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CORPORATE SOCIAL RESPONSIBILITY AND PERFORMANCE OF TELECOMMUNICATION FIRMS IN KENYA

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ABSTRACT

The purpose of this study was to examine the influence of corporate social responsibility on performance of telecommunication firms in Kenya. Specifically, the study examined the influence of philanthropic responsibility and social responsibility on performance of telecommunication firms in Kenya. The study was informed by the resource-based theory, stakeholder theory, and resource-advantage theory. The study employed the correlational cross-sectional survey research design to test noncausal relationship between the study variables without the researcher controlling any of them. The target population consisted of the 190 managers of the 37 telecommunication firms in Kenya. The proportionate stratified random sampling technique was used to select a sample size of 129 managers from a target population of 190 managers of the 37 telecommunication firms in Kenya. A self-administered structured survey questionnaire was used to collect primary data. A cross-sectional survey-based approach was used to collect primary data. The study utilized the drop and pick method. The collected data was coded, edited and entered into the Statistical Package for Social Sciences (SPSS) version 26 to create a data sheet that was used for statistical analysis. The descriptive statistics were used to compute, summarize the data in respect to each variable and describe the sample's characteristics. The correlation results indicated that philanthropic responsibility and social responsibility had positive and significant relationship with the performance of telecommunication firms in Kenya. The regression results indicated that philanthropic responsibility and social responsibility had positive and significant influence on the performance of telecommunication firms in Kenya. The study recommends that managers and practitioners should consider a holistic reassessment and implementation of the corporate social responsibility to foster the performance of telecommunication firms. The policymakers should consider initiating a review of the existing policies to motivate the managers and practitioners to consider a holistic reassessment and implementation of the corporate social responsibility to foster the performance of telecommunication firms. Future research should examine the influence of corporate social responsibility on firm performance with corporate culture as a moderator in other sectors or contexts.

Key word: *Corporate Social Responsibility, Philanthropic Responsibility, Social Responsibility, Firm Performance, Kenya*

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INTRODUCTION

The telecommunication industry plays a crucial role in fostering the economic growth and prosperity of the global economy. It plays a crucial role in the development of economies of various countries (Ngugi & Murugi, 2022). The telecommunication industry is one of the integral economic drivers in the modern world with a huge contribution in leverage of communication and technology (Njoroge & Kyalo, 2023). It is very significant in the expansion of the Kenyan economy (Mutheu, 2023; Wambu & Wamwayi, 2025). However, telecommunication companies in Kenya are experiencing stiff competition in the provision of both data and voice services (Gachigo, 2024a; Gitonga, Kariuki, & Kimani, 2023). While some of the telecommunication firms have been recording increasing profits, others are recording declining profits (Mutheu & Mwasiaji, 2023). The telecommunication industry's contribution to GDP declined from 1.5 percent (%) in 2017, to 1.2 percent in 2020 and 1.1 percent in 2021, implying a challenge in the performance of the companies in the industry (Njoroge, 2024).

The telecommunication industry has been instrumental in contributing to the country's economy. In Kenya, the telecommunications industry has had substantial expansion over the years as evidenced by growth in the number of telecommunication operators, coupled with a rapid rise in the number of customers (Njoroge & Kyalo, 2023). The performance of telecommunication companies is paramount to its sustainability (Mbakpenev, Nwala, & Andah, 2025). However, the telecommunication industry has been facing a decline in performance in the recent past orchestrated by increased dynamisms and uncertainties in the operating environment (Gitonga, Kariuki, & Kimani, 2025; Mutheu & Mwasiaji, 2023; Njoroge, 2024). In Kenya, the telecommunication industry is faced with a number of challenges that includes low subscription among customers, low quality infrastructure, poor connectivity in some parts of the country among others (Gachigo, 2024b). Many telecommunication companies have been facing declining performance evidenced by low profits and high losses (Ngugi & Murugi, 2022). The telecommunication industry has been dominated by one company, while the other industry players have been recording a decline in their overall market share over the years (Wambu & Wamwayi, 2025).

Globally, the telecommunications industry is increasingly integrating corporate social responsibility (CSR) as a crucial element for enhancing performance and ensuring long-term stability. CSR involves organizations proactively initiating actions that positively impact host communities, environments, employees, stakeholders, and society (Ogbor, Bello, & Idenedo, 2023). CSR provides a predictive view of the firm by engaging directly with communities, competitors, suppliers, regulators, and customers (Ariyo, 2023). However, a lack of understanding among managers about CSR further impedes its implementation, resulting in stakeholders and organizations having insufficient information regarding the relevance of CSR in their contexts (Martins, Taiwo, & Perpetual, 2024). Although various stakeholders advocate for CSR adoption in developing nations, many firms lack sufficient knowledge to effectively implement these practices (Martins, Amram, & Uzoma Heman, 2025).

Statement of the Problem

Despite its crucial role in fostering the ongoing growth and prosperity of the global economy, there are many challenges facing the telecommunication industry in Kenya. The telecommunication industry's contribution to GDP declined from 1.5 percent (%) in 2017, to 1.2 percent in 2020 and 1.1 percent in 2021, implying a challenge in the performance of the companies in the industry (Njoroge, 2024). Many telecommunication companies have been facing declining performance evidenced by low profits and high losses (Gachigo, 2024b Ngugi & Murugi, 2022). The telecommunication industry has been dominated by one company, while the other industry players have been recording a decline in their overall market share over the years (Gachigo, 2024a; Wambu & Wamwayi, 2025). The telecommunication industry has been facing a decline in performance in the recent past orchestrated by increased dynamisms and uncertainties in the operating environment (Gitonga *et al.*, 2025). While some of the telecommunication firms have been recording increasing profits, others are recording declining profits (Mutheu & Mwasiaji, 2023).

The telecommunications industry is increasingly integrating CSR as a crucial element for enhancing performance and ensuring long-term stability. However, a lack of understanding among managers about CSR further impedes its implementation, resulting in stakeholders and organizations having insufficient information regarding the relevance of CSR in their contexts (Martins *et al.*, 2024). While various stakeholders advocate for CSR adoption in developing nations, many firms lack sufficient knowledge to effectively implement these practices (Martins, Amram, & Uzoma Heman, 2025). The relationship between CSR and firm performance is often debated, with research yielding mixed results (Akhter & Hassan, 2024; Chopra, Singh, Debnath, & Quttainah, 2024). Some studies suggest a positive link, while others find no significant impact or even a negative relationship.

Research Objectives

The general objective of this research was to examine the influence of corporate social responsibility on performance of telecommunication firms in Kenya. The specific objectives were;

- To determine the influence of philanthropic responsibility philanthropic responsibility on performance of telecommunication firms in Kenya.
- To assess the influence of social responsibility on performance of telecommunication firms in Kenya.

In this research, two null hypotheses were tested.

- $H_0$1: Philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya.
- $H_0$2: Social responsibility has no significant influence on performance of telecommunication firms in Kenya.

LITERATURE REVIEW

Theoretical Framework

The theoretical framework was guided by the resource-based theory, stakeholder theory and resource-advantage theory of competition.

Resource-Based Theory

The resource-based theory (RBT) of the firm (Wernerfelt, 1984; Barney, 1991) provides a framework for understanding how a firm's unique resources and capabilities can be a source of sustained competitive advantage (Alkaraan *et al.*, 2024). The RBT of the firm (Penrose, 2009) suggests that a firm's distinctive resources, which are valuable, rare, inimitable, and non-substitutable (VRIN) can encompass tangible assets, intangible assets, human capital, organizational capabilities, and other strategic assets that are unique to a firm (Barney, Ketchen Jr, & Wright, 2021). The RBT of the firm (Barney, 1991; Peteraf & Barney, 2003) emphasizes that a firm's VRIN resources can enable the firm to achieve superior performance and outperform competitors (Utami & Alamanos, 2022). Therefore, the RBT of the firm provides a relevant theoretical framework to explain influence of corporate social responsibility on performance of telecommunication firms in Kenya.

The RBT of the firm is an influential approach in strategic management. The RBT explores heterogeneity in performance across firms through the lens of VRIN resource advantages, and the organization for exploiting their potential (Bosman, 2024). The RBT provides an essential framework to explain and predict the fundamentals of a company's performance and competitive advantage (Barney *et al.*, 2021). Therefore, the RBT of the firm provides a relevant theoretical framework to explain influence of philanthropic responsibility and social responsibility on performance of telecommunication firms in Kenya. Drawing from the theoretical underpinnings of the RBT, Mathu *et al.* (2024) examined the influence of competitive strategies on the performance of escalator and elevator firms in Kenya.

Stakeholder Theory

Stakeholder theory (Freeman &Phillips, 2002; Freeman, 2004; Friedman, 2007) focuses on organizational management ethics, addressing the principles and values involved in managing an organization (Martins *et al.*, 2024). The stakeholder theory recognizes stakeholders as groups interested in a company's activities. Stakeholders refer to any group or individual that can affect or be affected by the achievement of an organization's objectives (Martins *et al.*, 2025). The stakeholder theory suggests that CSR centers on accountability of an enterprise or organization for its impact on all relevant stakeholders (Ogbor *et al.*, 2023). Therefore, the stakeholder theory provides a relevant theoretical framework to explain influence of corporate social responsibility on performance of telecommunication firms in Kenya.

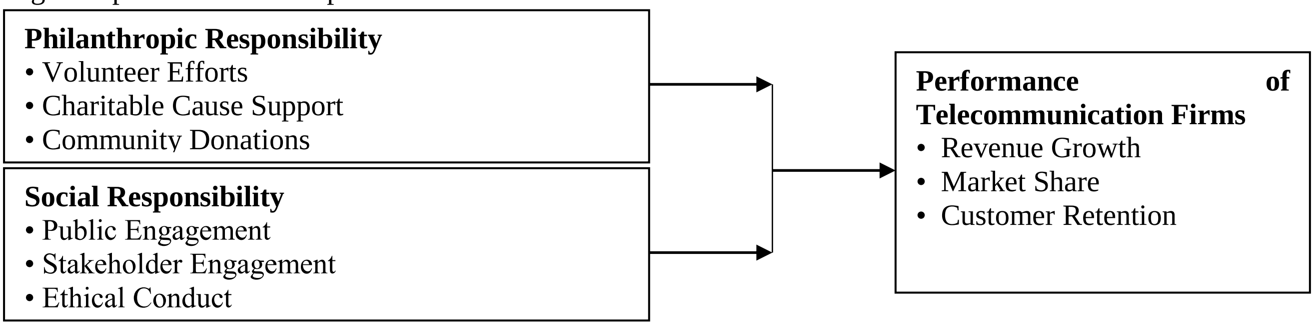
Resource-Advantage Theory

The resource-advantage (RA) theory of competition (Hunt & Davis, 1995; Hunt & Davis, 2008) is a general theory of competition that challenges the foundations and assumptions of the neoclassical theory of perfect competition (Davis & McCarthy-Byrne, 2022; Jallow, 2024). The RA theory of competition (Hunt & Davis, 2000; Hunt & Davis, 2012; Penrose, 1959) posits that competition is a dynamic, evolutionary process wherein firms pursue comparative advantages in resources to secure marketplace positions of competitive advantage that yield superior financial performance (Arnett, 2024; Setiawan, Wahyuni, Wiedayanti, & Nastiti, 2024). Therefore, the RA theory provides a relevant theoretical framework to explain influence of corporate social responsibility on performance of telecommunication firms in Kenya. The RA theory of competition highlights the competition for comparative advantage in resources that underlie the competitive strategies of firms, their competitive advantage(s) in the marketplace, and financial performance (Varadarajan, 2023).

The RA theory proposes that the external factors such as societal resources, societal institutions, and public policy along with actions by competitors, consumers, and suppliers can enhance, neutralize, or eliminate the contribution of a firm's resources to value creation (Jallow, 2024). The RA theory of competition suggests that feedback loops signal the firm's position of competitive advantage, spur organizational learning, and motivate innovation in the continuous struggle for competitive advantage (Davis & McCarthy-Byrne, 2022). The RA theory combines the concepts of the heterogeneous demand theory and the resource-based view of the organization (Arnett, 2024). The RA theory of competition explores heterogeneity in performance through the lens of a firm's comparative advantage in resources and competitive advantage in the marketplace (Setiawan *et al.*, 2024; Varadarajan, 2023). Therefore, the RA theory provides a relevant theoretical framework to explain influence of philanthropic responsibility and social responsibility on performance of telecommunication firms in Kenya.

Conceptual Framework

The conceptual framework demonstrates that firm performance is conceptualized as the dependent variable. Figure 1 presents the conceptual framework.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

METHODOLOGY

Research Philosophy

The research was guided by the positivist research philosophy which regards the world as made up of observable and measurable facts and assumes that there is an objective reality out there. The positivist research philosophy regards the world as made up of observable and measurable facts and assumes that there is an objective reality out there (Ma & Xie, 2023).

Research Design

Drawing from the quantitative non-experimental research methodology, the research utilized the correlational cross-sectional survey research design to examine the non-causal relationship between study variables. The design was appropriate for collecting data once from many individuals at a single point in time to test statistical relationships between two or more variables without the researcher controlling or manipulating any of them (Gamage, 2025; Kalhotra & Singh, 2025).

Target Population

The target population consisted of the 190 managers of the 37 telecommunication firms in Kenya. In Kenya, there were 190 managers in the public relations, finance, marketing and operations departments of the 37 licensed telecommunication firms as per the Communication Authority of Kenya's (2024) data base as at 31st December, 2024. The senior managers were drawn from the public relations department, finance department, marketing department and human resource management department. The unit of observation consisted of the senior manager, while the unit of analysis consisted of the telecommunication firm. Table 1 presents the target population.

Table 1: Target Population

Strata	Target Population	Percentage
Public Relations	53	25.0%
Finance	40	25.0%
Marketing	46	25.0%
Operations	51	25.0%
Total	**190**	**100.0%**

Source: The Communication Authority of Kenya (CAK, 2024)

Sampling Frame

Sampling frame is the complete and correct list of population constituency of a given population (Khan & Mohsin Reza, 2022). The sampling frame for the study consisted of the list of the 37 telecommunication firms in Kenya. The sampling frame was as per the Communication Authority of Kenya's (2024) data base as at 31st December, 2024.

Sample Size

The Yamane (1967) formula was used to calculate sample size at 95% confidence level and 5% significance level to ensure that the sample size was truly reflective of the target population.

Where:

n = Sample Size;

N = Target Population;

e = Margin of Error

For the target population of the 190 managers of the 37 telecommunication firms in Kenya, the minimum recommended sample size was calculated as:

$$n = \frac{190}{1+190\,(0.05)^2} = 128.81 = 129$$

Therefore, the minimum recommended sample size consisted of 129 managers of the 37 telecommunication firms in Kenya. Table 2 presents the sample size.

Table 2: Sample Size

Strata	Target Population	Percentage
Public Relations	53	36
Finance	40	27
Marketing	46	31
Operations	51	35
Total	**190**	**129**

Source: The Communication Authority of Kenya (CAK, 2024)

Sampling Techniques

The proportionate stratified random sampling technique was utilized to select a sample size of 129 managers from a target population of 190 managers of the 37 telecommunication firms in Kenya.The choice of the proportionate stratified random sampling technique was justified by the heterogeneous target population (Hiebl, 2023). The proportionate stratified random sampling is a probability sampling technique in which each stratum is given equal chance to be selected randomly in to the sample (Leavy, 2022).

Data Collection Methods

Primary data was collected using a self-administered structured survey questionnaire. The data collection method was appropriate. The choice of the self-administered structured survey questionnaire was justified by its ability to collect a large amount of information in a reasonably quick span of time (Dubey & Kothari, 2022; Koetsenruijter & Wensing, 2023).

Data Collection Procedures

A cross-sectional survey-based approach was employed for the collection of primary data. The choice of the cross-sectional survey-based approach was justified by its ability to permit the fast collection of primary data from many different individuals at a single point in time. The cross-sectional survey-based approach facilitates the collection of data from many different individuals at a single point in time (Leavy, 2022). With the help of 3 research assistants, the researcher utilized the drop and pick method to hand deliver the survey questionnaire a random sample of 129 managers of the 37 telecommunication firms in Kenya. A continuous follow up on responses was made by the researcher and research assistants.

Pilot Study

A pilot study was conducted to test the validity and reliability of the constructed survey questionnaire. The pilot study involved a pilot trial sample size of 13 managers of the 37 telecommunication firms in Kenya. The pilot trial sample size represented 10% of the study's sample size. A common rule of thumb is to use a sample size of 10 to 20% of your full-scale survey sample size (Alkhamra, Al-Omari, & Hani, 2023; Bujang, Omar, Foo, & Hon, 2024). However, the participants in the pilot study were not be part of the main survey.

Data Processing and Analysis

The collected data was checked for accuracy, completeness and consistency. The data was coded, edited, and entered into the Statistical Package for Social Sciences (SPSS) version 26 to create a data sheet that was used for analysis. The descriptive statistics and inferential statistics were used for data analysis. The descriptive statistics were used to compute, summarize the data in respect to each of the study variables and describe the sample's characteristics. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. A multiple linear analysis was performed with performance of telecommunication firms as the dependent variable and philanthropic responsibility and social responsibility as the predictor variables.

Model Specification

The multiple linear regressions model was specified as:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ ……………………………………….…. Model 1

Where:

Y = Performance of Telecommunication Firms

β_0 = Constant Term

$\beta_1 - \beta_2$ = Regression coefficients to be estimated

X_1 = Philanthropic Responsibility

X_2 = Social Responsibility

ε = Stochastic Error Term

Hypotheses Testing

In this research, 2 null hypotheses were tested at 5% level of significance ($\alpha = 0.05$; $t = 1.960$) to statistically help draw acceptable and realistic inferences. Therefore, the decision rule was to reject the H_0i if the $P \leq 0.05$, and otherwise fail to reject the H_0i if the $P > 0.05$. Table 3 presents the hypotheses testing procedure.

Table 3: Hypotheses Testing

Hypotheses		Model	Hypotheses Testing	Decision Rule
H_01:	Philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya.	$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$ …. Model 3.1	Standard Multiple regression analysis	$H_01: \beta_1 = 0$ $H_11: \beta_1 \neq 0$ If the $P \leq 0.05$, reject the H_01. If the $P > 0.05$, fail to reject the H_01.
H_02:	Social responsibility has no significant influence on performance of telecommunication firms in Kenya.			$H_02: \beta_2 = 0$ $H_12: \beta_2 \neq 0$ If the $P \leq 0.05$, reject the H_02. If the $P > 0.05$, fail to reject the H_02.

FINDINGS

Response Rate

Out of the 108 survey questionnaires distributed for the main study, only 106 usable survey questionnaires were returned. Therefore, there was a valid response rate of 98.15%, which was sufficient for data processing and analysis. Existent literature posits that survey response rates of 80% or higher are needed if findings are to be considered generalizable (Ericson *et al.*, 2023). Table 4 presents the response rate results.

Table 4: Response Rate

Strata	Frequency	Percentage
Response	106	82.17%
Non-Response	23	17.83%
Total	**129**	**100.00%**

Correlation Results

The Pearson's product moment correlation analysis was performed to confirm or deny the relationships between the study variables. The correlation results indicated that philanthropic responsibility had a strong positive and significant relationship with the performance ($r = 0.736$, $p \leq 0.05$) of telecommunication firms in Kenya. The results showed that social responsibility had a strong positive and significant relationship with the performance ($r = 0.721$, $p \leq 0.05$) of telecommunication firms in Kenya. Table 5 presents the Pearson's product moment correlation results.

Table 5: Correlation Results

Variable		X_1	X_2	Y
Philanthropic Responsibility (X_1)	Pearson Correlation	1		
	Sig. (2-tailed)			
	n	106		
Social Responsibility (X_2)	Pearson Correlation	.538**	1	
	Sig. (2-tailed)	.000		
	n	106	106	
Performance of Telecommunication Firms (Y)	Pearson Correlation	.736**	.721**	1
	Sig. (2-tailed)	.000	.000	
	n	106	106	106

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

Multiple Regression Results

A standard multiple linear analysis was performed with firm performance as the dependent variable and philanthropic responsibility and social responsibility as the predictor variables.

Model Summary

From the model summary in table, it is clear that the value of coefficient of correlation (R) was 0.831, suggesting that there was a strong positive correlation between the corporate social responsibility and the performance of telecommunication firms in Kenya. The value of coefficient of determination (R^2) was 0.691, suggesting that the overall model as a whole (the model involving constant, philanthropic responsibility and social responsibility) was able to significantly predict and explain approximately 69.1% of the variance in the performance of telecommunication firms in Kenya. The value of the adjusted R^2 was 0.685, suggesting that the overall model as a whole (the model involving constant, philanthropic responsibility and social responsibility) significantly predicted and explained 68.5% of the variance in the performance of telecommunication firms in Kenya.

The value of the std. error of the estimate was 0.207, suggesting that there could be other factors not included in the model in the current study that could predict and explain the remaining 315% of the variance in the performance of telecommunication firms in Kenya. Therefore, there is in need for future research to discover the other corporate social responsibility not included in the model in the current study that also predict the remaining variance in the performance of telecommunication firms in Kenya. The value of the Durbin-Watson test was 2.122, falling within the optimum range of 1.5 to 2.5, suggesting that there was no severe autocorrelation detected in the in the residual values in the datasets. Generally, Durbin-Watson statistics falling within the optimum range of 1.5 to 2.5 indicates that there is no severe autocorrelation detected in the in the residual values in the datasets (Hair *et al.*, 2021). Table 6 presents the model summary results.

Table 6: Model Summary[b] Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.831[a]	.691	.685	.207	2.122

a. Predictors: (Constant), Social Responsibility (X_2), Philanthropic Responsibility (X_1)
b. Dependent Variable: Performance of Telecommunication Firms (Y)

Analysis of Variance

From the ANOVA table, the overall model as a whole (the model involving constant, philanthropic responsibility and social responsibility), achieved a high degree of fit, as reflected by $R^2 = 0.691$, adj. $R^2 = 0.685$, $F\ (2, 103) = 114.916$, $p \leq 0.05$. The null hypothesis was that the linear combination of predictor variables (philanthropic responsibility and social responsibility) was not able to significantly predict the performance of telecommunication firms in Kenya. However, the alternative hypothesis was that the linear combination of predictor variables (philanthropic responsibility and social responsibility) was able to significantly predict the performance of telecommunication firms in Kenya. The results showed that the linear combination of predictor variables (philanthropic responsibility and social responsibility) significantly predicted the performance of telecommunication firms in Kenya. The null hypothesis was rejected in favor of the alternative hypothesis. Therefore, the decision was that the linear combination of predictor variables (philanthropic responsibility and social responsibility) significantly predict the performance of telecommunication firms in Kenya. Table 7 presents the ANOVA results.

Table 7: ANOVA[a] Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.893	2	4.947	114.916	.000[b]
	Residual	4.434	103	.043		
	Total	14.327	105			

a. Dependent Variable: Performance of Telecommunication Firms (Y)
b. Predictors: (Constant), Social Responsibility (X_2), Philanthropic Responsibility (X_1)

Multiple Regression Coefficients

From the coefficients table, when the unstandardized regression coefficients (B) were substituted to the multiple regression model specified for the study, the final predictive equation was:

$Y = 1.864 + 0.283X_1 + 0.246X_2$

The final predictive equation suggested that holding all factors in to account constant (philanthropic responsibility and social responsibility), constant at zero, the performance of telecommunication firms would be 1.864 in Kenya. The final predictive equation suggested that with all other factors held constant, a unit increase in philanthropic responsibility would lead to 0.283 unit increase in the performance of telecommunication firms in Kenya. Additionally, the final predictive equation suggested that with all other factors held constant, a unit increase in social responsibility would lead to 0.246 unit increase in the performance of telecommunication firms in Kenya. Based on the magnitude of the unstandardized regression coefficients (B) of the independent variables, philanthropic responsibility was the best predictor of the variance in the performance of telecommunication firms in Kenya.

The multiple regression results indicated that philanthropic responsibility had a positive and significant influence on the performance of telecommunication firms in Kenya ($\beta_1 = 0.490$; $t = 7.542$; $p \leq 0.05$) in

Nairobi County, Kenya. The regression results indicated that social responsibility had a positive and significant influence on the performance of telecommunication firms in Kenya ($\beta_2 = 0.457$; $t = 7.036$; $p \leq 0.05$) in Nairobi County, Kenya. Table 8 presents the multiple regressions coefficients results.

Table 8: Multiple Regression Coefficients[a] Results

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.864	.133		13.971	.000		
	Philanthropic Responsibility (X_1)	.283	.037	.490	7.542	.000	.763	1.310
	Social Responsibility (X_2)	.246	.035	.457	7.036	.000	.711	1.406

a. Dependent Variable: Performance of Telecommunication Firms (Y)

Hypotheses Test Results

In this research, two null hypotheses were tested. The H_01 and H_02 were tested at 5% level of significance, $\alpha = 0.05$, $t = 1.960$, and 95% confidence level to statistically help draw acceptable and realistic inferences. Therefore, the decision rule was to reject the H_0i if the $P \leq 0.05$, and otherwise fail to reject the H_0i if the $P > 0.05$.

Hypothesis One Test Results

The H_01 predicted that philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya. The decision rule was to reject the H_01 if the $\beta_1 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_01 if the $\beta_1 = 0$, $t < 1.960$, $P > 0.05$. The regression results indicated that philanthropic responsibility had a positive and significant influence on the performance of telecommunication firms ($\beta_1 = 0.490$; $t = 7.542$; $p \leq 0.05$) in Nairobi County, Kenya. Therefore, the decision was to reject the H_01, and then conclude that philanthropic responsibility has a significant influence on performance of telecommunication firms in Kenya.

Hypothesis Two Test Results

The H_02 predicted that social responsibility has no significant influence on performance of telecommunication firms in Kenya. The decision rule was to reject the H_02 if the $\beta_2 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_02 if the $\beta_2 = 0$, $t < 1.960$, $P > 0.05$. The regression results indicated that social responsibility had a positive and significant influence on the performance of telecommunication firms ($\beta_2 = 0.457$; $t = 7.036$; $p \leq 0.05$) in Nairobi County, Kenya. Therefore, the decision was to reject the H_02, and then conclude that social responsibility has a significant influence on performance of telecommunication firms in Kenya. Table 9 presents the hypotheses test results.

Table 9: Hypotheses Test Results

Hypothesis	β	t	Sig.	Decision
H_01: Philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya.	.490	7.542	.000	Reject the H_01
H_02: Social responsibility has no significant influence on performance of telecommunication firms in Kenya.	.457	7.036	.000	Reject the H_02

Discussions

The purpose of this quantitative correlational research was to examine the influence of corporate social responsibility on the performance of telecommunication firms in Kenya. Specifically, the research sought to examine the influence of philanthropic responsibility and social responsibility on the performance of telecommunication firms in Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that the corporate social responsibility had positive and significant relationship with performance of telecommunication firms in Kenya. A standard multiple linear analysis was performed with performance of telecommunication firms in Kenya as the dependent variable and philanthropic responsibility and social responsibility as the predictor variables. The regression results showed that the corporate social responsibility had positive and significant influence on the performance of telecommunication firms in Kenya. The findings were consistent with the results of past studies (Alghizzawi *et al.*, 2022; Al-Shammari *et al.*, 2022; Sameer, 2021; Katenova & Qudrat-Ullah, 2024).

The first specific objective was to determine the influence of philanthropic responsibility on the performance of telecommunication firms in Kenya. The $H_0 1$ predicted that philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya. The Pearson's correlation results indicated that philanthropic responsibility had a positive and significant relationship with the performance of telecommunication firms in Kenya. The regression results showed that philanthropic responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. Therefore, the decision was to reject the $H_0 1$, and then conclude that philanthropic responsibility has a significant influence on performance of telecommunication firms in Kenya. The results were consistent with the results of previous studies (Ahmad *et al.*, 2025; Mataruka *et al.*, 2024). However, the results were inconsistent with the results of prior research (Alghizzawi *et al.*, 2022).

The second specific objective was to assess the influence of social responsibility on performance of telecommunication firms in Kenya. The $H_0 2$ predicted that social responsibility has no significant influence on performance of telecommunication firms in Kenya. The Pearson's correlation results indicated that social responsibility had a strong positive and significant relationship with performance of telecommunication firms in Kenya. The regression results showed that social responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. Therefore, the decision was to reject the $H_0 2$, and then conclude that social responsibility has a significant influence on performance of telecommunication firms in Kenya. The results were consistent with the results of previous studies (Alghizzawi *et al.*, 2022; Coelho *et al.*, 2023). However, the results were inconsistent with the results of prior research (Abia *et al.*, 2025).

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this quantitative correlational research was to examine the influence of corporate social responsibility on performance of telecommunication firms in Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that the corporate social responsibility had positive and significant relationship with performance of telecommunication firms in Kenya. A standard multiple linear analysis was performed with performance of telecommunication firms in Kenya as the dependent variable and philanthropic responsibility and social responsibility as the predictor variables. The regression results showed that the corporate social responsibility had positive and significant influence on the performance of telecommunication firms in Kenya.

The first specific objective was to determine the influence of philanthropic responsibility on the performance of telecommunication firms in Kenya. The $H_0 1$ predicted that philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya. The correlation results indicated that philanthropic responsibility had a positive and significant relationship with the performance of telecommunication firms in Kenya. The regression results showed that philanthropic responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. Therefore, the decision was to reject the $H_0$1, and then conclude that philanthropic responsibility has a significant influence on performance of telecommunication firms in Kenya.

The second specific objective was to assess the influence of social responsibility on performance of telecommunication firms in Kenya. The $H_0$2 predicted that social responsibility has no significant influence on performance of telecommunication firms in Kenya. The correlation results indicated that social responsibility had a strong positive and significant relationship with performance of telecommunication firms in Kenya. The regression results showed that social responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. Therefore, the decision was to reject the $H_0$2, and then conclude that social responsibility has a significant influence on performance of telecommunication firms in Kenya.

The purpose of this quantitative correlational research was to examine the influence of corporate social responsibility on performance of telecommunication firms in Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that the corporate social responsibility had positive and significant relationship with performance of telecommunication firms in Kenya. A standard multiple linear analysis was performed with performance of telecommunication firms in Kenya as the dependent variable and philanthropic responsibility and social responsibility as the predictor variables. The regression results showed that the corporate social responsibility had positive and significant influence on the performance of telecommunication firms in Kenya. Therefore, the conclusion was that corporate social responsibility significantly influence the performance of telecommunication firms in Kenya.

The first specific objective was to determine the influence of philanthropic responsibility on the performance of telecommunication firms in Kenya. The $H_0$1 predicted that philanthropic responsibility has no significant influence on performance of telecommunication firms in Kenya. The Pearson's correlation results indicated that philanthropic responsibility had a positive and significant relationship with the performance of telecommunication firms in Kenya. The regression results showed that philanthropic responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. The $H_0$1 was rejected, providing the empirical support for $H_1$1. Therefore, the first conclusion was that philanthropic responsibility has a significant influence on performance of telecommunication firms in Kenya.

The second specific objective was to assess the influence of social responsibility on performance of telecommunication firms in Kenya. The $H_0$2 predicted that social responsibility has no significant influence on performance of telecommunication firms in Kenya. The Pearson's correlation results indicated that social responsibility had a strong positive and significant relationship with performance of telecommunication firms in Kenya. The regression results showed that social responsibility had a positive and significant influence on performance of telecommunication firms in Kenya. The $H_0$2 was rejected, providing the empirical support for $H_1$2. Therefore, the second conclusion was that social responsibility has a significant influence on performance of telecommunication firms in Kenya.

The study provides interesting managerial recommendations. The study recommends that managers and practitioners should consider a holistic reassessment and implementation of corporate social responsibility to foster the performance of telecommunication firms. First, the study recommends that the managers and practitioners should consider a holistic reassessment and implementation of philanthropic responsibility to foster the performance of telecommunication firms. Second, the study recommends that the managers and practitioners should consider a holistic reassessment and implementation of social responsibility to foster the performance of telecommunication firms.

The study provides intriguing policy recommendations. The study recommends that the policy makers should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of corporate social responsibility to foster the performance of telecommunication firms. First, the study recommends that the policy makers should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of philanthropic responsibility to foster the performance of telecommunication firms. Second, the study recommends that the policy makers should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of social responsibility to foster the performance of telecommunication firms.

Limitations and Future Research

The research suggests interesting areas for further research. First, future research should examine the influence of corporate social responsibility on firm performance in other regions, sectors or contexts. Second, future research should examine the moderating influence of corporate culture on the relationship between corporate social responsibility and firm performance in other sectors, regions or contexts.

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