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Influence of Corporate Social Responsibility on Market Share: A Survey of the Telecommunication Firms in Kenya

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Abstract

The telecommunications industry in Kenya contributes up to 10% to Gross Domestic Product. However, the Kenyan telecommunication industry is dominated by three operators that include Safaricom, Airtel and Telkom. This study sought to determine the influence of corporate social responsibility on market share in the telecommunication industry in Kenya with particular focus on how community social support, environmental responsibility, CSR economic expectations and consumer protection influence market share of the telecommunication industry. The study applied descriptive survey design. The study population was 123 telecommunication companies operating in Kenya. Data was collected was using structured questionnaires and analyzed using descriptive statistics, correlation and regression analyses by use of SPSS Version 25.0 software. Pearson correlation analysis revealed that community social support, environmental responsibility, CSR economic expectations and consumer protection had positive correlation with market share of the telecommunication industry in Kenya. Community social support, environmental responsibility, CSR economic expectations and consumer protection were found to explain 64.0% of market share of the telecommunication industry in Kenya. Consumer protection (β=.334) had the highest positive effect on market share, followed by CSR economic expectations (β=.277), community social support (β=.232) and environmental responsibilities (β=.211). Community social support, environmental responsibilities, CSR economic expectations and consumer protection had positive influence on market share of the telecommunication industry. The study concludes that community social support is a way to get back to the community by supporting the development of social amenities and services, environmental responsibility is at the core of environmental sustenance, consumer protection and CSR economic expectations are important pillars driving telecommunication firms' market share. The telecommunication firms need to engage in active community social support via provision of social amenities, engage in activities that do not harm the environment particularly pollution, better methods of disposing used electronic items should be adopted by the telecommunication firms, there is need for a balance between firm's desire for gains and other social responsibilities highlighted in this study and the need for the telecommunication firms to prioritize the safety and wellness of the consumer by ensuring that goods sold are functional, safe and accompanied with adequate customer support.

Key word: *Corporate Social Responsibility, Market Share, Telecommunication Firms, Kenya*

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1.1 Introduction

The telecommunication industry is a significant contributor of global economy adding 2.5% in 1990, 4.8% in 2009 and 4.7% in 2019 (Kalem, Vayvay, Sennaroglu & Tozan, 2020). Thus, market share of a profit making firm is of essential to its sustainability. In the telecommunication sector, market share depicts the number of customers a telecom firm boasts off. The market share of a telecommunication firm impacts its sales volume. However, the market sector has been characterized by intense rivalry among the existing businesses, fear of new business entering the market, negotiating ability of buyers and market demands (Grand view research report, 2020). The telecommunication industry is also associated with tuff competition, dynamic customer needs, technological changes and globalization changes.

In Kenya, Information Technology has been one of the main driving forces for the nation's economic advancement (Kadam, 2020). The telecommunications industry in Kenya contributes up to 10% to Gross Domestic Product (KNBS, 2020). The telecommunication sector is also one of the key pillars of the Kenya's Vision 2030 economic blueprint. The KNBS found that revenue for internet service providers rose by 7.9% to KSh15.7bn ($172.7m), though investment (which also includes application service providers) was down by 8.4% in 2019. Nonetheless, the Kenyan telecommunication industry is dominated by three operators that include Safaricom, Airtel and Telkom. Based on the CAK report 2018 report, Safaricom Limited has the largest market share of 67.4 per cent, Airtel Networks Limited followed with a market share of 22.6% while Telkcom boasts of 8.9% market share. To expand market share, telecommunication firms in Kenya have been engaging in corporate social responsibility including economic empowerment, environmental protection and social well-being. However, how corporate social responsibility has impacted market share for telecommunication firms is not empirically clear.Corporate social responsibility is the responsibility of entities to encompass the economic, legal, ethical and discretionary expectations that a society has of corporation at a given point in time (Kapur, 2020). According to Adekoya, Enyi and Akintoye (2020) corporate social responsibility entails all about taking care of all stakeholders of the company ethically or in a responsible manner and it is a process to achieve sustainable development in societies. Corporate social responsibility integrates a number of factors; it emphasizes on treating the environment with respect, economic, legal, ethical and charitable responsibility, implementing policies to respect human rights and adhering to good corporate governance (Dlamini, 2019). Corporate social responsibility centers on economic, environmental, societal support and consumer protection.

Community social support is the process of developing active and sustainable communities based on social justice and mutual respect (Saeed & Arshad, 2012). It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community workers facilitate the participation of people in this process (Ismail, 2009). They enable linkages to be made between communities and with the development of wider policies and programs (Hoi, Wu & Zhang, 2018). Community social support expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of community social support. By engaging in Community social support, telecommunication firms become visible to prospective customers expanding their market share.

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Corporate activities may have a number of effects on the environment including pollution (Tapang & Bassey, 2019). Environmental impact are the negative effects which occur immediately in the natural environment surrounding the business operations, such as the misuse of natural, climate change, deforestation, de-generation of biodiversity, air pollution and also those with the potential of more damaging issues around global warming (Kuo, Yeh & Yu, 2012). Environmental pillar under corporate social responsibility tasks firms to operate towards a more environmentally oriented ways, such as increased resource productivity, a cleaner environment and environmental stewardship by minimizing environmental pollution, destruction while participating in environmental restoration like planting trees. By engaging in environmental conservation activities, telecommunication firms may become visible to prospective customers expanding their market share.

Economic dimension in respective to corporate social responsibility is not simply a matter of companies being financially accountable or profitability as one of the commercial operations' aspects, but a commitment to ethical practices inside entities, like corporate governance, preventing bribery and corruption, protecting consumers and ethical investment (Hsu, 2019). Before an entity considers being a good corporate citizen, it should be financially viable and profitable since the reason for its existence is to earn the owners a return (Newman, 2019). Corporate social responsibility has an impact on the operations of the business, by preserving the profitability of the business will lead to the contribution to economic development (Slack *et al*, 2010).

Corporate social responsibility under consumer protection aims at promotion consumers rational economic decisions not only on the basis of the quality and price of the products and services, and concrete consumer's needs but also on the basis of economic and social characteristics of products and services (Unit, Star & SmartWay, 2015). The role and significance of consumers in the achievement and strengthening of corporate sustainability relate most commonly to the concepts of ethical consumerism and sustainable consumption.

1.2 Statement of the Problem

The telecommunication industry is significant contributor of country's gross domestic product. The telecommunications industry in Kenya contributes up to 10% to Gross Domestic Product (KNBS, 2019). In addition, the telecommunication sector is also one of the key pillars of the Kenya's Vision 2030 economic blueprint. However, the Kenyan telecommunication industry is dominated by three operators that include Safaricom, Airtel and Telkom. Based on the CAK report 2018 report, Safaricom Limited has the largest market share of 67.4 per cent, Airtel Networks Limited followed with a market share of 22.6% while Telkcom boasts of 8.9% market share.

The other remaining small telecommunication firms share the remaining 2.1% of the market share (CAK report 2018). Unhealthy competition is often a threat to the operational sustainability of young telecommunication firms (Rutto, 2018). This is not favorable for an economy that wishes to grow by creating favourable business environment for all telecommunication firms including the small ones controlling limited market share (Marita & Marita, 2019). As such, many telecommunication firms have to engage in corporate social responsibilities with aim of reaching many more potential customers.

Empirical gaps are evident in the study of corporate social responsibility and market share. A study by Tapang and Bassey (2019) on the effect of corporate social responsibility performance on stakeholder's perception of telecommunication companies in Nigeria revealed that economic expectation of corporate social responsibility, legal expectation and ethical expectation performance significantly impacts stakeholder's perception. However, the study did not illustrate how corporate social responsibility impacts market share for the telecom firms under study presenting conceptual gap. Mohamed and Sawandi (2017) studied corporate social responsibility activities of mobile telecommunication firms in Malaysia and established that the mobile telecommunication firms under study were engaged in corporate social responsibility that include environmental concerns, welfare or charity, community involvement, products or services improvement and natural disasters awareness programs. However, the study did not illustrate how corporate social responsibility impacts market share for the telecom firms under study presenting conceptual gap. Moreover, the study focused on telecommunication firms in Malaysia whose corporate social responsibility requirements may be differing from those of telecom firms in Kenya presenting contextual gap.

In Kenya, Marita and Marita (2019) investigated the effect of corporate social legal responsibility on customer loyalty the case of telecommunication firms in Uasin Gishu County and found that ethical responsibilities positively affect customer loyalty. However, the study only dwelled on the impact of CRS on customer loyalty without attempting to show how CSR is impacting market share growth of the respective telecommunication firms presenting conceptual gap. Likewise, Rutto (2018) investigated the effects of corporate social responsibility on corporate identity of small and medium telecommunication firms in Kenya and established that economic responsibility, legal responsibility, philanthropic responsibility and ethical responsibility have positive effect on corporate identity of telecommunication sector. However, the study did not illustrate how corporate social responsibility impacts market share for the telecom firms under study presenting conceptual gap. It is against this backdrop that this study determined the influence of corporate social responsibility on market share, the telecommunication industry in Kenya. The specific objectives were;

i. To determine how community social support influence market share of the telecommunication industry in Kenya.
ii. To establish how environmental responsibility influence market share of the telecommunication industry in Kenya.
iii. To determine how CSR economic expectations influence market share of the telecommunication firms in Kenya.
iv. To determine how consumer protection influence market share of the telecommunication firms in Kenya.

2.0 Literature Review

2.1 Theoretical Framework

The main theory that anchored the study is Stakeholder theory. In addition, the study was supported by Institutional theory, Ansoff matrix theory and Carroll's (1991) Model.

2.1.1 Stakeholder theory

Stakeholder theory was postulated by Freeman (1984). Stakeholder theory is a comprehensive generalized method that has the dual purpose of explaining the structure and operation of a corporation and serving as a primary guide for the business itself. Stakeholder theory sates that Stakeholders are have the mandate of creating value to the business (Freeman, 1984). According to stakeholder theory a business entity is made of stakeholders that include customers, suppliers, employees and organization management (Freeman, *et al.*, 2010). Freeman (1984) notes that stakeholder theory does not only consider the sole objective of maximizing the wealth of shareholders but also focuses on the interests of all others who are directly or indirectly related with the organization. From a stakeholder perspective, business can be understood as a set of relationships among groups that have a stake in the activities that make up the business (Freeman, 1984). It is about how customers, suppliers, employees, financiers, communities and managers interact to jointly create and trade value (Friedman & Miles, 2002).

Stakeholders are mainly divided into two fundamental groups, i.e. internal stakeholders and external stakeholders (Bonnafous-Boucher & Porcher, 2010). Internal stakeholders refer to the people who are part of the organization, whereas, external stakeholders refer to the people who are outside the organization (Pesqueux & Damak-Ayadi, 2005). Stakeholders in an organization are both internal and external. Internal stakeholders include: financers, suppliers, customers, communities and employees, While, external stakeholders include: government, media, competitors, special interest groups, and customer advocate group (Khan & Majid, 2019). It is important for a business organization to deal effectively with its stakeholders for long term profitability and sustainability.

Stakeholder theory is relevant in informing community social support and environmental responsibility. Stakeholder theory plays a significant role in exemplifying the importance of theorization about the social responsibilities of organizations. Through stakeholder theory, organizations have a moral duty to operate as socially responsible entities even though the underlying goal of a firm is to maximize profits. A firm should seek to provide a balance between the interests of its diverse stakeholders in order to ensure that each of the stakeholder interests are considered. In the context of the study, corporate social responsibility aims to provide social services to the people by undertaking community social support and environmental responsibility and also support environmental responsibility..

2.1.2 Ansoff matrix theory

Ansoff matrix theory was advanced by Ansoff (1958). A product-market strategy, accordingly, is a joint statement of a product line and the corresponding set of missions which the products are designed to fulfill. Ansoff created Product-Market Growth Matrix as a marketing tool to allow for marketers to consider ways to grow the business via existing and/or new products and also in existing and/or new markets (Gibb & Davies, 1990). There are four possible product combinations consisting of market penetration, product development, market development and diversification. This matrix helps companies decide what course of action should be taken given current performance (Horst, 2014).

The output from the Ansoff product/market matrix is a series of suggested growth strategies that set the direction for the business strategy. Market penetration is an effort to increase firm’s sales without departing from an original product-market strategy (Bharadwaj, Clark & Kulviwat, 2005). The firm seeks to improve business performance either by increasing the volume of sales to its present customers or by finding new customers for present products. The firm first considers whether it could gain more market share with its current products in their current markets (Bharadwaj, Clark & Kulviwat, 2005). Market penetration occurs when a company penetrates a market with current products (Hussain, Khattak, Rizwan & Latif, 2013). The best way to achieve this is by gaining competitors’ customers other ways include attracting non-users of your product or convincing current clients to use more of your product/service, with advertising or other promotions (Kotler, Keller, Koshy &Jha, 2009). Market penetration is the least risky way for a company to grow. The Ansoff matrix illustrates in particular, that the element of risk increases the further the strategy moves away from known quantities that is the existing product and the existing market. Thus, product development and market development typically involve a greater risk than penetration. And

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diversification generally carries the greatest risk of all where a firm tries out a new product or service that it never existed.

Ansoff matrix theory is relevant in informing economic market expansion of telecom firms. Market growth theories applies to the study by enabling firms identify areas identify their areas of strengths. This way, they are able to develop certain products that can enable the firm expand its market share. The feedbacks received by offering certain goods or services can be used to improve market penetration by diversifying it further. By undertaking corporate social responsibility, a firm gets an opportunity of understanding its market well. It can thus develop products and services that suit their customers/ clients or target group; where in doing so, a firm gets an opportunity to expand its market share. The theory is relevant in informing how CSR economic expectations influence market share of the telecommunication industry in Kenya.

2.1.3 Institutional theory

Institutional Theory has been advanced and discussed by many scholars including Meyer and Rowan (1977), DiMaggio and Powell (1983) and DiMaggio and Powell (1991). They asserted that the environment in any institution highly influences the formal structure development even more than market pressures. According to Meyer and Rowan (1977) organizational forms depend on rational myths or shared beliefs besides the relational networks. Meyer and Rowan (1977) emphasize that the institutionalized belief systems constitute a distinctive class of elements that affect organizational structure. The institutional theory focuses on explaining the isomorphism of organizational fields specifically pertaining to institutional norms (Tina Dacin, Goodstein & Richard Scott, 2002).

Institutional theory looks into the deeper and more resilient aspects of social structure (Peters, 2019). It considers the processes by which structures, including schemes; rules, norms, and routines, become established as authoritative guidelines for social behavior (Mohamed, 2017). It considers the processes by which structures, including schemas, rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2005). It inquiries into how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Organizations that conform to these institutional norms become ‘optimal’, if not efficient, and they prolong their survival by making use of these norms; therefore, it minimizes the risk of organizational death as Baum and Olivier (1991) pointed out in their work.

Institutional Theory is relevant in understanding corporate social responsibility effectiveness in economic governance through the exploration of boundaries between business and society. Institutional Theory is critical in the creation of relevant policies, rules and guidelines that inform consumer protection. Institutional theory is appropriate as a lens for explaining the understanding and acceptance of diverse attitudes and practices social contexts. This explains why organizations must have strong ties with external constituents for gaining their objectives. In general, this is done by the organizational structure, which is basically included in the design or rules of the organization. The formal and social processes have distinct functions of holding organizational legitimacy. Social processes are affected by the socialization practices, which play a more literal role in helping the organization achieve its technical objectives. The theory is useful in undrrstanding how consumer protection influence market share of the telecommunication industry.

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2.1.4 Carroll's CSR Model

Carroll's (1991) Model is another common theory of corporate social responsibility. The model shows the levels of CSR ranging from philanthropic, ethical, legal and economic responsibilities. In 1979 Carroll built upon the previous scholarship to define CSR as a construct that "encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Carroll, 1979) p. 500). In 1991 Carroll illustrated these four responsibilities in a pyramid, which ranks business responsibilities in order of relative importance, with economic responsibilities assumed as primary, followed by legal, ethical and finally philanthropic responsibilities.

According to Carrol CSR Model, the first and foremost social responsibility of business is economic responsibility. Before anything else, the business institution is the basic economic unit in our society (Carroll, 1979). Organizations have a responsibility to engage in productive activities either in the form of goods or services required by society and to be sold for profit (Baden, 2016). Adding that any other engagement of businesses is based on this basic assumption. The second responsibility according to Carroll (1979), is legal responsibility. The assertion here is that, "just as society has sanctioned the economic system by permitting business to assume the productive role, as a partial fulfillment of the "social contract", it has also laid down the grounds rules, the laws and regulations under which business is expected to operate. Carroll (1991) explains that, society requires organisations to achieve its economic goals within a legal framework. Although organisations have four different kinds of responsibilities, they must be met concurrently, so economic and legal responsibilities must go hand in hand, while the organisation is producing it must do it within stated laws.

The forth social responsibility is ethical responsibility. Carroll's (1979) asserts that both economic and legal responsibilities being embodiments of ethics, there are other behaviours and actions that are not written into law however society expects businesses to act in such ways. Carroll's (1991) explains that ethical responsibilities are not properly defined and also hard for organisations to deal with. This is because issues concerning what is or is not ethical are a contentious issue (Christensen, et al., 2007). Society has expectations of organisations which go beyond legal requirements. The forth social responsibility is philanthropic responsibility. Carrol (1979) explains that philanthropic responsibilities are responsibilities that are voluntary in nature and that they are left to individual judgment and choice. The decision to take up these roles are guided only by a business's desire to engage in social roles not mandated, not required by law, and not generally expected of businesses in an ethical sense.

Carroll's CSR Model is relevant in this study by guiding corporate firms on what aspects of CSR are of top priority to the society. As one of the most influential models of corporate social responsibility (CSR), Carroll's pyramid of CSR has both reflected, and helped to perpetuate, a business-centric notion of CSR which implies that economic responsibilities take precedence over legal and ethical responsibilities. It guides corporate firms in choosing the nature of social services that are in urgent by people in particular societal setting. It also guides the dispensation of environmental protection services, economic support and consumer protection guidelines. The theory informs objective four, to determine how CSR economic expectations influence market share of the telecommunication industry in Kenya.

2.4 Empirical Review

Khan and Majid (2019) conducted a study on the effect of corporate social responsibility on profitability and market share: a case of cement industry of Pakistan. The concept of sustainable development holds that business organizations should not only study used survey method in order to collect data through questionnaire in cement industry of Pakistan. CSR was divided into four dimensions that include environment oriented responsibilities, customer oriented responsibilities, community oriented responsibilities, and legal responsibilities. The findings of the study indicated that there is significant relationship between CSR and profitability and market share. However, this study looked at the cement industry contrasting current study that focuses on telecommunication industry. CSR to be provided by the two sectors may differ based on their nature of business.

Nathaniel (2017) investigated Corporate Social Responsibility as a positioning strategy in the Ghanaian Telecommunication Industry. The study used a sample of students from the University of Ghana who are customers of the telecommunication companies. The study adopted a non-probability quantitative survey using questionnaires. The key findings of the study were that, respondents were of the view that, the network providers were adopting image and ethos as a positioning strategy, only two strategies positioning competition and image and ethos strategy were adopted and the dominant positioning strategy was competition. However, the study failed to show how Corporate Social Responsibility as a Positioning Strategy impacted market share of the Ghanaian Telecommunication firms, contrasting current study that wishes to investigate how CSR impacts firm's market share by enhancing firm's visibility.

Mogaka (2016) conducted a study on the effect of Corporate Social Responsibility on Financial Performance in the Telecommunication Industry in Kenya. This study adopted a cross-sectional survey where by three companies in the telecommunication industry, were targeted. A statistical packages for social sciences (SPSS version 21.0) was used to analyze the quantitative data for a period of 10 years. From the findings of the study, it was concluded that there is a significant relationship between the CSR and financial performance (ROA and ROE) for all aggregated telecommunication companies in Kenya. However, this study opined to determine how CSR impacts firm's profitability contrasting current study that wishes to investigate how CSR impacts firm's market share presenting conceptual gap.

Mwanja, Evusa and Ndirangu (2018) studied the influence of corporate social responsibility on firm performance among companies listed on the Nairobi Securities Exchange employing document analysis/ historical research design. This design was suitable for this study because it involved collection and analysis of secondary data that was gathered in the past five years from 2010 to 2014. The result reveals that ethical CSR, environmental CSR and philanthropic CSR can be held responsible for the fluctuations in EBIT of firms listed at the NSE, Kenya. However, the study opined to determine how CSR impacts firm's profitability contrasting current study that wishes to investigate how CSR impacts firm's market share presenting conceptual gap. The study also focused on firms listed at NSE unlike current study who study population is telecommunication firms presenting contextual gap.

While focusing on Nigerian Telecommunication Industry, Akhigbe and Olokoyo (2019) studied corporate Social Responsibility and brand loyalty. Data gathering was carried out through the distribution of 386 questionnaires to the customers of the four largest mobile telecommunication firms in Nigeria. Simple linear regression was used in testing the formulated hypothesis. Findings from the hypothesis testing reveals there is no significant relationship between corporate social responsibility and brand loyalty in the Nigerian telecommunication sector. However, favorable price point, good quality service and good customer care were some of the attributes the customers emphasized on as regards to what determines their brand loyalty. The study only focused at understanding how CSR impacted customer loyalty. Customer loyalty is a limited indicator of market share.

Kavaliauskė and Stancikas (2014) investigated the importance of Corporate Social Responsibility in Lithuania's Finance and Telecommunication Industries by looking at social responsibility reporting activities, societal responsibility, environmental responsibility, responsibility to employees and donation projects. The study was conducted in the period between the 13th of July and 28th of July in 2013. A total of 100 people participated in the study from various regions of Lithuania. The study revealed that particularly in telecommunications and financial services sector consumers prefer service quality and consumers satisfaction more than social responsibility, although in general consumers approve socially or environmentally oriented actions by the companies. The study failed to show how Corporate Social Responsibility impacted market share of the Lithuanian Telecommunication industries as it only looked on how CSR influenced customer satisfaction, contrasting current study that wishes to investigate how CSR impacts firm’s market share by enhancing firm’s visibility.

Kusi (2016) conducted a study on customer perception about corporate social responsibility in the Telecommunication Industry. The study used a quantitative research method based on collected primary data using self-administered survey questionnaire customers in the telecommunication industry in Kumasi . The study found out that according to customers, mobile telephone networks do not engage a lot in philanthropic activities such as response to natural disasters and community involvement. Philanthropic activities were averagely rated as the least activity engaged in by the companies. The study showed that the most important CSR activity was the offering of quality products; the next important activity was the issue of offering quality services. The study failed to illustrate how CSR impacts firm’s market share presenting conceptual gap.

Hsu (2019) conducted a study on the effects of corporate social responsibility on corporate image, customer satisfaction and customer loyalty inthe telecommunication industry. Data was collected using questionnaire and regression analysis used to test the hypotheses. The results show that the implementation of CSR in the telecommunication industry has a positive impact on corporate image, customer satisfaction and loyalty. The study failed to illustrate how CSR impacts firm’s market share presenting conceptual gap. Corporate image, customer satisfaction and loyalty are some of indicators that are expected to impact market share.

Firli and Akbar (2016) investigated if corporate social responsibility solve ROA problem in Indonesia telecommunication industry. Panel least square with 3 years horizon (2012-2015) is used to analysis the data. From hypothesis testing, CSR has significant effect on ROA. This research proves that CSR can solve ROA problem in Indonesia Telecommunication Industry. From this research result, increasing in 1% CSR makes 73.9% increasing in ROA. CSR gives very high R Squared (95.87%) to ROA. CSR can be an addition alternative strategic to increase ROA. Focused on how CSR impacts profitability measured using ROA contrasting current study that looks at how CSR impacts firms’ market share.

Rutto and Langat (2016) conducted a study on the effect Of Corporate Social Responsibility on Corporate Identity of Small and Medium Telecommunication Firms in Kenya. The study adopted a descriptive research design. A structure questionnaire containing both open and close ended questions was used. The study concluded that Economic Responsibility had a positive effect on Corporate Identity of Telecommunication sector and also legal Responsibility has a positive effect on Corporate Identity of Telecommunication sector. The current study attempts to uncover impact of CSR on firm’s market share.

Dlamini (2019) investigated the Impact of Corporate Social Responsibility on company profitability in Zimbabwe, the case of Listed Telecommunication Companies. The study used Vector Auto Regression (VAR) model of regression analysis and Stata as the statistical tool, to assess the impact of CSR on profitability. Secondary data was collected from annual reports of EconetWireless Zimbabwe Limited, correlation and regression analysis were used. The findings of the study indicated that there is no causal relationship between Corporate Social Responsibility and profitability and CSR has no significant impact on profitability.

Al-Abdallah and Ahmed (2019) investigated the impact of corporate social responsibility on customer loyalty in the Qatari telecommunication sector. In order to accomplish this, the study utilized a descriptive analytical methodology and a quantitative research approach utilizing survey strategy. Using personally submitted questionnaires, 476 filtered and screened questionnaires were analyzed using SPSS software. The study revealed that customers perceived CSR activities as an essential element for them and for the operating organizations as well, moreover their awareness of such activities was salient through their responses to the questionnaire in place, and as a result, CSR activities were found to have a positive direct significant impact on customer loyalty. The study only focused at understanding how CSR impacted customer loyalty. Customer loyalty is a limited indicator of market share.

Marita and Marita (2019) studied the effect of Corporate Social Legal Responsibility on Customer Loyalty of telecommunication firms in Uasin Gishu County, Kenya targeting the customers of telecommunication companies. The study employed an explanatory research design. The study found that CSR initiatives positively impact on customer loyalty. The study found that ethical responsibilities positively affect customer loyalty. It was therefore affirmed that mobile firms providing telecommunication services with higher levels of ethical CSR initiatives are likely to enhance customer loyalty towards their products. The study only focused at understanding how CSR impacted customer loyalty. Customer loyalty is a limited indicator of market share.

Öztürk and Marşap (2018) conducted a study on corporate social responsibility reporting in telecommunication industry by focusing on US, UK, and Turkey. For this purpose, a sample was established by combining the world's two major telecommunication companies with Turkey's largest telecommunication company within the framework of some constraints. This research points out that community involvement and environmental reporting consist of the main issues that these telecommunication companies focus on corporate social responsibility reporting.

3.0 Research Methodology

The study applied descriptive survey design. The study population was 123 telecommunication companies in Kenya (Communications Authority of Kenya report, 2018). The unit of observation was one managing director from each of the telecommunication companies in Kenya, thus 123 managing directors. All the 123 firms in the telecommunications sector in Kenya, hence a census study. Data were collected using structured questionnaires. Statistical Package for the Social Sciences (SPSS) software version 25.0 was used to organize code and analyze information and generate quantitative report. The data was analyzed using correlation and regression analyses. Correlation established the association between community social support, environmental responsibility, CSR economic expectations, consumer protection and market share of the telecommunication industry in Kenya. Regression analysis helped determine the nature of relationship that exist between community social support, environmental responsibility, CSR economic expectations, consumer protection and market share of the telecommunication industry in Kenya. A critical p value of 0.05 was used to determine whether the individual variables are significant or not.

4.0 Results of the study

A total of 123 questionnaires were distributed to the telecommunication companies for filling. A total of 109 questionnaires were duly filled and returned representing 86.6 percent response rate. This response rate is considered satisfactory to make conclusions for the study. Data analysis involved correlation and regression analysis

4.1 Pearson Correlation Analysis

The results of correlation analysis are presented in Table 1.

Table 1: Comparative correlation matrix

		Market share	Community social support	Environmental responsibilities	CSR economic expectations	Consumer protection
Market share	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Community social support	Pearson Correlation	.592**	1.000			
	Sig. (2-tailed)	0.000				
Environmental responsibilities	Pearson Correlation	.486**	.306**	1.000		
	Sig. (2-tailed)	0.000	0.001			
CSR economic expectations	Pearson Correlation	.682**	.567**	.383**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Consumer protection	Pearson Correlation	.676**	.511**	.356**	.579**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

Results in Table 1 indicated that there was a significant strong positive association between community social support and market share growth of the telecommunication industry ($r=.592$, $p=0.000<0.05$). The results imply that community social support and market share growth move in same direction that is; as community social support increases, market share growth increases and vice versa. Community social support is the process of developing active and sustainable communities based on social justice and mutual respect (Saeed & Arshad, 2012). It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community social support expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of community social support. By engaging in Community social support, telecommunication firms become visible to prospective customers expanding their market share. The results agree with Khan and Majid (2019) who conducted a study on the effect of corporate social responsibility on profitability and market share and found that community oriented responsibilities influenced the profitability and market share of cement industry of Pakistan. The results also agree with Mogaka (2016) who conducted a study on the effect of Corporate Social Responsibility on Financial Performance in the Telecommunication Industry in Kenya and concluded that there is a significant relationship between the CSR and financial performance (ROA and ROE) for all aggregated telecommunication companies in Kenya.

The results also showed that there was a weak significant positive association between environmental responsibilities and market share growth of the telecommunication industry (r=.486, p=0.000<0.05). The results imply that environmental responsibilities and market share growth of telecommunication firms move in same direction, that is; as engagement in environmental responsibilities rises, market share growth of the telecommunication industry increases and vice versa. Environmental pillar under corporate social responsibility tasks firms to operate towards a more environmentally oriented ways, such as increased resource productivity, a cleaner environment and environmental stewardship by minimizing environmental pollution, destruction while participating in environmental restoration like planting trees. By engaging in environmental conservation activities, telecommunication firms may become visible to prospective customers expanding their market share. The results agree with Mwanja, Evusa and Ndirangu (2018) who studied the influence of corporate social responsibility on firm performance among companies listed on the Nairobi Securities Exchange and found that environmental CSR influenced the fluctuations in EBIT of firms listed at the NSE, Kenya. The results also agree with Kavaliauskė and Stancikas (2014) who investigated the importance of corporate social responsibility in Lithuania's Finance and Telecommunication Industries and revealed that particularly in telecommunications and financial services sector consumers prefer service quality and consumers satisfaction more than social responsibility, although in general consumers approve socially or environmentally oriented actions by the companies.

Results further indicated that that there was a strong significant positive association between CSR economic expectations and market share growth of the telecommunication industry (r=.682, p=0.000<0.05). The results imply that CSR economic expectations and market share growth of telecommunication firms move in same direction, that is; as CSR economic expectations increases, market share growth of the telecommunication industry increases and vice versa. There are economic outcomes in being socially responsible; they might be negative in the sense that the investment made by the business might be enjoyed all stakeholders, competitors included, or they might be positive in the short run, contributing to an increase also in the business returns (Slack et al, 2010). Corporate social responsibility has an impact on the operations of the business, by preserving the profitability of the business will lead to the contribution to economic development. The results agree with Hsu (2019) who conducted a study on the effects of corporate social responsibility on corporate image, customer satisfaction and customer loyalty and found that the implementation of CSR in the telecommunication industry has a positive impact on corporate image, customer satisfaction and loyalty. The results also concur with Rutto and Langat (2016) who conducted a study on the effect Of Corporate Social Responsibility on Corporate Identity of Small and Medium Telecommunication Firms in Kenya and concluded that Economic Responsibility had a positive effect on Corporate Identity of Telecommunication sector.

It was also established that consumer protection has a positive strong and significant association with market share growth of the telecommunication industry (r=.682, p=0.000<0.05). The results imply that consumer protection and market share growth of telecommunication firms move in same direction, that is; as consumer protection improves, market share growth of the telecommunication industry increases and vice versa. Under, consumer protection, corporate social responsibility calls for the need of ensuring the safety of products being sold to customers (Bello & Jusoh, 2016). Consumers are an integral part of the civil society, they are the subject of interest of the state, which strives to protect them with the special legal regulation, and they are as well, perhaps, the most important market force which impacts the operation of companies (Mihajlović, 2020). Consumer protection also entails ensuring that the product or services provided by the firm serves the purpose. The results agree with Kusi (2016) who conducted a study on customer perception about corporate social responsibility in the Telecommunication Industry and showed that the most important CSR activity was the offering of quality products; the next important activity was the issue of offering quality services. However, the study fails to agree with Akhigbe and Olokoyo (2019) in a study on corporate Social Responsibility and Brand Loyalty of Nigerian telecommunication firms that there is no significant relationship between corporate social responsibility and brand loyalty in the Nigerian telecommunication sector.

4.2 Inferential analysis

The results presented in Table 2 indicate the fitness of model used of the regression model in explaining the study phenomena.

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800[a]	.640	.627	.48804

a. Predictors: (Constant), consumer protection, environmental responsibilities, community social support, CSR economic expectations

From the results on Table 2, shows that community social support, environmental responsibility, CSR economic expectations and consumer protection were found to be satisfactory variables in explaining market share of the telecommunication industry in Kenya. This fact is supported by coefficient of determination also known as the R square of .640. This implies that community social support, environmental responsibility, CSR economic expectations and consumer protection explain 64.0% of the variations in the dependent variable, which is market share of the telecommunication industry. Firms engage in CSR activities for several reasons. These range from pure philanthropy (actions taken for a better world and society without any direct payback) to conformity with institutional pressures from the external environment and explicit return benefits such as financial gains and stronger reputation. In order to be a leading mobile telecommunication provider, each firm must be fully aware and sensitive to the impact of these factors Dlamini, 2019). The effect of these factors may add to the firm's corporate image and firm competitiveness. Some benefits for a firm of being socially responsible include attracting resources, attract quality employees, easier to market products and services, create unforeseen opportunities; and obtain source of competitive advantage. Table 3 gives the results of the analysis of variance (ANOVA).

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	44.127	4	11.032	46.317	.000[b]
1	Residual	24.771	104	.238		
	Total	68.897	108			

a. Dependent Variable: Market share

b. Predictors: (Constant), Consumer protection, Environmental responsibilities, Community social support, CSR economic expectations

The outcomes of the analysis of variance show that the general model was statistically significant. Further, the outcomes suggest that community social support, environmental responsibility, CSR economic expectations and consumer protection are satisfactory indicators of market share growth in the telecommunication industry. This was supported by an F statistic of 46.317 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Potential benefits of CSR for firms including positive effects on a company's image and reputation, employees' motivation, retention and recruitment, cost savings, increased revenue from higher sales and market share and reduction of CSR-related risk. Consumers show a high level of trust to an organization that is socially responsible and prefer its products. This ultimately will lead to increase market share. The regression of coefficient table is presented in Table 4.

Table 4: Regression coefficient analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.335	.307		1.092	.277
Community social support	.232	.092	.188	2.528	.013
Environmental responsibilities	.211	.071	.191	2.950	.004
CSR economic expectations	.277	.071	.309	3.885	.000
Consumer protection	.334	.076	.333	4.393	.000

a. Dependent Variable: Market share

Basing on the predictive model, consumer protection (β=.334) had the highest positive effect on market share growth in the telecommunication industry in Kenya. CSR economic expectations had the second highest positive effect (β=.277) on market share growth in the telecommunication industry, followed by community social support (β=.232) and environmental responsibilities (β=.211).

The results also revealed that community social support and growth of market share in the telecommunication industry have a positive and significant relationship (β=.232, $p=0.013<0.05$). The regression of coefficient implies that if community social support increases by one unit, market share in the telecommunication industry in rises by .232 units. Firms engage in corporate social responsibility, which is an engagement to improving community well-being through reimbursable business practices and corporate resources contribution. CSR contributions to the development of communities become effective for contributing to community development through stakeholder collaborative approaches. Community social support expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of Community social support. By engaging in Community social support, telecommunication firms become visible to prospective customers expanding their market share. The results agree with Khan and Majid (2019) who conducted a study on the effect of corporate social responsibility on profitability and market share and found that community oriented responsibilities influenced the profitability and market share of cement industry of Pakistan. The results also agree with Mogaka (2016) who conducted a study on the effect of Corporate Social Responsibility on Financial Performance in the Telecommunication Industry in Kenya and concluded that there is a significant relationship between the CSR and financial performance (ROA and ROE) for all aggregated telecommunication companies in Kenya.

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The results also revealed that environmental responsibilities and growth of market share in the telecommunication industry have a positive and significant relationship (β=.211, p=0.004<0.05). The regression of coefficient implies that if environmental responsibilities increase by one unit, market share in the telecommunication industry in rises by .211 units. The environmental dimension of corporate social responsibility is all about the impact the business has on the environment, hence, the ultimate goal of a socially responsible business is to engage in operations that have a benefit to the environment. Environmental impact are the negative effects which occur immediately in the natural environment surrounding the business operations, such as the misuse of natural, climate change, deforestation, de-generation of biodiversity, air pollution and also those with the potential of more damaging issues around global warming.

Environmental pillar under corporate social responsibility tasks firms to operate towards a more environmentally oriented ways, such as increased resource productivity, a cleaner environment and environmental stewardship by minimizing environmental pollution, destruction while participating in environmental restoration like planting trees. By engaging in environmental conservation activities, telecommunication firms may become visible to prospective customers expanding their market share. The results also agree with Kavaliauskė and Stancikas (2014) who investigated the importance of corporate social responsibility in Lithuania's Finance and Telecommunication Industries and revealed that particularly in telecommunications and financial services sector consumers prefer service quality and consumers satisfaction more than social responsibility, although in general consumers approve socially or environmentally oriented actions by the companies.

The results also showed that CSR economic expectations and growth of market share in the telecommunication industry have a positive and significant relationship (β=.277, p=0.000<0.05). The regression of coefficient implies that if CSR economic expectations increase by one unit, market share in the telecommunication industry in rises by .277 units. Economic dimension in respective to corporate social responsibility is not simply a matter of companies being financially accountable or profitability as one of the commercial operations' aspects. Before an entity considers being a good corporate citizen, it should be financially viable and profitable since the reason for its existence is to earn the owners a return. There are economic outcomes in being socially responsible; they might be negative in the sense that the investment made by the business might be enjoyed all stakeholders, competitors included, or they might be positive in the short run, contributing to an increase also in the business returns. Corporate social responsibility has an impact on the operations of the business, by preserving the profitability of the business will lead to the contribution to economic development. The results agree with Hsu (2019) who conducted a study on the effects of corporate social responsibility on corporate image, customer satisfaction and customer loyalty and found that the implementation of CSR in the telecommunication industry has a positive impact on corporate image, customer satisfaction and loyalty. The results also concur with Rutto and Langat (2016) who conducted a study on the effect Of Corporate Social Responsibility on Corporate Identity of Small and Medium Telecommunication Firms in Kenya and concluded that Economic Responsibility had a positive effect on Corporate Identity of Telecommunication sector.

Coefficient of results further showed that consumer protection and growth of market share in the telecommunication industry have a positive and significant relationship (β=.334, p=0.000<0.05). The regression of coefficient implies that if consumer protection increase by one unit, market share in the telecommunication industry in rises by .334 units. Under,

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consumer protection, corporate social responsibility calls for the need of ensuring the safety of products being sold to customers. Consumers are an integral part of the civil society, they are the subject of interest of the state, which strives to protect them with the special legal regulation, and they are as well, perhaps, the most important market force which impacts the operation of companies. Consumer protection also entails ensuring that the product or services provided by the firm serves the purpose. Corporate social responsibility under consumer protection aims at promotion consumers rational economic decisions not only on the basis of the quality and price of the products and services, and concrete consumer's needs but also on the basis of economic and social characteristics of products and services. The results agree with Kusi (2016) who conducted a study on customer perception about corporate social responsibility in the Telecommunication Industry and showed that the most important CSR activity was the offering of quality products; the next important activity was the issue of offering quality services. However, the study fails to agree with Akhigbe and Olokoyo (2019) in a study on corporate Social Responsibility and Brand Loyalty of Nigerian telecommunication firms that there is no significant relationship between corporate social responsibility and brand loyalty in the Nigerian telecommunication sector.

5.0 Conclusions

The study concludes that community social support is a way to get back to the community by supporting development social amenities and services. Community social support expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. By engaging in Community social support, telecommunication firms become visible to prospective customers expanding their market share.

Conclusion can be made further that environmental responsibility is at the core of environmental sustenance. Most human economic activities are impacted by the nature of the environment and so the participation of telecommunication firms in matters relating to environmental conservation is highly exalted. Environmental pillar under corporate social responsibility tasks firms to operate towards a more environmentally oriented ways, such as increased resource productivity, a cleaner environment and environmental stewardship by minimizing environmental pollution, destruction while participating in environmental restoration like planting trees. By engaging in environmental conservation activities, telecommunication firms may become visible to prospective customers expanding their market share.

The study further concludes that CSR economic expectations are some of important pillars driving telecommunication firms' market share. Telecommunication firms have the responsibility of generating revenue for the shareholders and this fundamental task impacts the market share of each firm.

It was also concluded that consumer protection influences market share of the telecommunication industry in Kenya. In any business of enterprise undertaking, the responsibility of making sure that consumers get the products and services in good and safe condition is paramount. Under, consumer protection, corporate social responsibility calls for the need of ensuring the safety of products being sold to customers.

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6.0 Recommendations

It was established that community social support is a way to get back to the community by supporting development social amenities and services. The study recommends for the need of the telecommunication firms to engage in active community social support via provision of social amenities. It is an empowered community both socially and economically that sustains the operations of a firm, presenting an expanded market for products and services offered by the telecommunication firms. By engaging in Community social support, telecommunication firms become visible to prospective customers expanding their market share.

The study established that environmental responsibility is at the core of environmental sustenance. The study recommends for the need of telecommunication firms to engage in activities that do not harm the environment particularly pollution. Telecommunication firms deal with electronic items which are perceived to be dangerous to the sustainability of the planet. Better methods of disposing used electronic items should be adopted by the telecommunication firms. The methods may include recycling or safe disposal in designated areas. There is also need for the telecommunication firms to periodically participate in tree planting and environmental cleaning exercises with aim of making the environment sustainable. By engaging in environmental conservation activities, telecommunication firms may become visible to prospective customers expanding their market share.

The study established that CSR economic expectations drives telecommunication firms' market share. Telecommunication firms have the responsibility of generating revenue for the shareholders and this fundamental task impacts the market share of each firm. As firms drives to achieve their goals, the move to make profit should not overshadow other critical corporate social responsibilities. The study recommends for a balance between firm's desire for gains and other social responsibilities highlighted in this study.

The study established that consumer protection influences market share of the telecommunication industry in Kenya. In any business of enterprise undertaking, the responsibility of making sure that consumers get the products and services in good and safe condition is paramount. Under, consumer protection, corporate social responsibility calls for the need of ensuring the safety of products being sold to customers. There is need for the telecommunication firms to prioritize the safety and wellness of the consumer by ensuring that goods sold are functional, safe and accompanied with adequate customer support. The telecommunication companies should emphasize on building positive brand image to meet customer's expectation and offer more positive impact-based CSR initiatives.

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