 level (2-tailed).***
Source: Analysis of field survey, 2024.

In Table 4 Firm corporate reputation, which is the third variable exhibited a significant positive correlation with organization performance ($r = 0.258$, $p < 0.01$). Firm corporate reputation also shows a positive correlation with community relations ($r = 0.864$, $p < 0.01$), with corporate management ($r = 0.841$, $p < 0.01$) respectively.

Community relations were positively correlated with organization performance ($r = 0.223$, $p < 0.01$) and with corporate management ($r = 0.786$, $p < 0.01$). Similarly, it is revealed that corporate management shows a positive correlation with organization performance ($r = 0.144$, $p < 0.01$).

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimat	Durbin-Watson
1	0.319[a]	0.785	0.767	1.14566	0.525

Predictors: firm corporate reputation and , community relations

Table 5 above shows the extent to which the independent variable accounted for change on the dependent variable as shown on the model summary. It shows that change in organization performance is brought about by the sub variables of corporate social responsibility as indicated by the adjusted R2 value of 77% (0.767).

Table 6 : Fitness of the Model (ANOVA[a])

Model	The sum of Squares (SS)	Degree of freedo (DF)	Mean Square (M	F (F-Statistic; Ratio of 2 mean squares)	P-Value (Sig.
1. Regression	18.422	6	3.070	72.339	0.036[b]
Residual	162.753	124	1.313		
Total	181.176	130			

a. Dependent Variable: Organization Performance, b. Predictors: Firm corporate reputation, and Community relations

The F-ratio in Table 6 above shows if the overall regression model is a good fit for the data or not. The Table shows that corporate social responsibility significantly predicts organization performance, $F (6, 124) = 72.339$, $p (0.036) < 0.05$. This implies that the regression model is a good fit for the data.

Table 7: Multiple regression analysis of organizational policies and organization performance

Multiple regression Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	2.675	0.310		8.625	0.000
	Firm corporate Reputation	0.758	0.326	0.513	0.716	0.046
	Community relations	0.190	0.454	0.136	0.418	0.047

a. Dependent Variable: Organization performance, b. independent variable: Firm corporate reputation and Community relations

Table 7 above shows the multiple regression analysis results for organizational policies and organization performance. Similarly, a firm corporate reputation which is the first variable has a positive effect on organization performance (ß = 0.513, P = 0.046 < 0.050). The second variable, which is community relations has a positive effect on organization performance (ß = 0.136, P = 0.047 < 0.050).

Table 8: Variance Inflation Factor (VIF) Coefficients

Model	Collinearity Statistics Tolerance	Collinearity Statistics VIF
(Constant)		
Firm corporate reputation	0.078	6.954
Community relations	0.065	5.785

The results above, shows that the independent variables are not related and as such, they can individually affect the outcome of the dependent variable.

Test of Hypotheses:

Regression analysis was employed as an analytical tool for testing the hypotheses formulated for the study.

Decision Rule: Decision rule is a function which maps an observation to an appropriate action. It is used to accept or reject the null hypothesis. If the probability value calculated is greater than the critical value, then the null hypothesis is accepted and the alternate hypothesis is rejected. If the value of P (0.00) is less than the critical value of 5% (i.e. 0.000<0.05) we reject the null hypothesis.

Hypothesis One:

A firm corporate reputation has significant effects on organisational performance in telecommunication firms. The value of P that was calculated in table 6 is less than the established P-value (0.046< 0.05), therefore the null hypothesis was rejected. This implies that Firm corporate reputation has a significant effect on organizational performance in selected telecommunication firms.

Hypothesis Two:

Community relations have no significant relationship in organizational performance. The value of P that was calculated in table 6 is less than the established P-value (0.047< 0.05), the null hypothesis was rejected, implying that community relations have a significant relationship with organizational performance.

Discussion of Results.

The outcome of the reviewed literature and the findings of the various data analysis show that the sub-variables of corporate social responsibility as indicated by the adjusted $\mathbf{R^2}$ value of 76% (0.76) can trigger a change in the output of organizational performance. The F-ratio in table .5 shows that corporate social responsibility significantly predicts organizational performance, F (5, 127) = 72.339, p< 0.05. This implies that the regression model is a good fit of the data.

From the results of the oral interview, the respondents all agreed that organizational policies are good indices for determining organization performance, with strong policies supporting organization performance. Respondents noted that the most common challenge confronting organization performance include lack of organizational procedures and processes for organizational activities. Others are weak organizational structures, lack of appropriate authority for project managers, unnecessary bottlenecks, engaging unqualified project work force on sentiments, reactive approach to risks management, inadequate stakeholders' engagement, and inadequate reward system for project team.

Firm corporate reputation and Organizational performance.

The descriptive statistics in Table 7 showed that the Firm corporate reputation has a mean and standard deviation value of 13.771 and 1.985 respectively. Table 7 shows that Firm corporate reputation has a positive correlation with organization performance ($r = 0.258$, $p < 0.01$). Furthermore, table 4.6 shows that organizational Firm corporate reputation has a positive effect on organization performance (ß =0.758, $P<0.01$). The test of hypothesis in Table 7 also shows that Firm corporate reputation has a significant relationship with organization performance in selected telecommunication firms in South-South, Nigeria (0.046 < 0.05).

This is in line with Siregar and Bachtiar 2010; Walley and Whitehead 1994). These findings imply socially responsible activities may not be value-adding activities for firms that may be encouraged to pursue such activities more selectively

Community relations and Organizational performance.

The descriptive statistics in Table .7 show that Community relations have a mean and standard deviation value of 13.962 and 1.794 respectively. The correlation analysis as shown in Table 4.3 indicated that Community relations exhibit a positive and significant correlation with organization performance ($r = 0.223$, $p < 0.01$). And also, Table 4.6 shows that Community relations have a significant positive effect on organization performance (ß =0.190, $P<0.01$). The test of hypothesis in table 7 also shows that Community relations have a significant relationship with organization performance in selected telecommunication firms in South-South, Nigeria (0.047< 0.05).

Conclusion

Conclusively, the survival of any organization is dependent upon a series of exchanges between the organization and its environment. The involvement of telecommunication firms in social responsibility practices shows that the companies are socially responsible to their immediate environment. For any organization to survive, it must properly take part in social responsibility activities.

Recommendations.

1. The idea that the only function of a business organization is profit maximization for the shareholders has become obsolete and should be erased. Thus, they should shift emphasis to a new term corporate "social responsibility". To this effect, Nigerian businessmen and women should protect their long-term interests by redefining their objectives to include those of the communities where they carry out their business operations.
2. Companies should expand their CSR activities by going into other areas like health, education, and charity giving, instead of focusing on a particular activity.

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