

Evaluation of CSR Performance of Sudanese Telecommunication Companies: A Case Study

Ahmed Zain Elabdin Ahmed

College of Business Administration, AUST-Fujairah Campus, Fujairah, UAE

Corporate social responsibility (CSR) has received a lot of attention in the last few decades, from the economic responsibility to generate profits, to the discretionary responsibility to meet extra activities that society finds desirable. Companies are under pressure from the stakeholders to engage in the line of social, environmental, and economical responsibilities. Until now, no research has been conducted on CSR performance using a dataset from the telecommunication industry in Sudan. Hence, this paper has investigated the strategic importance of CSR in a Sudan telecommunication company (Sudatel). In doing so, the paper has sought to understand whether the concept of CSR programs is featured in the company's culture and strategic plans or whether the management of the company is highly committed to CSR programs. Telecommunication companies are expanding in economic size. Considered as the largest industry in the world in terms of employment and the fastest growing area in business, there are many social and economic benefits and opportunities that can be created through investment in the telecommunication infrastructure, which has the potential to enhance sustainable development, especially for developing countries. To investigate this problem, a qualitative case study methodology is used to collect and analyze the data. Results indicate that the CSR concept is part of the company's strategic plan and given high commitment from the top management.

Keywords: corporate social responsibility (CSR), telecommunication industry, Sudatel Company, Sudan

Introduction

Business organizations have recognized that to face the challenges in the competitive business environment, new approaches of management concepts are required.

In the last few decades, the pressure toward the role of companies in serving the society in which they exist has increased.

In the current competitive global environment, the awareness of the importance of corporate social responsibility (CSR) has been increased and recognized as a strategic tool that enables firms to gain a competitive advantage (Drucker, 1984).

Many benefits have been realized by adopting CSRs by companies, such as improving reputation, trust, risk management, and community relationships (Herrmann, 2004). Understanding the importance of CSR, this study has examined the strategic role of CSR in Sudan using Sudatel as a case, in which no research has been conducted, and much of CSR research originated from contexts of the developed markets (Luken, 2006).

Ahmed Zain Elabdin Ahmed, Ph.D., College of Business Administration, AUST-Fujairah Campus, Fujairah, UAE.

Correspondence concerning this article should be addressed to Ahmed Zain Elabdin Ahmed, AUST-CBA-Fujairah Campus, P.O. Box 2202, Fujairah, UAE.

Hence, the main objective of this paper is to investigate the concepts of CSR in one of the leading telecom companies in Sudan. Sudatel Telecom Group (STG) is the first Sudanese company in the telecommunication industry. Since the foundation, STG has paid more than 36 million dollars for social responsibility activities to cover the needs in education, health, and water projects (Retrieved from www.sudatel.sd/en/Sudatel/section/?Topic=5182). This is the main reason why this study has selected STG to understand the drivers behind CSR plans used by the company.

Literature Review

CSR is regarded as one of the most dynamic perspectives that have received large controversy about its importance to business. Although a study by Friedman (1970) challenged the effectiveness of CSR, a recent study (Tiago & Garrido-Morgado, 2012) has proposed that CSR is a key driver for corporate reputation.

There is no agreement on the definition of CSR. There are a large number of different proposals of definitions of social responsibility (Carmen, 2005). Despite the numerous efforts to bring about a clear and unbiased definition of CSR, there are some confusions as to how CSR should be defined (Alexander, 2008).

The confusion toward CSR comes from the two extremes of its definition: One defined by Mc Williams and Siegel (2001), which is very narrow, stated that actions appear to further some social good, beyond the interests of the firm and which required by law; and the other, the broad definition proposed by Van Marrewijk (2003), stated that in general, corporate sustainability and CSR refer to company activities voluntary by demonstrating the inclusion of social and environmental concerns in business operation and in interactions. Alexander (2008) identified five dimensions that reflect the definitions of CSR. Table 1 shows the five dimensions and example phrases referring to CSR.

Table 1

CSR Five Dimensions

Dimensions	Example phrases
The environmental dimension	A cleaner environment
The social dimension	Contribute to better society
The economic dimension	Contribute to the economic development
The stakeholders dimension	Interaction with their stakeholders
The voluntariness dimension	Based on ethical values

The perception toward CSR has several impacts on managerial decision making according to the countries status, such as developed or developing or advanced countries. Gjørlberg (2009) argued that the country of origin matters to companies' CSR practices. Thus, there is a high likelihood that the differences would become even more pronounced if they were to compare from less developed countries.

In their article, Dobers and Halme (2009) concluded that this observation still raises an interesting question about the capacity of CSR contributions for developing and solving some pressing problems in the neediest part of the globe. While, the benefits behind CSR in developing countries are still limited in terms of human development (Kevin & Jean, 2013); however, the impact differs according to the strategy of implementation.

The study conducted on the "influence of national context on CSR implementation" by Patsy (2012) selected seven export garment manufacturers of varying size and business model in Sri Lanka. It was found that harnessing the local cultural context can support the progress of CSR implementation at the factory level in Sri

Lanka, the Buddhist philosophy provided by moral underpinning, and hence facilitated supplier engagement with CSR implementation.

The studies on developed countries (Mia & Nakib, 2013) argued that implementing the CSR principles in the EU and the USA demonstrates that companies in the developed countries use a mix of different strategies to incorporate CSR principles into their self-regulatory mechanisms. They concluded that strategies based on legal regulation are not foremost in this mix, rather in these countries, regulation-based strategies are meant to assist the non-legal drivers of CSR, although, the practice and implementation in other countries, such as Republic of Korea, may take different forms affected by the governmental regulatory legislations and policy. Lee and Kim (2014) found that governmental legislation and incentives can play an important role in CSR implementation and practice and they added that CSR practice is not static but is dynamic, with regulatory legislations and norms.

It has been argued by Kloppers (2013) that the governments are regarded as some of the most important driving forces behind the CSR agenda and as a result have a particularly important role to play in the creation of an enabling CSR environment, but there is no agreement among researchers on the drivers behind the CSR, for example, De Jongh (2009) mentioned that the environment and concern about global climate change are now in the top of the list of corporate citizenship issues in all nations. Countries share concern over a number of other issues, such as product safety and working conditions. Breitbarth, Hovemann, and Walzel (2011) summarized the business drivers behind the CSR in Table 2.

Table 2

Business Drivers Behind CSR

Improve image, reputation, and brand value
Risk management
Resource efficiency
Access to financial capital
Improve employee motivation and attractiveness as employer
Innovation, “new way of thinking”
Access to new markets
Counter political, legislative, and regulatory pressure
Build trust and legitimization
Relationship building/maintenance with stakeholder and partner
Passion organizational value and culture

Source: Breitbarth et al. (2011).

The perspective of managers toward CSR takes different forms. On one hand, Jamai and Sidani (2008) differentiated between two broad perspectives, the classical perspective that considers CSR as a burden on competitiveness and the modern perspective that views CSR as instrumental for business success; while on the other hand, Muller (2006) stated that perspectives differ based on multinational enterprises (MNEs), global CSR, or local CSR. Global CSR practice involves an efficient transmission through the organization worldwide, whereas local CSR perspective could be fragmented according to each country’s CSR standard.

Other debate on managers’ perspectives toward CSR focuses on the role of socially responsible managers, i.e., it should help in establishing CSR rules. Globerman (2011) argued that socially responsible managers should participate in setting the rules of the games by advising policy makers on how specific regulations and

laws can be structured, so that they most effectively condition the linkage between social objectives and profit maximization.

In contrast, other researchers have other views about CSR perspectives. In their study on CSR and access to finance, Beiting, Loannou, and Serafeim (2014) investigated whether superior performance on CSR strategies leads to better access to finance. They found that firms with better CSR performance face significantly lower capital constraints, furthermore, the interpretation of CSR, deeply affected by culture norms. According to Gjølborg (2009), cultural norms when combined with ongoing national political processes lead to a highly transformed concept of CSR.

Based on the above literature review, four hypotheses are developed to help understand how STG implements CSR:

H₁: Managers of STG perceive that the CSR concept is part of the company's strategic plan and given high commitment from top managers;

H₂: Managers of STG know that there is a direct relationship among implementation of CSR programs, profitability, marketing of product, and customer loyalty;

H₃: Implementation of CSR programs came in response to internal pressure more than external pressure;

H₄: Environment protection is given high concern and awareness in the STG's CSR programs.

Telecommunication Industry in Sudan

The greatest contribution to Sudanese economy comes from the telecommunication sector, which has seen very impressive development and attracted foreign investors (Abdulla Ali, 2007).

Table 3 illustrates the historical development and progress of the telecommunication sector in Sudan.

Table 3

Telecommunication Progress in Sudan

1859	Telecommunication introduced in Sudan (first telegraph link between Cairo and Sawaken)
1871-1873	Telegraph line reached Khartoum (small unit for post & telegraph)
1892-1903	First telephone exchange in Sudan (Eldaba & Khartoum)
1910-1971	The service was run by a government body known as posts & telegraphs
1971-1978	Telecommunication was separated from the postal service and run as a government department
1978-1993	Sudan Telecommunications Public Corp (STPC)
1993-1994	Privatization of telecommunication sector
1994-2001	National telecommunication council
2001	National Telecomm. Corporation (NTC) formed under <i>Telecommunication Act 2001</i>
1994	Sudan Telecom Co. (SUDATEL) started as an operator and service provider
1997	License issued to a cellular service provider, Sudanese Mobile Telephone Co. (MOBITEL)
1997	First ISP, Sudanese Internet Service Co. (Sudanet)
2001	First pre-paid service, Ashraaf International (Ashraaf com)
2003	License issued to the second mobile operator (Areeba)
2005	License issued to the second fixed operator (Canar)
2006	Sudatel launched its 3G-UMTS Network (Sudani)

Source: Retrieved from www.ntc.gov.sd.ph/info_report_annual_report.php.

Current Status

In 2012, the total investment in the telecommunication sector in Sudan accounted for \$6 billion, with a growth rate of 70% when compared with the 2% in 1995 (Retrieved from www.ntc.gov.sd.ph/info_report_annual_report.php).

Over the past two decades, the number of telecommunication companies in Sudan increased from one to five: three delivering mobile services (Zain, Sudani, and MTN) and the other two managing and delivering fixed network services (Thabit and Canar).

Table 4

Number of Subscribers in Sudanese Telecommunication Companies and Internet 2012-2013 (in Thousands)

Company name	2012	2013*	Growth rate
Sudatel Telecommunication Group (STG)	7,298	7,294	(0.1)
Thabit Fixed Line Company	79	95	20.7
Sudani Mobile Company	7219	7199	(0.3)
Zain	12,557	11,731	(6.6)
MTN	7,905	8,739	10.6
Canar	316	324	2.6
Broadband Internet subscribers	415	488	17.7
Normal Internet subscribers	28	28	0.0

Note. *Primary data. Source: Retrieved from www.cbos.gov.sd/en/sites/default/files/annual_report_e-2013-pdf.

STG comprises two companies: Thabit Fixed Line Company and Sudani Mobile Company. Sudatel's subscribers fell to 7,294 million in 2013 from 7,298 million in 2012, at a rate of 0.1%. An increase of 20.7% is for fixed lines and a decline of 0.3% is for mobile services. MTN's number of subscribers increased to 8,739 million in 2013, from 7,905 million in 2012, at a rate of 10.6%; while Canar Company's subscribers increased from 316,000 to 324,000 in 2013 at a rate of 2.6%. The broadband Internet subscribers rose from 415,000 to 488,000 in 2013 at a rate of 17.7%; while the number of subscribers to normal Internet services remained steady in 2012 and 2013.

Sudatel Telecom Group

STG was established in 1993 after the privatization of STPC. Since its foundation, STG has grown steadily from local to regional markets, setting a good example for the privatization policy. STG is the bridge for telecommunication movement among the Arab world, Africa, and the rest of the world (Retrieved from www.sudatel.sd/en/Sudatel/section/?Topic=5182).

STG offers various telecom services and keeps its competitive edge with other companies. STG's main services include provision of mobile services, fixed-line services, as well as carrier and wholesale services. The company provides services at 2G, 3G, and NGN technology levels. STG services are expanded into many cities and rural areas, achieving the widest coverage and most significant presence.

STG's CSR

Sudatel CSR philosophy is based on and influenced by the national culture (Islam), which states that Sudatel's concept of social responsibility is based upon a true Islamic vision—an integrated system for social rights defined by Islam for all people in wealth and money. A considerable amount of studies agreed on this mean that national culture does have an effect on how CSR plans are set up and what they contain (Ida, 2013; Sabir, Faroogi, & Shahnawaz, 2015; Liang, Marquis, Renneboog, & Sun, 2014; Orij, 2010; Lunenberg, 2014). Furthermore, the company added that “Sudatel has considerably contributed in realizing sustainable development, improved the living standards of its workers and their families as well as local communities and the society as a whole, and preserved the environment and has taken full commitment of communal service as a strategic option” (Retrieved from www.sudatel.sd/en/Sudatel/section/?Topic=5182).

Data and Methodology

The sample taken to examine the hypotheses of this paper consists of 73 managers from STG. Survey questionnaires reflecting all research areas have been used as an instrument for collecting data using a five-point Likert scale, ranging from strongly agree, agree, neutral, disagree, to strongly disagree to determine the response of the participant.

The first part of the questionnaire covers personal information, which includes four questions about gender, age, educational qualification, and managerial level. While the second part includes 29 questions regarding the opinion of the participant on CSR, grouped into six categories: The first category is designed to measure whether CSR exists in the company's concepts, strategies, philosophies, values, and commitment; the second category of this part concerns about the CSR implementation; the third category is the awareness and satisfaction of the company's managers toward CSR programs; the fourth category concerns the relationship among CSR implementation and customer loyalty, profitability, shareholders dividend, and product marketing; the fifth category examines the environmental dimension of CSR; and the sixth category regards the implications of CSR for human resource issues, such as job design, development of skills and talents, and justice and fairness.

The third part of questionnaire concerns ordering the topics of internal and external drivers behind CSR according to the participant's views, and ordering the main CSR programs according to their importance, as well as the (SGT) awareness and preservation of the environment. The participant scores on a five-point scale with "5" being "very low" and "1" very high.

The fourth part of the questionnaire is opened for the participant's suggestion on SGT's CSR implementation.

Data Analysis

A descriptive statistical method, such as SPSS, was used to analyze the data collected. To test the hypothesis Chi-square test was performed.

For examining whether CSR programs are featured in the company's culture strategic plans or whether the SGT management highly committed to CSR programs, hypotheses were evaluated.

Hundred questionnaires were distributed and 73 have been returned with 73% response rate.

Study Reliability

As a measure of internal consistency, Cronbach's alpha is used as a statistical tool to assess how reliably survey or test items that are designed to measure the same construct actually do so. It is widely employed, because it uses a great deal of information about the items in questions and their correlations (Alan, 1995). The reliability (Cronbach's alpha) of this instrument was acceptable at 0.85 based on the standardized item at 0.90 and the number of items at 49 indicates that the measuring instruments are capable of consistently measuring the same construct (Table 5).

Table 5

Reliability Statistics

Cronbach's alpha	Cronbach's alpha based on standardized items	No. of items
0.851	0.897	49

Table 6 shows that 52 of the participants (71.2%) are male, while 21 are female (28.8%). The majority of the participants were of the age group 41-50 (65.7%). Eleven participants were over 50 years of age (15%) and only 12 participants were in the 20-31 years category (16.4%).

As can be seen in Table 6, the large majority of participants (37, 50.7%) had a bachelor degree, 12 had higher diploma (16.4%), while the master degree participants were 15 (20.5%), and higher school 9 (12.3%).

Table 6 also shows that 42 of the participants (57.5%) held the title of first-line manager and among others only five (6.8%) were top managers and 26 (35.6%) were middle managers; the previous information also was illustrated in Figure 1.

Table 6

Descriptive Statistics of Data Collected

	Frequency	Percent
Gender		
Male	52	71.2
Female	21	28.8
Age		
20-31	12	16.4
32-40	22	30.1
41-50	26	35.6
Above 50	11	15.1
Education		
High school	9	12.3
Bachelor	37	50.7
Higher diploma	12	16.4
Master's	15	20.5
Management level		
Top management	5	6.8
Middle management	26	35.6
First line management	42	57.5

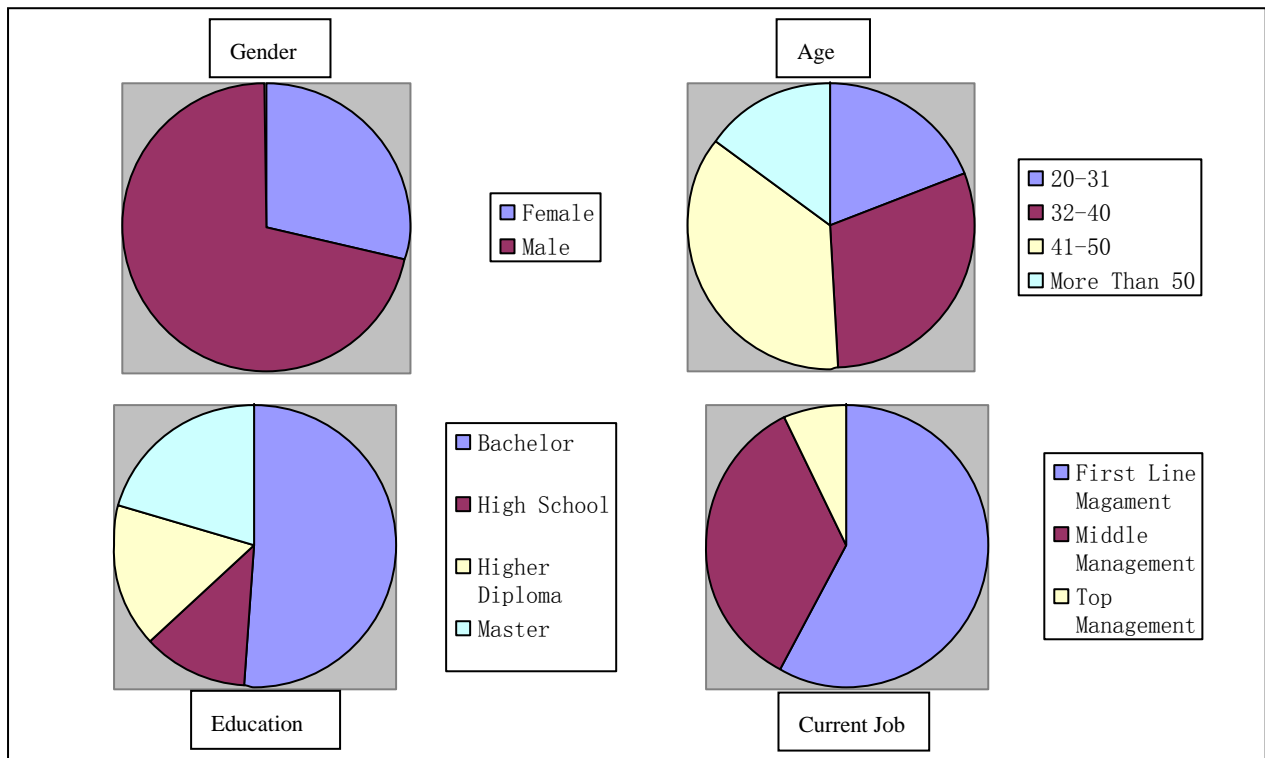


Figure 1. Descriptive statistics of data collected.

Chi-square test was used to measure the relationship between the STG and their perception toward the company's CSR practice. The results are shown in Table 7.

Table 7

The Relationship Between STG and Their Perception Toward the Company's CSR Practice

	Gender	Educational level	Job level
Question	Chi-square test p -value		
Q 2.1	0.708	0.317	0.038
Q 2.2	0.195	0.633	0.339
Q 2.3	0.447	0.372	0.190
Q 2.4	0.122	0.271	0.001
Q 2.5	6.220	0.419	0.036
Q 2.6	0.592	0.177	0.271
Q 2.7	0.665	0.732	0.050
Q 2.8	0.740	0.341	0.014
Q 2.9	0.431	0.888	0.047
Q 2.10	0.064	0.605	0.423
Q 2.11	0.466	0.369	0.887
Q 2.12	0.740	0.753	0.078
Q 2.13	0.473	0.360	0.029
Q 2.14	0.228	0.263	0.069
Q 2.15	0.172	0.470	0.235
Q 2.16	0.133	0.645	0.033
Q 2.17	0.393	0.389	0.626
Q 2.18	0.684	0.607	0.308
Q 2.19	0.308	0.027	0.254
Q 2.20	0.435	0.753	0.405
Q 2.21	0.128	0.165	0.223
Q 2.22	0.294	0.846	0.285
Q 2.23	0.005	0.328	0.004
Q 2.24	0.325	0.749	0.185
Q 2.25	0.284	0.523	0.939
Q 2.26	0.211	0.421	0.890
Q 2.27	0.227	0.362	0.848
Q 2.28	0.090	0.669	0.496
Q 2.29	0.923	0.482	0.772
Q 3.1.1	0.195	0.093	0.000
Q 3.1.2	0.772	0.498	0.529
Q 3.1.3	0.120	0.252	0.000
Q 3.1.4	0.058	0.890	0.022
Q 3.1.5	0.219	0.700	0.203
Q 3.2.1	0.181	0.012	0.001
Q 3.2.2	0.210	0.291	0.689
Q 3.2.3	0.080	0.170	0.000
Q 3.2.4	0.591	0.580	0.000
Q 3.2.5	0.363	0.195	0.000
Q 3.3.1	0.093	0.319	0.609
Q 3.3.2	0.659	0.624	0.351
Q 3.3.3	0.097	0.784	0.396
Q 3.3.4	0.454	0.580	0.765
Q 3.3.5	0.465	0.409	0.553

The results show that there was no significant difference among STG managers gender, age, educational level, and the company's CSR practice; for the management level, the result shows that there was significant difference between manager's level and their perception toward the company's (CSR) practice.

Respondents' views as to whether the concept of CSR programs are featured in the company's culture and strategic plans or whether the managements of the company are highly committed to CSR programs are shown in Table 8.

Table 8

The Views of STG Managers on CSR

Question	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
Corporate social responsibility (CSR) is part of the company's strategic plan.	30	53	6	11	0	100
There is a higher comment from top management toward implementation of CSR concepts.	51	32	6	12	0	100
CSR is considered as one of the values, concepts, philosophy, and culture of the company.	47	37	4	12	0	100
Implementation of CSR programs drives as a response to internal pressure.	19	9	8	29	35	100
Implementation of CSR was in response to external pressure.	11	18	11	22	38	100
Implementation of CSR programs is in accordance with the strategic plan.	47	34	4	14	1	100
CSR programs are just donations from time to time.	15	30	6	16	33	100
CSR programs take large amount from company budget.	43	38	1	16	1	100
The company's activities and programs are designed and implemented in a manner which takes into account CSR.	45	36	3	14	3	100
I have awareness on the concepts of CSR.	48	37	10	4	1	100
Company encourages employees to volunteers for community services issues.	26	49	6	16	3	100
I think that there is a direct relation between implementation of CSR programs and profitability.	43	41	3	14	0	100
I think that implementation of CSR increases consumer loyalty.	49	36	15	0	0	100
I think that one of the company's social responsibility is to provide safe, healthy, and environmentally friendly products and services.	38	50	4	7	1	100
I think that the benefits of CSR are greater than cost.	49	43	1	7	0	100
I think that CSR does not conflict with increasing the profit for share holders.	48	45	7	0	0	100
Company believes that the CSR is the management approach that combines together economic, social, and environmental priorities.	38	41	4	15	1	100
CSR concepts extended beyond the charity concepts.	41	39	4	12	4	100
I think that I'm satisfied with the company's CSR performance.	56	26	18	0	0	100
Company has a clear annual plan to implement CSR programs.	51	34	4	11	0	100
CSR supports the company in the marketing of products.	49	45	3	3	0	100
Company has a clear regulation for safety and health in the work place.	19	51	15	11	4	100
Company has adverse environmental activities.	11	38	12	21	18	100
Company works to reduce the impact on the environment as much as possible.	19	49	14	14	4	100
Company helps employees to develop their talents and abilities.	19	56	8	15	1	100
Company provides learning and rewards good work.	21	53	8	16	1	100
Company provides equal opportunities in the recruitment and development with non-discrimination for any reason.	19	53	7	19	1	100
Job design is more attractive.	18	56	7	18	1	100
Job design is routine, boring, and more specialized.	6	25	7	30	33	100

Table 9

Participant's Ordering for Some CSR Dimensions According to Their Importance

	Critical (%)	Very important (%)	Important	Slightly important (%)	Unimportant (%)	Final classification (%)
Company's internal pressure which is considered as the drive to implement CSR programs						
Company culture, philosophy, and values	48	19	5	7	21	Critical
Improve the reputation and image of the company	0	22	52	25	1	Important
Company's strategic plan	26	34	30	4	5	Very important
Employees pressure	11	15	10	47	18	Slightly important
To increase company sales	15	7	3	21	55	Unimportant
Company's external pressure which is considered as the drive to implement CSR programs						
Non-company organization	5	10	25	38	22	Slightly important
Rules and regulations	0	14	52	29	5	Important
Customers and consumers	29	45	11	12	3	Very important
Community service	47	27	1	11	14	Critical
Governmental and political pressure	19	4	10	10	58	Unimportant
Order of CSR programs' implements by the company according to their importance						
Provide high-quality service	5	1	15	53	25	Slightly important
Education service	0	68	18	14	0	Very important
Health service	71	4	16	1	7	Critical
Sport sponsorship	21	15	49	12	3	Important
Dissemination of technological awareness	4	11	1	18	66	Unimportant

The majority of the respondents (83%) agreed that CSR is part of the company's strategic plan, there is a higher comment from top management toward implementation of CSR concepts, and CSR is considered as one of the values, concepts, philosophy, and culture of the company, which proves the hypothesis of managers of SGT that the CSR concept is part of a company's strategic plan and given high commitment from top managers.

Eighty-four percent of participants agreed that the implementation of CSR programs drives as a response to internal pressure, while only 28% of participants agreed that the implementation of CSR was in response to external pressure.

Eighty-five percent of managers of (SGT) knew that there is a direct relationship between implementation of CSR programs and profitability; 94% of them also agreed that there is a relationship between CSR and marketing of products, while 85% agreed that there is a relationship between CSR and customer loyalty.

With regard to whether the environment protection is given high concern and awareness in the SGT's CSR programs, 88% of the participants agreed that one of the company's social responsibilities is providing environmentally friendly products and services.

In the section of the implications of CSR for human resource issues, such as job design, development of skills and talents, justice and fairness, the majority of participants thought that the company gives high concern to the human resource issues with some variation in some issues as follows:

- Seventy-five percent agreed that the company helps employees to develop their talents and abilities;
- Seventy-four percent agreed that the company provides learning and rewards good work;
- Seventy-two percent agreed that company provides equal opportunities in the recruitment, development with non-discrimination for any reason;
- Seventy-four percent agreed that job design is more attractive;

- Sixty-six percent disagreed that job design is routine, boring, and more specialized.

The third part of questionnaire is used to know the opinion of the participants on some dimensions of CSR, such as internal and external drivers behind CSR, the main CSR programs adapted by the company, as well as the SGT awareness of and preservation of the environment. The participants score on a five-point scale with “5” being “very low” and “1” very high.

According to the participants’ views, the order of the company’s internal pressure which is considered as the drive to implement CSR programs comes as follows:

- (1) first: company culture, philosophy, and values;
- (2) second: company strategic plan;
- (3) third: improve the reputation and image of the company;
- (4) fourth: employees pressure;
- (5) fifth: to increase company sales.

While the company’s external pressure, which is considered as the drive to implement CSR programs, is ordered as follows:

- (1) community service;
- (2) customers and consumers;
- (3) rules and regulations;
- (4) non-company organization;
- (5) governmental and political pressure.

The participants’ ordering of CSR program implements by the company according to their importance is as follows:

- (1) first: health service;
- (2) second: education service;
- (3) third: sport sponsorship;
- (4) fourth: provide high-quality service;
- (5) fifth: dissemination of technological awareness.

Table 10 shows the response of the participants to “if there is any awareness of interest in preserving the environment by the company as one of CSR programs?”

Table 10

Awareness of Interest in Preserving the Environment by the Company as One of CSR Programs

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Yes	56	76.7	76.7	76.7
	No	17	23.3	23.3	100.0
	Total	73	100.0	100.0	

Fifty-six participants (76.7%) answered that the company has awareness of interest in preserving the environment by the company as one of the CSR programs, while 17 participants (23.3%) think that the company does not.

Table 11 shows the order of the company’s environmental preservation programs according to their importance.

According to the participants’ views, the order of the company’s environmental preservation programs according to their importance is as follows:

- (1) first: reduce pollution;
- (2) second: reduce the emission of gases and radiation;
- (3) third: reduce losses and waste;
- (4) fourth: reduce the amount of resources used;
- (5) fifth: reduce the amount of resources used.

Table 11

If Yes, Order the Following Topics According to Their Importance From (1) to (5) as a Means to Preserve the Environment

	Critical (%)	Very important (%)	Important (%)	Slightly important (%)	Unimportant (%)	Final classification
Reduce pollution	86	2	0	0	13	Critical
Reduce the amount of resources used	4	16	9	55	16	Slightly important
Reduce losses and waste	2	9	68	21	0	Important
Reduce material	0	11	13	18	59	Unimportant
Reduce the emission of gases and radiation	9	63	11	5	13	Very important

Conclusions

The main aim of this paper is to examine the strategic importance of CSR of SGT. Three of the hypotheses designed were accepted, indicating that there is no significant importance of CSR to the managers of SGT, when it comes to the performance of SGT, there was positive significant relationship between CSR and profit, and number of customers and subscribers to the company.

The managers of STG perceived that the CSR concept is part of the company's strategic plan and given high commitment from the top management, and they know that there is a direct relationship among implementation of CSR programs and profitability, marketing of products, and customer loyalty.

Managers of STG agreed that the implementation of CSR programs came in response to internal pressure more than external pressure. The hypothesis of environment protection given high concern and awareness in the SGT's CSR programs is rejected, since there are significant differences based on the managers' job level.

The study was conducted with only one company in the STG. The sector includes four other companies Zain, MTN, Canar, and Thabit. A limitation might arise because of potential single source bias, thus limiting the generalization to other companies in the sector.

References

- Abdulla Ali, A. (2007). *Sudan and the telecommunication industry*. Retrieved from www.sudantribune.com/Sudan/spip?article22959
- Alan, B. (1995). *Research methods and organization studies*. London: Routledge.
- Alexander, D. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15, 1-13.
- Beiting, C., Loannou, L., & Serafeim, G. (2014). Corporate social responsibility and access to finance. *Strategic Management Journal*, 35, 1-23.
- Breitharth, T., Hovemann, G., & Walzel, S. (2011). Scurry strategy goals: Measuring corporate social responsibility in professional European football. *Thunderbird International Business Review*, 53(6), 721-737.
- Carmen, V. (2005). Corporate social responsibility and corporate citizenship: Towards corporate accountability. *Business and Society Review UK*, 110(2), 191-212.

- De Jongh, D. (2009). Corporate responsibility: Becoming a corporate citizen leadership. *Management Today*, 25(3), 16-19.
- Dobers, P., & Halme, M. (2009). Editorial corporate social responsibility and developing countries. *Corporate Social Responsibility and Environmental Management*, 16, 237-249.
- Drucker, P. F. (1984). Converting social problems into business opportunities: The new meaning of corporate social responsibility. *California Management Review*, 26(2), 53-63.
- Friedman, M. (1970). *The social responsibility of business is to increase its profits*. Retrieved from <http://www.umich.edu/~thecore/doc/Friedman.pdf>
- Gjøølberg, M. (2009). Measuring the immeasurable? Conserving an index of CSR practices and CSR performance in 20 countries. *Scandinavian Journal of Management*, 25(1), 10-22.
- Globerman, S. (2011). The social responsibility of managers: Reassessing and integrating divers respective. *BASR Business and Society Review*, 116(4), 509-532.
- Herrmann, K. K. (2004). Corporate social responsibility and sustainable development: The European Union initiative as a case study. *Indian Journal of Global Legal Studies*, 11, 205-232.
- Ida, O. (2013). *The influence of national culture in CSR-reporting. A cross-cultural study of Denmark and France* (Master thesis, Business and Development Studies Copenhagen Business School).
- Jamai, D., & Sidani, Y. (2008). Classical vs. modern management CSR perspectives: Insight from Lebanese context and cross-cultural implications. *Business and Society Review*, 113(3), 329-346.
- Kevin, L., & Jean, F. T. (2013). Does corporate social responsibility contribute to human development in developing countries, evidence from Nigeria. *Journal of Human Development and Capabilities*, 14(2), 241-265.
- Kloppers, H. (2013). Creating a CSR—Enabling environment: The role of government. *SA Public Law*, 28(1), 121-145.
- Lee, K., & Kim, H. (2014). *Corporate social responsibility (CSR) practice and implantation within the institutional context: The case of the Public of Korea*. Gewerbestrasse: Springer International Publishing.
- Liang, H., Marquis, C., Renneboog, L. D. R., & Sun, L. S. (2014). *Speaking of corporate social responsibility*. Retrieved from [https://pure.uvt.nl/portal/en/publications/speaking-of-corporate-social-responsibility\(1b8f9b47-56b4-42a0-87de-a2ae19881292\).html](https://pure.uvt.nl/portal/en/publications/speaking-of-corporate-social-responsibility(1b8f9b47-56b4-42a0-87de-a2ae19881292).html)
- Luken, R. E. (2006). Where is developing country industry in sustainable development planning? *Sustainable Development*, 14(1), 46-61.
- Lunenbergh, K. (2014). *The influence of national culture on the implementation of corporate social responsibility-students' legitimacy in universities* (Master thesis, University of Twente).
- Mc Williams, A., & Siegel, D. (2001). Corporate social responsibility: Q theory of the firm perspective. *The Academy of Management Review*, 20(1), 166-179.
- Mia, M. R., & Nakib, M. N. (2013). Corporate social responsibility implementation in the EU and USA: The trend and the way forward. In J. O. Okpara and S. O. Idowu (Eds.), *Corporate social responsibility: Challenges, opportunities and strategies for 21st century leaders* (pp. 181-197). Heidelberg: Springer Berlin.
- Muller, A. (2006). Global versus local CSR strategies. *European Management Journal*, 24(2-3), 189-198.
- Natural Telecommunication Corporation. (2012). *Natural telecommunication corporation annual report*. Retrieved from www.ntc.gov.sd/ph/info_report_annual_report.php
- Orij, R. (2010). Corporate social disclosures in the context of national cultures and stakeholders theory. *Accounting, Auditing, & Accountability Journal*, 23(7), 868-889.
- Patsy, P. (2012). Exploring the influence of national culture contest on CSR implementation. *Journal of Fashion Marketing and Management*, 16(2), 141-160.
- Sabir, R. I., Faroogi, A. R., & Shah Nawaz, M. (2015). Impact of corporate social responsibility on socio-economic development in Pakistan. *Scholedge International Journal of Management & Development*, 2(2), 1-8.
- Sudan Central Bank. (2013). *Sudan central bank 53rd annual report, 2013*. Retrieved from www.cbos.gov.sd/en/sites/default/files/annual_report_e-2013-pdf
- Sudatel Telecom Group. (2014). *Sudatel Telecom Group annual report, 2014*. Retrieved from www.sudatel.sd/en/Sudatel/section/?Topic=5182
- Tiago, M., & Garrido-Morgado, A. (2012). Corporate reputation: A combination of social responsibility and industry. *Corporate Social Responsibility and Environmental Management*, 19, 11-31.
- Van Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communication. *Journal of Business Ethics*, 44, 95-105.