

## IMPACT OF CORPORATE SOCIAL RESPONSIBILITIES ON THE SOCIAL DEVELOPMENT IN LAGOS STATE NIGERIA: A CASE OF MTN NIGERIA LTD

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### Abstract

*This study investigated the impact of corporate social responsibility on social development in Lagos State using MTN as a study. The study adopted the survey research design and employed primary data sourced through the administration of well structured questionnaire. The hypotheses formulated were tested using regression analysis. The result revealed that the impact of corporate social responsibility on community development in Lagos State is significant. The result also shows that the prediction that CSR have a significant positive effect on organizational profitability was partially supported ( $\beta=0.235, p>0.05$ ). In addition, the results revealed that the amount of shared variance between CSR and financial performance is 5%. Furthermore, the study demonstrated that a statistically significant relationship exists between corporate social responsibility and corporate competitiveness. This indicates that a firm's involvement in CSR leads to competitive advantage. This can be achieved by being environmentally conscious, awarding scholarship, funding charitable causes, adopting transparent recruitment practices, and striking a balance between work and family roles. The study recommended that operations, products, and services of the organization should be environmentally friendly.*

**Keywords:** Corporate Social Responsibility, Corporate Reputation, Customer Purchasing Intention

### Introduction

Corporate Social Responsibility (CSR) is a strategic and competitive program for a company in business competition as it provides a mechanism for an organization to voluntarily integrate social and environmental concerns in its operations and its interaction with stakeholders. Also known as companies' social duty, it is a sustainable improvement concept, associated with exceptional ranges of society, from environmental troubles to social welfare, education, and worldwide warming (Luce et al., 2021; Nassivera et al., 2017). Companies social duty can consist of sponsorships, charity occasions and voluntary personnel in addition to other creative sports (Prieto et al., 2020). Companies' social obligation is an important approach for corporations in their marketing planning. Many multinational agencies promote worldwide businesses to meet corporate social duty as a crucial and critical part of commercial enterprise sports (Ebert & Griffin, 2017). Companies' social responsibility plays an essential function in marketing and branding of a business and Companies' social responsibility has steadily end up the main topic of advertising, in which funding and environmental cognizance are more emphasized in corporate social obligation (Jones et al., 2016).

Participation in Companies' social obligation sports delivers wonderful advantages to organizations along with photograph promoting, emblem improvement, increase sales, reputation formation and change patron attitudes (Famiyeh et al., 2017; Jones et al., 2020).

According to Esen (2018), CSR includes multi-dimensional definitions that define the main responsibilities of the business and (2) is defined based on the concept of societal marketing). Campfens's (2019) study

received the most attention in this respect. CSR includes 4 main types of responsibilities including: economic; legal; ethical; and philanthropic, are verified with various organizational stakeholders such as business owners, customers, employees, communities and society at large. Besides, Turban (2019) defined the concept of social marketing as doing commercial enterprise in the direction of preserving and enhancing the client's well-being and the society's nicely-being. While Wu et al. (2019) Extended this concept, thus, the definition of CSR turned into elevated to consist of heading off doing bad and promoting doing excellent to stakeholders. Organizations are generally appeared as positive partners in the groups in which they perform. Even though they were instrumental in developing employment, wealth, services and products, yet the stress on companies to play a position in social issues regarding personnel, stakeholders, society, environment and government is constantly growing (Turban & Greening, 2019).

### Statement of the Problem

The rapid growth of corporate entities in Lagos State, Nigeria, has raised questions about the extent to which these organizations are actively contributing to social development through Corporate Social Responsibility (CSR) initiatives. Lagos, being one of the most populous and economically significant states in Nigeria, presents a unique socio-economic landscape where corporations should play a crucial role in shaping the community's well-being. However, the extent to which corporate entities in Lagos engage in socially responsible practices and the tangible impact of these initiatives on the local social fabric remains largely unexplored.

Lagos State, as a socio-economic hub, confronts multifaceted social issues such as poverty, education gaps, healthcare disparities, and environmental challenges. While corporations operating within the state are increasingly engaging in CSR activities, the efficacy and genuine impact of these initiatives on addressing these social issues are not well-understood. The lack of comprehensive empirical studies and systematic analyses on the correlation between corporate social responsibility initiatives and measurable social development outcomes in Lagos State necessitates an in-depth investigation.

Furthermore, given the dynamic business landscape of Lagos State, Nigeria, the relationship between Corporate Social Responsibility (CSR) initiatives and the competitive advantage of companies in Lagos state has become a subject of increasing significance. While the concept of CSR is gaining momentum globally, the specific impact and effectiveness of CSR practices on enhancing the competitive advantage of corporations in Lagos State remain inadequately understood. Similarly, the specific impact of CSR initiatives on the profitability of corporations in the dynamic business environment of Lagos State, Nigeria, remains a subject of considerable debate and exploration despite the increasing adoption of CSR by companies operating in Lagos. This study is therefore motivated to investigate the impact of CSR on social development in Lagos state using MTN Nigeria Ltd as a case. Specifically, the study intends to:

- i. Examine the influence of CSR on community development in Lagos State
- ii. Ascertain the influence of CSR on the competitive advantage of companies in Lagos State
- iii. Determine the influence of CSR on organisational profitability in Lagos State

### Research Questions

This research seeks to address the following key issues:

- i. To what extent does CSR influence community development in Lagos State?
- ii. What is the influence of CSR on the competitive advantage of companies in Lagos State?
- iii. How does CSR influence organisational profitability in Lagos State?

### Literature Review

Arnold (2019), at the same time as agreeing that financial worries are critical to organizations, argued that —the concept of social responsibilities supposes that the enterprise has no simplest monetary and felony duties, but also sure duties to society which increase beyond those responsibilities. Different concerns in CSR definition exist. One of which is Arko's (2018) four-part definition of CSR which encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of any given organization; namely:

- i. be profitable (economic),
- ii. be obedient to laws and regulations (legal),

- iii. do what is right, fair and just (ethical), and
- iv. be good corporate citizens (philanthropic / discretionary).

Most corporate organizations subscribe to the four parts but feel more obligated to the first three. Ansah (2018) argued against Carroll's CSR model, and postulated CSR practice as a socio-cultural product that reflects the society and people in which the corporate bodies operate. Amoako (2016) Argued that \_even as there may be no universal definition for CSR, it usually refers to transparent commercial enterprise practices which are primarily based on ethical values, compliance with criminal necessities, and recognize for humans, communities and the environment. As a result, apart from making profits, businesses are liable for the totality of their impact on human beings and the planet. This is tantamount to announcing that beyond income, companies need to cope with problems of importance to the humans and the environment. Similarly, the World Business Council for Sustainable Development (2020), After consulting numerous stakeholders, stated that CSR is the dedication of companies to make contributions to sustainable economic development, running with employees, their families, the area people, and society at big to enhance their satisfactory of existence.

The improvement of CSR in Nigeria can be traced to the colonial era while the European corporations operated within the country. Then the concept of shareholders principle became predominantly pursued via the most appropriate European organization known as Royal Niger Corporation (RNC) chartered in 1886 (Dunfee, 2016). Shareholder principle defines the number one obligation of a firm's managers as the maximization of shareholders wealth (Rahman, 2019). The company philosophy of the RNC in Nigeria at some stage in this period exemplified shareholder perspective of the firm. Between 1885 and 1900, the corporation supplied informal employment for few indigenes in its postal device in Akassa in 1887, Calabar in 1891, Burutu in 1897 and Lokoja in 1899. The postal device was established ordinarily for conveying mails from its trading stations located in these industrial centres to and from Lagos by way of a weekly mail boat (Dunfee, 2016).

Normally, there are two modes for handing over CSR in Nigeria; companies delivering CSR through themselves (internally) and / or outsourcing to others to do it on their behalf (externally). The internal mode requires the corporate entity to take charge of its CSR implementation. An external mode implies outsourcing of CSR implementation to third parties (Luce, et.al, 2020). In each instances, the companies usually have in-house units or divisions whose obligations encompass to strategize, plan programmes, screen implementation and file effects.

### **Social Development**

Contributions to social development in Nigeria by CBEs, FBOs and NGOs cut across health, education, water and sanitation, agriculture, capacity building, economic empowerment and credit. They have additionally featured in capacity building and economic empowerment, micro-credit facilities and agricultural extension. These are all critical aspects of agriculture and rural improvement in Nigeria. These interventions are assisting to solve some of the troubles of agriculture and rural development in Nigeria. The 3 levels of governments were unable to offer those critical infrastructural facilities in good enough quantities required for the improvement of the agricultural groups because of useful resource constraints, among others (FIFAD, 2020). For the reason that most Nigerians reside in the rural areas and are directly or circuitously depending on agriculture, CSR interventions in Nigerian have the potential for full-size advantages.

The level of contribution of various CBEs to CSR varies according to the funding modes adopted. The common funding modes are: CSR budget as a percentage of profit after tax; CSR budget as a combination of a percentage of net profit and a proportion of sales; CSR budget as a combination of a percentage of production from oil field, percentage of special/new construction projects budget, and allocated funding for approved community interventions; CSR funding as a combination of a percentage of profit and annual operations budget; CSR funding as a percentage of annual operations budget, the funding of CSR based on profit by the various CBEs ranges from one to five percent.

## **Theoretical Review**

### **Legitimacy Theory**

Legitimacy idea is a theory that famous the legitimacy of a business enterprise management gadget this is orientated toward taking facets with individuals, community groups, and the authorities (Gray, Kouhy, & Lavers, 1995). (Deegan et al., 2002) Argue that legitimacy theory is a theory that is very suitable for corporate social duty disclosure. Legitimacy is considered as a motivation this is predicted with the intention to inspire selection-making associated with the disclosure of corporate social duty.

### **Stakeholder Theory**

Freeman and Reed (1983) Found out that stakeholders are all companies or folks who may be identified as influencing the success of organizational desires. Primarily based on this concept, employer management is predicted to perform all activities deemed important by way of stakeholders and also file on those sports. This indicates that the organisation's success is pretty depending on its capability to satisfy diverse expectations and information needs. Gray, Kouhy, & Lavers, (1995) Stated that facts can be used to control or reply to numerous stakeholders (as an example, legislators, clients, traders, suppliers, and non-governmental companies) to get their aid and approval. Stakeholder theory posits that successful corporations rely on their potential to satisfy stakeholder expectancies and meet diverse statistics needs. Primarily based in this perspective, data on Companies' social responsibility is the primary detail that can be used by companies to manipulate a variety of stakeholders, which include customers, investors, legislators, providers, non-governmental groups, and so forth. As a result, they gain assist from stakeholders (Gray, Kouhy, & Lavers, 1995).

### **Empirical Review**

According to Rahman (2019), Businesses and organizations have proven the role of Companies' social duty greater surely because the Nineteen Nineties, and on a far broader scale than human beings predicted. As a consequence, the scope of the social duty they taking is broader, along with commercial enterprise ethics, labor practices, social duty, and reducing environmental harm from manufacturing and other social activities, and so on., because the strategic to construct and decorate the company picture inside the community and in society on the equal time, thereby constructing up company popularity in society. While according to Turban (2016), Social responsibility will assist corporations to improve emblem function as well as recognition and picture of the commercial enterprise. Further, the study of Bassen et al. (2016) suggests that social duty complements brand photograph and corporate reputation, increases sales, creates commitment to personnel and continues employee loyalty, will increase productivity, improves nice, and different advantages.

Several studies have also investigated the relationship between corporate social responsibility and the different stakeholder's behavior. Rahman et al. (2016) analyzed the impact of corporate social responsibility on consumer behavior. Similarly, Ali et al. (2017) studied the effect of CSR on investor behavior. Meanwhile, Rahman et al. (2017) studied the effects of CSR on employee behavior in the organization. According to Asumah (2016), CSR is a tool that affects consumer behavior positively. Purchase intention is behavior including consumer product reviews or brand attitude influenced by external factors. With the above theoretical basis, hypothesis H2 is established as follows: H2: Customer Purchasing Intention (CPI) is positively influenced by Corporate Social Responsibility (CSR) practices (+) CPI in this study was measured following Plewa (2018) including major factors: perceived quality; perceived value, and perceived sacrifice. The concept of company reputation became shaped from the corporate photograph in 1950 and developed right into a company identity in 1970 and 1980 (Turban and Greening, 2019). Following Dahlsrud (2016), Company recognition is fashioned and developed based totally on a hard and fast of beliefs about the ability and willingness to reply to the distinct stakeholder's interest. Meanwhile, according to Dahlsrud et al. (2017), The corporate reputation is derived from fantastic problem solving abilities, that are shared by way of the community and reach a excessive consensus from the community. Atuguba and Dowuona (2018) argue that the good reputation is the source for the business to survive in today's competitive environment.

According to Asumah (2016), corporate recognition is derived from terrific problem solving skills, which are shared by using way of the network and reach a immoderate consensus from the network. In addition, according to Amposah and Dartey (2017), Buy aim is whilst conscious personal attempts to shop

for products or services from a specific emblem. In other words, buy purpose is while consumers intend to plan to buy a particular product or a selected emblem's service (Bassen et al., 2016). According to Amposah and Dartey (2017) (2016), From the angle of purchaser perception, purchase purpose or client behavior entails making choices whilst to shop for, how tons to buy, where to buy, and so forth., for a certain services or products, leading to improved sales, expanded income, and improved commercial enterprise overall performance.

Rahman (2016) investigates the results of Companies' social responsibility on network improvement in Abuja, Nigeria the usage of MTN Corporation. The study determined how corporate social duty (social reasons, provision for basic social facilities and reimbursement to community contributors) impacts network development. Factor in time facts have been accrued from number one supply with the used of questionnaire masking a period of 10 years from 2004 to 2014. Ordinary Least regression was used for analysis and finding reveals that there may be a big dating between corporate social responsibility and network improvement in Abuja Nigeria.

### Methodology

The study made use of survey layout to explain the simple functions of the facts within. This look at it as it is involved with the collection of information for the reason of describing and decoding present situations, triumphing practices, believes, attitudes, on-going process, effects which might be felt or trends which might be developing (Monsur, Shuaib & Mary, 2021). The design adopted helped in describing the relevant aspects of the phenomena under consideration and provided detailed information about each relevant variable. The source of data for the purpose of the study is the primary source. Questionnaire was used as the research instrument to collect the primary data for the study. Questionnaire is a listing of question or statement to which character are requested to respond by way of answering the question. The data collected were presented with the aid of tables, charts and subjected to descriptive and inferential statistics. Hypotheses formulated were tested using the regression analysis. The population of the study is the whole of the group within which the research findings could be based or applicable. For the purpose of this study, the population was the fifty 50 top management staff of MTN Plc in Lagos state head office. The sample size of the study is 36 top management staff derived with the use of Taro Yamanes' formula as shown below;

$$n = \frac{N}{1+N(e)^2}$$

Where; n = sample size, N = populations, e = error margins

$$n = \frac{40}{1+40(0.05)^2}$$

$$n = 36$$

Therefore, the sample size for this study is 36.

### Results and Discussion

The result of data analysis and tests of hypotheses formulated earlier in this study are presented. The study looked at the impact of corporate social responsibilities on the social development in Lagos state Nigeria. A brief analysis of the descriptive statistics is presented in the Tables below:

#### Response rate

This refers to the number of people who complete the questionnaire administered, a total of 45 questionnaires were administered and 36 were completely filled and returned by the respondents which give the response rate of 80%

#### Demographic information of the respondents

In this section, the results obtained from respondents about their personal information are presented. Personal information obtained includes; gender, marital status, age, academic qualification and length of internet usage.

**Table 1: Gender of respondents**

Response	No of Respondent	Percentage (%)
Male	12	33%
Female	24	67%
Total	36	100%

Source: Field survey, 2022

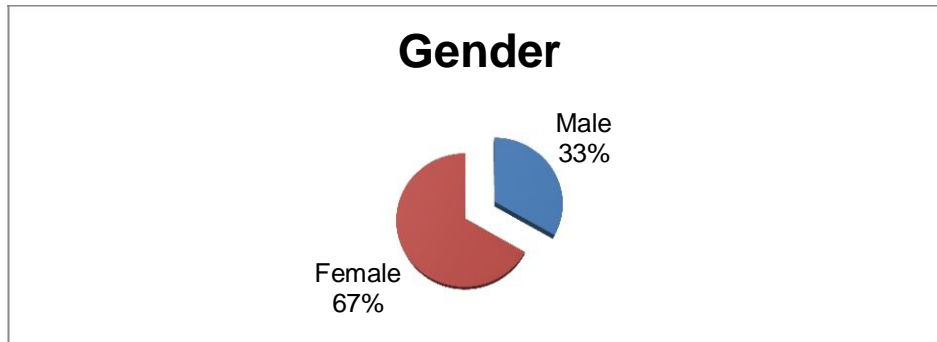
**Figure 1: frequency of gender.**

Table 1 and figure1 shows the frequency of gender distribution. It shows that 12 male respondents participated in the field survey giving 33% percent and 24 female respondents participated in the field survey giving 67% percent. This implies that majority of the respondents are female.

**Table 2: Details of respondents by marital status**

Response	No of Respondent	Percentage (%)
Single	5	14%
Married	17	47%
Divorce	6	17%
Widow	3	8%
Separated	5	14%
Total	36	100%

Source: Field survey, 2022

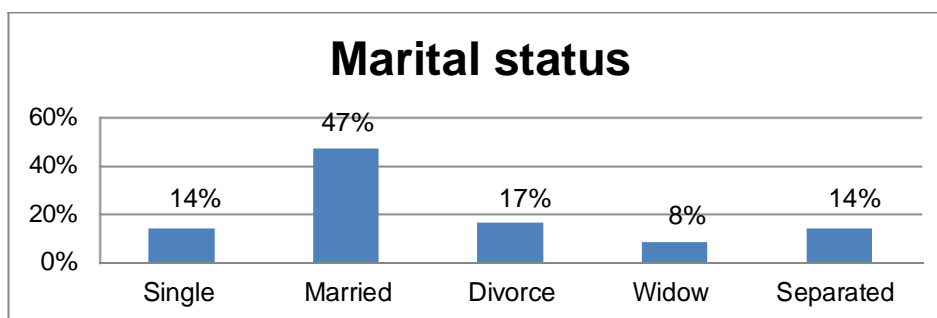
**Figure 2: Marital status of respondents**

Table 2 and figure 2 show the marital status of respondent of the study. The result shows that 14% of the respondents are single, 47% of the respondents are married, 17% are divorce, 8% are widow and 14% of the respondents are separated. This implies that majority of the respondents are married.



**Table 3: Age of Respondents**

Age of Respondents	Frequency	Percentage (%)
18-27years	8	22%
28-37years	10	28%
38-47 years	14	39%
48 years and above	4	11%
Total	36	100%

Source: Field survey, 2022

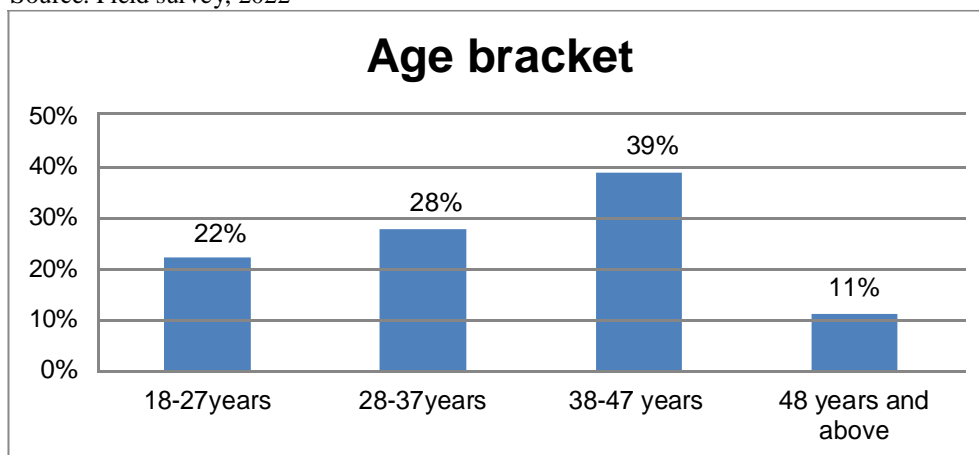


Figure 3: Age of Respondents

Table 3 and figure 3 shows the age distribution of respondents and the result shows that 22% are within the age of 18-27 years, 28% are within the age of 28-37 years, 39% are within the age of 38-47 years and 11% are within the age of 48 years and above. This implies that majority of the respondents are aged between 38 and 47 years.

**Table 4: Educational Qualification of respondents**

Educational Qualification	Frequency	Percentage (%)
OND/NCE	6	17%
BSC/HND	22	61%
MSc/PhD	8	22%
Total	36	100%

Source: Field survey, 2022

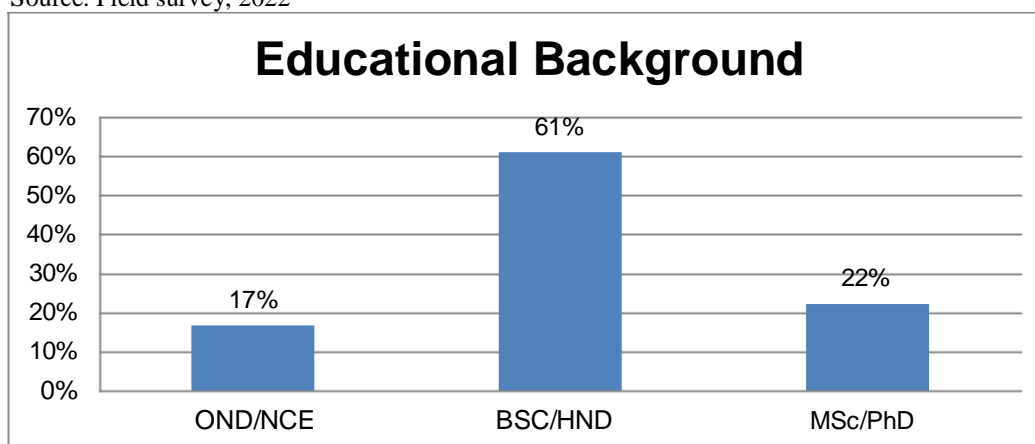


Figure 4: Educational Qualification of respondents

Table 4 and figure 4 shows the education qualification of respondents, the result shows that 17% of the respondents are OND/NCE holder, 61% are BSC/HND holder and 22% of the respondents

**Table 5:** Have you heard about MTN Company performing social responsibility in Lagos State?

Responses	Frequency	Percent
Yes	10	27%
No	26	73%
Total	36	100%

Source: Field Survey, 2022

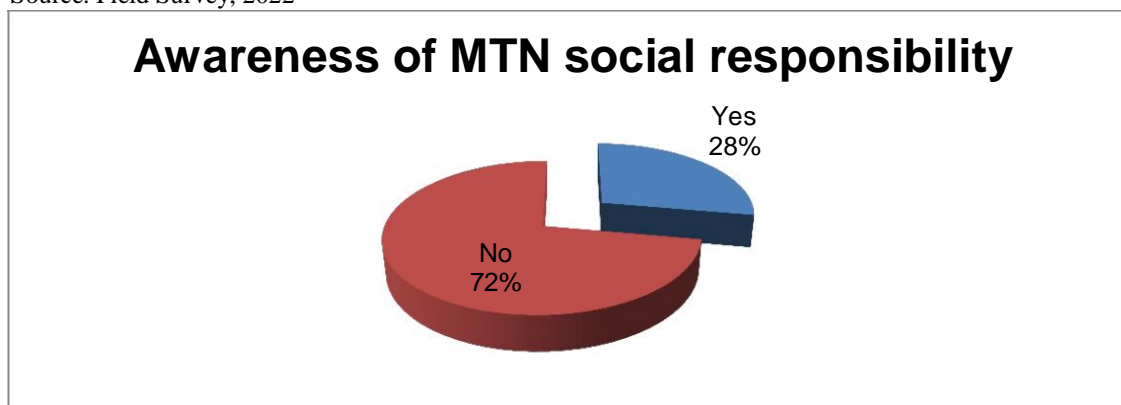


Figure 5: Awareness of MTN social responsibility

The table 5 and figure 5 shows that 27% of the respondents accepted that they have heard about the company performing social responsibility in Lagos State and 73% of the respondents are of the view that they have not heard about the company performing social responsibility in Lagos State.

**Table 6:** Role of corporate social responsibility in promoting socio-economic development of the people

Variables	Mean
MTN company sponsor tournaments in Lagos State	3.165
MTN company sponsor local pageant in Lagos State	3.058
MTN Company perform the activities of endorsing celebrity in Lagos State	3.012

Source: Field Survey, 2022

Table 6 shows the result on the role of corporate social responsibility in promoting socio-economic development of the people, the result shows that the mean of the all variables are above 2.50 which implies that MTN company play a good role in promoting socio economic development of the people.

**Table 7:** OLS Regression Result

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.865 <sup>a</sup>	0.749	0.747	0.71361	0.054

a. Predictors: (Constant), CE, ST, SLP

b. Dependent Variable: CD

#### ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	599.218	3	199.739	392.233	.000 <sup>a</sup>
Residual	201.148	395	0.509		
Total	800.366	398			

a. Predictors: (Constant), CE, ST, SLP



b. Dependent Variable: CD

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	1.377	0.08		17.15	0.000
ST	1.129	0.099	1.162	11.439	0.000
SLP	0.275	0.112	0.299	2.448	0.015
CE	0.591	0.107	0.623	5.539	0.000

a. Dependent Variable: CD

$$CD = \alpha + \beta_1 ST + \beta_2 SLP + \beta_3 CE + \mu$$

The p-value of 0.00 is less than the t-statistic value of 11.439 and the standard error value of 0.099 for sponsoring tournaments (ST). This implies that there is a significant relationship between sponsoring tournaments (ST) and community development in Lagos State. The p-value of 0.15 is less than the t-statistic value of 2.448 and the standard error value of 0.112 for sponsoring local pageant (SLP). This implies that there is a significant relationship between sponsoring local pageant (SLP) and community development in Lagos State. The p-value of 0.00 is less than the t-statistic value of 5.539 and the standard error value of 0.107 for endorsing celebrity. This implies that there is a significant relationship between endorsing celebrity (EC) and community development in Lagos State.

The f-statistic value of 392.233 is significant at P statistic value of 0.00 which provides evidence of existence of linear relationship between social causes and community development. The  $R^2 = 0.74$  indicates that only 74% corporate social responsibility activities (social causes) embarked upon by the company contributes immensely to community development but 26% can explained by other factors not noted in the regression model which is refer to as error term. Therefore we accept the alternative hypothesis that there is a significant relationship between social causes and community development.

Table 8: Effect of CSR contributions towards community wellbeing on market competitiveness

Variables	Mean
The organization award scholarship and employment to qualified indigenes.	3.676
The organization provides recreational facilities to its operating communities.	4.056
The company strives to improve socio-economic welfare of the society.	4.127
The company supports the community through internal security, community policing, and peace building.	4.106

Source: Field survey, 2022

Table 8 shows that all the variables on effect of CSR contributions towards community wellbeing on market competitiveness is above average which implies that MTN company in Lagos has positive contribution toward community wellbeing on market competitiveness.

Table 9: Summary of regression analysis between concern for environmental development and competitive advantage

Variable	Beta estimate	Std.error	T-statistics	P
(Constant)	15.051	1.619	9.297	0.000
W_safety	0.418	0.221	5.005	0.000
W_harazard	0.262	0.26	2.999	0.003
Climate	0.231	0.321	2.583	0.001
H_community	0.125	0.256	2.273	0.065
Voluntary CDP	0.207	0.26	4.102	0.000

R = 0.513; R<sup>2</sup> = 0.263; Adjusted R<sup>2</sup> = 0.230; Std. error = 2.987; F-value = 17.990, p = 0.001. Dependent variable: competitive advantage

A decision is made that firm's contribution towards community wellbeing has positive effect on competitive advantage. This may imply that firms' that contribute towards environmental development and sustainability as part of its social responsibility are bound to impact positively on its market value increased brand awareness and patronage, good corporate image and corporate reputation, higher employee commitment, enhanced job pursuit intention and increased profit etc. As shown in the study, these advantages can be achieved by regularly awarding scholarship and employment to qualified indigenes, provision of recreational and educational facilities to its operating communities, improving socio-economic welfare of the people through development programmes, supporting internal security initiatives and arrangement (e.g., community policing), and peace building.

**Table 10:** Regression results of the Effect of CSR on organizational profitability

Model	B	Seβ	B
Constant	23.004	5.349	-
CSR	0.094	0.067	0.235

$$R^2 = 0.05 \Delta R^2 = 0.027$$

As shown in Table 10, the researchers' prediction that CSR will have significant positive effect on organizational profitability was partially supported ( $\beta=0.235$ ,  $p>0.05$ ). In addition, the results showed that the amount of shared variance between CSR and financial performance is 5%. This implies that 5% of the variations in organizational profitability are explained by CSR and the rest unexplained. This is not significant so as to influence performance.

### Conclusion

This research considered the impact of Corporate Social Responsibility (CRS) on organizational social development in Lagos state using MTN as a case. The study concluded that corporate social responsibility has a significantly positive influence on competitive advantage and this was equally statistically significant. This study concludes that the impact of corporate social responsibility on community developments in Lagos State is significant. This shows that corporate social responsibility proxies as basic social amenities, social causes and compensation to community members significantly contribute to community development in Lagos State. The study has equally demonstrated that a partial relationship exists between corporate social responsibility and profitability. This indicates that a firm's involvement in CSR leads to improved corporate performance. This can be achieved by being environmentally conscious, awarding scholarship, funding charitable causes, adopting transparent recruitment practices, and striking a balance between work and family roles,

### Recommendations

Based on the findings of this study, the following recommendations are made:

- i. Operations, products and services of the organization should be environmentally friendly. This can be achieved by recycling waste products and other by products that may no longer be useful for sale and public consumption. At the design stage, products should be planned and produced taking environmental degradation into consideration. More so, as part of its social responsibility, awareness activities and campaigns on environmental protection and sustainability should be supported by the firm. The organization should support the government in its drive towards cleaner, greener and sustainable environment.
- ii. There is a need for the studied organization to increase its priority on actions that improve on community wellbeing; this has been shown in the study as having highest degree of positive association with market competitive success.
- iii. Top management should improve its record of environment activities by implementing workplace safety initiatives, enhance health of community dwellers, and reduce operational impact on air pollution and workplace hazard.

- iv. Management should create an enabling business environment where there is respect for socio-cultural values and societal norms, equal opportunities and access for all sexes, fairness and integrity in dealing with employees and customers, transparent and fairness to members of the public and employ a merit basis for awarding contracts.
- v. Firm must show concern to the staff working conditions by practicing flexible working hours, equitable compensation, ensuring prompt promotion and internal advertisement, and striking a balance between work and family demands of employees.

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