

EXPLORING THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANISATIONAL PERFORMANCE IN THE TELECOMMUNICATIONS INDUSTRY IN ZIMBABWE: A CASE STUDY OF TELONE

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Abstract

This study explores the relationship between Corporate Social Responsibility (CSR) initiatives and the performance of TelOne, a top telecommunications company in Zimbabwe. The research investigates how TelOne's CSR efforts like economic, ethical, philanthropic and environmental responsibilities, influence the company's overall results in terms of financial performance, employee engagement and customer satisfaction. Qualitative research methods that include document findings and interviews were used to understand the problem. The study adopted the inductive approach to gather respondents' opinions about the impact of CSR on the performance of TelOne, resulting in deeper understanding of the problem understudy. The sample size was 20 respondents, obtained after purposively selecting 10 employees, five executives and five external stakeholders, based on convenience and personal judgement that they would provide credible information regarding how CSR influences the performance of TelOne. The results provide direction on the strategic importance of CSR in enhancing the performance of TelOne. This study theoretically contributes to the enhancement of knowledge on the connection between the concept of CSR and organisational performance. It practically contributes to the development of CSR strategies that enhance the performance of TelOne, including building internal capacity, looking into innovative finance options and investing and public-private partnerships.

Keywords: philanthropic, ethical, economic, environmental, strategies

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INTRODUCTION AND BACKGROUND

The corporate landscape is increasingly recognising the significance of Corporate Social Responsibility (CSR) as an important factor influencing the performance of organisations (Aman-Ullah, 2026). CSR encompasses a company's initiatives to manage its environmental, social and economic impacts ethically and in a manner that contributes to the well-being of stakeholders and the community (Ferri *et al.*, 2022). CSR involves corporates promoting social interests while pursuing their benefits (Josiah and Akpuh, 2022). According to Singh and Tomar (2023), CSR encompasses a wide range of values and criteria used to assess a company's contributions to societal progress, emphasizing a commitment to act fairly, promote economic growth and enhance the well-being of stakeholders. This study explores the impact of CSR on the performance of TelOne, a leading telecommunications provider in Zimbabwe.

The 21st century has witnessed a significant shift in the corporate landscape, with CSR rapidly evolving from a mere philanthropic gesture to a strategic imperative for businesses across the globe (Brammer *et al.*, 2021). This transformation is driven by a confluence of factors, including rising stakeholder expectations, consumers, investors and an increasing demand by employees for greater ethical and socially responsible conduct from corporations (Kandpal *et al.*, 2024). Worldwide, governments are enacting stricter regulations to promote accountable business practices and address environmental and social challenges (Krasnokutska *et al.*, 2022). Owing to the heightened awareness of global challenges, such as inequality, climate change and poverty, businesses are recognising their role in tackling pressing issues, prompting them to embrace CSR as a means to address these issues and contribute to a more sustainable future (Zervoudi *et al.*, 2025). While the adoption of CSR lags behind developed regions, several factors are driving its growth in Africa. Intensified pressure from international stakeholders, international investors and non-governmental organisations (NGOs) are urging African businesses to adopt responsible practices as a precondition for engagement and investment (Olayinka, 2022). Several African countries have developed

CSR-promoting policies and frameworks, such as the King Report on Governance for South Africa and the East African Community's Guidelines on Corporate Social Responsibility (King Committee, 2016; East African Community Secretariat, 2016). African businesses face increasing pressure to address issues like poverty, inequality and environmental degradation, prompting them to find solutions through their CSR initiatives (Hahn *et al.*, 2018). Despite these positive developments, significant challenges remain to the effective implementation of CSR in Africa. With weak governance and institutions, many African countries lack the legal and institutional frameworks necessary to effectively enforce CSR regulations and ensure accountability (Krasnokutskaya *et al.*, 2022). Many African businesses lack the financial resources and expertise to develop and implement impactful CSR programmes, particularly within small-and-medium enterprises (SMEs) (Ezekiel *et al.*, 2024). Cultural barriers, traditional values and beliefs in some African societies may clash with Western notions of CSR, requiring adaptation and sensitivity to local contexts (Krasnokutskaya *et al.*, 2022).

CSR has gained prominence as a critical factor influencing firm performance around the world. Motivations for CSR include internal drivers like reputation enhancement and external factors such as regulatory pressures (Amaeshi *et al.*, 2020). In many developed economies, CSR activities are often linked with enhanced brand reputation, customer loyalty and financial performance (Le, 2023). There is an increasing conviction that CSR is vital for firms to achieve success, as it improves their company image and reputation among consumers and stakeholders (Biswas *et al.*, 2019). Strategies like sustainability reporting (Biswas *et al.*, 2019) and shared value creation (Porter and Kramer, 2019) are employed, yet challenges such as resource constraints and greenwashing persist (Waddock and Googins, 2021).

Despite positive associations with financial performance (Orlitzky *et al.*, 2018), context-specific effects warrant consideration in global implementation. This entails that the dynamics of CSR in emerging

markets, where socio-economic conditions and regulatory frameworks differ significantly, are less well understood (Shakil *et al.*, 2025). As firms in these regions navigate unique challenges and opportunities, the impact of CSR can vary greatly compared to their counterparts in more developed economies (Bhutani & Jain, 2025). This suggests the need for both practitioners and scholars to understand how CSR initiatives affect the performance of firms. In Zimbabwe, the CSR landscape is still evolving, marked by both progress and challenges. While there is no comprehensive national law or policy specifically on CSR, several initiatives and regulations promote responsible business practices. The Zimbabwe Integrated Reporting Framework (ZIRF) encourages entities to report on their financial, social and environmental performance, advocating for transparency and accountability (Zimbabwe Stock Exchange, 2017). The Code on Corporate Governance for Zimbabwe sets out principles and recommendations for good corporate governance, encompassing ethical leadership and socially responsible practices (Institute of Directors Zimbabwe, 2014). The Environmental Management Act regulates environmental resource management and requires businesses to minimise their environmental impact (Government of Zimbabwe, 2002). Despite these efforts, improvements are necessary to address existing challenges, limited awareness and understanding of CSR. Many businesses lack awareness of the benefits of CSR and struggle to develop effective implementation strategies (Chirisa and Chirisa, 2018). Many businesses in Zimbabwe are financially challenged, making it difficult for them to allocate resources towards CSR initiatives. The Zimbabwean government needs to strengthen its capacity to effectively enforce existing CSR regulations and hold businesses accountable for their social and environmental impacts. This research examines how CSR influence the performance of TelOne, a leading telecommunications provider in Zimbabwe, within this evolving global, regional and national context. By analysing the challenges faced and opportunities presented to TelOne in implementing CSR initiatives, this research aims to add value to the development of more effective CSR practices in Zimbabwe's telecommunications industry, providing valuable insights that can inform policymakers, businesses and stakeholders in their efforts to

promote responsible business conduct. The research hence seeks to answer if CSR influences the performance of Telone

THEORETICAL FRAMEWORK

The study on TelOne's Corporate Social Responsibility and how it influences the performance of organisations is underpinned by the Freeman's (1984) Stakeholder Theory. This theory, advocated by Freeman, underscores CSR's alignment with stakeholder interests for sustainable performance. It posits that companies have ethical obligations not only to the owners of companies but also to a wider array of stakeholders, including customers, suppliers, employees, communities and the environment (Freeman, 1984). The theory explains the nature of the corporation as a legal entity, that is affected by economic and non-economic players who have economic and social obligations (Mahajan *et al.*, 2023). By prioritising the interests of these diverse groups in decision-making, TelOne aims to achieve long-term success, resilience and sustainability. This study employs the Stakeholder Theory to examine how TelOne's CSR initiatives affect various stakeholder groups and the reciprocal relationship with organisational performance. It emphasises creating positive stakeholder connections to foster trust and cooperation, ultimately enhancing company performance and longevity (Freeman, 1984). The Stakeholder Theory provides a robust framework for analysing CSR's impact comprehensively, ensuring that TelOne's initiatives not only benefit the company, but also contribute to broader social well-being and environmental stewardship.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility has evolved with diverse definitions capturing its multifaceted nature (Dlamini and Dubihlela, 2025). Carroll (2022) defines CSR as integrating ethical, social, and environmental considerations into the operations of businesses , whereas Porter and Kramer (2019) emphasise creating shared value beyond philanthropy. Jones and Wicks (2020) view CSR as guiding businesses to consider impacts on stakeholders, stressing ethical practices and societal well-being. Moon (2025) highlights CSR as voluntary actions addressing societal issues, while Wood (2018)

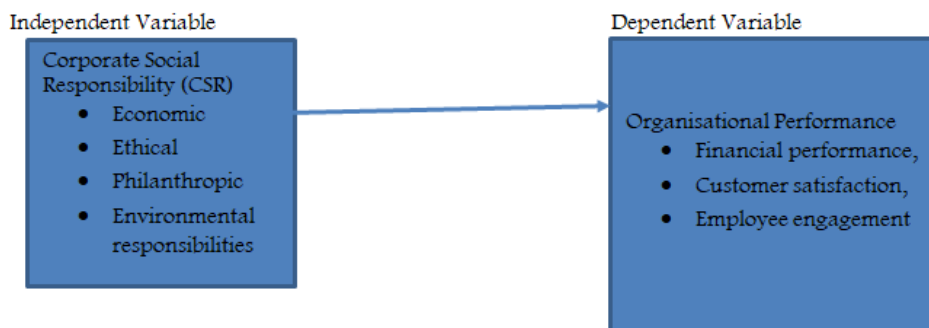
broadens it to encompass ethical, philanthropic and environmental responsibilities. Crane *et al.* (2019) extend this to "sustainable responsibility", emphasising long-term sustainability. From these definitions, CSR is viewed as integrating a number of factors; it emphasises on implementing policies to respect human rights, being ethical and adhering to good corporate governance and treating the environment with respect. Good CSR is thus measured by the level to which the corporation meets the economic, legal, ethical and charitable responsibility placed on it by its stakeholders. This study hence uses economic, ethical, philanthropic and environmental responsibilities to measure CSR activities.

ORGANISATIONAL PERFORMANCE

Organisational performance encompasses the evaluation of an organisation's achievements in meeting its goals across various dimensions. It is defined by scholars such as Cheng and Kesner (2018) as the assessment of success through operational efficiency, customer satisfaction, employee engagement, financial performance and innovation. Jones and Bates (2021) emphasise the alignment of organisational actions with strategic goals, while Koufteros *et al.* (2018) stress outcomes that matter to stakeholders. Argyris and Kaplan (2020) include both financial and non-financial results in their definition, highlighting comprehensive goal attainment. Measurement involves quantitative indicators like financial metrics (Cheng and Kesner, 2018) and operational efficiency (Koufteros *et al.*, 2018), and qualitative assessments of customer satisfaction and employee performance (Cheng and Kesner, 2018). Strategic management practices (Cheng and Kesner, 2018) and human resources management (HRM) practices (Schuler *et al.*, 2021) are key drivers influencing performance, alongside external factors such as environmental dynamism (Meyer and Oishi, 2021) and technological advancements (Jansen *et al.*, 2018). However, the interplay of these factors and organisational context may shape performance outcomes, potentially impacting ethical considerations and overall effectiveness (Clark, 2019; Jin *et al.*, 2020). This study adopts financial performance, customer satisfaction and employee engagement as measures of organisational performance.

CONCEPTUAL FRAMEWORK

The conceptual framework of this study positions Corporate Social Responsibility as the independent variable and the dependable variable is Organisational Performance. CSR refers to TelOne's initiatives aimed at analysing and accepting responsibility for its impacts on environmental and social well-being, extending beyond immediate financial gains. Organisational Performance encompasses TelOne's overall efficiency and effectiveness in achieving its goals, incorporating financial metrics, customer satisfaction, employee engagement and industry competitiveness. The framework proposes that effective CSR practices can positively influence TelOne's performance outcomes, aligning with the Stakeholder Theory to explore how meeting stakeholder interests through CSR initiatives enhances organisational performance. This theoretical alignment guides the study in examining the impact of CSR on TelOne's performance comprehensively, bridging theoretical insights with empirical investigation to elucidate this relationship.



INDEPENDENT AND DEPENDENT VARIABLES

The s independent variable for this study is CSR and Organisational Performance is the dependent variable. CSR, as defined by Park *et al.* (2021), encompasses deliberate efforts by organisations to integrate environmental and social considerations into their stakeholder engagements ad operations. In this study, CSR at TelOne is manipulated and assessed to understand its impact on various measurements of organisational performance. Organisational Performance represents the outcomes measured in response to changes in CSR practices, including

profitability, customer satisfaction and employee engagement (The research aims to establish how CSR initiatives, such as community development projects and ethical business practices, influence TelOne's overall performance metrics, demonstrating the strategic significance of CSR in enhancing organisational success and sustainability.

EMPIRICAL RESEARCH

Entities with sound corporate governance practices and good ethics are rewarded more by financial markets, whilst those without are punished for that (Vovk, *et al.*, 2025;). TelOne's Sustainability Report (2022) acknowledges the importance of CSR while indicating a need for enhanced strategic focus and measurable outcomes. Several studies suggests that companies that take CSR actions perform better outcomes. This is because CSR-oriented companies may receive the recognition that can lead to higher consumer demand, better access to financial resources, higher consumer demand and increased employee productivity. Hou (2019) postulate that CSR initiatives help companies improve their reputations and reach the approval of the social community, which boosts their value over time. Several empirical studies have proven that engaging in CSR initiatives and profitability are positively related. However, other researchers established that the relationship between CSR and performance is not consistently significant and concluded that CSR approaches damage a firm's performance (Jones and Bates 2021). This means that prior studies have been inconsistent, resulting in difficulties to conclude whether the relationship is positive, negative, or non-existent (Kuo, 2023). Hence the need to explore CSR influences performance of organisations in telecommunications industry.

In the service context, empirical studies have identified that CSR enhances customers' trust, customer satisfaction, customers' attitude, brand identification, and brand loyalty (Badenes-Rocha *et al.*, 2019; Park *et al.*, 2019; Raza *et al.*, 2020). According to Park *et al.* (2019) CSR activities significantly influence customer attitude and customer satisfaction in the airline service industry. Despite these advances, little about how a firm's CSR activities evoke positive customer satisfaction in the telecommunications sector. Based on the above discussion, the study

proposes that there is need to establish if CSR positively influences customer satisfaction in the telecommunications industry in Zimbabwe.

Research on CSR and employee engagement is relatively nascent, but there are a few studies that establish that there is a positive relationship between CSR and employee engagement. Tsourvakas, *et al.* (2018) also established a positive relationship between CSR and employee engagement. Moreover, the authors found a three-way interaction of project meaningfulness, social support and availability of resources on employee engagement. Specifically, CSR allows for companies to go beyond formal values statements which tend to be words on paper to actually living out these values. This, in turn, sends signals to employees about the values of the company, which is in line with research that has found a positive relationship between CSR and anticipated values congruence for prospective employees (Jones and Bates, 2021). Moreover, CSR can also be a pathway for finding greater meaningfulness at work in a review of the meaningfulness literature. Schaefer *et al.* (2024) propose CSR as a pathway through which employees can find meaning because they feel that they are contributing to the greater good. Moreover, Nasir and Irfan (2023) observe that the contribution to the greater good makes an employee feel good about themselves, thus improving their own self-concept, resulting in greater organisational identification.

Empirically, there are also some challenges that have been highlighted by various authors that hinder organisations to pursue CSR. Brammer *et al.* (2021) highlight CSR as crucial for sustainability, urging organisations to consider social and environmental impacts. Bouten *et al.* (2024) highlight challenges in measuring CSR impact are due to lacking standardised metrics, necessitating consistent evaluation methods. Nakpodia *et al.* (2026) identify weak regulatory frameworks in Africa hindering CSR adoption, emphasising the need for stronger enforcement.

METHODOLOGY

This study employed the qualitative approach to collect and analyse data. An exploratory research design was selected to acquire a thorough

understanding of TelOne's corporate social responsibility initiatives. This type of research approach was chosen because the study intends to examine and get a detailed knowledge of the problems, practices, impacts and linkages surrounding CSR adoption. The population was made up of employees, management, and external stakeholders. Data collection methods like semi structured interviews and document analysis with employees, management and external stakeholders was used. To ensure a varied range of opinions and experiences, 20 individuals were chosen through the use of purposive sampling. The composition of the respondents comprised 10 employees, five executives and five external stakeholders who were purposively selected.

Documents analysed included articles available on databases such as Scopus, ProQuest, Web of Science, Google Scholar and Science Direct. The study used a combination of key terms including Corporate Social Responsibility, "organisational performance", "reputation", and "organisational performance". Next, the search was refined to exclusively consider empirical publications that specifically examine the impact of CSR on the performance of organisations. The search was further reduced to focus on the latest evidence in this field. Furthermore, in order to guarantee the excellence of the paper, publications from peer-reviewed journals were exclusively chosen. Emphasis was placed on publications for the period from 2015 to 2024. Research ethics were upheld while credibility was ensured through choosing respondents who had experience and knowledge on the problem under study. Thematic data procedures were used to analyse the data.

FINDINGS

THE RELATIONSHIP BETWEEN CSR AND PERFORMANCE

The findings of the study demonstrate that the organisation's CSR activities have produced significant impacts on organisational performance. Employee 1 argued that,

“CSR initiatives makes stakeholders happy; they want to associate with such an entity; hence we invest our effort in advancing the success of our organisation.”

This comment resonates with the findings by Crane *et al* (2019) who postulate that environmental responsibilities help organisations reduce their carbon footprint, manage e-waste responsibly in marginalised communities.

Employee 2 also said that,

“TelOne's CSR initiatives have enhanced the company's reputational performance and innovation, environmental and social performance. These programmes have empowered marginalised communities, decreased carbon footprints and promoted e-waste management.”

The statement shows that CSR has a direct bearing on the performance of TelOne. This resonates with the Stakeholder Theory which highlights that when companies pay attention to the wellbeing of their stakeholders, including employees, efficiency, reputation and employee engagement is boosted.

Employee 3 highlighted that,

“Ethically conducting your business, adhering to shared values and upholding integrity when conducting business instils a spirit of confidence in the organisation, leading to commitment to the achievement of the organisation's objectives.”

The statement points to a positive relationship between ethical responsibilities of organisations and employee engagement.

Statements by Employees 4, 5 and 6 match the theme that supports the relevance of organisations conducting environmental obligations to the potential to innovate in their organisation. They indicated that an environmentally friendly work environment feels safe, promotes health and increases their chances of innovation. Their comments predict that CSR in the form of environmental responsibilities drive organisational performance as indicated by innovation and this tallies with findings by Turker and Ozmen (2022).

Employee 7 commented that,

“If TelOne makes profits and gives back to us in the form of performance rewards, we regard that as caring for their employees, hence we reciprocate by retaining our jobs.”

The statement shows the potential of CSR to foster employee engagement in organisations.

Other themes coming out from Employees 8, 9 and 10 all point to the role of philanthropy in driving organisational profits. These findings indicate that CSR positively influences the performance of TelOne.

On the other hand, Executive 1 indicated that,

“TelOne has undertaken a wide range of CSR projects, such as programmes for digital inclusion, renewable energy projects and employees’ well-being, which are all good initiatives.”

Executive 2 echoed that

“Financially, CSR initiatives have led to cost savings through energy efficiency, revenue growth from enhanced brand recognition and improved personnel outcomes.”

The findings are consistent with research linking CSR to financial performance, brand image and employee engagement (Turker and Ozmen, 2022). According to Executive 3, operationally, integrating sustainability into decision-making has bolstered efficiency, supplier collaboration and innovation, supporting competitive advantage as suggested by scholars (Lin *et al.*, 2019). Executives 4 and 5 highlighted that CSR plays a pivotal role in driving customer satisfaction through enhanced corporate reputation. They both indicated that stakeholders like employees, suppliers and customers feel satisfied when the organisation they are dealing with is ethical and socially responsible. Their comments suggest that CSR influences the performance of TelOne positively.

Stakeholder 1 said,

“Stakeholder engagement has proven crucial in adapting to market demands and sustainability criteria.”

This statement resonates with the philosophy of the Stakeholder Theory which emphasises the beneficial performance relationships created when companies engage their stakeholders (Freeman, 2018; Pelozo and Shang, 2020).

Stakeholder 2 commented that,

“I am very happy to be associated with an organisation that gives back to the society, I will always do business with them because, the know how to thank they are considerate of their society.”

This opinion also indicates that CSR leads to improved profits of organisations as a result of repeated sales.

Statements by Stakeholders 3, 4 and 5 all point to the fundamental role of CSR initiatives in boosting the success of the organisation. They indicated that ethically conducting business goes a long way in instilling trust in your clients, hence repeat sales and referrals will increase. The comments suggest a positive relationship between CSR and organisational performance.

Overall, the findings underscore CSR's multifaceted benefits and advocate for robust measurement frameworks and stakeholder engagement to enhance CSR's strategic role in organisational performance.

CSR PRACTICES IMPLEMENTED BY TELONE

The study also found a number of initiatives that TelOne has implemented from the analysis of documents. TelOne has implemented a diverse array of CSR programmes encompassing environmental sustainability, social welfare, community engagement and employee well-being, demonstrating its commitment beyond core business operations. The organisation's initiatives align with current CSR research, emphasising the integration of social, ethical and environmental considerations into corporate practices (Porter and Kramer, 2019; Carroll, 2022). TelOne strategically connects CSR activities with broader business objectives through dedicated governance structures like CSR committees and sustainability groups, echoing literature advocating for strategic integration of CSR into

business strategy (Matten *et al.*, 2019; Porter and Kramer, 2019;). Stakeholder engagement is pivotal, with TelOne actively involving customers, communities and employees to inform and enhance its CSR efforts, reflecting a stakeholder-oriented approach recommended in CSR literature (Freeman, 2018; Peloza and Shang, 2020). However, the study highlights challenges in fully understanding the strategic impact and consistent measurement of CSR activities, emphasising the need for robust assessment frameworks for accountability and demonstrating real benefits, which this study intended to establish. Moreover, the findings underscore the importance of context-specific CSR approaches tailored to the socio-economic and legal environment of Zimbabwe, acknowledging the unique challenges and opportunities in implementing CSR practices in developing nation contexts (Matten and Crane, 2010).

THE CHALLENGES FACED BY ORGANISATIONS IN IMPLEMENTING CSR INITIATIVES

The findings from the document analysis also indicate significant challenges organisations may face in implementing effective CSR initiatives due to resource constraints in financial, human and infrastructural aspects. This limitation hampers the organisation's ability to scale up its social and environmental activities, align them strategically with core business objectives and maintain consistency and accountability in their implementation. These challenges are consistent with broader research highlighting resource limitations and strategic misalignment as common barriers to successful CSR adoption (Porter and Kramer, 2019; Waddock and Googins, 2021; Carroll, 2022). According to Executive 3, regulatory uncertainties in Zimbabwe are a critical hurdle, affecting TelOne's ability to plan and execute CSR programmes effectively. This aligns with literature emphasising the role of supportive regulatory frameworks in facilitating responsible corporate practices (Kolk and Van Tulder, 2010; Raimi *et al.*, 2017). The study's insights contribute valuable context-specific understanding to the challenges faced by telecommunications firms in Zimbabwe, offering a foundation for developing targeted strategies to enhance CSR implementation within this specific industry and regulatory environment. In a nutshell, regulatory challenges, a lack of strategic

alignment and resource limitations are the key problems TelOne faces when putting CSR activities into practice.

CONCLUSION AND RECOMMENDATIONS

The findings from the study indicate that the implementation of effective CSR initiatives positively influence an organisation's performance as indicated by financial performance, customer satisfaction and employee engagement. However, the successful integration and impact of CSR depend on the organisation's ability to overcome the identified challenges through a strategic, collaborative and capacity-building approach, and a supportive regulatory environment. The study's findings propose several key recommendations to enhance the effectiveness of CSR implementation at TelOne and similar organisations. Firstly, it emphasises the importance of aligning CSR efforts with the organisation's overall business strategy and core competencies to ensure integration and maximise impact. This strategic alignment is crucial for optimising resources and enhancing accountability (Porter and Kramer, 2019). Secondly, the study highlights the significance of effective stakeholder engagement and cross-sector collaborations to better understand stakeholder needs and leverage partnerships for resource and expertise access (Freeman, 2018). Thirdly, building internal capacity and fostering a culture of social and environmental responsibility within the organisation are recommended to support sustainable business practices (Schuler *et al.*, 2021). Additionally, exploring innovative finance and incentive systems, such as impact investing and public-private partnerships, can help overcome financial constraints and support CSR initiatives (Frynas and Yamahaki, 2016). Finally, advocating for supportive regulatory frameworks and enforcement mechanisms is essential to create an enabling environment for CSR implementation. The study recommends that dedicated CSR governance structures and performance measurement frameworks be established to ensure accountability and maximise the impact of responsible business initiatives.

The study also recommends investing in building internal capacity and fostering a culture of social and environmental responsibility throughout the organisation, from the leadership team to the frontline staff. The study highlights the need for actively engaging with key stakeholders, including employees, customers, communities and regulatory bodies, to better understand their needs and incorporate their feedback into the design and implementation of CSR programmes.

For policy makers, it is crucial that they develop clear and well-enforced regulations, reporting standards and compliance mechanisms for CSR and sustainable business practices in the telecommunications sector. Initiatives like tax benefits and other policy instruments to encourage organisations to invest in impactful CSR initiatives and responsible business operations. There is also need for facilitating dialogues and collaboration between the private sector, civil society and government agencies to jointly develop a robust and enabling ecosystem for the widespread adoption of CSR practices.

Organisation also need to share best practices, case studies and industry-specific guidelines for effective CSR implementation among telecommunications companies and other relevant organisations. There is also need to offer capacity-building programmes and technical assistance to help organisations develop the necessary skills and expertise to design, implement and measure the impact of their CSR initiatives. Local communities and other stakeholders should be engaged with to gather their input and feedback and leverage this information to inform the design and implementation of more impactful CSR programmes.

Based on the findings and conclusions of this study, the following recommendations for future research were made:

- Expand the scope of the study: Conduct a comparative analysis of CSR practices and their impacts across multiple organisations within the Zimbabwean telecommunications industry or other sectors to gain a broader understanding of the CSR landscape.

- Extend the research to other developing country contexts to explore the contextual factors that influence the implementation and outcomes of CSR initiatives. This study was qualitative in nature, hence the need to conduct a quantitative study to establish the causal relationships between CSR and various performance indicators, strengthening the empirical evidence.

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