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Leveraging On Organizational Performance Through Enhanced Corporate Social Responsibility

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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 corporate philanthropy has a significant effect on organizational performance with (0.037< 0.05), and Ethical business application has a significant effect on organizational performance with (0.035< 0.05). The study concluded that CSR plays a vital role in deciding organization performance. Corporate philanthropy is designed to aid an organization's corporate services to run with consistency and foster a sustainable improvement in the firm overall performance. The study recommends that for 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: Corporate Philanthropy, Corporate Social Responsibility, Ethical Responsibility, Organizational behaviour

Introduction

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.

To win over customers, businesses today are very careful about publishing their CSR efforts on their websites, sustainability reports, and advertising campaigns. Customers and governments increasingly demand more ethical behaviour from businesses, which is another reason CSR is done. According to Kashyap et al., in response, firms are voluntarily integrating CSR into their business plans, mission statements, and values across many domains, obeying labour and environmental regulations, while caring for the competing interests of diverse stake holders (2018). Gaining a competitive edge that other firms might not have is another argument in favour of CSR initiatives by today's top corporations. CSR initiatives in this area aid businesses in luring and keeping consumers while also inspiring staff, ensuring the long-term viability of the company.

The extremes, where the traditional or strictly economic viewpoint is on one side and the social economic standpoint is on the other, have received a lot of attention.

Because of the complex and dynamic nature of the Nigerian economic environment, socially responsible businesses are now subject to increased government regulation, significant pressure from interest groups, and increased influence. In fact, commercial companies today are far more socially conscious than they were in the past. Public limited liability businesses really perform better than public enterprises, according to a comparison study on organisational performance in Nigerian industries. Therefore, the purpose of this study paper is to investigate how corporate social responsibility affects the organisational performance of a few Nigerian telecommunications companies.

Problem Statement

In this ever-competitive business environment, the focus of every organization is to develop a good and lasting relationship with customers and society at large which will ensure long-term business sustainability. Some organizations have understood and embraced the concept of corporate social responsibility as a means of improving their performance. Others however, do not buy the idea behind “Doing better at doing Good” and they see it as having a negative impact on organizational performance. To them, CSR drains the company’s financial resources and therefore they ignore their responsibility towards society or simply refuse to engage in CSR. But over-reliance on financial performance alone does not capture the full impact of CSR on the firm’s overall performance. Most firms are too busy seeking short-term financial benefits; and tend to ignore the strategic value of CSR organizations. The issue at hand is therefore, to make corporate organizations understand how paramount social responsibility impact on corporate performance at various levels of the firm. Over the years, managers of corporations have neglected the problems created by corporate firms in their host communities. These problems pose a lot of threats and often make life unbearable for the community. This is a serious challenge to the organization.

Research Questions

1. what are the effects of corporate philanthropy on organizational performance of selected telecommunication companies in Nigeria?
2. What are the effects of ethical business application on organizational performance of some selected telecommunication companies in Nigeria?

Research Hypotheses

H_{01}: Corporate philanthropy has no significant effect on the organizational performance of selected telecommunication companies in Nigeria

H_{02}: Ethical business application has no significant effect on organizational performance of selected telecommunication companies in Nigeria

Literature underpinning

Corporate Social Responsibility

Corporate Social Responsibility has been debated several times by various academics and professionals as one of the "new" major components of corporate strategy and responsibility as required by society in this highly competitive market. There are several meanings available, and some of them are as follows: The term "corporate social responsibility" refers to management philosophies, policies, practises, and initiatives that have improved society's welfare as one of their main goals (Boone and Kurtz, 1987). Decision-makers have a duty under corporate social responsibility to act in ways that advance both their interests and the welfare of society (Davis and Blomstrom, 2018). Carroll (2019) described corporate social responsibility as a concept that "...encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given period in time" in a landmark paper.

Corporate Philanthropy

Corporate philanthropy is a free act of altruism that doesn't need restitution. Both internal and external charities are included in this. Ke, (2015). (2015). Internal corporate philanthropy, on the other hand, refers to charitable acts performed by the corporation and received by its personnel. External corporate philanthropy refers to philanthropic actions done by the business and received by a third party. On the one hand, corporate giving can boost reputation capital, which will increase employees' emotional attachment (Liu, 2006). On the other hand, internal corporate philanthropy can directly benefit internal staff members and offer them spiritually enriching experience in addition to a caring and upbeat environment. The positive behaviour of the corporation could advocate altruistic behaviours, and promote employees’ incentive and motivation to work harder and perform better (Balakrishnan, 2011).
It's crucial to comprehend how corporate giving affects a company's status in terms of corporate social performance (CSP) for a variety of reasons. Many positive organisational outcomes, including overall reputation (Brammer & Millington, 2005; Fombrun & Shanley, 1990), organisational attractiveness to potential employees (Greening & Turban, 2000; Lin et al., 2012; Turban & Greening, 1997), positive consumer perceptions of the company and its products (Brown & Dacin, 2019; Lii & Lee, 2012), and partial buffering from scandal have been linked to a company's reputation for CSP.

Corporate Business Ethics

Business ethics reflect historical standards. As standards change over time, formerly acceptable activities start to seem wrong. Business ethics evolved along with the ensuing conduct. Businesses participated in the Cold War, colonialism, and slavery (Kingsolver 2008). In the early 1970s, the phrase "business ethics" became widely used in the US. By the middle of the 1980s, 40,000 students were enrolled in at least 500 business ethics courses, which utilised twenty textbooks and at least ten casebooks that were supported by centres, journals, and professional associations for business ethics (Berger & Easterly 2010). By the conclusion of the Cold War, academia, the media, and business organisations began to pay attention to the idea of business ethics. However, opponents of corporate practices have come under fire for interfering with their independence as business owners and for backing communists (Cullather & Gleijeses 2006).

Corporate Management

For more than three decades, experts have paid close attention to corporate governance challenges. The term is defined by the person who is doing the definition. For instance, the definition of a manager in the company may differ from the investor's concept of the word. For instance, Metrick and Ishii (2002) describe corporate governance as "both the promise to refund a fair return on capital invested and the commitment to manage a corporation effectively with a given investment" from the viewpoint of the investor. Now, this definition explicitly specifies that the yardstick or guiding principle of the term is the requirement to raise capital and provide an appropriate return. Because it makes a difference amongst businesses, Metrick and Ishii (2002) contend that firm level governance may be particularly significant in developing markets with weaker institutions.

Corporate Philanthropy and Organizational performance

There are various ways in which expenditure on corporate philanthropy may translate into increase in the value of the company (Bird, Hall, Momente and Raggiani 2007). Activities that result in an immediate cost saving which will flow through increased profitability and supposedly an increase in the company's market valuation. For example, a company that decides to become more energy efficient will not only have a positive impact on the environment but will also reduce its costs and therefore boost its profitability and flow through to higher market valuations (Jensen, 2001). Consider the efforts to cut down on paper print copies in most banks in Kenya, as well as the current "going green" structure that serves as the standard chartered bank headquarters in Kenya; these are activities aimed at cost reduction.

Other activities bring reputational benefits (goodwill) to the company, and this increases profitability and market valuation in the longer term. Examples of this could include decisions to improve product quality or donate to medical pursuits (e.g. standard chartered bank, seeing is believing initiative), which might seem to have an initial detrimental impact on profitability but do contribute to the improvement in the company's image which may translate to increases in both profitability and market valuation in the longer term (Bird et al, 2007). Other activities that dissuade future action by the government and other regulatory bodies that might impose significant costs on the company also affect profitability. Acting to voluntarily control pollution or manage energy may seem an initially costly venture but might dissuade the government from introducing regulations/taxes on the company which could lead to greater costs and result to a greater erosion of company value.

Business Ethical Application and Organizational Performance

Business ethics is necessary for organizational sustainability because business organizations are important not only in themselves but also because of their contributions to the growth of the economic system and the benefits they bring to the people who are the consumers of goods and services. Business is often the basis of economic decisions and functional management for the progress of the economy. (Ezeh,, 2019). The economy is organized into a variety of functional institutions. This involves the individuals and organizations which not only use the factors of production to make goods and services available to consumers but which also help to protect and conserve ethics. According to Azorín, and Cameron, (2010) One of the major functional institutions is the business organization which includes the manufacturer, the banker, the transporter, among others. These organizations require the enforcement of business ethics for success and sustainability. In broad terms, ethics are principles that explain what is good and right and what is bad and wrong and that prescribe a code of behavior based on such practical definitions. On the other hand, business ethics provide standards or guidelines for the conduct and decision-making for the guidance of management and stakeholders. It is understood that in the absence of code of ethics, there is usually a lack of consensus about appropriate ethical principles, and different people use different ethical criteria to determine whether a practice or behavior is ethical or unethical. Even though business ethics are not the same thing as laws, but laws and ethics are related in some specific ways and situations as both seek to enforce compliance. Business ethics are necessary to ensure ethical business decision-making and to this extent more than 90 percent of global sustainable organizations have a code of ethics and have huge regard to prevailing laws. A code of ethics is a formal statement of the organization’s ethics and values that is designed to guide the employees conduct in a variety of business situations. A corporate credo indicates a company’s responsibility to its stakeholders, such as individuals and groups who have an interest in the performance of the enterprise and how it uses its resources. Gomez-Mejia and Balkin (2002) posit that stakeholders include employees, customers, and shareholders.

Fiduciary Capitalism Theory

The study was anchored on Fiduciary Capitalism Theory of CSR, which was postulated by Friedman and Friedman (1962) this theory leads to shareholder value-oriented management, holds that the only social responsibility of businesses is to make a profit and, in the supreme goal, to increase the company’s economic value for its shareholders. This is the theory that underlies traditional neoclassical economic theory, primarily concerned with shareholder utility maximization. The Nobel laureate Milton Friedman, with his wife Rose Friedman, said that In such an economy, there is one and only one social responsibility of business; to use resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competitions, without deception or fraud according to Friedman and Friedman (1962). Generally, shareholder value-oriented goes along with the Agency Theory according to Ross(1973), Jensen and Meckling,(1976), which has been dominant in many business schools in the last decades. In this theory, owners are the principals and managers are the agents. These later bear fiduciary duties towards the former and are generally subject to strong incentives to alienate their economic interests with those of the owners, and with the maximization of shareholder value. The study is relevant because the later bear fiduciary duties towards the former and are generally subject to strong incentives to alienate their economic interests with

Empirical Review

Nze (2016) conducted a survey research study to examine the impact of business ethics and CSR on corporate organisations in Nigeria. The population size of the research was 1318, and Taro Yamene's method was used to get a sample size of 307 with a 5% error margin and a 95% level of confidence. The main tools utilised to collect data were questionnaires and interviews. The questionnaire was distributed in 307 copies overall, however only 280 of those copies were returned. The Pearson product-moment correlation coefficient, Chi-square (X2), Spearman's rank correlation coefficient, and Z-test statistical tools were used to test five hypotheses. To raise their standards and level of acceptance by society, banks engaged in ethical behaviour, according to the study. The benefits of CSR, such as improved public perception, customer loyalty, fewer regulatory issues, and increased revenue, all contributed to organisational success. It is suggested that corporate organisations formulate policies on ethics and CSR to serve as a guide and focus efforts on using them to achieve organisational success. Business ethics and CSR merit greater attention and commitment from corporate organizations.

The Effect of Community Relations on Competitive Advantage of the Telecommunication Industry in Rwanda was explored by Tumusiime and Mulyungi (2020). The researcher utilised quantitative techniques and a descriptive research design for this study. 205 Airtel-Tigo Rwanda employees made up the study's target demographic. Using the Slovenes' formula, a sample size of 136 respondents was calculated from the total population of 205 employees. Respondents were chosen using stratified random sampling. Closed-end questionnaires were used in the study. Both descriptive and inferential statistics were used to the data. Because of the findings of the correlation between them, the study concluded that there is a bad link between community relations and Airtel-Tigo Rwanda's competitive advantage. was at a level of -44.4%, suggesting a bad correlation between community relations and Airtel-Tigo Rwanda's competitive advantage. According to the research's results, the sector's benefits are being drained rather than increased by the present community engagement techniques in Rwanda's telecoms industry. To improve the performance of the Rwandan telecommunications industry, the report suggests more creative community connection initiatives of the owners, and with the maximization of shareholder value.

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: Corporate philanthropy on Organization performance

Statements	SA		A		U		D		SD	
Corporate philanthropy allows for a synergy between communities and organization	37	28%	56	42%	12	9%	11	8%	8	6%
Corporate philanthropy is a fit in gaining competitive advantage	57	43%	31	23%	15	11%	10	8%	19	14%
For the performance of firm's corporate philanthropy becomes a significant tool in the hands of key players in the organization to enhance productivity.	25	19%	37	28%	22	17%	25	19%	23	17%
Giving back to the communities is a means of allowing for peace and tranquility in the existence of a firm and ensure performance	38	28%	45	34%	20	15%	18	14%	9	7%

Source: Field Survey (2024).

The table above shows the responses of the respondents to research question one. It was observed that 37 (28%) strongly agree that corporate philanthropy allows synergy between communities and organizations, while 56 (42%) agree, 12 (9%) are undecided, 11 (8%) disagree and 8 (6%) strongly disagree that Corporate philanthropy allows for synergy between communities and organization. It was also observed that 57 (43%) of the respondents strongly agree that Corporate philanthropy is a fit for gaining competitive advantage, 31 (23%) of the respondents agree, and 15 (11%) were undecided. Another 10 (8%) of the respondents disagreed and 19 (14%) strongly disagreed. While examining the performance of firms' corporate philanthropy becomes a significant tool in the hands of key players in the organization to enhance productivity., 25 (19%) of the respondents strongly agree, 37 (28%) agree, and 22 (17%) are undecided. Additionally, 25 (19%) of the respondents disagreed and 23 (17%) strongly disagree. However, 38 (28%) strongly agree that Giving back to the communities is a means of allowing for peace and tranquility in exisdisagreedtence of a firm and ensure performance, 45 (34%) agreed, 20 (15%) were undecided, 18 (14%) disagreed and 9 (7%) strongly disagreed. The responses from the field survey show the importance of the impact of corporate philanthropy on organization performance. It is also important for corporate philanthropy, which is key for a firm to completely increase it performance. The results also reveal that corporate philanthropy be incorporated in a firm in order to increase their competitive advantage.

Table 3: Ethical business Application on organization performance.

STATEMENTS	SA		A		U		D		SD	
The lack of proper ethical business ethics can lead to the short-term life of an organization	57	43%	41	31%	12	9%	14	11%	9	7%
Ethical business application can invariably boost the performance of firm by giving them an edge	39	30%	60	45%	24	18%	9	7%	0	0%
Individual/departmental characters of the firm impact on building organization cohesiveness which can lead to improved performance	35	27%	54	41%	21	16%	14	11%	5	4%
Ethical business application of an organization in their day-to-day activities can in turn ensure performance and productivity	59	45%	36	27%	12	9%	14	11%	11	8%

Source: Field Survey (2024).

From Table 3, it is observed that 57 (43%) of respondents strongly agreed that The lack of proper ethical business ethics can lead to the short-term life of an organization with 41 (31%) agreeing while 12 (9%) are undecided. 14 (11%) of the respondents disagreed and 9 (7%) strongly disagreed with the statement. Additionally, 56 (42%) of respondents strongly agree that the Ethical business application can invariably boost the performance of a firm by giving them an edge. 60 (45%) agreed while 24 (18%) of respondents were undecided while 9 (7%) disagreed and none strongly disagreed. Also, 35 (27%), 54 (41%) and 21 (16%) is the respective frequency of respondents who strongly agree, agree and are undecided with the assertion Individual/departmental characters of the firm impact on building organization cohesiveness which can lead to improved performance. Of the remaining respondents, 14 (11%) disagree and 5 (4%) strongly disagree with the statement. It was also observed that 59 (45%) of the respondents strongly agree that the Ethical business application of an organization in their day-to-day activities can ensure performance and productivity, 36 (27%) of the respondents agree, and 12 (9%) were undecided.

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From the responses, it is important to note that the application of ethical business is seen as an integral part of organisational performance. To build and nurture efficient growth, the organization should place premium ethical business applications.

Table 4: Pearson Correlation analysis

Variables	Corporate Philanthropy	Ethical Business Application	firm corpora reputation	Community Relations	Corporate management	Organization performance
Corporate Philanthropy	1.000					
Ethical Business Application	0.922	1.000				
Corporate management	0.838	0.775	0.841	0.786	1.000	
Organization performance	0.226	0.212	0.258	0.223	0.144	1.000

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

In Table 4 above, the correlation analysis involved the indicators of corporate social responsibility. It exhibited twenty-eight (28) positive values among the variables. The correlation analysis shows that corporate social responsibility exhibited a significant positive correlation with organization performance ($r = 0.226$, $p <0.01$). Similarly, there is a positive correlation between corporate philanthropy and ethical business application ($r = 0.922$, $p < 0.01$).

Model Summary

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: corporate philanthropy and ethical business application, and corporate management.

Table 5. above shows the extent to which the independent variable accounted for change in the dependent varia as shown in the model summary. It shows that change in organization performance is brought about by the s 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	Sum of Square (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: Corporate philanthropy, Ethical Business Application, and corporate management.

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: Sub-variables of organizational policies, mean and standard deviation.

	Corporate Philanthropy	Ethical business application	corporate management

Mean	13.437	13.672	12.32
Standard deviation	2.282	2.084	3.435

Multicollinearity Test using Variance Inflation Factor (VIF):
Multicollinearity exist when two independent variables are highly correlated with one another in a multiple regression model. This means that an independent variable can be predicted from another independent variable. Multicollinearity among independent variables will result in less reliable statistical inferences. Multicollinearity can be detected using the Variable Inflation Factors (VIF) method. VIF determines the strength of the correlation between the independent variables. It is predicted by taking a variable and regressing it against every other variable. VIF score of an independent variable represents how well the variable is explained by other independent variables

Test of Hypotheses:
Regression analysis was employed as an analytical tool for testing the hypotheses formulated for the study.
Decision Rule: A 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:
Corporate philanthropy has no positive and significant effects on organization performance in telecommunication firms. The value of P that was calculated in table 6 is less than the established P-value (0.037< 0.05), therefore the null hypothesis was rejected. Therefore, the alternate hypothesis which states that corporate philanthropy has a significant effect on organizational performance in selected telecommunication firms is accepted.

Hypothesis Two:
Ethical business application has no significant effects on organization performance in telecommunication firms. The value of P that was calculated in table 6 is less than the established P-value (0.035< 0.05). Similarly, the null hypothesis was rejected implying that Ethical business application has a significant effect on organizational performance in selected telecommunication firms.
Discussion of Results.
The outcome of the reviewed literature and the findings of the various data analyses 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 4 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 for 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 organisational performance includes a 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 workforce on sentiments, reactive approach to risk management, inadequate stakeholders' engagement, and inadequate reward system for the project team.

Corporate philanthropy and Organizational performance.
The descriptive statistics in Table 4. show that corporate philanthropy has mean and standard deviation values of 13.473 and 2.282 respectively. The correlation analysis in Table 4 indicates that corporate philanthropy exhibits a positive and significant effect with organization performance (r = 0.226, p =0.01< 0.05). Furthermore, in Table 4. it was reported that Corporate philanthropy has a positive effect on organization performance (ß = 0.049, P<0.01). Furthermore, the test of the hypothesis depicted in Table 4. shows that Corporate philanthropy has a significant influence on organization performance in selected telecommunication firms in South-South, Nigeria (0.000< 0.05).
The findings from the oral interview noted that for organization performance, organizations should assign both responsibility and authority to project managers. Moreover, organizations should also design structures that guarantee effective communications, and approval processes and minimizes supporting departmental bottlenecks. This finding agrees with the assertions of Hatch, 2006 and Mintzberg, 1983. They both affirmed that the corporate philanthropy of an organization can have implications on the functionality of organization's performance
Business Ethical and Organizational Performance.

The descriptive statistics in Table 5 show that Ethical business application has a mean and standard deviation value of 13.672 and 2.084 respectively. The correlation analysis exhibited in Table 5 shows a positive and significant effect of Ethical business application and organization performance ($r = 0.212$, $p < 0.01$). Furthermore, in Table 5 Ethical business application has a positive effect on organization performance (ß = 0.275, P<0.01). The test of hypothesis in Table 4.6 shows that Ethical business application has a significant influence on organizational performance in selected telecommunication firms in South-South, Nigeria (0.035< 0.05).
The result of the oral interview concludes that an efficient team is a must for turning around organizational fortunes. And that the building of an efficient team requires commitment and reward from the organization. The respondents also noted that teamwork enhances productivity, encourages specialization and increases product output.
The findings of the study is consistent with those of Ebitu and Beredugo (2018), show that the effective performance of the service industry was dependent on the code of ethics and Abidin, Hashim, & Ariff (2017), which indicates that proper application of The results show a positive relationship between commitment towards ethics and financial performance

Table 8: Multiple regression analysis of organizational policies and organization performance

Multiple regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	2.675	0.310		8.625	0.000
	Corporate Philanthropy	0.049	0.309	0.050	0.159	0.037
	Ethical Business Application	0.275	0.297	0.292	0.929	0.035
	Corporate Management	0.177	0.162	0.195	0.494	0.027

a. Dependent Variable: Organization performance, b. Independent variable: Corporate philanthropy, Ethical Business Application, and Corporate management

Table 8 above shows the multiple regression analysis result for organizational policies and organization performance. The table shows that Corporate philanthropy, which is the first variable has positive effect on organization performance (ß = 0.050, P = 0.037 < 0.050). It can also be seen that ethical business application, which is the second variable, has a positive effect on organizational performance (ß = 0.292, P = 0.035 < 0.050).

Conclusion

The study concludes 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. 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. Most organizations and government agencies agree that social responsibility is well and truly on the agenda in the business world because a business operates in an environment where its resources are sourced and for the citizens will be looking up to them with high expectations if these expectations are not met, it will not go well with both the organization and the host communities.

Recommendations.

1. For corporate philanthropy to be efficient, it should focus more on being proactive rather than being reactive to guarantee organization performance. This will enhance stakeholders' commitment.
2. To enhance profitability and sustainability, organizations should invest in human capital development and enhancement and put in place a robust and implementable reward system that can create an ownership desire in the hearts of the community members. This will undoubtedly enhance the organization's performance

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