



## CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES IN INDIAN TELECOMMUNICATION INDUSTRY- A STUDY ON EMPLOYEE'S PERSPECTIVE

S. Bhawiya Roopaa\*

Dr. V. Suresh Kumar\*\*

\*Research Scholar, Department of Business Administration, Rajah Serfoji Government College, Thanjavur.

\*\*Assistant Professor, Department of Business Administration, Rajah Serfoji Government College, Thanjavur.

### Abstract

Corporate Social responsibility is a concept whereby business considers the interests of society by taking responsibility for identifying and alleviating the impact that conducting its day to day business. The Telecommunication sector is selected because the extensive use of telecommunication services in India, the health and environmental concerns are always in public debate and the telecommunication sector plays an important role to economy of India businesses and personal lives. The objective of the paper is to find out corporate social responsibility initiatives with special reference to telecommunication industry. The paper investigates the effects of internal and external activities related to Corporate Social Responsibility (CSR) on employees' perspective. The result of the research study shows that the employees are aware of their mobile telecommunication's involvement in CSR.

**Key Words:** Social Responsibility, CSR, Telecom Regulatory Authority of India, TRAI, NTP, New Telecom Policy.

### 1.1 Indian Telecom Industry- Overview

CSR is most often motivated by the desire to improve the company's image. It is a mechanism through which companies gain more public visibility and in particular, gain more attention from stakeholders they may view as most important to their business, such as customers, regulators or financiers. The Telecommunication sector deals with numerous social and operational challenges such as technological development, increased demand for telecommunication services, health concerns and environment protection benefits, it is important to practice responsible business etiquettes. CSR involves various aspects such as economic factors, legal requirements, ethical orders and discretionary demands. The effect of these factors may add to the firm's corporate image and financial performance. The Telecom Regulatory Authority of India was established on February 1997 by an act of parliament called "Telecom Regulatory Authority of India Act 1997". The mission of TRAI is to create and nurture an environment which will enable quick growth of the telecommunication sector in the country.

India has surpassed US to become the second largest wireless network in the world with a subscriber base of over 300 million according to the Telecom Regulatory Authority of India (TRAI). In 1990 telecom revolution in many countries which resulted in better quality of service with lower tariff rates forced Indian policy makers to open up telecom sector for private players. The most important landmark in telecom reforms came with the New Telecom Policy 1999 (NTP-99). There were major developments on the policy front post year 2000. Establishment of Bharat Sanchar Nigam Ltd (BSNL) (2000), privatization of VSNL (2002).

The Indian Telecom Industry manufacturing contributes about two-thirds of the total exports of the country. It has been estimated that manufacturing exports would increase from US\$ 40 billion in 2002 to US\$ 300 billion in 2015, simultaneously increasing its share in world manufacturing trade from 0.8 % to 3.5 %. Now India is the second largest mobile market in the BRIC nations, with 560 million mobile users. The Telecom Regulatory Authority of India (TRAI) has released subscriber data for December 2013. As per the regulator, the total number of telephone subscribers in the country increased from 910.14 million in end-November 2013 to 915.19 million in December 2013, reflecting a monthly growth of 0.56 per cent. The Government has taken many proactive initiatives which have provided a framework for the rapid growth of the telecom industry such as Opening the industry for private sector participation and 100% FDI is permitted in telecom equipment manufacturing etc.

### 1.2 Literature Review

According to Ogrizek (2001), the scope of CSR is much broader than charitable activities, philanthropy and community involvement. It embraces business practices, including environmental management systems, human resource policy and strategic investment for a sustainable future. He also states that CSR is all about competing beyond technology, quality improvement, service reliability and competitive pricing.

Joyner, Payne & Raiborn (2002) contended that people believe businesses are amoral, when in fact they generally embrace the values of ethics in doing business. They cited several factors that serve to legitimize their position and one of the factors is society, which expects moral behavior of the business when it cries out against immoral labor practices or environmental policies.



According to European Telecommunication Network Operators' Association (ETNO) (2005), energy consumption is considered as the largest environmental impact of the companies because the telecommunications networks need large amounts of electrical energy increasing related emissions while there are telecommunication products that never switch off. One of the potential threats to telecommunication sector is the electromagnetic fields (EMF) (ETNO, 2005; Arnfalk, 2002) not only to the general public but also to the employees who work in telecommunication companies.

According to the Interdepartmental Commission for Sustainable Development. (ICSD,2006) the motivation of companies to implement CSR can be influenced by internal and external, as well as positive or negative factors. Internal driving forces have to do with the people working in the company. The motivating force to engage in CSR can come from the management, the directors, employees, and shareholders because each of them will have their own values and will have a vision on sustainable development, ethics and their role in society.

Porter and Kramer (2006) stated that strategically corporate social responsibility (CSR) can become source of tremendous social progress, as the business applies its considerable resources, expertise and insight to the activities that benefit society, surveys shows that companies should operate in ways that secure long-term economic performance by avoiding short-term behavior that is socially detrimental or environmentally wasteful.

Pelozo and Shang (2011) also executed research on CSR outcomes and their results show that "CSR leads to outcomes such as increased customer loyalty, willingness to pay premium prices, and lower reputation risks in times of crisis"

In 2009, MIT's Sloan Management Review publication performed a study where 1,500 executive and managers (Appendix D) were surveyed to understand the link between sustainability and business strategy. The findings concluded that there is a large focus on sustainability. More than 92 percent agreed that their companies were addressing sustainability in some way. There was consensus on the challenges that sustainability is forcing corporations to deal with, such as the subject is very "complex, interrelated, and secular, and that the corporate sector will play a key role in solving the long-term global issues related to sustainability (MIT 2009).

### 1.3 Reports of Telecom Companies

**INDIACSR News Network 2012:** The Indian telecom sector has witnessed tremendous growth over the past decade. Today, Indian telecom network is the second largest in the world after China. A liberal policy regime and involvement of private sector in CSR activities has played important role in transforming this sector.

**Airtel Sustainability Report 2011-2012: CEO's Statement of AIRTEL-** "With the help of inherent advantages of reach and affordability with our mobile network, we at Airtel aspire to play our part in the sustainable development of India, specifically addressing areas like connectivity, medicine and healthcare, education and financial inclusion crucial for the socio economic development of our country. Our stakeholders highlighted the need to further strengthen our efforts on issues like climate change, employee engagement, waste management, digital inclusion and impact on communities, amongst many other aspects".

**Reliance Business Responsibility Report 2012-2013:** The electronic components used in Set-Top-Box (STB) are compliant of Restriction of Hazardous Substances (RoHS). This eliminates harmful impact to the environment. Electromagnetic radiation from BTS antenna and noise pollution from usage of Diesel Generator may be considered as an environment concerns. Company has well established process for disposal of Products Waste. "Reliance ASHA" is our Company's endeavor to create comprehensive rehabilitation opportunities for individuals with disabilities, so as to facilitate their integration into the mainstream of the society. Green Mile - The objective is to build in green process across our operations. As part of the larger mission by UNEP, we have planted more than 4,000 saplings across 14 states in India and saved around 2,000 trees.

**Vodafone CSR Report 2003:** Vodafone Company focused their CSR on the following key areas are electromagnetic fields to reduce the impact of radiation, Waste management refrigerants and fire suppressants and this will include a programme to replace ozone depleting substances, Energy efficiency initiatives aims to reduce our environmental impact and our costs as we progressively improve the energy efficiency of our operations.

### 1.4 Research Methodology

#### Research Problem

The strong growth of the telecom industry, and increased equipment obsolescence have caused a dramatic rise in the amount of electronic waste worldwide. Today, environmental issues have become one of the most important factors to be considered



in the telecom industry. Other factors such as community involvement, tele products and services also having its impact in the society. In order to be a leading mobile telecommunication provider, each firm must be fully aware and sensitive to the impact of these factors. Within the company itself, there is also a platform for social contribution especially to the employees. The article will explore the nature of corporate social responsibility (CSR) with an eye toward understanding its component parts and about the internal and external CSR initiatives in Indian telecom industry. The employee's level of awareness of their mobile telecommunication's involvement in CSR is also taken into consideration since it directly influences the research problem.

### **Scope of the Study**

The telecommunication industry has its own unique features compared to other industries. Globalization has compelled organizations to expand their boundaries from their country of origin to other rapidly developing markets in other parts of the world. In order to be successful in their attempt towards globalization companies have realized that they need to implement clearly defined business practices with a well-defined focus on public interests and the environment. This study examines the concentration of CSR activities of mobile telecommunication companies in India. Furthermore, this study also determines the most influencing factors in their concentration of involvement in CSR. A series of circulated questionnaires and interviews help in the analysis of the research.

### **Objectives of the Study**

1. To analyze which extent are employees aware of the different CSR activities in the company.
2. To examine the internal CSR activities in the telecommunication sector for employees welfare and examine the external CSR activities in the telecommunication sector for social development.
3. To examine the level of satisfaction of internal and external CSR activities.
4. To identify the benefits and barriers that influence telecommunication companies involvement in CSR activities
5. To identify the perception of employees opinion about why companies engage in CSR.

### **Research Design**

#### **Type of Research**

**Applied Research:** Applied research is designed to solve practical problems of the modern world, rather than to acquire knowledge for knowledge's sake. Research, the outcome of which has immediate application is also termed as applied research.

#### **Sampling Design**

This research was conducted based on the interview session and the questionnaire distribution with the targeted respondents. Probability sampling is used in this research study. The questionnaire response received from the sampling size of 200 respondents selected on the basis of simple random sampling method, includes Corporate Communication Managers and the department related employees for each of the mobile telecommunication companies. The sample consists of men and women of different ages. The selection of this sample is based on the assumption that the managerial level employees know well about the company's CSR activities rather than the lower level management.

#### **Data Collection**

The accurate data collection is essential to maintaining the integrity of research. The collection and organization of data are an integral and critical part of the research process. The secondary data is collected through various journals and research papers. The primary data is collected through questionnaires collected from the respondents for this research study.

#### **Tools Used for Data Analysis: (SPSS SOFTWARE)**

- Percentage Analysis
- Factor Analysis- - KMO and Bartlett's Test
- Correlation Analysis- Pearson Correlation test

#### **Limitations of the Study**

1. The social mentality of a particular group of people could vary based on their actual location.
2. Some employees refused to disclose certain information due to company policies in the interview and hence opinion bias is found.
3. Since the research study is employees perspective the employees may response more in favor to the companies rather than the real perspective.

### 1.5 Data Analysis and Interpretation

**Table 1: Percentage Analysis of Demographic Variables**

Demographic Variables		Frequency	Valid Percent	Mean	S.D
Age	21-30	36	18.0	2.3150	0.89990
	31-40	88	44.0		
	41-50	53	26.5		
	Above 50	23	11.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
Monthly Income	Below 10000	23	11.5	2.5700	0.88828
	10000-20000	71	35.5		
	21000-30000	75	37.5		
	Above 30000	31	15.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
Gender	Male	99	49.5	1.5050	0.50123
	Female	101	50.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
Educational Qualification	School Level	49	24.5	1.9950	0.69815
	Degree/Diploma	103	51.5		
	Professional Degree	48	24.0		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
Marital Status	Married	101	50.5	1.4950	0.50123
	Unmarried	99	49.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		

#### Inference

It is clearly inferred that majority 44% of the respondents are in the age 31-40. It is inferred that majority 73% of the respondents are in the income group of 10,000-30000 since the analysis limited to only managerial level employees. Almost equal importance is given that 50% of the respondents are male & the other 50% of the respondents are female indicates that both are working in that managerial category. More than 50% of the respondents are degree holders indicates that managers working in the telecom sector should fulfill the eligibility criteria. It is inferred from the marital status of the employees that both married and unmarried are working in the company.

**Table 2: Percentage Analysis for Level of Awareness**

Level of Awareness		Frequency	Valid Percent	Mean	S.D
Who decides, manages and co-ordinates the CSR activities in your company?	Chief executive officer	11	5.5	3.0100	1.01244
	HR Manager	56	28.0		
	CSR Functional team	65	32.5		
	Marketing/PR Manager	56	28.0		
	Others	12	6.0		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
How can stakeholders know about the company's CSR initiatives?	Annual general meeting	61	30.5	2.1650	0.99636
	Auditing report	69	34.5		
	Third party auditing report	46	23.0		
	Other social report	24	12.0		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		
What sources of funding are allocated for CSR initiatives in your telecommunication companies	Yearly CSR fund allocation	11	5.5	2.8850	0.98316
	Profit percentage	67	33.5		
	Departmental funds	65	32.5		
	AD HOC funds	48	24.0		
	No Specification	9	4.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		

Does your company have any of the following systems to ensure customer satisfaction?	Complaints reporting	9	4.5	3.3550	1.01198
	Website/ online / email	31	15.5		
	Customer satisfaction	61	30.5		
	Toll free enquiries	78	39.0		
	Others	21	10.5		
	<b>Total</b>	<b>200</b>	<b>100.0</b>		

### Inference

It is clearly inferred that more than 80% of the employees agree that the functional team and the department managers are managing all the CSR activities in the company. Majority 65% of the employees give opinion that the stakeholders know the CSR activities of the company through annual general meeting and yearly auditing reports. From the employees perspective nearly 67% of funds are allocated from profit percentage and the departmental allocation funds for initiating CSR initiatives in the telecom sector. It is inferred that 70% telecom companies have customer satisfaction surveys and toll free enquiries system to ensure customer satisfaction

### Factor Analysis for Internal CSR Activities

**Table 3: Rotated Component Matrix for Internal CSR Activities**

Internal CSR Activities	Component					
	1	2	3	4	5	6
Enhancing the quality of products or services	.866	-.008	.012	-.013	.116	.284
Promote measures to enhance employee motivation	-.068	.736	-.013	-.008	.251	.404
<b>Offering training possibilities for employees</b>	.090	.108	-.110	.107	<b>.861</b>	.142
<b>Provides counseling and material support to increase motivation amongst the employees</b>	<b>.897</b>	-.017	-.035	-.002	.068	.233
<b>Provides a comprehensive insurance coverage for employees to ensure they are covered in the event of an accident</b>	.053	.029	.105	<b>.803</b>	.132	.211
<b>Provides a special bonus plan and reward system to the employees to encourage a positive competition amongst employees</b>	.232	.001	.131	.157	.010	<b>.797</b>
Company's employees also have their own program to make personal contribution for charitable purposes	-.248	-.189	.536	.198	-.052	-.226
Granting leave to employees for community work or blood donations	.691	.191	.496	.024	.100	-.206
Providing gifts to employees who make regularly donate to charities frequently	.147	.758	.445	-.055	.101	-.109
Employing women in management positions	.173	.125	.701	.038	.252	.195
Developing incentive structures for best performing employees	.080	.126	.283	.026	.816	-.112
Provide a good working environment for the employees	.699	.130	-.053	.356	-.009	-.093
Provide various labour welfare and recreational facilities to the employees in the company	.114	.078	-.140	.882	.006	-.036
<b>Transparency of business operations to the employees by developing code of ethics</b>	.086	<b>.836</b>	-.076	.165	.027	-.095
<b>Provide mechanisms for the employees to express their problems, grievances in the company</b>	.016	.086	<b>.740</b>	-.189	-.032	.144
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						



### Inference

The dimension 'Internal CSR Activities' comprises 15 behavioral statements. Out of the 15 statements, 6 statements contribute more towards the telecom company's involvement in Internal CSR activities. The statements are (1) Provides counseling and material support to increase motivation amongst the employees (2) Transparency of business operations to the employees by developing code of ethics (3) Provide mechanisms for the employees to express their problems, grievances in the company (4) Provides a comprehensive insurance coverage for employees to ensure they are covered in the event of an accident (5) Offering training possibilities for employees (6) Provides a special bonus plan and reward system to the employees to encourage a positive competition amongst employees explains that the above six factors leads to the drastic changes inside the company. Based on the Eigen values, the 6 statements accounted for 73.976percent of the variance in the original 15 statements. The remaining 9 statements contribute minimum towards Telecom Company's involvement in internal CSR activities (i.e) 26.024 percent of the variance.

### Factor Analysis for External CSR Activities

**Table 4: Rotated Component Matrix for Environmental CSR Activities**

Environmental CSR activities	Component	
	1	2
Pollution control	.153	.868
<b>Acceptable level of telecommunication telecast</b>	.195	<b>.884</b>
Recycles the unused components of telephone sets	.669	.280
<b>Organizing green campaign activities</b>	<b>.799</b>	-.002
Less amount of electronic waste	.728	.241
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

### Inference

The dimension 'Environmental CSR Activities' comprises 5 behavioral statements. Out of the 5 statements, 2 statements contribute more towards the telecom companies involvement in external CSR activities related to environment. The statements are (1) Organizing green campaign activities (2) Acceptable level of telecommunication telecast frequency explains that the above two factors leads to the drastic changes in the society. Based on the Eigen values, the 2 statements accounted for 66.943percent of the variance in the original 5 statements. The remaining 3 statements contribute minimum towards telecom companies involvement in external CSR activities related to environment (i.e) 33.057 percent of the variance.

### Community

**Table 5: Rotated Component Matrix for Community Activities**

Community	Component			
	1	2	3	4
<b>Donation for rural development programs</b>	.204	<b>.900</b>	.017	.073
<b>Donation to build infrastructure for public use such as bus stops, shades, public toilets etc.</b>	<b>.881</b>	.209	-.110	.095
Donation for R& D in public health concerning radiation exposure	.296	.458	-.181	.364
<b>Sports and games sponsorship</b>	-.041	.144	<b>.828</b>	-.151
Organize anti-crime campaigns	-.008	-.037	.818	.207
<b>Promote student development activities</b>	.004	.029	.082	<b>.931</b>
Education Sponsorship	.032	.906	.179	-.049
Empowering women by encouraging self-help groups	.771	.370	-.129	.084
Other community programs such as developing tourism, public awareness	.793	-.074	.126	-.059
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

### Inference

The dimension 'Community oriented CSR Activities' comprises 9 behavioral statements. Out of the 9 statements, 4 statements contribute more towards the telecom companies involvement in external CSR activities related to community. The statements are (1) Donation to build infrastructure for public use such as bus stops, shades, public toilets etc. (2) Donation for rural development programs (3) Sports and games sponsorship (4) Promote student development activities explains that the above four factors leads to the drastic changes in the society. Based on the Eigen values, the 4 statements accounted for 74.957percent of the variance in the original 9 statements. The remaining 5 statements contribute minimum contribution towards telecom companies involvement in external CSR activities related to community (i.e) 25.043 percent of the variance

### Natural Disasters

**Table 6: Rotated Component Matrix for Natural Disaster Activities**

Natural Disasters	Component	
	1	2
<b>Contributing in the form of cash to support the victims</b>	<b>.851</b>	-.116
Jointly organizes charitable programs to collect funds for victims of natural disasters	.827	.179
<b>Provides services that enable the users to donate to a public fund</b>	.029	<b>.987</b>
a. Rotation converged in 3 iterations.		

The dimension 'CSR Activities-Natural Disasters' comprises 3 behavioral statements. Out of the 3 statements, 2 statements contribute more towards the telecom companies involvement in external CSR activities related to natural disasters. The statements are (1) Contributing in the form of cash to support the victims (2) Provides services that enable the users to donate to a public fund explains that the above two factors leads to the drastic changes. Based on the Eigen values, the 2 statements accounted for 80.992percent of the variance in the original 3 statements. The remaining 1statement contribute minimum towards telecom companies involvement in external CSR activities related to natural disasters (i.e) 19.008 percent of the variance.

### Charity Oriented Activities

**Table 7: Rotated Component Matrix for Charity Oriented Activities**

Charity	Component	
	1	2
<b>Contributing money for personal, community and organizational welfare</b>	<b>.950</b>	.080
Developing public infrastructure such as buildings, schools, libraries etc.	-.037	.833
<b>Building play grounds or sport yards for the local community</b>	-.030	<b>.856</b>
Donation to certain families to build houses in urban areas	.320	.340
Sponsors the treatment for certain types of chronic diseases	.949	.061
Adopting orphanages and charity homes to provide basic human needs	.599	-.083
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The dimension 'Charity oriented CSR activities' comprises 6 behavioral statements. Out of the 6 statements, 2 statements contribute more towards the telecom companies involvement in external CSR activities related to charity. The statements are (1) Contributing money for personal, community and organizational welfare (2) Building play grounds or sport yards for the local community explains that the above two factors the telecom companies giving more importance. Based on the Eigen values, the 2 statements accounted for 63.827percent of the variance in the original 6 statements. The remaining 4 statements contribute minimum towards telecom companies involvement in external CSR activities related to charity (i.e) 36.173 percent of the variance.

**Products/Services**

**Table 8: Rotated Component Matrix for Products/Services Oriented Activities**

Products/Services	Component	
	1	2
<b>Adopts the reasonable healthiest technology with the latest innovation models to increase user compatibility</b>	<b>.962</b>	-.048
Conducts all necessary tests on the radiation frequency interference to reduce the internal and external disturbance	.686	.148
Forms a special team for products or packages offered to respond to any feedback from the market e.g. subscribers' complaints	.956	-.063
<b>Manufacture new innovative models that minimize the possibility of distraction to the users in the long term</b>	.020	<b>.991</b>
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The dimension 'CSR activities-Products/Services' comprises 4 behavioral statements. Out of the 4 statements, 2 statements contribute more towards the telecom companies involvement in external CSR activities related to Products/services. The statements are (1) Adopts the reasonable healthiest technology with the latest innovation models to increase user compatibility (2) Manufacture new innovative models that minimize the possibility of distraction to the users in the long term explains that the above two factors the telecom companies giving more importance. Based on the Eigen values, the 2 statements accounted for 82.978percent of the variance in the original 4 statements. The remaining 2 statements contribute minimum towards telecom companies involvement in external CSR activities related to Products/services (i.e) 17.022 percent of the variance.

**Factor Analysis - Mobile Telecommunications' Involvement in CSR**

**Table 9: Rotated Component Matrix for Beneficiary Activities**

Benefits	Component			
	1	2	3	4
<b>Increase long term profitability and sustainability of the company</b>	.022	<b>.705</b>	-.024	.131
Better advertising strategy	.087	.690	-.039	-.186
Improves business opportunities	.410	.369	.053	-.184
<b>Reduce external environment pressures</b>	<b>.948</b>	.063	.131	-.004
Improves corporate image	.028	.620	.205	.119
Maximizes the company shareholder's value	.957	.025	.086	.048
Improves the financial performance and lower the operating costs.	.214	.388	-.037	-.445
<b>Promotes the company's corporate fairness, transparency and accountability</b>	-.013	-.024	<b>.852</b>	-.088
Create shared value for society and shape a sustainable future.	.227	.114	.626	.126
<b>Gain a strong customer basis</b>	.080	.148	.013	<b>.880</b>
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

The dimension 'Benefits of mobile telecommunications' involvement in CSR' comprises 10 behavioral statements. Out of the 10 statements, 4 statements contribute more towards the benefits of Telecom Company's involvement in CSR. The statements are (1) Reduce external environment pressures (2) Increase long term profitability and sustainability of the company(3)Promotes the company's corporate fairness, transparency and accountability (4) Gain a strong customer basis explains that the above four factors are providing maximum benefits to the company's engagement in CSR. Based on the



Eigen values, the 4 statements accounted for 60.682percent of the variance in the original 4 statements. The remaining 6 statements contribute minimum benefits towards Telecom Company’s involvement in CSR activities (i.e) 39.318 percent of the variance.

### Barriers

**Table 10: Rotated Component Matrix for Barriers in Telecom Sector’s Involvement**

Barriers	Component	
	1	2
Lack of human resources	.961	.098
<b>Lack of time</b>	-.004	<b>.763</b>
Lack of interest	.118	.714
<b>Lack of support from top management</b>	<b>.962</b>	.039
Unavailability of facilities	.132	.533
Limited fund allocation	.453	.364
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The dimension ‘Barriers of mobile telecommunications’ involvement in CSR’ comprises 6 behavioral statements. Out of the 6 statements, 2 statements contribute more towards the barriers of Telecom Company’s involvement in CSR. The statements are (1) Lack of support from top management (2) Lack of time explains that the above two factors are the major barriers of the company’s engagement in CSR. Based on the Eigen values, the 2 statements accounted for 60.063percent of the variance in the original 4 statements. The remaining 4 statements contribute minimum constraints towards Telecom Company’s involvement in CSR activities (i.e) 39.937 percent of the variance.

### Correlation Analysis

#### Overall Satisfaction of External CSR Activities

**Null hypothesis H0:** There is no significant relationship between the overall satisfaction of external CSR activities.

**Alternative hypothesis H1:** There is a significant relationship between the overall satisfaction external CSR activities.

**Table 16: Correlation Analysis**

Correlation Analysis			Overall Satisfaction of External CSR Activities					
			Environment	Community	Natural Disasters	Charity	Products/ Services	
<b>Overall Satisfaction of External CSR Activities</b>	Environment	Pearson Correlation	1	.329**	.233**	.189**	.229**	
		Sig. (2-tailed)		.000	.001	.007	.001	
	Community	Pearson Correlation	.329**	1	.227**	.189**	.289**	
		Sig. (2-tailed)	.000		.001	.007	.000	
	Natural Disasters	Pearson Correlation	.233**	.227**	1	.403**	.249**	
		Sig. (2-tailed)	.001	.001		.000	.000	
	Charity	Pearson Correlation	.189**	.189**	.403**	1	.255**	
		Sig. (2-tailed)	.007	.007	.000		.000	
	Products/Services	Pearson Correlation	.229**	.289**	.249**	.255**	1	
		Sig. (2-tailed)	.001	.000	.000	.000		
	**. Correlation is significant at the 0.01 level (2-tailed).,List wise N=200							

### Inference

It is inferred that there is a correlation found between overall satisfactions of external CSR activities since the significant two tailed test for the external CSR activities are less than 0.01 and hence the null hypothesis is rejected.



### 1.6 Suggestions

- The telecom companies can show betterment in enhancing the quality of products or services to the society. The transparency of business operations to a certain extent can be improved to the employees by developing code of ethics.
- The telecom companies should still more focus themselves in conducting all necessary tests on the radiation frequency interference to reduce the internal and external disturbances.
- The telecom companies can show initiatives in forming a special functional team to respond immediately to public feedback from the market products or packages offered by them.
- The fund allocation of telecom companies for external CSR activities can be improved better when compared to the internal CSR activities.
- The telecom companies can develop new incentive structures for best performing employees in CSR activities, since it creates a positive relationship between the company and the employees.
- In order to be a leading mobile telecommunication provider, each firm must be fully aware and sensitive to the impact of the economic, legal and social factors.

### 1.7 Conclusion

The lack of CSR indicators for the telecommunication sector triggered the interest to develop a system of CSR categories and indicators where each company could assess the CSR performance. All mobile companies showed satisfactory involvement in five main categories of CSR, namely environmental concerns, community, Natural disasters, Charity oriented activities, Products/Services. The telecom industry is well aware of the fact that business strategies are utilized by all organizations at some level. But sustainable management strategies need to be the guiding principles for corporations, and area requirement for those seeking to become socially responsible Overall, it can be concluded that the Indian telecom sector have high initiative in CSR activities with several constructive motives.

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