

## Corporate Social Responsibility and Competitive Advantage of Private Telecom Sector in Afghanistan

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### Abstract

The study determined Corporate Social Responsibility (CSR) practices and the link between CSR and Competitive Advantages of private telecom sector in Afghanistan. Specifically, the research examined current ongoing practices of CSR performed by private telecommunication companies in Afghanistan, the competitive role engaging in CSR among the companies and all those challenges which influence to affect company by implementing CSR. A survey questionnaire of 100 people including employees, customers and community to selected GSM companies i.e. AWCC, Roshan, MTN, and Etisalat were distributed to collect primary data for achieving its purpose by qualitative methodology. All level of employees and customers were sampled for the study. Both statistical tools, descriptive and inferential, were used. The research came into being and found that Afghan private telecom companies are mainly engaged in CSR practices are Community Relations, Environmental Relations and many other CSR activities as Employee Relations for providing positive image of the companies, branding and used it as marketing tool to gain competitive advantage or higher profit. The study found that by engaging in CSR, ROSHAN gained higher competitive range among all other private telecom companies in Afghanistan.

### Key words:

CSR, private telecom sector, competitive advantage, AWCC, Roshan, MTN, Etisalat

### Introduction

CSR is an arising topic of the twentieth Century during past late years. It refers to the commitment of firms towards stakeholders and society, According to Carroll<sup>1</sup> (1991) pyramid's four CSR elements that

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<sup>1</sup> (<https://www.tutor2u.net/business/reference/carrolls-csr-pyramid>)

demonstrate how an organization can meet their social responsibilities. The pyramid contains (a) Economical Responsibility- it's the first responsibility of the company which determines to benefit the society in long term. (b) Legal Responsibility- It shows how the organization is responsible to follow all those laws and regulations of employees such as employment, health and safety etc. (c) Ethical Responsibility - The responsibility which dictate to act in morality or ethically i.e. taking care of suppliers and employees. (d) Philanthropic Responsibility- This responsibility aims to give back to society such as charitable donations etc.

CSR practices let organizations conduct their business activities in a social and ethical way to have positive impact on society. They frame their CSR strategy by implementing different economic, environmental and social activities. CSR is a business module which provides a balance between a firm's financial objective and social impact in the community they conduct their operations. In recent years researchers found that CSR has positive impact on organizational performance (Dixon Ogebechi 2011). CSR does not only state social or environmental impact on society but definitely, the organization will be benefited by itself for instance increasing their sales, financial performance , better image in the society, customer's attraction, business reputation and long term profit. In this paper, the researcher tries to see the competitive position of Afghan private telecom companies by implementing different CSR activities. The re-development strategy of Afghanistan right after fall of Taliban regime, many Afghan nationals immigrated to different neighboring countries during war, upon their return to Afghanistan; there were more open door opportunities such as job creations, new business ventures and Multinational firms' investment. Telecom sector of the country was re-created in 2002 by the help of multi donors' assistance. Current USAID Afghanistan survey showed, Afghan Telecom Sector is a huge income generating division in the country. There are many cellular companies in Afghanistan which makes a complex competition and expectation of customer demands for reliable services. All these four private telecom firms are (AWCC, ROSHAN, MTN and Etisalat) which provide GSM, internet and broadband services across the country.

### **Statement of the Problem**

Almost every business firm try to do their best in order to satisfy their customer expectations by serving them through their goods and services, maximize their profit and keep their shareholders happy too. There are furthermore social responsibilities of a business other than profit where a business performs their day to day operations. In today's competitive environment any business can only survive if they consider their core competency by applying different methods to reach out and respond every involved parties attached to their business. They should keep a reliable working environment inside an organization to keep their internal customers happy, providing qualitative products and services to customers, should perform social activities in the community, maintain their environmental policy, and keep their brand image for their competitive role among other business in the same market.

### **Research Question**

What is the link of CSR and Competitive advantage in Afghanistan private telecom sector?

## Objectives of the study:

The main objective of the study is to evaluate the CSR activities and competitive advantages of the cellular phone companies in Afghanistan. More specifically the objectives are i.e.

1. To identify CSR practices of Afghan private telecom companies.
2. To explore the CSR competitive advantages among selected companies.
3. To find out the significant relationship between CSR and competitive advantage of private telecom sector in Afghanistan.

## Literature Review

### The Evolution of CSR from 1950s - 1990s

During last few decades' researchers have been taken more interest in CSR to further elaborate it. The 1950s were seemed as modern era of CSR and it was known as Social Responsibility or SR that time. The notion of CSR has been integrated in businesses for centuries. In 1950s Howard Bowen wrote a book by the name of Social Responsibilities of the Businessman, which stated that which sort of responsibilities should be done by businessmen that are expected by society. The CSR definition was further explained by Davis during 1960s as "The businessmen should take discretionary effort and should go beyond the company's technical or economical attention". Frederick in 1960 and Carroll in 1990 specified that businessmen should maintain all their operations, production and distribution for the welfare of public that should meet their expectation (Carroll 1999, 271). Corporate Philanthropy and Stakeholder theory were established in 1970s. Johnson in (1971) proposed that all stakeholders as consumers, suppliers, employees and communities should be given value rather than only profit. During 1980s the concept of CSR was taking more important in to consideration and elaborate few more CSR definition as compared to 1970s. The researchers argued on business environment and emphasis them to meet society's benefit and their best interest as expected. Many scholars contributed and added more in CSR, business ethics during (1990s) and the major of it was by (Carroll 1999). Wood Carroll explained CSR law, rules and social responsibilities which are still valid in today's community. Mr. Wood developed four part CSR pyramid in which CSR addresses economic, legal, ethical and philanthropic expectations by society from an organization.

## Methodology

There are four private telecom companies in Afghanistan; AWCC, ROSHAN, Etisalat and MTN which institute the population of this study. The study was exploratory in nature. this research has been conducted from secondary sources based on available data in firm's annual reports, websites and social Medias while primary data was collected based on five Likert scale questionnaire distributed by google forms survey tool which was experienced an easy, cost effective and time saving source to collect data. The research questionnaire was developed to meet the study objectives. The focus of research was keen

to study and evaluate the CSR practices and the link between CSR and competitive advantages in Afghanistan telecom industry. The questionnaire was distributed among all stakeholders (employees of selected firms, consumers and community). There were total ten (10) close ended questionnaires. The questionnaire was sent to 140 people but only 75 responses were received. The sample size of 75 respondents contains all four GSM companies' stakeholders. Probability sampling technique was used for collecting primary data. Cronbach Alpha test was used to check the reliability of the questionnaire where the reliability shows 0.89. CSR practices of these companies were measured based on four concepts which is health, education, social development and community development. Profitability and staff caring were also taken as competitiveness in the study. SPSS tool was used for the analysis part of the study.

In this study, the researcher examined the relation between the corporate social responsibility and the competitive advantages. They find evidence of a significant positive relation between the competitive advantages, which a company can obtain, and the corporate social responsibility.

### CSR Today

To endure in nowadays competitive environment, firms must take in to consideration that their sustainable profit and survivance in market directly depends on their attention to social issues. CSR conception has been developed during last 6 decades and its definition was proposed and framed differently all over the world but having common understanding and ground among them.

CSR during 2000s brought a new aspect called the Triple Bottom Lines which gave a new design to CSR as Corporate Responsibility, Citizenship, Stakeholder and Political Corporate Social Responsibility. As European Commission (2002) defines CSR as relationship between society and business to study environmental and social impacts. Mallen Baker (2006) says simply that "CSR is only to produce positive influence on society". Pitt (2012) explored CSR in term of three dimensions (a) Environmental CSR (b) External and (c) Internal CSR. Where environmental CSR contains and describes any action attempt to advance environmental feasibility, external CSR leads to address the demand of people and society while internal CSR embrace internal arguments inside an organization such as ethical, race and gender related issues (Waldman, 2011; Pitt, 2012).

CSR in this study is explored as firm's moral activity and emphasis that companies are responsible chunk of the society where they operate. CSR can be multiple advantaged business modules where the best two of them are making profit plus gaining positive impression in the community. It is confirmed that the today's businesses get involved in CSR activities. However, there is still lack of interest, less or no involvement of CSR practices in Afghanistan. Firms can be lead to achieve competitive advantage through implementation of CSR (Jušcius and Snieška 2008) and now a days in the society, some companies treat CSR as necessity due to pressure from stakeholders and society.

Nowadays in Afghanistan when it comes to CSR it is only implemented by few or less companies as Telecom Sector or rarely other private organizations. . When re-development of Afghanistan get started back in 2002 right after fall of Taliban Regime, the term CSR, importance of CSR and its competitive advantage were known latterly by many international telecom companies i.e. AWCC, ROSHAN, MTN and Etisalat.

## CSR in Afghanistan

After decades war in Afghanistan the telecom sector of the country has been re-originated during the Presidency of Mr. Karzai who signed the new era of legal telecom sector in July 2002. In recent years through this research, Afghan private telecom companies implemented their CSR activities which have been distinguished in to main three categories i.e. (a) Education (b) Community - Social Development and (c) Health sector. After going through mentioned company's websites, magazines, social networks, surveys, interviews and their published annual reports, there were total 30 approximity CSR practices undertaken by private telecom sector in Afghanistan. The telecom sector of the country is managed by Afghanistan Telecommunications Regulatory Authority (ATRA). ATRA is the sole Government firm which led and rule telecom sector in the country. ATRA was established in 2005 and has been originated exclusively under international organization standards as World Trade Organization (WTO).

The private and semi-private companies in the country got their business licenses from Ministry of Communications and Information Technology (MCIT) and ATRA where private telecom firms i.e. AWCC, ETISALAT, MTN and ROSHAN are more rivals to each other providing different sort of packages to attract customers. As of today (2019) since 2002, each firm tries to boost their sales average, market image and social impact by providing different kind of social activities in the community. Above mentioned companies are mostly multinational firms and are bound to enforce social practices in the current competitive market. As a majority in the country, due to lack of literacy in Afghanistan and less knowledge of international business rules and regulations, most of the civilians either in rural or urban areas really don't care about social activities (should be done by Multinational firms) and they pretend to know only about telephone or internet services. The researcher claims that there is less or no CSR implementations in any other sector expect telecom companies. There must be a strong Government regulatory body, where social practices or CSR should be monitored and advice to keep it as strategic priority in their agenda and long term objectives. Below Afghan private firms and their social practices are briefly compiled for the purpose of this research study.

## AWCC

A few decades before, Afghan civilians were going to neighboring countries to make a single call reaching out their family members or friends. Due to Afghan and US-coalition back in 2002 Afghan Wireless Communication Company<sup>2</sup> (AWCC) was the pioneer firm to start their telecommunication services for Afghan people and business in the country. AWCC was established by help of U.S based Telephone System International, Bayat Group and Afghan Ministry of Communication. AWCC as of 2019 reached up to 5 million total active consumers throughout Afghanistan. AWCC claims that 6,000 employees' works under their direct supervision and 100,000 indirect jobs have been created for Afghan people. It has been known as the prime market leader for 3G-4G internet services as well as they provide mobile payment and My Money services too.

## ROSHAN

<sup>3</sup>ROSHAN is the second telecom firm which got its business license in January 2003. It has presence in all 34 provinces and seems itself as a leading operator among all other telecom companies throughout

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<sup>2</sup> <https://afghan-wireless.com/>

<sup>3</sup> <http://www.roshan.af>

country. Roshan has been originated with combination of Aga Khan Network and Monaco Telecom. It has created 35,000 job opportunities throughout the country and has more than 800 employees working for Roshan Company. Roshan firm is internationally identified for their social programs. They have developed tens of community benefit based projects for sustainable support to society in the country.

## MTN

<sup>4</sup>The telecom sector was an arising economical factor for the country thus the third Global System for Mobile Communication (GSM) business authorization to implement their services was award to Areeba a collateral company of Lebanese firm in September 2005. Areeba was seized by MTN a South African company in 2007. It has 5.3 subscribers all over 34 provinces of Afghanistan. They have direct 420 permanent staff and an estimate of 35,000 individuals as indirect or contractual workers.

## Etisalat

Due to rapid increase and demand of cellular phones after decades war in Afghanistan, the Government of the country awarded the fourth GSM license to <sup>5</sup>Etisalat a U.A.E (United Arab Emirates) based company. Etisalat began their formal operation in August 2007. As of today Etisalat has more than 5 million active consumers or subscribers. They have 1,000 employees in their offices and generated more than 25,000 additional jobs in the community. They have also started their money services as M-Hawala in 2011.

**Table No 1. Afghanistan Telecom Operators**

Afghanistan Private Telecom Network Operators			
<sup>6</sup> Mobile Telephone Population Coverage (Approx.) 90% of total Population			
Company	Active Subscribers	License Award Date	Partnership
ROSHAN	6 million Subscribers	2003	Aga Khan Fund for Economic Development, Monaco Telecom International
MTN	5.3 million Subscribers	2005	MTN South Africa

<sup>4</sup> <http://www.mtn.com.af/en/Pages/default.aspx>

<sup>5</sup> <http://www.etisalat.af/etisalat-afghanistan>

<sup>6</sup> <http://atra.gov.af/en/page/6963/6964/7238>

<b>AWCC</b>	5 million Subscribers	2002	MCIT and US Based Telephone system
<b>ETISALAT</b>	5 million Subscribers	2007	UAE based Etisalat

The above four GSM companies are listed along with their active users and licensing awards date. All mentioned companies are having partnership with multinational firms showing in the partnership tab of the table.

### CSR initiatives of Afghan Telecom companies

There are different CSR practices implemented by listed GSM companies in Afghanistan which are inserted in below Table. These activities are drafted by the researcher from mentioned company's websites, social Medias, newspapers and published international articles during literature review of the research paper. There are major four CSR categories found by the researcher for all four companies. These CSR activities are instituted in the following Table No 2.

**Table No 2.** Afghanistan GSM Companies CSR Activities

<b>CSR Areas/Activities</b>	<b>AWCC</b>	<b>Roshan</b>	<b>MTN</b>	<b>Etisalat</b>
<b>Education</b>	<ol style="list-style-type: none"> <li>1. Developed new schools and provided logistics support to different school and orphanages.</li> <li>2. Provided professional IT and Management courses, build libraries for learning purposes.</li> <li>3. Arranged educational scholarships to</li> </ol>	<ol style="list-style-type: none"> <li>1. Built schools, E-learning centers, Roshan Cisco Systems (IT), Teachers Construction Line.</li> <li>2. They initiated One Laptop per Child (OLPC) program to familiarize Afghan children with a laptop for learning purposes.</li> <li>3. Provided educational scholarships to</li> </ol>	<ol style="list-style-type: none"> <li>1. MTN has a foundation named "MTN Foundation" provide free education opportunity throughout Afghanistan, provide computer trainings, stationary and uniforms to local schools.</li> <li>2. Built, re-construct and painted different schools and institutions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Etisalat built computer labs with internet facility inside the city.</li> <li>2. They had schools logistics distribution program.</li> <li>3. Etisalat has Graduate Trainee (GTs) induction program.</li> </ol>

	internal and external customers.	employees within local universities.	3. MTN has a free web computer lab for orphanage.	
<b>Community &amp; Social Development</b>	<ol style="list-style-type: none"> <li>1. Sponsored different sports programs such as running, bicycles races and Olympic events.</li> <li>2. Well digging in different villages.</li> <li>3. Different programs for women empowerment</li> <li>4. They provide emergency reliefs and assistance to victims of floods and other natural disaster.</li> </ol>	<ol style="list-style-type: none"> <li>1. Support women by having Women Public Call Offices (WPCOS) and Humanitarian Assistance for Women of Afghanistan (HAWA) to offer women work and help them creating their own ideas and business.</li> <li>2. They sponsor different sports events, programs, TV channels, youths and social development activities.</li> <li>3. Roshan built wells providing clean water to poor households; they provided solar powered items and created transmission line for few villages, local hospitals and government buildings to give them electricity.</li> </ol>	<ol style="list-style-type: none"> <li>1. MTN reconstructed broken bridges.</li> <li>2. Digging wells for internally displaced people.</li> <li>3. Provide sponsorship to sports, social and different youth's programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Etisalat reconstructed mosques.</li> <li>2. They created different events as Annual Holy Quran award programs.</li> <li>3. Food Distribution, Hajj Events and loyalty program for charity.</li> </ol>

<b>Health</b>	<ol style="list-style-type: none"> <li>1. AWCC claims a healthy and safe working environment for their employee's i.e. Medical Aid assistances.</li> <li>2. Built maternity clinics and bed hospitals.</li> <li>3. Support poor families in winter with providing clothes and food.</li> </ol>	<ol style="list-style-type: none"> <li>1. Roshan assists society in health area through their telemedicine and Roshan Clinic initiatives.</li> <li>2. They have health insurance for their employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. MTN has health care centers, support "Gynecology" hospitals.</li> <li>2. Provide volunteer blood donations based on necessity.</li> <li>3. MTN has MTN mobile clinic provides free medical assistance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Etisalat has blood donation campaign.</li> <li>2. Provide medical assistance to employees</li> </ol>
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### Competitive Advantage

In today's business era, the word competition is explained by many scholars as the achievement, energy firms used or intentions they made to be market leader in the same industry to gain more profit as compared to their rivals. There is not a common accepted definition of competitive advantage. As the advantage differs and depend on the nature of the each business. The achievement gained or acquired because of one's core competitive idea or competitive contribution of the business which keeps a business in better position in consumer's mind is "competitive advantage".

Most of people from top management or any firm decision makers accept the value of their business and compare themselves with its rival in the market, they use different competitive tools which assist them to gain more profit by implementing the strategy (Prescot, 1988)<sup>7</sup>. The tools included are SWOT (strength, weakness, opportunities and strengths) analysis. Boston Consulting Group (BCG), Porter's five forces model, External/Internal factor evaluation (I/EFE) and competitive profile matrix (CPM).

Above mentioned tools determines an organization's external and internal opportunities to gain competitive advantage through its implementation. The researcher proposed CPM as key competitive tools among all other explained. A firm can gain its superior position in the market by applying or bring changes in two following ways,

#### (i) Organization External Factors Change :

An organization should respond quickly in best possible way to its external environmental changes or **PEST factors** where PEST stands for Political, Economic, Social and Technological. Changes in PEST would bring lots of favorable circumstances or opportunities which maintain the best time to gain superiority over its competitors. As the researcher says respond quickly, the emphasis is to respond the

<sup>7</sup> (Hill & Westbrook, 1997; Radder & Louw, 1998; Porter, 2000; Bygrave & Zacharakis, 2011).

external change being prior, might achieve the benefit otherwise you would never gain benefit from current opportunity if it is late approached (Ovidijus Jurevicius | February 13, 2013).

### PEST Scheme <sup>8</sup>



### (ii) Organization Internal Factors Change:

As its name indicates Internal Change its name explains those factors which are inside an organization internally controlled by a company. Internal environment refers to human resources working inside the firm, systems, culture and the structure of the company. A company can compete and get influence over its rivals through internal factors by using VRIO (Valuable, rare, hard to imitate and organized) resources. VRIO can be used by a firm to analyze its internal factors to maintain a long term competitive advantage. There are few examples for VRIO such as copyrights, culture, goodwill, know-how and trademarks etc. (Ovidijus Jurevicius | February 13, 2013).

### VRIO Scheme



Source: <https://study.com/academy/lesson/how-internal-and-external-factors-drive-organizational-change.html>

Mr. Michael Porter in 1980 explained the two basic types of <sup>9</sup>Competitive advantage, cost and differentiation advantage. He defined Cost as “Any company can produce the same quality or service

<sup>8</sup> <https://study.com/academy/lesson/how-internal-and-external-factors-drive-organizational-change.html>

with lower cost and might get superiority by its competitor” The firm gets cost advantage and it is also known as cost leadership strategy while differentiation strategy defines that “Producing or offering new products or services to the market by charging high amount of price would let you to be superior in the market”. Customers pay higher amount of money for unique and high quality products. There might be further strategies other than cost and differentiation as Innovative Strategy by introducing new products or services which may compel you as a market leader enjoying more profit as compared to your rivals in the market.

In this paper the researcher used a competitive advantage phenomenon which is Competitive Profile Matrix (CPM) module<sup>10</sup>, through which an organization might achieve sustainable competitive advantage. Competitive Profile Matrix (CPM) “It is a business model which measures a firm’s strengths-weakness and then compares the organization with its competitors in the market.

### Competitive Profile Matrix Conceptual Framework:

CPM has been debated by many scholars as this tool gives “a powerful visual catch-point by providing necessary information of competitive advantage and serves as the basis for organization’s strategy” (Bygrave & Zacharakis, 2011, p.243). According to David (2011,) “A CPM identifies a firm’s major competitors and it’s particular strengths and weaknesses in relation to a sample firm’s strategic position”(p. 81). Dipanwita Bhattacharjee and Mouri Dey.

### CPM and CSFs (Critical Success Factors)

The critical success factors (CSFs) identifies all those elements which compare your organization with competitors within similar industry (Capps & Glissmeyer, 2012). The factors could be similar or different among organization which depends on their business nature. These factors are treated or considered by consumers as important or may be profitable for an organization. An organization should consider the most important or critical success factors of their specialty or business environment that are important and seems to be linked to organizational goal. Those factors may be filed or gathered through various internal discussions or external surveys. Once they have been gathered, there are three main steps, any firm should follow during CMP module development using Critical Success Factors. (a) The firm should give weight to each single factor which should have total of 1.0 (sum of all factors) where 0.0 should be given as low importance and 1.0 as high importance. The point to be noted that if there are no weights assigned than that particular factor should be treated as equally important. (b) Now rate your organization factors, means that how your organization responds to each critical factor as of your organizational weakness and strengths while assigning 1= major weakness, 2= minor weakness, 3= minor strength and 4= major strength. (c) Then multiply weight with rank to have weighted scores for each success factor (Zimmerer et al., 2008) the firm which got the higher total sum is seems as stronger among others in the industry.

In this paper the researcher performed a hypothetical illustration of CPM for Afghan private telecom industry as shown in the below table where it has AWCC, Roshan, MTN and Etisalat.

<sup>9</sup> [https://en.wikipedia.org/wiki/Porter%27s\\_generic\\_strategies](https://en.wikipedia.org/wiki/Porter%27s_generic_strategies)

<sup>10</sup> Dipanwita (December 2015)

**Table No 3: Afghan Private Telecom Sector CSR Competitive Profile Matrix Table**

Afghanistan Private Telecom CSR Competitive Profile Matrix Table									
		AWCC		ROSHAN		MTN		Etisalat	
CSR Critical Success Factors	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Education	0.2	1	0.2	2	0.4	1	0.2	1	0.2
Community Development	0.3	1	0.3	3	0.9	1	0.2	1	0.3
Social Development	0.3	2	0.6	1	0.3	2	0.6	2	0.6
Health	0.2	1	0.2	1	0.2	1	0.2	1	0.2
<b>Total</b>	<b>1</b>		<b>1.3</b>		<b>1.8</b>		<b>1.2</b>		<b>1.3</b>

Based on Afghan private companies CPM analysis, all four selected companies were instituted in the table 3 and critical factors were categorized in to four major divisions. The researcher integrated only four major critical success factors equally seems important for mentioned companies which are less or fewer. In the above CPM table firm “ROSHAN” is concluded as highest CSR performer as compare to other three companies. This survey is collected by the researcher through all interested parties in each selected firm.

### Conclusion and Recommendations

Based on the findings of the study, the following conclusions were made. The Telecom companies are less likely engaged in CSR practices in the areas of community, education, and society and health sector. The Mobile Telecommunication Companies engaged in CSR for various reasons including enhancing the reputation of the company’s, for positive image and branding of the company, to gain some competitive advantages, to comply with standards, to improve business performance etc. The CSR practices enable the companies to attain a competitive advantage. ROSHAN is much more competitive advantage than all the other Mobile Telecommunication Companies. A positive feeling of high corporate image (complacency) is bane of CSR practices of the Mobile Telecommunication Companies. CSR was not engaged to a very high extent among the Mobile Telecommunication Companies. The companies in the industry must engage to very high extent ethical and philanthropic obligations to the communities in which they operate. This will help achieve greater competitiveness in the industry. It is essential that

shareholders of the company should not only consider profit maximization but must also be willing to give part of their profit before tax to as CSR as this was found to have positive impact on its corporate image and boosting its overall performance. Future studies should consider using secondary data to find the relationship between CSR and competitive advantages of companies in Afghanistan. Studies could also be conducted into the effect of CSR on the competitiveness of firms from the perspective of consumers.

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**Appendices 01:**

### Sample Data Questionnaire

This five Likert scale survey is established to give you an opportunity to check how the GSM Company services performing social activities to benefit the society and what is their competitive position in the telecom industry they operate. (All stakeholders including GSM employees, customers or community member can respond)

Where: SA = Strongly Agree; A = Agree; N = Neutrals, D = Disagree while SD = Strongly Disagree.

1. The firm provides opportunities in educational/Scholarship programs in the community they operate.

St. Agree	Agree	Neutral	Disagree	SD
7	31	23	12	2

2. Contributes in building learning centers, libraries and institutions.

St. Agree	Agree	Neutral	Disagree	SD
5	31	23	15	1

3. Promote and provide free awareness training to the society.

St. Agree	Agree	Neutral	Dis. Agree	SD
5	21	33	15	1

4. Sponsor different sports programs

St. Agree	Agree	Neutral	Dis. Agree	SD	St. Agree
12	32	27	4	0	0

5. Organizing first aid and safety programs.

St. Agree	Agree	Neutral	Disagree	SD
4	33	26	12	0

6. Support women empowerment and awareness.

St. Agree	Agree	Neutral	Disagree	SD
2	25	35	11	2

7. Always encourage their employees to take part in social activities.

St. Agree	Agree	Neutral	Disagree	SD
5	35	24	10	1

8. Apply policies to reduce pollution, waste and recycling which impacts on society.

St. Agree	Agree	Neutral	Disagree	SD
4	14	33	22	2

9. Provides charity and donations to poor people

St. Agree	Agree	Neutral	Disagree	SD
6	31	28	10	0

10. Help and provide with logistics to displaced people in the society.

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St. Agree	Agree	Neutral	Disagree	SD
10	27	24	13	1

