International Journal of Scientific Research and Management (IJSRM)
||Volume||14||Issue||08||Pages||10978-10984||2026||
Website: https://ijsrm.net ISSN (e): 2321-3418
DOI: 10.18535/ijsrm/v14i08.em01

The Effect of Corporate Legal Responsibility on Employee Green Behaviour in Telecom Companies in Cameroon

Ngong Eugene Ekia[1], Prof. Fomba Emmanuel Mbebeb[1], Ass. Prof. Ndamsa Dickson Thomas[1]
[1]*University of Bamenda*

Abstract: Abstract The focus on sustainable development has shifted towards how companies manage their environmental impact. Adhering to the core principles of cleaner production, companies can reduce environmental degradation and realize financial benefits by proactively preventing pollution. The telecommunications sector in Cameroon is dominated multinationals where the recognition of employee green behavior not only enhances their corporate social responsibility but also aligns with the broader objectives of advancing societal development through sustainable practices. This study aimed to investigate the effect of corporate legal responsibility on employee green behavior in telecom companies in Cameroon. While applying the case study research design, data was obtained from a sample of 368 employees drawn randomly from the telecommunication companies in Cameroon. The Structural equation modelling (SEM) technique alongside descriptive analysis (means and Standard deviations) were employed in the analysis of the data. The findings of this study revealed that corporate legal responsibility (CLR) has a positive and significant effect on employee green behavior (EGB) in telecom companies in Cameroon. Based on the findings, it was recommended that telecom businesses in Cameroon should adopt proactive measures that are in line with the recognized aspects of corporate social responsibility in order to build upon the insights obtained from this study. These businesses may increase their influence on green behavior among their employees and eventually create a corporate culture that is more ecologically conscious by implementing recommendations that encourage sustainability and environmental stewardship.

Keywords: Key words: Corporate social responsibility, Employee green behavior, SEM modeling.

1. Introduction

The focus on sustainable development has shifted towards how companies manage their environmental impact. The increasing importance of environmental issues has led to heightened academic research in both developed nations and emerging economies (Shi et al., 2021). This growing significance can be attributed to its adverse effects on the economic standing and national policies of affected countries, as discussed by Hayes (2015). Recently, the conservation of ecosystems has become a major concern, emphasizing the need for environmentally friendly practices in mobile companies. This shift towards environmentally sustainable practices is often seen as a precursor to Corporate Social Responsibility where green behaviour manifests as a commitment by companies to improve community well-being through discretionary business practices and corporate resources (Kotler & Lee, 2007). By fostering green behaviour, companies are not only adhering to regulatory requirements but also enhancing their Corporate Social Responsibility initiatives, demonstrating a commitment to sustainable development while positively impacting their communities.

Adhering to the core principles of cleaner production, companies can reduce environmental degradation and realize financial benefits by proactively preventing pollution. In this context, numerous companies in various countries have adopted or expressed their intent to adopt Corporate Social Responsibility (Wassan et al. (2023). Manufacturers are integrating Corporate Social Responsibility practices like "reduce, reuse, recover, remake, remanufacture, and recycle" and lean manufacturing methods into their operations, as highlighted by Karuppiah et al. (2020).

Research on environmental performance suggests that companies embrace Corporate Social Responsibility in response to social and regulatory constraints (Suganthi, 2019). A body of literature indicates that environmentally friendly practices yield multiple benefits, including improved productivity, cost savings, environmental protection, positive organizational goodwill (Qu et al., 2022), and enhanced long-term environmental performance (Zameer et al., 2021).

Corporate social responsibility is a concept that entails the ethical and responsible behaviour of companies towards society and the environment. It goes beyond the traditional business objectives of profit generation and shareholder value maximization and encompasses a company's commitment to sustainable development, social welfare, and environmental conservation (Carroll, 1999). CSR initiatives are becoming increasingly important for businesses around the world, including in the telecommunication industry.

One notable aspect of corporate social responsibility in the telecommunication sector is the commitment to bridging the digital divide. In many regions of Cameroon, access to telecommunication services is limited or absent, particularly in rural areas. Telecommunication companies have recognized the potential of digital connectivity in driving socio-economic development and have therefore invested in infrastructure development to expand coverage and improve accessibility (Nwogugu, 2020). In addition to infrastructure development, telecommunication companies in Cameroon actively engage in initiatives that promote education and digital literacy. Programs that focus on providing computer literacy training, internet access in schools, and scholarships for students pursuing technology-related fields have become prominent. These programs aim to equip the younger generation with the necessary skills to thrive in the digital world and contribute to Cameroon's technological advancement.

The telecommunications sector in Cameroon is dominated by several major operators. MTN Cameroon, a subsidiary of the MTN Group, Orange Cameroon, owned by the multinational telecommunications corporation Orange, is another major player. Other operators include Nexttel, a joint venture between Vietnamese and Cameroonian companies, and Camtel, the state-owned incumbent operator.

The recognition of employee green behaviour not only enhances the corporate social responsibility profile of telecommunication companies but also aligns with the broader objectives of advancing societal development through sustainable practices. By fostering a culture of environmental stewardship among their workforce, these companies contribute to a collective effort toward sustainability, effectively bridging the gap between corporate performance and environmental responsibility. Within the framework of corporate social responsibility, one area that has received increasing attention is employee green behaviour. This refers to the actions and behaviours of employees that demonstrate their environmental consciousness and commitment to sustainable practices. Employee green behaviour can include activities such as recycling, energy conservation, waste reduction, and promoting sustainable initiatives within the organization (Bamford & Doig, 2022).

The introduction of employee green behaviour within telecommunication companies in Cameroon involves initiatives and programs that encourage employees to adopt environmentally friendly practices in their daily work routines. These initiatives are designed to raise awareness, provide education and training on sustainable practices, and in still a culture of environmental consciousness among employees (Darnall et al., 2008).

Despite the growing emphasis on corporate social responsibility, significant issues persist regarding employee green behaviour within the industry. Many telecommunications companies in Cameroon still struggle with ineffective communication of corporate social responsibility initiatives and a lack of actionable policies, leading to minimal employee participation in sustainability efforts. The absence of tailored corporate mechanism, such as strong organizational policies and supportive cultures, further worsens these issues.

This study seeks to investigate the effect of corporate legal responsibility on employee green behaviour in telecom companies in Cameroon. This study is based on the null hypothesis that corporate legal responsibility has no significant effect on employee green behaviour in telecom companies in Cameroon.

2. Literature Review

The Social Exchange Theory of George Homans (1958) is a social psychological and sociological perspective that posits that human relationships are formed based on the exchange of resources, where individuals seek to maximize benefits and minimize costs in their interactions. The theory suggests that people's behaviours in relationships are guided by the perceived rewards and costs associated with those relationships. Social Exchange Theory provides a valuable lens through which to understand the relationship between corporate social responsibility and employee green behaviour. According to social exchange theory, individuals assess their relationships based on the costs and benefits they perceive (Cropanzano & Mitchell, 2005). In organizations where corporate social responsibility is emphasized, employees are likely to perceive a greater benefit in their employment relationship, as they feel their workplace contributes positively to society and the environment.

The research conducted by Obeidat (2016) aimed to investigate the relationship between corporate social responsibility employee engagement, and organizational performance in Jordanian mobile telecommunication companies. A total of 350 questionnaires with 37 items were utilized to gather data from respondents and multiple and simple regression analyses were carried out to test the research hypotheses. The study revealed significant positive associations between corporate social responsibility (both internal and external) and employee engagement with organizational performance. Additionally, there was a strong relationship identified between corporate social responsibility (internal and external) and employee engagement.

The study conducted by Liyana, et al.(2019), on the interconnection between corporate social responsibility, employee green behaviour, and environmental sustainability, grounded in social exchange theory and social identity theory, their study involved surveying 213 employees working in socially responsible companies in Malaysia, where corporate social responsibility and sustainability reports are publicly accessible, to delve into the nuances of employee perceptions and intentions regarding environmental sustainability practices within organisations. Through the application of Structural Equation Modelling (SEM), the study unveiled that organizational identification and trust play significant roles as mediators in the pathway from corporate social responsibility to employee green behaviour, subsequently impacting environmental sustainability outcomes positively.

Khan et al. (2020) conducted a study on the "role of employees perceptions of corporate social responsibility in improving their green behaviour in the hospitality industry". In addition, this study investigates the mediating role of employee well-being and the moderating role of hotels' environmental strategy in this relationship. Empirical analysis is performed in a cross-country setting using evidence from Pakistan and Italy. The study model is tested through PLS-SEM using survey data of 485 hotel employees. Findings from the overall sample and country-specific samples reveal that corporate social responsibility is positively and significantly related to employee green behaviour.

Li1 et al. (2023) on a study on the impact of corporate social responsibility on employee green behaviour, green culture: the moderating role of green innovation. This study adopts the natural resource-based view (NRBV) of the firm to investigate the relationships between corporate social responsibility employees' green behaviour, green culture, environmental performance and green innovation in China's automobile manufacturing industry. A survey of 465 employees was conducted. The data were analysed using partial least squares structural equation modelling. The results showed that corporate social responsibility positively influences employees' green behaviour and green culture, which in turn improves environmental performance.

The study of Aukhoon et al. (2024) delved into the intricate relationship between corporate social responsibility and employee green behaviour, with a specific focus on two critical factors: green human resource management practices and employee green culture. Through a meticulously designed research framework, 300 employees from the banking sector were randomly selected to ensure diverse representation. The empirical outcomes underscored the pivotal role of green human resource management practices as a mediator. These practices act as a bridge, enhancing the positive impact of corporate social responsibility on employee green behaviour. This underscores the significance of aligning human resource strategies with sustainability goals, thus elevating environmental awareness among employees. Employee green culture emerged as a substantial moderator.

A study by Chaudhary (2019) was conducted with an objective to understand the role of green human resource management in fostering environmental performance of employee. Specifically, it examines the impact of green human resource management practices on employee green performance behaviours (task related and voluntary) with organizational identification as a mediator and employee personal environmental values and gender as moderators. Three hundred one employees from automobile sector in India participated in the study. Using cross-sectional research design, the proposed research model was tested with the help of hierarchical regression analysis. Green human resource management was found to significantly predict both task-related and voluntary employee green behaviours. Organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between green human resource management and employee green behaviours.

3. Methodology

3.1 Research Design.

The study adopted a case study design. A case study research design was adopted because of its ability to consolidate both qualitative and quantitative data. A case study research design was appropriate for the study because structured and semi structured responses can easily be collected (Blumberg et al., 2014). According to Mugenda and Mugenda (2012), a case study research design provides a valid and accurate representation of factors and variables, which pertain to the research questions.

3.2 Data Source and Sampling Technique

The target population comprised of all employees of telecommunication companies in Cameroon. It has a population of over 4582 employees. The major focus was on the accessible population. Among fixed and mobile telephone concession operators, the public company Camtel is the largest employer with 3,271 people. MTN Cameroon (712 employees) and Orange Cameroon (599 employees). This makes a total of 4.582 jobs in this compartment. Based on the population, we used the Taro Yamani's formula to determine the sample size which is, N

*n = 1 + N(e)2

Where, n= Sample size

N= Population size 4582 source (Télécommunications Régulateur Agency (ART).

e = Level of precision or sampling of error which is +/- 5%

n= 4582

1 + 4582(0.05)2 = 368

The main method of data collection was structured questionnaires as the primary source of data. The primary data was collected, organized and coded for processing to generate tallies from every response per question. To ensure that the data points selected were really representative of the whole population, a random sampling method was applied. A random sample was chosen from the population such that each member of the population had an equal chance of being picked. The information gathered via the questionnaire and interview was provided to the participants with the understanding that it would be kept private and wouldn't be shared with anyone else for any other reason. Additionally, they were made aware that the study would not alter the data gathered and would only utilise it for the research's stated aims. Therefore, analysis was conducted using the obtained data without any changes. They were told that when the study was over and the recorded data was no longer valuable, the audio recording would be wiped

3.3 Model Specification

This research aims to answer the question; how does corporate legal responsibility affect employee green behaviour in telecommunication companies in Cameroon?

The model will be specified in the form;

$EGB = \alpha_0 + \alpha_1 LR + \alpha_2 LG + \alpha_3 EDU + \alpha_4 G + \mu$

Where;

EGB = Employee Green Behaviour

LR = legal responsibilities

LG= longevity

EDU = Education

G = Gender

µ = stochastic or error term

The technique of date analysis used in this study was the Structural equation modelling (SEM) alongside descriptive analysis (means and Standard deviations). This technique is the combination of factor analysis and multiple regression analysis, and it is used to analyse the structural relationship between measured variables and latent constructs. The researcher chose this analytical tool because SEM has major advantages over traditional multivariate techniques: firstly, it does an explicit assessment of measurement error; secondly, estimation of latent (unobserved) variables via observed variables; and thirdly, it carries out model testing where a structure can be imposed and assessed as to fit of the data. Hancock, Gregory (2003).

With respect to reliability and validity of the instrument, the Cronbach alpha coefficient was employed to test the reliability of the instrument. It is a way to measure how strongly one scale item correlates with the others. The recommended value for Cronbach's alpha by Vallis (2003) is 0.7 or higher. Furthermore, the convergent validity was used to evaluate whether a set of indicators effectively represents the same underlying construct by showing strong interrelations while the discriminant validity test was used to assess whether constructs that are theoretically distinct are also empirically distinct in research.

4. Results and Discussion

4.1 Results

Construct Reliability and Validity

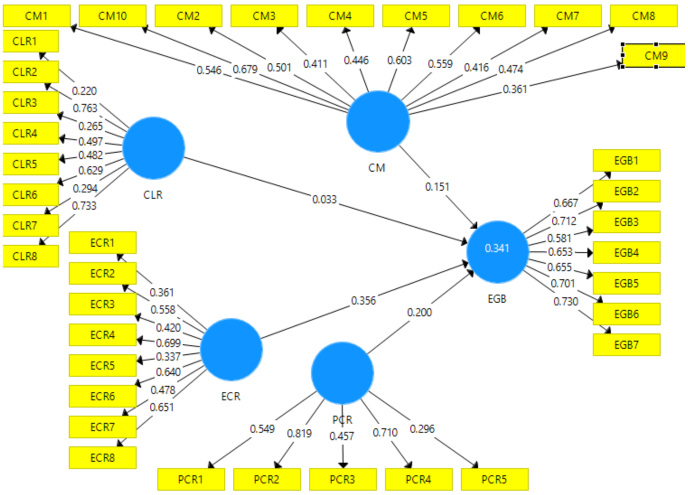

***Figure 1** Factor Analysis Results - Establishing a Strong Measurement Model*

Source: Author, 2026

This figure visually validates the measurement model's reliability and validity. The strong factor loadings indicate that each observed indicator appropriately measures its assigned construct. The distinct clusters of indicators suggest that the variables are not overlapping across different constructs, confirming discriminant validity. This means that each construct (Corporate Legal Responsibility, Economic Responsibility, Philanthropic Responsibility, and Employee Green Behaviour) is unique and not excessively correlated with others.

Table 1 Robustness Check on Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CLR	0.594	0.668	0.722	0.275
CM	0.710	0.682	0.771	0.258
ECR	0.651	0.669	0.750	0.285
EGB	0.801	0.807	0.852	0.453
PCR	0.566	0.625	0.713	0.354

Source: Author, 2026

The results in table 1 is used to confirm the reliability and validity of the constructs used in the study. The Cronbach's alpha values should exceed the threshold of 0.7, indicating that all constructs demonstrate strong internal consistency. Additionally, the composite reliability (CR) values should be 0.7 or above, suggesting that the constructs are measured consistently across different indicators. The average variance extracted (AVE) values should surpass the minimum threshold of 0.5, meaning that each construct explains a significant proportion of variance in its associated indicators. These findings confirm that the measurement model is statistically sound, ensuring that the variables used for analysis are both reliable and valid.

Table 2 Discriminant Validity of Fornelle Lacker criterion

	CLR	CM	ECR	EGB	PCR
CLR	0.754				
CM	0.347	0.509			
ECR	0.361	0.374	0.760		
EGB	0.362	0.425	0.444	0.667	
PCR	0.316	0.506	0.362	0.424	0.724

Source: Author, 2026

The results in Table 2 assesses whether each construct in the study is unique and not overly correlated with others. The Fornell-Larcker criterion is a widely used method for testing discriminant validity. It states that a construct's average variance extracted (AVE) should be greater than the squared correlations between that construct and any other construct in the model.

The results confirm that this criterion is met, meaning that each construct is distinct from the others. This is important because if constructs overlap too much, it becomes difficult to determine whether they are measuring different theoretical concepts. Ensuring discriminant validity strengthens the confidence in the study's findings, as it confirms that each variable contributes uniquely to explaining the phenomena under investigation.

Path Coefficient between Corporate Legal Responsibility (CLR) and Employee Green Behaviour (EGB)

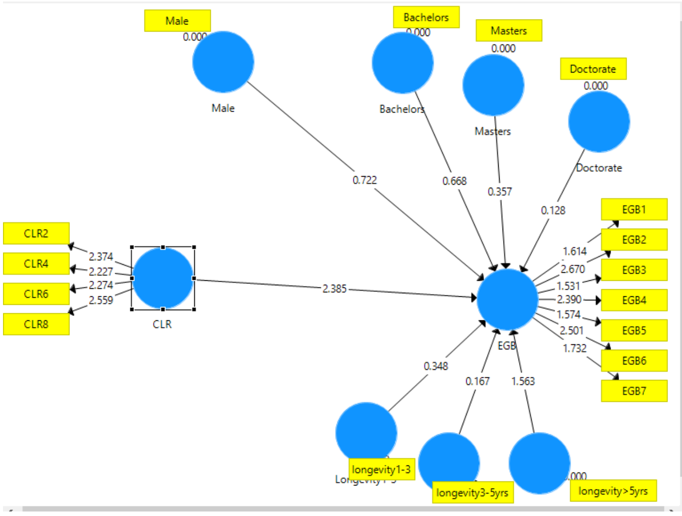

Figure 2 *Path Coefficient between Corporate Legal Responsibility (CLR) and Employee Green Behaviour (EGB)*

Source: Author, 2026

This figure represents the path coefficient between corporate legal responsibility (CLR) and employee Green Behaviour (EGB) in the structural equation model. Results display a significant positive relationship which suggests that when employees have higher corporate legal responsibility (i.e., they are well-informed, educated, and prepared to adopt new knowledge), they are more likely to engage in green behaviour. This aligns with existing theories that emphasize the role of knowledge and awareness in promoting sustainability. Employees who actively seek knowledge about environmental issues, sustainable business practices, and green technologies are more inclined to integrate these principles into their businesses.

This figure visually presents the positive and significant effect of Corporate Legal Responsibility (CLR) on Employee Green Behaviour (EGB). The positive relationship suggests that companies that comply with legal environmental standards foster a corporate culture that encourages employees to engage in sustainable behaviours.

Table 3 Path Coefficient analysis on the effect of Corporate Legal Responsibility (CLR) on Employee Green behaviour (EGB)

Hypothesis Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Bachelors -> EGB	-0.101	-0.070	0.151	0.668	0.504
CLR -> EGB	0.355	0.353	0.149	2.385	0.017
Doctorate -> EGB	-0.030	0.002	0.231	0.128	0.898
Longevity 1-3 -> EGB	0.050	0.045	0.143	0.348	0.728

Hypothesis Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Longevity 3-5 -> EGB	-0.022	-0.021	0.130	0.167	0.868
Longevity 5+ -> EGB	-0.244	-0.217	0.156	1.563	0.119
Male -> EGB	0.093	0.065	0.128	0.722	0.471
Masters -> EGB	-0.043	-0.033	0.122	0.357	0.721

Source: Author, 2026

Table 6 shows that the path coefficient analysis examines the strength and significance of relationships between variables in the structural model. Results show that CLR has a positive and significant effect on EGB. A significant and positive path coefficient suggests that when CLR increases, entrepreneurs are more likely to engage in green business practices. This means that entrepreneurs who are more cognitively prepared possibly due to better access to information, training, or awareness programs are more likely to adopt environmentally friendly business practices. This finding highlights the importance of education and awareness in promoting sustainable entrepreneurship.

The path coefficient is positive and statistically significant, indicating that organizations that comply with legal environmental standards are more likely to foster green behaviour among employees. This suggests that legal frameworks not only shape corporate policies but also influence employee attitudes toward sustainability. Employees working in firms with strong legal compliance mechanisms may feel a greater obligation to engage in environmentally responsible practices, aligning their behaviour with corporate sustainability objectives.

The results indicate that those with a doctorate degree has a negative and insignificant effect on EGB, master holder's degree has a negative and insignificant effect on EGB suggesting that employees with higher diploma may reduce toward sustainable practices. Male positive affect EGB but does not show a statistically significant effect, the results indicate that those with longevity of 1 to 3years have a positive and insignificant effect on EGB, while those with 3 to 5yrs, 5yrs and above suggesting that younger employees may be slightly more inclined toward sustainable practices.

4.2 Discussion

The first objective of this study was to assess the effect of corporate legal responsibility on employee green behaviour in telecom companies in Cameroon. According to the structural equation model, the path coefficient between corporate legal responsibility (CLR) and employee green behaviour (EGB) shows a significant positive relationship. This suggests that employees are more likely to engage in green behaviour when they have higher corporate legal responsibility (i.e., when they are well-informed, educated, and ready to adopt new knowledge). This supports current ideas that highlight the importance of awareness and knowledge in advancing sustainability. Employees are more likely to incorporate environmental concerns, sustainable business practices, and green technology into their organizations if they actively seek out information about these topics. This indicates that Employee Green Behaviour (EGB) is positively and significantly impacted by Corporate Legal Responsibility (CLR). The positive relationship implies that businesses that adhere to legal environmental regulations cultivate a corporate culture that motivates staff members to adopt sustainable practices.

5. Conclusion

The findings reveal a significant positive relationship between corporate legal responsibility and employee green behaviour. This relationship underscores the notion that well-informed employees who work within a framework of legal compliance are more likely to engage in sustainable practices. Consequently, telecom companies in Cameroon that prioritize legal environmental regulations can create a culture that inspires employees to incorporate sustainability into their daily operations, thereby fostering green entrepreneurship.

6. Recommendations

It is imperative that telecom businesses in Cameroon adopt proactive measures that are in line with the recognized aspects of corporate social responsibility in order to build upon the insights obtained from this study. These businesses may increase their influence on green behaviour among their employees and eventually create a corporate culture that is more ecologically conscious by implementing recommendations that encourage sustainability and environmental stewardship. Here are some important suggestions to help you accomplish these objectives:

Governments and organizations should invest in educational programs, training workshops, and awareness campaigns to enhance cognitive learning readiness among entrepreneurs. Universities and business incubators should incorporate sustainability-focused entrepreneurship curricula to foster a new generation of eco-conscious business leaders. Firms should encourage continuous learning and environmental education to boost entrepreneurial green behaviour within their organizations.

Policy Compliance Drives Behaviour: When organizations strictly adhere to environmental regulations, employees perceive sustainability as an integral part of corporate culture, increasing their likelihood of engaging in green practices. Corporate Governance Matters: Legal compliance alone may not be enough; effective corporate governance mechanisms can strengthen the influence of legal responsibility on employee behaviour. Strategic Integration of Legal Compliance: Organizations should move beyond simple regulatory compliance and actively promote sustainability initiatives to further drive employee engagement

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