

Effect of Corporate Social Responsibility Practices on Organizational Performance of Mobile Telecommunication Companies in Rwanda

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Abstract

Many organizations across the world are investing heavily in environmental practices to bolster their performance. Different studies have been conducted to determine the level at which environmental practices affect organizational performance. Various empirical studies have showed that corporate social responsibility practices affect either positive or negative in organizational performance. This therefore led the researcher to find out whether the corporate social responsibility practices affect organizational performance of mobile telecommunication companies in Rwanda. The study was further delimited to environmental practices as a construct of corporate social responsibility practices. Therefore the specific objective was to determine the effect of environmental practices on organizational performance of mobile telecommunication companies in Rwanda. The researcher used ex-post facto research design. The target population was all mobile telecommunication companies in Rwanda. Multi stage sampling technique was used to obtain customer care representative from (33), a sample size of 31 through the use of Yamane formula. Within each stratum, the researcher used proportionate simple random sampling method to give all the staff equal opportunity to participate in the study. The investigator employed structured questionnaires to gather the requisite information from the managers and staff directly in charge of corporate social responsibility. The questionnaires were sorted, classified, coded and analyzed by descriptive statistics (percentages, mean and standard deviation) and inferential analysis was done using regression analysis. The questionnaires were validated by seeking the opinion of the research experts and cross reference was made to the past scholarly journals with related variables of the study. Cronbach Alpha reliability coefficient was employed for reliability test. The results were as follows, environmental practices had ($\beta = 0.711$, $p = 0.000$), implying that environmental practices have a positive significant effect on organizational performance. The study concluded that environmental practices improves organizational performance. The study recommended that management of the organizations should not only have policies for reduction, reuse and recycling but enforce them. Organizations should have procedures for waste management and also use renewable energy source. The organizations should not only have procedures for management of pollution but ensure that the procedures are implemented to the latter.

Key words: Corporate Social Responsibility, Environmental Practices, Organizational Performance, Rwanda

Date of Submission: 02-07-2021

Date of Acceptance: 17-07-2021

I. Introduction

Over the years, corporate social responsibility (CSR) has been explored from different perspectives. Normative, institutional, stakeholder, integrative and political approaches have greatly contributed to the understanding of CSR. Though it still remains an essentially contested concept, CSR deals with issues such as the degree to which organizations address economic, legal, ethical and philanthropic aspects (Gond, Kang & Moon, 2011). In recent years, research has revealed the importance of Corporate Social Responsibility (CSR) and its significant impact on organizational performance (Bolajoko, Sikuade, Elizabeth, Salome & Joseph, 2013). The concept, Corporate Social Responsibility (CSR), has been defined in different ways and by various scholars. Pitt and Siemers (2012), defined Corporate Social Responsibility (CRS) in terms of three distinct constructs: environment Corporate Social Responsibility (CSR), external Corporate Social Responsibility (CSR) and internal Corporate Social Responsibility (CSR). Managers attempt to comply with legal, ethical, environmental, and social requirements. This led to increased awareness of social responsibility, and many organizations started to consider this concept in their structures and processes (Mahoney, Thorne, Cecil & Lagore, 2013). CSR is no longer an option, but a requirement (Hohnen, 2007). Though the concept of CSR became a popular term in the 1960s, it has been increasingly used among firms, authorities and in the press in the last years (Ditlev Simonsen & Gottschalk, 2011). Several empirical studies investigated the impact of CSR

on organizational, financial, market, and employee performance. Even though the majority of previous studies reported positive associations between CSR and performance outcomes, some studies reported contrasting and conflicting results concerning the effects of internal and external CSR on financial performance and non-financial performance. Additionally, a very limited number of studies attempted to investigate this effect in Rwanda.

The telecommunication industry is the fastest growing sector in the world. As such, corporate social responsibility is a strategy used by these companies to gain their ground and to provide sustainable development to the country and to their host community. They focus on the potential of information communication technologies to empower enterprise development, educational opportunities and the capacity to respond to emergencies. Different Companies operating in Rwanda have engaged into CSR especially telecommunication, banks, industries and factories are practicing philanthropic strategy and spend huge amounts of money in their commitments to the community than their competitors, even when they operate in the same industry, and the government of Rwanda is also picking up interest in CSR by recognizing investors on the basis of their CSR initiatives. The government has put different policies on how companies have to deal and create awareness to the community through different channel to ensure that CSR is practiced benefit the whole community. Generally, businesses in Rwanda incorporated explicit CSR strategies in their business models and policies (Guus, Gemma, Ine & Femke, 2013). The corporate social responsibility practices considered in this study was environmental practices where its effect was assessed on organizational performance of Mobile Telecommunication Companies in Rwanda.

1.1 Statement of the Problem

Every organization whether for profit or non-profit strive to better their performance far beyond their competitors. Just like other organizations, mobile telecommunication firms in Rwanda over the years have put in place strategies to boost their performance. While the performance of other mobile telecommunication companies in Rwanda has consistently grown over the years in terms of profits and market share. Other firms in the same industry have not been successful leading to acquisition of TIGO Rwanda by AIRTEL. The disparity of market share, sales growth and product development has left other firms struggling in the market (RURA, 2019). Greater bargaining power of the consumer has eaten into the margin of telecommunication companies leading to the decline of performance (Kwizera, Mico, Nayebare, Garba, Saint & Deen, 2018) if this challenge remain unsolved, the companies might be forced out of the market. Various studies have been reviewed on CSR and performance where inconsistencies were found. Some Positive results were identified. Koo, Chung and Ryoo (2014); Kayirangwa, Namusonge & Kule (2018); Desire, Mulyungi and Ismail (2019); Handayani, Wahyudi and Suharnomo (2017); Severo, De Guimaraes, Dorion and Nodari (2014); Wakulele, Odock, Chepkulei and Kiswili (2016). However other studies have found negative results on CSR and performance. Nyirenda, Ngwakwe and Ambe (2013); Eijdenberg, Sabokwigina and Masurel (2019); Hogarth, Hutchinson and Scaife (2018). Based on the identified inconsistencies, the researcher picked interest in investigating the effect of environmental corporate social responsibility related practices on performance of Mobile Telecommunication Companies in Rwanda. Section 2 covers literature review & hypothesis development, section 3 covers research design and methodology, section 4 covers results & discussions and section 5 covers conclusion & recommendations.

II. Literature Review & Hypothesis Development

2.1 Effect of Environmental practices on Organizational Performance

Various studies have been conducted worldwide to assess the impact of environmental sustainability on the performance of organizations in different industries. While some scholars have found a positive association between environmental sustainability and a firm's profitability, others have termed environmental initiatives expensive and a deterrent to achieving optimal profits. Handayani, Wahyudi, and Suharnomo (2017) investigated the effect of environmental sustainability on the performance of 63 manufacturing firms in Central Java in Indonesia. The researchers utilized simple random sampling procedures to select a total of 173 top level managers from the selected organizations to include in the study. Data was collected using self-administered questionnaires that were sent by email. The questionnaires assessed whether the organizations adopt measures to minimize hazardous emissions, recycle products, and utilize natural resources effectively. Organizational performance was measured using sales, profitability, market share, and reputation. Results from the study found a positive relationship between environmental sustainability and organizational performance.

Severo, De Guimaraes, Dorion, and Nodari (2014) investigated the relationship between environmental sustainability and the organizational performance of metal-mechanic organizations in Serra Gaucha in Brazil. The researchers employed a sample of 298 organizations in their survey. Environmental sustainability was measured by the organizations' attempts to ensure clean production. Organizational performance, on the other hand, was measured by level of production, public image, and amount of revenues. Results from the analysis

conducted revealed that cleaner production methodologies not only contributed to increased production but also enhanced the public image and improved the performance of the selected organizations. The researcher found difference in location as a knowledge gap. Maheswari, Kavitha and Nandagopal (2018), conducted a research in India, the association between sustainability practices and firm performance was evaluated. It was an empirical study where the scholars used a sample of 181 small and medium scale businesses operating in India's manufacturing sector. The study used questionnaire to collect data. Statistical correlation was used to analyze data. The results found a strong positive relationship between environmental sustainability practices and the performance of the selected organizations. The research did not show clearly which research design was used.

Roxas, Ashill and Chadee (2017) investigated the effects of environmental sustainability on the performance of small businesses in the Philippines. Survey research design was employed. Regression analysis was used to analyze the data. The authors used a sample of 197 small businesses in their review. Environmental sustainability was measured through the organization's recycling efforts and emission reduction. Organizational performance was assessed by the organizations' return on investment. Results from the analysis found that environmental sustainability was associated with superior firm performance. Ex post facto research design was the most appropriate research design for this study. Koo, Chung and Ryoo (2014), investigated the effect of ecological responsibility on the performance of manufacturing firms in South Korea. A structured questionnaire was sent to 131 employees of manufacturing firms using a web survey system and gathered by email, telephone, and paper. The study found a positive relationship between ecological responsibility and economic performance of manufacturing firms. A survey research design is fine however ex post facto research design would be recommended in the study.

Masocha (2018), conducted a research in South Africa to investigate the impact of environmental sustainability of the performance of small and medium sized organizations in the country. A quantitative research design was used, Cross section research design was employed. A convenient sampling technique was used and a sample of 208 business owners and managers was used in the study. Self-administered questionnaires were used to collect data. Descriptive and inferential statistics was used to analyze data. Environmental sustainability was measured by the utilization of proficient and cleaner sustainable resources in production. The study established that environmental sustainability was significantly and positively correlated to three measures of firm performance including revenues, profitability, and market share. Cross section survey was the most appropriate research design for the study.

Nyirenda, Ngwakwe and Ambe (2013), investigated the effect of environmental management practices on the financial performance of a South African mining firm. The study employed a case study design. The firm's financial performance was measured by the company's return on equity. Environmental management practices, on the other hand, were measured by the firm's capacity to reduce carbon emissions, increase energy efficiency, and reduce water usage. The research was an empirical study where secondary data was collected from journals and financial statements of the firm. Multiple Regression analysis was employed to analyze data. Results from the study found an insignificant relationship between environmental management practices and firm performance. It was concluded that environmental practices are driven by a desire to abide by regulations and a moral obligation to mitigate climate change rather than increase firm performance. The study would have been more appropriate if primary data was also collected. Wakulele, Odock, Chepkulei and Kiswili (2016), conducted a research in Kenya to investigate the effect of eco-design practices on the performance of manufacturing firms. The researcher adopted a cross-sectional survey design in their study and purposive sampling technique was employed. The study targeted 65 manufacturing firms in Mombasa County, which are listed on the Kenyan Association of Manufacturers. Questionnaires were used to collect primary data while secondary data was collected from research journals. Descriptive statistics was used to analyze data. The study found that eco-design practices have a positive influence the financial performance of the selected organizations. The research was conducted 6years ago where many things have changed which creates a knowledge gap for the study.

Eijdenberg, Sabokwigina and Masurel (2019), investigated the association between environmental sustainability orientations and organizational performance of firms operating in Tanzania's informal sector. A structured questionnaire was administered to a sample of 140 informal food vendors in Tanzania. Regression analysis was used to analyze data. The correlation analysis performed revealed an insignificant relationship between environmental sustainability and performance. The study did not show clearly which research design used however correlation research design would suit the study. Mbinya (2017), investigated the effect of green manufacturing systems, pollution prevention and management systems, and environmental management systems on the performance of manufacturing firms in Kenya. The study adopted a descriptive longitudinal research design. The target population for this study included 44 manufacturing firms operating in Nairobi County, Kenya. 88 employees working in the selected organizations were selected using stratified random sampling to participate in the survey. Structured questionnaires with open-ended and close ended questions were used as instruments of data collection. Correlation analyses and multiple regression analyses performed revealed a

positive correlation between green manufacturing system, pollution prevention systems, management systems, and pollution control systems and performance of manufacturing companies. Locational difference has been identified as the knowledge gap for this study.

Desire, Mulyungi and Ismail (2019), conducted a research study in Rwanda to assess the effect of environmental sustainability on firm performance. They investigated the effect of environmental management practices on the performance of 67 agri-manufacturing firms in Rwanda. The study employed cross-sectional and explanatory research designs. It also utilized simple random sampling in selecting 226 respondents to include in the study. Data was collected using structured questionnaires. Multiple regression analysis performed revealed that environmental management practices have a positive effect on the firms' performance as measured by supply chain efficiencies. The gap identified here is the research design where ex post facto research design would have been more appropriate for the study. The literature reviewed led to development of the following hypothesis statement:

H0₁: Environmental practices have no significant effect on performance of telecommunication companies in Rwanda.

III. Research Design and Methodology

The study adopted an ex-post facto research design. It is the one in which causes are studied after they presumably have exerted their effect on another variable (Borg, Gall & Gall, 2007). Cohen et al. (2000) argues that, this design can be administered at a moment in time, over a cross section or over a length of time with the same population. It's more appropriate to the study since the researcher cannot manipulate the independent variable so as to establish its influence on the dependent variable. As a result of this, the influence of interaction between the independent and dependent variables is determined retrospectively (Miles, Huberman & Saldana, 2014). The target population of the proposed study was the 33 mobile telecommunication companies operating in telecommunication industry in Rwanda. The respondents for the study was drawn from individuals holding managerial positions and those charged with CSR in these companies. The sample size was 31 calculated based on Yamane's 1964 formula. In the proposed study, a closed-ended questionnaire was used for collecting primary data. Document analysis guide, on the other hand, was used for gathering secondary data. The questionnaires were validated by seeking the opinion of the research experts and cross reference was made to the past scholarly journals with related variables of the study. To test the reliability of the questionnaires, the researcher used Cronbach Alpha reliability coefficient. According to George and Mallery (2003) Cronbach Alpha coefficient can be graded as >.9- excellent, >.8- good, >.7- acceptable, >.6- questionable, >.5- poor and <.5- unacceptable. The results of Table 1 shows that the Cronbach Alpha coefficient was 0.777 which implies that the research instrument was reliable.

Table 1: Reliability analysis

Item	No. of items	Cronbach's alpha
Environmental practices	4	.777

The researcher then used various statistical procedures to measure the nature and strength of the relationship between the study variables. Key among these statistical procedures includes descriptive statistics such as mean, median, mode, standard deviation, and frequencies. Inferential statistics was also used to establish the relationship between the variables. Examples of inferential analysis that was employed include correlation and regression analysis. The simple regression model adopted in the study was as follows:

$$Y = \alpha + \beta_1 X_1 + \epsilon$$

Where; Y represents organizational performance as measured by market share, return on assets, or return on equity, α represents the constant term, β_1 represent regression coefficient, X_1 represents environmental practices and ϵ is the error term.

IV. Results & Discussion

4.1 Background Information of the Respondents

The results of the study revealed that, 56 of the total respondents were male while 59 were female. This was ascertained by 48.7% and 51.3% respectively as shown in Table 1.

Table 1: Background information of the respondents

n=115		Frequency	Percent
Gender	Male	56	48.7
	Female	59	51.3
Age bracket	18-25	4	3.5
	26-35	43	37.4
	36-45	50	43.5
	46 and above	18	15.7
Name of the Organization	Airtel Rwanda	43	37.4
	MTN Rwanda	44	38.3
	Network capacity reseller	4	3.5
	Network facility provider	3	2.6
	4G Wholesaler service providers	2	1.7
	Internet service providers	19	16.5
Position in the Firm	Manager	60	52.2
	Staff in CSR practices	55	47.8
Highest level of education	Junior college	2	1.7
	Undergraduate	23	20.0
	Graduate	78	67.8
	Post-graduate	12	10.4

The study results revealed that 4 (3.5%) of the total respondents were aged between 18 and 25 years, 43(37.4%) between 26 and 35 years, 50(43.5%) between 36 and 45 years and 18(15.7%) were aged 46 years and above. From the findings, 43(37.4%) of the total respondents were attached to Airtel Rwanda, 44(38.3%) MTN Rwanda, 4(3.5%) network capacity reseller, , 3(2.6%) network facility provider, 2(1.7%) 4G wholesale service providers and 19(16.5%) internet service providers. The study results revealed that 60 of the respondents were managers while 55 were staffs in CSR practices. This was ascertained by 52.2% and 47.8% respectively. The study established that 2(1.7%) of the respondents had junior college qualifications, 23(20.0%) undergraduate, 78(67.8%) graduate and 12(10.4%) post-graduate.

4.2 Descriptive statistics

In a bid to determine the effect of environmental practices on performance of telecommunication companies in Rwanda various sub-construct were developed by the researcher to assist in gathering more information about environmental practices among telecommunication companies in Rwanda. The sub-constructs of environmental practices considered in this study were as follows; the organization has policies for reduction, reuse and recycling, whether it has procedures for managing wastes, it uses renewable energy source, utilizes reusable resources and whether the organization has procedure for managing pollution. The results on environmental practices were presented in Table 2.

Table 2: Descriptive statistics for Environmental Practices

n=115		NA	SE	ME	LE	VGE	Mean	Std. Dev.
Policies for reduction	F	0	0	8	66	41	4.2870	.58886
	%	0.0	0.0	7.0	57.4	35.7		
Procedures for managing wastes	F	0	1	11	63	40	4.2348	.65334
	%	0.0	0.9	9.6	54.8	34.8		
Uses renewable energy source	F	0	1	17	56	41	4.1913	.71200
	%	0.0	0.9	14.8	48.7	35.7		
Utilizes reusable resources	F	0	2	23	40	50	4.2000	.81864
	%	0.0	1.7	20.0	34.8	43.5		
Procedure for managing pollution	F	0	2	21	35	57	4.2783	.82236
	%	0.0	1.7	18.3	30.4	49.6		

The study revealed that the organization had policies for reduction, reuse and recycling. The respondents were asked whether the organization has policies for reduction, reuse and recycling, 8(7.0%) revealed to a moderate extent, 66(57.4%) to a large extent and 41(35.7%) to a very great extent. The sub-construct had a mean of 4.2870 and a standard deviation of 0.58886. This study results were in agreement with the findings of Handayani et al. (2017) that telecommunication companies have policies for reduction, reuse and recycling. The study also sought to determine whether the organization has procedures for managing wastes, 1(0.9%) revealed to a small extent, 11(9.6%) to a moderate extent, 63(54.8%) to a large extent and 40(34.8%) to a very great extent. The item had a mean of 4.2348 and a variation in responses of 0.65334. This study results were in-tandem with the findings of Severo et al. (2014) that the organizations have procedures for managing wastes. In regards to whether the organization uses renewable energy source, 1(0.9%) enunciated to a small extent, 17(14.8%) to a moderate extent, 56(48.7%) to a large extent while 41(35.7%) to a very great extent. The sub-construct had a mean of 4.1913 and a standard deviation of 0.71200. This results resembled that of Maheswari et al. (2018) that the organizations uses renewable energy source. The study also wanted to find-out

whether the organization utilizes reusable resources, 2(1.7%) revealed to a small extent, 23(20.0%) to a moderate extent, 40(34.8%) to a large extent and 50(43.5%) to a very great extent. The item had a mean of 4.2000 and a standard deviation of 0.81864. The study found that the organizations utilizes reusable resources. The study results are in agreement with the findings of Roxas et al. (2017) that organizations uses reusable resources. Lastly, the respondents were asked whether the organization has procedure for managing pollution, 2(1.7%) enunciated to a small extent, 21(18.3%) to a moderate extent, 35(30.4%) to a large extent while 57(49.6%) to a very great extent. The item had a mean of 4.2783 and a variation in responses of 0.82236. This results were in-tandem with the findings of Koo et al. (2014); Masocha (2018) that the organizations have procedures for managing pollution.

4.3 Descriptive Statistics for Organizational Performance

The study sought to analyze the organizational performance of mobile telecommunication companies in Rwanda. The results were summarized using the following descriptive statistics; minimum, maximum, mean and standard deviation. The results were presented in Table 3:

Table 3: Descriptive statistics for Organizational Performance

Items	n	Minimum	Maximum	Mean	Std. Dev.
Market share	31	5	20	14.9677	6.11819
New product development	31	5	10	8.7097	2.22401
Total Assets	31	5	10	10.0000	0.00000
Valid (list wise)	31				

The study results revealed that, market share had a mean of 14.9677 while the standard deviation was 6.11819. The new product development per year had a mean of 8.7097 and a standard deviation of 2.22401. Total assets had a mean of 10.0000 and a variation in responses of 0.00000.

4.4 Time Series Analysis

The organizational performance of mobile telecommunication companies in Rwanda was further presented graphically in a bid to establish the trend over the five years. The results as shown in Figure 1. Market share decreased between 2016 and 2017, it increased between 2017 and 2019 and subsequently it decreased in 2020. New product development per ear increased between 2016 and 2018 and it subsequently decreased between 2018 and 2020. Total assets increased between 2016 and 2017. It slightly decreased in 2018, it increased in 2019 but decreased in 2020.

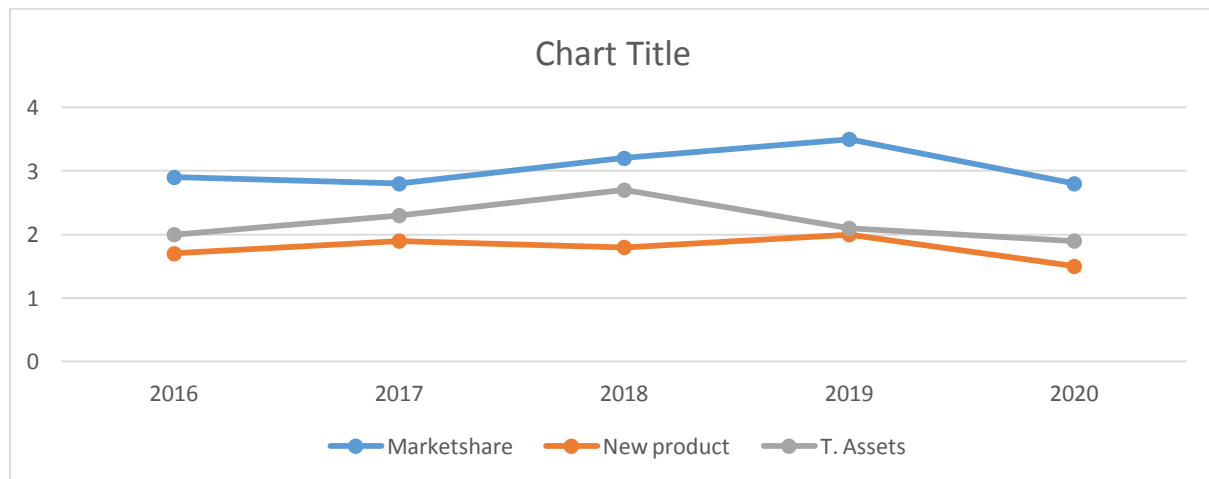


Figure 1: Time series Analysis

4.5 Inferential statistics

4.5. 1 Correlation analysis

Correlation analysis was conducted to establish where there was any significant relation between dependent and independent variable. It establishes whether there is positive or negative relationship between the dependent and independent variables and the statistical correlation coefficient.

Table 4: Correlation analysis

		Correlations	
		Performance	Enviromental
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Environmental	Pearson Correlation	.768*	1
	Sig. (2-tailed)	.010	

*. Correlation is significant at the 0.05 level (2-tailed).

The study results revealed that environmental practices have a strong positive relationship with organizational performance ($r=.768^*$, $p=0.010$) as shown in Table 3. The results resembles that of Handayani et al. (2017); Maheswari et al. (2018); Roxas et al. (2017); Koo et al. (2014) that environmental practices have a strong positive relationship with organizational performance.

4.5. 2 Multiple Regression Analysis

The multiple regression analysis results presented in this section relates to the regression model summary, analsis of variance (ANOVA) and regression co-efficients. The results were presented below.

4.5.2.1 Regression Model Summary

The value of R was 0.673, r-square had .453 while the adjusted r-square had 0.440 as shown in Table 5.

Table 5: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.453	.440	7.97986

a. Predictors: (Constant), Environmental practices

4.5.2.2 Analysis of Variance

It was adopted to measure the differences in means between organizational performance and independent variable. The results are presented in Table 5. The F-statistic value was 1.362 while the p-value was 0.000.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	358.403	1	89.601	1.362	.000
	Residual	1710.371	26	65.783		
	Total	2068.774	30			

a. Dependent Variable: Performance

b. Predictors: (Constant), Environmental practices

4.5.2. 3 Coefficient analysis

Regression coefficient analysis was conducted in a bid to establish the respective beta’s that were used to show the extent of the effect of each predictor variable on organizational performance of telecommunication companies in Rwanda. The simple regression coefficient analysis results were presented in Table 7.

Table 7: Regression coefficient

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	134.599	46.747		2.879	.000
	Envntalpractices	.711	.665	.359	1.976	.000

a. Dependent Variable: Performance

As per Table 6, the unstandardized β coefficients and p-values for environmental practices was ($\beta =0.711$, $p=0.000$). This meant that environmental practices had a positive and significant effect on organizational performance. The results are similar to that of Severo et al. (2014); Maheswari et al. (2018); Roxas et al. (2017) that environmental practices had a positive and significant effect on organizational performance. Hypothesis 1 (H_{01}) had predicted that environmental practices have no significant effect on performance of telecommunication companies in Rwanda. As per Table 6, environmental practices have a significant effect on performance of telecommunication companies in Rwanda. ($p<0.05$). The null hypothesis

was therefore rejected and the alternative hypothesis was accepted that environmental practices have a significant effect on performance. This study results are in-tandem with the findings of Maheswari (2018); Koo et al. (2014) that that environmental practices have a significant effect on performance.

V. Conclusions & Recommendations

The study concluded that environmental practices and hence corporate social responsibility practices improve organizational performance. This is attributed to the organizations having policies for reduction, reuse and recycling, having procedures for managing wastes, uses renewable energy source and having in place procedures for managing pollution. The study recommended that management of the organizations should not only have policies for reduction, reuse and recycling but enforce them. Organizations should have procedures for waste management and also use renewable energy source. The organizations should not only have procedures for management of pollution but ensure that the procedures are implemented to the latter. The current study was conducted on the effect of environmental practices on organizational performance of mobile telecommunication companies in Rwanda. The study recommends that further studies should be done on effect of environmental practices on organizational performance but the focus should be on other companies in Rwanda and not necessarily telecommunication companies. The study therefore recommends a similar study should be done on the same topic but should consider other sub-constructs of environmental practices that were not within the scope of the current study.

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