An assessment of the corporate social responsibility strategies of MTN and GLOBACOM in Rivers State, Nigeria.

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ABSTRACT: *This study assessed the strategies adopted by MTN and GLOBACOM in implementing their corporate social responsibility activities in Rivers State, Nigeria. The stakeholder theory was the theoretical foundation of the study while the survey method was the research design employed in the study. The study also used Phillip Meyer's sampling prescription to arrive at the sample size while the research instrument for the study was the questionnaire. Findings of the study showed that GLO adopted acceptable strategies in relating with its operational environment in Rivers State hence GLO's image was well rated in Rivers State. The study recommended that MTN should adopt strategies such as consultations, town hall meetings, community participation during project execution, etc. as such strategies would endear it to the people of Rivers State*
keywords: GSM consumers, Host communities, Service providers, Strategies, Corporate organization.

I.   INTRODUCTION

The survival of every corporate organization depends on the relationship it cultivates in its operational environment. This is because corporate organizations are often accorded the status of corporate citizens. As corporate 'citizens' that derive certain benefits from society, corporate organizations also owe some obligations or responsibility to the society in which they operate. This has been captured by Ango, (2012) who points out that "business is a component of the society, as such, it must subject itself to the fair requirements of the society, for, their relationship is paramount and reciprocal - business needs the society just as the society needs business" (p. 651). By this token, corporate organizations and their host communities enter into some kind of 'social contract' with each other in order to have harmonious relationship. Similarly, the World Business Council for Sustainable Development (2008) lends support to the above as it posits that "business is not divorced from the rest of the society. How companies behave affects many people, not just shareholders…a company should be a responsible member of the society in which it operates" (p.6).

For public relations scholars/practitioners, there is a recognized need for corporate organizations to take certain responsibilities in their operational areas in order to attract positive image and good reputation for themselves. In public relations parlance, this is referred to as corporate social responsibility. A well thought out corporate social responsibility policy is incorporated into a company's overall strategy and into all decision making processes of such company bearing in mind that CSR is an effective means through which corporate organizations enhance their image in and around their operational areas.

The above implicates the fact that corporate social responsibility practice of organizations is neither a haphazard nor an uncoordinated activity. The developmental programmes of corporate organizations are usually embedded in the corporate social responsibility strategies of organizations to mitigate the effect of their operation in the society. Corporate organizations have come to this realization and are in the habit of articulating well worded corporate social responsibility strategies as part of their vision/mission statements.

1.1 Statement of the Problem
Corporate organizations which operate in any society owe the society the responsibility of contributing to the development of that society. Such developmental strategies which may include provision of social amenities, sponsorship of education, health facilities/programmes, socio-cultural events, economic empowerment, among others, are usually embedded in the corporate social responsibility strategies of organizations to mitigate the effect of their operation in the society. The telecommunications industry in Nigeria has witnessed steady growth and favourable business environment and has ushered in the Global System for

Mobile (GSM) Communication. This feat was made possible by the conducive operational environment given to the GSM companies by the society coupled with high subscriber patronage that has resulted in favourable return on investment (Ahaotu, 2014). The business activities of these GSM companies come with some negative impacts on their operational environments as the operational environments are exposed to health and safety challenges resulting from electromagnetic fields from the base stations that are scattered all over Nigeria. Following the scenario described above, it is expected that the GSM companies would fashion out strategies that would mitigate the effect of their operations on the society in general and their host communities in particular. Both MTN and GLOBACOM claim that they have strategies in place on health, education, the environment, provision of other amenities, economic empowerment, sponsorship of sports and socio-cultural events, among others to alleviate the negative impact of their operation in their host communities. This is the trust of this paper as it x-rays the strategies employed by the two companies as well as to establish whether the companies have adopted acceptable and workable corporate social responsibility strategies in Rivers State, Nigeria.

1.2 Brief history of MTN Nigeria and GLOBACOM Nigeria
MTN NIGERIA

MTN Nigeria Limited is part of the MTN Group – a South African firm. The company was incorporated in Nigeria on the 8th of November, 2000 and has since its launch provided communication services to the country.

The company prides itself as Africa's leading cellular telecommunications company. It made history as it became the first GSM network in Nigeria to make a call on 16th May, 2001 and thereafter launched commercial operations in three major Nigerian cities of Lagos, Abuja and Port Harcourt (Adeyanju, 2012; Telecomscompare, 2012; Osemene, 2012).

MTN posits that on September 2004, it consulted with a diverse group of stakeholders across the country to ascertain the needs of the Nigerian people with the sole purpose of focusing its efforts on the company's corporate social responsibility initiatives in Nigeria. This consultation formed the fulcrum of MTN's corporate social responsibility policy. Thus, on 11th May, 2005, according to the company, it launched a foundation called The MTN Foundation which was designed to give back to the society as a way of achieving its good corporate citizenship status.

The company claims that the Foundation was vested with the responsibility of ensuring that the society benefits and feels the impact of the one percent profit after tax from the company (Osemene, 2012). The company's corporate social responsibility policy, as captured in the MTN Foundation, covers a wide range of programmes but the flagship of its corporate social responsibility policy covers mainly education, health, the environment and economic empowerment among others.

GLOBACOM NIGERIA

GLOBACOM Nigeria Limited has been at the centre stage of the GSM revolution in Nigeria since its operation was first launched on 29th August, 2003 (ITRealm, 2009; Ango, 2012). Popularly known as GLO, it is an indigenous company that has its presence established in four African countries, namely Nigeria, Republic of Benin, Ghana and Ivory Coast. When it came on stream, GLOBACOM started with its own carrier unlike its contemporaries which rented frequency space from Nigeria telecommunications limited (NITEL). GLO utilizes satellite telephony, a technology which according to (Ogah, 2007), has led its operations to have "less distortion and less interference of signals resulting in clear connectivity and reception" (p. 150). The company boasts of being the first indigenous African telecommunications company to launch a 2.5G network with value added services as well as being the first to provide per-second billing rate in Nigeria when the other pioneer operators were on per minute billing.

On February 2008, GLO became the first network in West Africa to introduce and commercialize the 3G High Speed Data Packet Access (HSDPA) when it rolled out 3G Plus services to subscribers in Lagos area (All Africa Global Media, 2008; Nigeria Communications Week, 2009). The company embraced the introduction of General Packet Radio Services (GPRS) roaming service, the first of its kind by any GSM company in Nigeria and this gives GLOBACOM subscribers access to services such as multimedia messaging service (MMS) and mobile internet services when roaming outside the country. The company has the reputation of being one of the fastest growing multinational carriers.

GLOBACOM also launched Blackberry prepaid services in 2009. The Blackberry prepaid services enabled business owners to conduct their business smoothly and promptly without being encumbered by the patchy fixed lines that was prevalent before the advent of GSM.

GLOBACOM boasts of being a good corporate citizen as it claims that its corporate social responsibility policy covers education, health, economic empowerment, sponsorship of sports and socio-cultural events, among others (Globacom Nigeria, 2013).

1.3 Aim and Objectives of the Study
The aim of the study was to assess the corporate social responsibility strategies of MTN Nigeria and GLOBACOM Nigeria in Rivers State, Nigeria.
In specific terms, the objectives of the study were to:
1. Compare the strategies adopted by MTN and GLOBACOM towards achieving their corporate social responsibility practices in Rivers State, Nigeria;
2. Compare the rating of MTN's and GLOBACOM's corporate social responsibility practices in Rivers State, Nigeria.

1.4 Research Questions
(1) What are the strategies adopted by MTN and GLOBACOM towards achieving their corporate social responsibility practices in Rivers State, Nigeria?
(2) What is the host communities rating of MTN's and GLOBACOM's corporate social responsibility practices in Rivers State, Nigeria?

1. 5 Significance of the study
Findings of the study will contribute to the body of knowledge in the field of public relations as a whole and particularly in the aspect of corporate social responsibility especially in developing countries such as Nigeria. Findings of the study will also be of benefit to both MTN and GLOBACOM because it will help to strengthen their corporate social responsibility strategies in their operational environments.

II. THEORETICAL FRAMEWORK
The stakeholder theory has relevance to the study and therefore lends support to the study

2.1 The Stakeholder Theory
An organization's stakeholders comprise the individuals or groups who can affect or are affected by the actions, decisions, policies, practices, or goals of the organization. The stakeholder theory, according to (Valor, 2005), is the brain child of R.E. Freeman who conceived it in the 1980s. The theory is premised on the idea that corporate organizations operate for both the economic benefit of their shareholders as well as for the benefit of others who are not shareholders but have stake in such organizations.

In postulating the theory, (Chapple, Crane, & Matten, 2003) posit that the stakeholder theory is essentially a business ethics framework that identifies groups to which an organization has responsibilities. As a result, the theory emphasizes that beyond shareholders there are several groups that have interest in an organization's actions and decisions. The above also agrees with the opinion expressed by Garriga, & Mele, (2004) in reasoning that "a socially responsible firm requires simultaneous attention to the legitimate interests of all appropriate stakeholders and has to balance such a multiplicity of interests and not only the interests of the firm's stockholders" (p. 60).

Similarly, the theory argues that the various stakeholders of organizations and the organizations are closely linked together with each influencing the other. For Freeman cited in (Valor, 2005), any group or individual who can affect or is affected by an organization's objectives is classified as a stakeholder of such an organization. He further maintains that stakeholder theory means that groups that could have effect on or be harmed by a company's business practices and decisions are consulted so their interests are made known and considered in the decision-making process.

In explaining the theory, Werther, & Chandler, (2006) identified three layers of stakeholders which a company needs to have a good working relationship with. These layers or categories, according to them, include organization stakeholders, economic stakeholders and societal stakeholders.
Organization Stakeholders, according to Werther, & Chandler, (2006) are the stakeholders who exist within an organization and have direct interest in ensuring the survival and good performance of an organization. They are so called because they are directly linked to the smooth running of an organization. Organization stakeholders seek to ensure that a company is robust and healthy which in turn translates into benefits to them. Managers, employees, shareholders are good examples of organization stakeholders.
Economic Stakeholders serve as the important interface between a corporate organization and the society at large. Customers, banks and other financial institutions, creditors, and suppliers are the most vital stakeholders under this category.
Societal Stakeholders determine the business environment under which a company can operate. Werther & Chandler (2006), note that good relationship with these stakeholders could act as a kind of "insurance" for a company if something goes wrong. Stakeholders under this layer include various governmental agencies, host communities, non-governmental organizations, regulators, etc. Societal stakeholders can be useful avenue to convey goodwill and organization's values to the society.

Similarly, Weiss, (2006) identifies three kinds of stakeholders to include the focal, primary and secondary stakeholders. According to him, the focal stakeholders are the organizations in question who are the focal point while the Primary Stakeholders include company shareholders, customers, employees, suppliers and other stakeholders that are crucial to organizations' survival. Weiss, (2006) further describes the secondary stakeholders as "…all other interested groups, such as the media, consumers, lobbyists, governments, competitors, the public and the society" (p. 52).

In whichever way it is classified, the theory is developed to cater for the various interest groups that are identifiable in and around any corporate organization. The bottom line in the stakeholder calculus is that it is a theory that incorporates the various segments in a business environment with a view to entrenching a win-win situation.

The theory is relevant to this study because it highlights the need for corporate organizations to develop strategies for relating with different stakeholders in a manner that ensures that both present and future threats against the bottom-line will be promptly and adequately mitigated.

2.2. Conceptual Review
The concept of corporate social responsibility

Corporate social responsibility involves the objective and strategic concerns for the welfare of society which restrains corporate behaviour from destructive tendencies no matter how profitable and rewarding such activities may seem. Its evolution came in response to the idea that traditional business practices did not include many groups within society who either affect the activity of business or are affected by such business practices.

As espoused by Heald, cited in Golob, & Bartlett, (2007), corporate social responsibility found its root in the academic circle in the 1950s but however, gained prominence in the 1970s and 1980s. Clark, (2000) explains that the intellectual roots of CSR can be traced to the 19th century when corporate organizations were seen to be organically linked to their societal environments, thus, placing upon them the obligation to provide 'social services' that transcend the mere generation of profits by such organizations. Thus, in the last couple of decades, corporate organizations began to show serious concern of CSR in their strategic planning, management and communication. This was made possible following the activities of civil rights organizations in the 1960s and 1970s. Their emergence influenced society's expectations of business as they conceived the idea that those with economic power have social responsibility.

Blowfield, & Frynas, (2005) describe corporate social responsibility as an amorphous term that some have interpreted as a culture; an alternative to government and state failure; and as a generic term that addresses the role of corporate organizations in society. While there is no universally accepted definition of the concept, there is a consensus that it implies a demonstration of certain responsible behaviour on the part of corporate organizations toward society and the environment.

Corporate social responsibility can best be understood in terms of the changing relationship between modern corporate organization and society hence, it covers the responsibilities companies have to the various stakeholders and the society where they operate. In general terms, Corporate social responsibility can be said to refer to a company's efforts to include social and environmental concerns in its decision making process with a commitment to increasing the organization's positive impact on society. The above standpoint demonstrates the fact that social responsibility entails giving back to the society some of the benefits and gains realized from the same society. It is essentially, the deliberate inclusion of public interest into corporate decision making, little wonder why it is sometimes described as a tacit contract between corporate organizations and society, in which the society 'permits' corporate organizations to operate within the society to create job opportunity for its residents and revenue through taxation. It aligns itself with incorporating sustainable development in a positive and profitable way while carrying out business activities.

Majekodunmi, (2003), citing the European Commission in its paper "Promoting a European Frame Work for CSR", describes CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (p. 98). Thus, corporate social responsibility practice implies that an organization goes beyond self interest and embraces actions that aim to promote the interest of society at large.

McCombs (2002) states that corporate social responsibility refers to a company "linking itself with ethical values, transparency, employee relations, compliance with legal requirements and overall respect for the communities in which they operate. It goes beyond the occasional community service action" (p. 5). McCombs' assertion is an endorsement of the fact that corporate social responsibility encourages the interdependent relationships that exist between corporate organizations and the society within which they are based. Thus, corporate social responsibility practice implies that an organization goes beyond self interest and embraces actions that aim to promote the interest of society at large.

Wood (1991) uses the expression corporate social performance to describe corporate social responsibility and explains it as "a business organization's configuration of principles of social responsibility

processes of social responsiveness and policies, programmes, and observable outcomes as they relate to the firm's societal relationships" (p. 693). Wood's expression implies that CSR provides an avenue for discussing and strategizing obligations which corporate organizations owe to communities/society and as a way of proposing ideas on how those obligations would be met and also as a tool to gauge the benefit to the business.

In like manner, Waddock, (2004) uses the term corporate citizenship to explain the concept as consisting of "the strategies and operating practices a company develops in operationalizing its relationships with and impacts on stakeholders and the natural environment" (p. 9). In other words, corporate social responsibility considers the interest of society by ensuring that corporate organizations take responsibility for the impact of their activities on all stakeholders including customers, host communities, suppliers, employees, shareholders, as well as the environment. This implicates corporate social responsibility as a business strategy that represents actions that need to be either selected or avoided. Scholars, who favour this stance therefore, advocate a common notion that corporate organizations do not operate in isolation from the society where they are located.

III. METHODOLOGY
The study was based on the following research methodology:
3.1 Research Design
The survey research method was used in this study. The survey method was chosen because the study elicited the impression and perception which respondents have of the strategies adopted by MTN and GLOBACOM in Rivers State.

3.2 Population of the Study
The population of the study comprised citizens of Rivers State. According to the 2006 census figure, Rivers State recorded a population of 5,198,716. This served as the population of the study.

3.3 Sample and Sampling Procedure
The study adopted Phillip Meyer's sample prescription. Using Meyer's sample prescription table cited in Stacks & Hocking (1992) at 95% confidence level, a sample size of 384 was considered adequate for this study. The table is reproduced below for illustration:
However, 20 were added to the above sample size for the sake of casualty that may arise when administering the instrument. Based on the above consideration therefore, a total sample size of 404 was drawn for the study.

The cluster sampling was used to group the population into three, patterned after the three senatorial districts of Rivers State. The local government areas that make up each of the senatorial districts were identified, written and placed in the group they belong. Then, using the simple random sampling technique, two local government areas were selected from each of the three senatorial zones by means of lucky dip. Furthermore, using the purposive sampling method, the headquarters of the six local government areas earlier sampled were selected for the administration of the research instrument. The reason for purposive selection and administration of the research instrument was to target respondents from the areas of dominant influence of the GSM companies. The research instrument was then purposively administered to the respondents in the headquarters of the six selected local government areas.

The proportionate sampling technique was used in this study to ensure equal representation of the six sampled local government areas. This was based on the population figure of the various local government areas as captured in the 2006 census figure. Out of the sample size of 404, Ogba/Egbema/Ndoni local government area had 70 respondents. In the same vein, Ahoada East local government area had 41 respondents. Port Harcourt local government area had 132 respondents. Furthermore, Etche local government area had 61 respondents. Eleme local government area was allocated 47 respondents while Bonny local government area had 53 respondents.

3.4 Reliability of the Instruments
To ensure the reliability of the research instrument, a pilot study was carried out on 30 respondents selected from outside the six Local government council headquarters designated for the study. After two weeks, a test-retest was conducted on the same respondents by the researcher. The objective of the test-retest was to compare the reliability of the two results using the Pearson's product moment correlations coefficient:

$$r = \frac{N \Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{(N\Sigma x^2 - (\Sigma x2)^2) N\Sigma y^2 - (\Sigma y^2)}}$$

Where:
X and Y = Original scores
N = Number of pairs of scores

Σ = Summation symbol
 = Sum of the products of X and Y

Σ x	=	289
Σ y	=	276
Σ x²	=	5,345
Σ y²	=	4,908
Σ x y	=	5110
N	=	30

$$ r = \frac{30 \times 5{,}110 - 289 \times 276}{\sqrt{(30 \times 5{,}345 - (289)^2)(30 \times 4{,}908 - (276)^2)}} $$

$$ = \frac{153{,}300 - 79{,}764}{\sqrt{(160{,}350 - 83{,}521)(147{,}240 - 76{,}176)}} $$

$$ = \frac{73536}{\sqrt{76829 \times 71064}} $$

$$ = \frac{73536}{\sqrt{5{,}459{,}776{,}056}} $$

$$ = \frac{73536}{73890.2974} $$

$$ \therefore \ r = 0.995 $$

3. 5 Method of Data Analysis
Data obtained from the questionnaire were analyzed in tables using simple percentages. The highest percentage of response from the respondents formed the accepted view of the respondents.

IV. RESULTS AND DISCUSSION
4.1 Data Presentation
Data presented in this study were based on 377 (93%) copies of the questionnaire that were correctly filled and returned.
(1). Chiefs, youth groups, women groups and the elite are regularly consulted before projects are cited in your community by?

Table 4.1: Consultation by MTN and GLO before projects are cited

Response category	MTN Respondents	%	GLO respondents	%
Consulted	97	25.7	205	54.5
Not consulted	254	67.4	104	27.5
Not aware	26	6.9	68	18.0
Total	**377**	**100**	**377**	**100**

Table 4.1 shows that GLO consulted with Chiefs, youths groups, women groups and the elite before carrying out projects in their communities On the other hand, the respondents indicated that MTN did not adequately consult with Chiefs, youth groups, women groups and the elite before carrying out project in their communities

(2). How regular do the companies hold town hall meetings with opinion leaders, youth groups and women groups to address your community needs?

Table 4.2: Regularity of Town Hall meetings

Response category	MTN Respondents	%	GLO respondents	%
Twice a year	67	17.8	209	55.4
Once a year	122	32.3	128	34.0
Never	188	49.9	40	10.6
Total	**377**	**100**	**377**	**100**

Table 4.2 shows that GLO performed above average in terms of holding town hall meetings with opinion leaders, youth groups and women groups. The Table also shows that MTN performed below average in this regard.

(3). Citizenship education and career guidance are regularly organized to sensitize youths and students in your community by?

Table 4.3: Sensitization of youths and students on citizenship education and career guidance

Category of sensitization	MTN Respondents	%	GLO respondents	%
Citizenship education	20	5.3	18	4.8
Career guidance	49	13.0	53	14.1
None of the above	308	81.7	306	81.1
Total	**377**	**100**	**377**	**100**

Table 4.3 shows that MTN and GLO failed to sensitize youths and students on citizenship education and career guidance in Rivers State. The Table shows that the respondents indicated that MTN neither sensitized youths and students on citizenship education nor on career guidance. The Table also shows that the respondents indicated that GLO did not organize citizenship education and career guidance training/workshops for youths and students in their communities.

(4). During project execution, active community participation is encouraged by?

Table 4.4: Community participation during project execution

Response Category	MTN Respondents	%	GLO respondents	%
Active participation	112	29.7	232	61.5
No. participation	203	53.9	79	21.0
Not sure	62	16.4	66	17.5
Total	**377**	**100**	**377**	**100**

Data gathered from Table 4.4 shows that GLO encouraged more community participation as the respondents indicated that GLO encouraged active community participation whenever it carried out projects in their communities. The Table also shows that MTN failed to encourage community participation whenever it carried out projects in their communities.

(5). Projects that satisfy the needs of your community are provided by?

Table 4.5: Projects that satisfy the needs of the community

Response category	MTN Respondents	%	GLO respondents	%
Satisfied community needs	114	30.2	210	55.7
Community needs not satisfied				
Not sure	209	55.5	97	25.7
	54	14.3	70	18.6
Total	**377**	**100**	**377**	**100**

Response from Table 4.5 shows that more respondents indicated that GLO provided projects that satisfied the needs of their communities while a greater percentage of the respondents indicated that MTN did not provide projects that satisfied the needs of their communities

(6). In terms of community development programmes, your community has been more positively affected by?

Table 4.6: Welfare and community development programmes

Response category	MTN Respondents	%	GLO respondents	%
Positive effect	104	27.6	236	62.6
Not effect	237	62.9	93	24.7
Not sure	36	9.5	48	12.7
Total	**377**	**100**	**377**	**100**

Table 4.6 shows that the respondents indicated that GLO's welfare and community development programmes have positive effects on their communities. On the other hand, a greater percentage of the respondents indicated that MTN's welfare and community development programmes have no positive effect on their communities.

(7). Cordial relationship exists between your community and?

Table 4.7: Cordial relationship with the companies

Response category	MTN Respondents	%	GLO respondents	%
Cordial relationship	108	28.7	240	63.7
No cordial relationship	215	57.0	94	24.9
Not sure	54	14.3	43	11.4
Total	**377**	**100**	**377**	**100**

Table 4.7 shows that GLO has maintained a more cordial relationship with its host communities than MTN as the respondents indicated that GLO has cordial relationship with their communities. This is contrary to the result obtained from the respondents who indicated that MTN has not maintained cordial relationship in their communities.

(8). Which of the two service providers has favourable image rating based on its welfare programmes in your community?

Table 4.8: Image rating based on welfare programmes in Rivers State

Response category	MTN Respondents	%	GLO respondents	%
Favourable image	103	27.3	228	60.5
Unfavourable image	254	67.4	81	21.5
Not sure	20	5.3	68	18.0
Total	**377**	**100**	**377**	**100**

Table 4.8 also shows that the respondents indicated that GLO has favourable image rating in their communities based on the company's community development programmes. On the other hand, the respondents indicated that MTN has unfavourable image rating in their communities based on its community development programmes.

4.2 Discussion of Findings
Research Question One. What are the strategies adopted by MTN and GLOBACOM towards achieving their corporate social responsibility practices in Rivers State?
Analysis of results of the respondents in Table 4.1 showed that 54.5% of the respondents agreed that GLO regularly consulted with chiefs, youth groups, women groups and the elite before sitting projects or sponsoring socio-cultural events in their host communities whereas only 25.7% respondents agreed that MTN regularly consulted with same groups in their host communities. Based on the above findings, it is evident that the strategies adopted by GLO in relating with its operational environment were acceptable in Rivers State.
Table 4.2 also supported the above result, indicating that 55.4% of the respondents agreed that GLO held town hall meetings twice a year with opinion leaders, youth groups and women groups in Rivers State, 34% of the respondents agreed that GLO held town hall meeting once a year with opinion leaders, youth groups and women groups in Rivers State. On the part of MTN, only 17.8% of the respondents agreed that MTN held town hall meetings twice a year with opinion leaders, youth groups and women groups in Rivers State while 32.3% of the respondents agreed that MTN held town hall meetings once a year with opinion leaders, youth groups and women groups in Rivers State.

The implication of the above analysis is that GLO employed better relationship strategies in relating with its host communities in Rivers State than MTN did. Thus, the strategies employed by GLO in relating with its host communities aligns with Nwodu, (2010) who stated that consultations and meetings enable corporate organizations to consider and include the interest of members of its host communities with a view to enabling such organizations to embark on community development projects that would be capable of addressing the needs of its host communities. The strategy employed by GLO as shown in Tables 4.1 and 4.2 is also in tandem with the stakeholder involvement strategy of Morsing & Schultz (2006) which encourages a two-way communication between an organization and its stakeholders. Morsing & Schultz (2006) opine that stakeholder involvement strategy enables companies to proactively engage in discussions with stakeholders thereby allowing the company to understand and comply with stakeholders expectations.

On the other hand, results gathered from Table 4.3 showed that neither MTN nor GLO organized public lectures as a strategy to sensitize youths and students on citizenship education and career guidance. The result showed that only about five percent and thirteen percent of the respondents indicated that MTN organized citizenship education and career guidance respectively for youths and students in Rivers State while about four percent and fourteen percent of the respondents indicated that GLO organized citizenship education and career guidance respectively for youths and students in their communities. As can be gleaned from the result, the inputs

by MTN and GLO in regard to awareness creation among youths and students on citizenship education and career guidance is grossly insignificant to be appreciated in their operational environments.

Table 4.4 however, showed that GLO performed above average in ensuring community involvement during project execution more than MTN. Result gathered from the table shows that 61.5% of the respondents agreed that GLO encouraged community participation during project execution whereas 29.7% of the respondents agreed that MTN encouraged community participation whenever projects were executed in their communities.

The result obtained above portrays GLO as a friendly corporate organization that invests in building and maintaining cordial relationship in its operational environments. The result depicts GLO as a company that does not only concern itself with profit making but also relates with its host communities in a manner that fosters mutual relationship and better understanding between it and the host communities. Based on the result, GLO's corporate social responsibility strategy aligns with Ilupeju (2003) who stated that corporate organizations must "strive to create good relationship with their host communities as good neighbourliness often works for the organization's advantage…" (p.74).

Research Question Two. What is the host communities' rating of MTN's and GLOBACOM's corporate social responsibility practices in Rivers State?

Responses from the respondents showed that GLO's corporate social responsibility practices were rated higher than MTN's. Following the above rating, GLO also had favourable image in Rivers State than MTN. This was shown in Table 4.5 where 55% of the respondents indicated that GLO provided or sponsored projects and events that satisfied the needs of their communities while 30.2% of the respondents indicated that projects provided or sponsored by MTN satisfied the needs of their communities. The implication of the result is that GLO considered the desires and needs of the communities in carrying out its corporate social responsibility programmes.

Table 4.6 also showed that 62% of the respondents indicated that GLO's welfare and community development programme had positive effects on their communities whereas 27.6% of the respondents indicated that MTN's welfare and development programmes had positive effects on their communities. From the result, greater percentage of the respondents was in favour of GLO.

Table 4.7 conformed to the result in table 4.6 as the table showed that 63.7% of the respondents indicated that GLO enjoyed more cordial relationship in its operational environments in Rivers State than MTN with 28.7% of the respondents. The results place GLO on a more favourable image rating in Rivers State than MTN. The reason for this performance may not be farfetched. GLO is an indigenous telecommunication company and may have as a result, imbibed the tenets and rudiments of corporate philanthropy which focuses on addressing the socio-economic development challenges in the state. This is in tandem with the study by Amaeshi, Adi, Ogbechie, & Amao (2006) which espoused that corporate social responsibility is a localized and socially embedded construct.

The results showed that GLO had a more favourable image rating among the respondents in Rivers State than MTN. This was also shown in Table 4.8 where 60.5% of the respondents indicated that GLO had a more favourable image rating than MTN thus confirming the study by Chiu & Hsu (2010) who assert that "corporate organizations that implement CSR strategy are better able to establish a positive image" (p.183). Their assertion is also supported by Nsikan, Umoh & Bariate (2015) as they state that corporate organizations that engage in adequate investment in CSR through "…active participation and interest on social welfare of communities …would lead to enhanced positive image of such organization." (p.534) hence it is safe to state here that GLO's corporate social responsibility strategies have positive effects on its corporate image and reputation.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study examined the corporate social responsibility strategies adopted by MTN and GLOBACOM and how such strategies have affected their image in Rivers State.

Findings of the study showed that both MTN Nigeria and GLOBACOM Nigeria had corporate social responsibility strategies in varying degrees in Rivers State. The study showed that the strategies adopted by GLOBACOM differ from those of MTN. The study found out that GLOBACOM employed such strategies as consultation with various stakeholders, organized town hall meetings periodically as well as ensured community participation whenever projects were executed in Rivers State. Based on the findings of the study, the strategies adopted by GLOBACOM seemed more acceptable in its operational environments as a result GLOBACOM has had a cordial relationship hence its image and reputation seemed more acceptable in Rivers state. On the basis of the findings of the study, GLOBACOM, in comparison with MTN, has endeared itself to the people hence it enjoys acceptable image rating in Rivers State

5.2 Recommendations

Based on the findings of this study,it is recommended that MTN should consult with various stakeholders, hold town hall meetings as well as encourage its host communities to actively participate when the company embarks on projects or sponsors socio-cultural events. Such strategies, when adopted, will endear it to the people and bolster its image and reputation in Rivers State.

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