NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia

Fatoumatta JALLOW

MASTER'S THESIS

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THESIS SUPERVISOR
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ACCEPTANCE/APPROVAL

We as the jury members certify the '**The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia'** prepared by **Fatoumatta JALLOW** defended on **21/05/2021** has been found satisfactory for the award of degree of Master

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I **Fatoumatta JALLOW**, hereby declare that this dissertation entitled '**The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia**' has been prepared myself under the guidance and supervision of '**Dr. Laith TASHTOUSH**' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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ABSTRACT

The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia

In a competitive global market, telecommunications corporations should seek to provide an image of themselves that socially responsible. Effective participation in society will provides additional benefits for the organization. The purpose of this research is to examine a conceptual model of the relationships between corporate social responsibility and customer citizenship behavior in telecommunications companies in Gambia. The research effort to contribute to the literature by providing empirical evidence to the mediation effects of service quality (Reliability, Responsiveness and Empathy) on the relationship between corporate social responsibility and customer citizenship behavior. To achieve this goal, 400 questionnaires were distributed and analyzed by using SPSS v 25 software. The research results revealed that corporate social responsibility was found to have a positive and significant impact on customer citizenship behavior. Also, the results demonstrated that the service quality (Reliability, Responsiveness and Empathy) derived from corporate social responsibility is a critical and fundamental variable that can be used by telecommunications corporations in Gambia to facilitate the positive behavior of customers and enhance the customer citizenship behavior towards their corporations, which in turn will have a positive impact of corporate social responsibility on customer citizenship behavior. Managerial and practical implications for telecommunications companies in Gambia are also provided.

Keywords: Corporate Social Responsibility, Customer Citizenship Behavior, Service Quality, Telecommunications Sector, Gambia.

ÖZET

The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia

Rekabetçi bir küresel pazarda, telekomünikasyon şirketleri sosyal açıdan sorumlu bir kendilerinin imajını sağlamaya çalışmalıdır. Topluma etkin katılım, kuruluş için ek faydalar sağlayacaktır. Bu araştırmanın amacı, Gambiya'daki telekomünikasyon şirketlerinde kurumsal sosyal sorumluluk ve müşteri vatandaşlığı davranışı arasındaki ilişkilerin kavramsal bir modelini incelemektir. Hizmet kalitesinin (Güvenilirlik, Duyarlılık ve Empati) kurumsal sosyal sorumluluk ile müşteri vatandaşlık davranışı arasındaki ilişkiye aracılık etkilerine ampirik kanıtlar sunarak literatüre katkıda bulunma çabasıdır. Bu amaca ulaşmak için 400 anket dağıtıldı ve SPSS v 25 yazılımı kullanılarak analiz edildi. Araştırma sonuçları, kurumsal sosyal sorumluluğun müşteri vatandaşlık davranışı üzerinde olumlu ve anlamlı bir etkiye sahip olduğunu ortaya koymuştur. Ayrıca sonuçlar, kurumsal sosyal sorumluluktan kaynaklanan hizmet kalitesinin (Güvenilirlik, Duyarlılık ve Empati), Gambiya'daki telekomünikasyon şirketleri tarafından müşterilerin olumlu davranışlarını kolaylaştırmak ve müşterilere yönelik vatandaşlık davranışını geliştirmek için kullanılabilecek kritik ve temel bir değişken olduğunu göstermiştir. kurumsal sosyal sorumluluğun müşteri vatandaşlık davranışı üzerinde olumlu bir etkisi olacaktır. Gambiya'daki telekomünikasyon şirketleri için yönetimsel ve pratik uygulamalar da sağlanmıştır.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk, Müşteri Vatandaşlığı Davranışı, Hizmet Kalitesi, Telekomünikasyon Sektörü, Gambiya.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS

CSR   Corporate Social Responsibility.

CCB   Customer Citizenship Behavior.

SQ   Service Quality.

SET   Social Exchange Theory.

WOM   Word of Mouth.

SEM   Structural Equation Modeling.

CSRS   Corporate Social Responsibility Scale.

CCBS   Customer Citizenship Behavior Scale.

PSQS   Perceived Service Quality Scale**.**

CFI   Comparative Fit Index.

NFI   Normed Fit Index.

TLI   Tucker-Lewis Index.

IFI   Incremental Fit Index.

NNFI   Non-Normed Fit Index.

CMIN/df   Chi-Square Minimum/Degree of Freedom.

RMSEA   Root Mean Square Error of Approximation.

SRMR   The Standardized Root Means Square Residual.

EFA   Exploratory factor analysis.

PCA   Principal components analysis.

CFA   Confirmatory Factor Analysis.

RL   Reliability.

RP   Responsiveness.

EP   Empathy.

CHAPTER 1

INTRODUCTION

Introduction

Corporate Social Responsibility (CSR) was acquired a full-size interest from scholars, with a large range of studies that have proven that CSR contributes to organizational evaluations and rivaling within the marketplace (Hsu, 2012; Hur et al., 2014; Melo & Garrido-Morgado, 2012). CSR affect not only customer behavior but additionally organization reputation and fairness (Hur et al., 2014). Customers display a positive behavior towards CSR with good reputations (Jaiswal & Singh, 2018; Testa et al., 2015). Organization vales will be understood when the customer recognized the important of CSR (Karaosmanoglu et al., 2016).Then results in numerous organization favoring responses which includes customer extra-role behavior (Groth, 2005). The role of additional customer behavior or citizenship behavior is taken into consideration to be an effective element in attaining an effective assessment (Bove et al., 2009). Particularly, the image of organization has an important role to promotes its customers toward assigning an excessive organization competencies (Mithas et al., 2001). Customers who have dealt with a prestigious organization are probable to be more attached to the organization (Sung & Yang, 2009). Thus, the organization image in the marketplace can be affected by CSR perceptions and that by the reactions of their customers which will result in customer citizenship behavior (CCB) (Hur et al., 2014). CSR

enhance customers advocacy behavior and reinforce customers organization relationships (Du et al., 2010).

CCB refers to customers behaviors of an supplementary voluntary role, which include useful and optimistic behavior before or after providing the services (Bove et al., 2009). This behavior required from customers more endeavors in order to provide services (Keh & Wei Teo, 2001). Moreover, CCB enables customers to deal with the predictable issues and make a positive recommendations to avoid a future failures in the service (Yi et al., 2013). Moreover, customers have multiple choices to select from to make some modifications on services on their own manner (Jung & Yoo, 2017). (Morrison, 1996) recommended that CSR of the organization face more force from contenders, and customers are more ready to work with another organization in the event that they are not satisfied with the existing vendor. Therefore, if customers have the ability to show good impressions of Service Quality (SQ), their fulfillment will increase and lead organization to retention their customers (Anderson et al., 2004). SQ improves customer fulfillment and build a strong relationship with the organization (Anderson et al., 2004; M. D. Johnson et al., 2004).

Over a few decades, the idea of SQ has obtained serious interest from both the lecturers and practitioners. As a methods to obtain a rival advantage inside service carriers, SQ represents the difference between the expectations of customers and vendors perceptions of the manner that has been achieved (Parasuraman et al., 1988). Primarily based on (Oliver, 2014) of disconfirmation of expectancies model, which this model contains 22 items under five dimensions such as tangibility, reliability, responsiveness, assurance, and empathy and is extensively used throughout companies with a suitable changes. A few scholars declare that satisfaction represents an antecedent of SQ (Bitner, 1990). Also, (Bitner & Hubbert, 2012) strongly contradict this declare and stated that SQ itself is an antecedent of satisfaction. Given the outstanding support, starting that customers perception of SQ has a positive effect on the level of customer satisfaction. Moreover, other scholars have been centered explicitly on the linkage among SQ and service loyalty.

The usage of the multidimensional model of consumer conduct purpose in services proposed via (Valarie A. Zeithaml et al., 1996), has been studied by many scholars and examined that the effect of the SQ has on these character service loyalty dimensions which are WOM communication, purchase intension, price sensitivity and complaining behavior. For example, (Parasuraman et al., 1991) said that there is a positive relationship between customers perceptions of SQ and their readiness to advocate the organization to others. In another study, (Boulding et al., 2005) revealed that there a positive linkage exist between SQ and repurchase intentions and readiness to advocate. Examining the determinants of price elasticity, (Bolton & Myers, 2003) concluded that SQ effect price elasticity.

Several studies have investigated the effect of customer behavior on SQ (Bitner, 1990; Hartline & Ferrell, 1996). In this case, services brings a full awareness of the important role that played by the service staff to provide the highest level of SQ (Yi & Gong, 2006). (Hartline & Ferrell, 1996) perceived that the services over the interaction between service staff and customers can affect customer perceptions of the service. As a result, CSR ought to discover methods to manage their customer behavior that led to delivery of SQ.

The purpose of this research is to examine a conceptual model of the relationships between CSR and CCB in telecommunications companies in Gambia. The research effort to contribute to the literature by providing empirical evidence to the mediation effects of SQ (Reliability (RL), Responsiveness (RP) and Empathy (EP)) on the relationship between CSR and CCB. Thus, this research expects to have significant managerial and practical implications for telecommunications companies in Gambia.

1.1 Problem Statement

CSR is a vital phenomenon in organization world which came into a not unusual use within the overdue 1960s and early 1970s. CSR used to refer to the responsibilities of organization to pursue guidelines, to make choices, or to follow lines of movements in society (Bowen, 1953). After 1960s, the literature on CSR evolved drastically and in that time it was defined as the new idea of

social responsibility which recognizes the relationships between the organization and the society with an awareness that such relationships ought to be kept in mind through the top managers as the organization and the associated groups for the typical betterment of the society (Walton, 1967). Recently CSR movement represents a board situation with business's role in supporting and enhancing the social order (Eells & Walton, 1974) which frequently suggest an adoption of a new cognizance for making sure that organization responses of their business (Mohan, 2006).

Globally customers are becoming the core of interest for all companies; their demands and needs are unavoidable for diverse reasons therefore the long-term strategic fulfillment lies down in listening and attractive to these demands. In this case CSR considered as one of the major customers' concerns these days through understanding how to be a positive member of the society and operate according to the expectations within that society. While it has been argued that an organization response to these demands can furnish awesome benefits and most significantly one is customer loyalty to the services (Martínez & Rodríguez del Bosque, 2013) other reviews declare that such result is not always certainly guaranteed (Afifah & Asnan, 2015).

CSR turn out to be part of the modern worldwide business and it avail of customers behavior change in the last decade (Abbas et al., 2018). Previous studies have proven that CSR help an organization create an appropriate image (Lee et al., 2009). Also, organization image can protects an organization from consequences of negative occasions or crises (Demangeot & Broderick, 2010). Although past studies have supported CSR with positive results, but its effect on CCB is not clear. CSR is frequently used as a strategic tools to have a positive image and increase attractiveness of the organization from existing and potential customers (Marin et al., 2009). Service restoration was considered as one of customer retention in order to restore trust and fairness to dissatisfied customers (Kim et al., 2009).

According to Zeithaml & Bitner (2003) the main objective of SQ is to develop and deliver presentations that will meet the needs of customer expectations. (Kotler & Armstrong, 2012) confirmed that if the customer expectations are

exceeded, they will be become highly satisfied. (Pansari & Kumar, 2017) emphasized the importance of SQ was to developed customer satisfaction. (V.A. Zeithaml & Bitner, 2003) emphasize that the voice of SQ is necessary to determine aspects of the service that you need to improve performance and also evaluate the amount of improvement is required on every aspect of the services provided by. Previous study had showed that some CSR gives positive effects towards SQ in certain industry where CSR prolonged the expectation towards community, yet it goes ahead of juridical authority of an institution (Bolton & Myers, 2003; Reich et al., 2010). This gives a gap to the research of CSR and SQ.

Based on above discussions, there is a lack of specialized studies on this topic (Lindgreen & Swaen, 2010). Also, there is a paucity of research on CSR and their impact on SQ and CCB in telecommunications companies in Gambia which has a significant gap that not evidently clear in the literature. Therefore, the purpose of this research will contribute by investigating the mediating role of SQ (RL, RP and EP) with CSR and CCB amongst customers.

1.2 Research Objective

This research aims to examine the impact of CSR on CCB in telecommunications companies in Gambia. It intends to investigate as to whether SQ (RL, RP and EP) (serves as a mediator in the relationship between CSR and CCB. Hence, the objectives of this research are to:

1. Examine whether CSR will influence CCB.
2. Examine whether CSR will influence SQ.
3. Examine whether SQ will have an influence on CCB.
4. Examine whether SQ (RL, RP and EP) will mediate the relationship between CSR and CCB.

1.3 Research Questions

As stated previously, the aim of this research is to make a novel contribution to knowledge and practice concerning the relationship between the CSR and CCB by developing a better understanding of the mediating role of SQ (RL,

RP and EP). The research questions are examined later by developing a conceptual framework and convert the research questions into hypotheses and select the appropriate tools and techniques for their empirical examination. Therefore, in order to achieve the above-mentioned objectives, this research attempts to answer the following research questions:

1. How could the CSR impact CCB?
2. How could the CSR impact SQ?
3. How could the SQ impact CCB?
4. How could the SQ (RL, RP and EP) affect the relationship between CSR and CCB?

1.4   The Research Significance

It is hoped that the results of this research study will provide a significant theoretical and practical contributions and evidence in the topic of CSR and CCB.

In this research, we examine whether the CSR have an important relationship to CCB by taking the SQ (RL, RP and EP) as a mediator in telecommunications companies in Gambia. The results of this research may increase the awareness and consciousness of telecommunications companies towards these issues or aspects, where they can formulate more effective procedures and efficient strategic to enhance the level of CCB through providing a high SQ.

In addition, the research aims to serve telecommunications companies in Gambia by determining the causality of the low level of CCB within companies, and helps them to evolve and improve a strategic system to affect their customer's behavior towards their services. Also, this research could also be an additional reference for those who wish to conduct research in this field.

This research plays a significant role to determine whether the CSR antecedents are significant in explaining SQ and CCB level in telecommunications companies in Gambia.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Corporate Social Responsibility

Over the previous many years, CSR has gotten a lot of consideration across various scholarly writings since socially dependable exercises have become compelling promoting or specialized device to fortify the connection between partners (speculators, providers, clients, representatives, and governments) and companies (Bhattacharya & Sen, 2004; Du et al., 2010). Customers anticipate that companies should show their endeavors by tackling social problems and cases for the society, and companies essential to fulfill clients' requirements since numerous clients assess the companies dependent on their endeavors in CSR (Marin et al., 2009). Accordingly, it is important for companies to develop well-planned CSR by identifying what social issues or problems existed in their communities (Ko et al., 2014). Lee et al. (2009) likewise showed that numerous business companies are relied upon to display their social activities as corporate residents. Having a decent open picture or notoriety is essential to companies since it very well may be viewed as an important resource regarding improving consumer loyalty and building positive CCB (Brown & Dacin, 1997). In addition, Marin et al. (2009) stated that CSR have positive impact on CCB such as the response of customers about the services, positive behavior toward the organization, and customer commitment. Accordingly, numerous business companies around the globe

consider their socially capable exercises as a venture which, thusly, gives numerous advantages to the association just as for the community (Walker & Heere, 2011).

A lot of studies have been explored the linkage among CSR and customer behavior. For example (Bhattacharya & Sen, 2004) reported that aware customers of a certain organization's CSR, they will be more favorable to product estimate, brand evaluations, and recommendations of the organization, which occur a positive CCB through the perception of CSR. In addition, (Klein & Dawar, 2004) proposed that CSR has become an important issue in corporate management, so companies should induce positive behaviors of customers through the process of conscientiously implement CSR, control of legal regulations, and implementation of the demands of the parties concerned. Also, (De Los Salmones et al., 2005) reported that the loyalty of customers toward and the assessment of for companies that faithfully performed CSR was excellent. (Rahim et al., 2011) recognized that when customers believed that the CSR performed in a good manner in the organization, they will be revealed positive behaviors toward that organization.

CSR has identified the organization's efforts to improve all customers on a voluntary basis (Dahlsrud, 2008).Also, CSR lead to positive customer results (Klein & Dawar, 2004). (Karaosmanoglu et al., 2016) exhibited that CSR motivates customers to adopt extra role behavior. (Romani et al., 2013) examined that CSR create customer advocacy behavior which it was associated with CCB (Sashi, 2012).

SET refers to individual believe of the interactions within the social to obtain benefits from exchange behavior (Blau, 1964). Also, SET focuses on justice and the right judgments for individuals (Arikan & Guner, 2013; Oliver, 2014). (Lichtenstein et al., 2004) suggested that when customers monitor CSR; they feel that the organization is performing on their behalf, and then they become emotionally attached to them. (Martínez & Rodríguez del Bosque, 2013) pointed out that CSR can create confidence in customers when they recognized that organization will not exploit their interests. Therefore, they will develop a close relationship with the organization. Thus, CSR makes

customers more involved in their businesses by creating feelings of affection, oneness and trust. Customers feel warm for CSR and become emotionally attached to it (Lichtenstein et al., 2004). Customers who they feel that the organization is acting on their behalf will be strengthens the emotional relationship with that organization (Arikan & Guner, 2013). (Romani et al., 2013) describes that when CSR makes efforts for social situations, customers feel obliged to the organization and they will be develop a positive behavior and begin to defend the organization. (Pérez & Rodríguez del Bosque, 2015a) suggested that to improve the CSR the organization should focused on developing positive behavior for customers. (Pansari & Kumar, 2017) propose that engendering has an important role in enhancing the emotional relationships for CCB (Zainol et al., 2016). (Sashi, 2012) describes that emotional feeling raising the CCB. Thus, CSR give rise to CCB by creating emotional feelings for the organization.

CSR programs are rising due to public pressure and customers' greater willingness to purchase products from these organization (Pérez & Rodríguez del Bosque, 2015b). They are grounded on salient social identity and self-definitional needs (Matten & Moon, 2008). Whereas the increasing interest in CCB in recent years is notable (Anaza, 2016; Thompson et al., 2016), there is a scarcity of authors that approached the influence of CSR on CCB. On the other hand, CCB integrates avenues for social capital, customer co-creation of value, organization recognition and reputation (Nguyen et al., 2014). (Lii & Lee, 2012) found that philanthropy was the only CSR initiative to influence in-role and extra-role intentions through customer organization identification and brand attitude as mediators. Despite initial efforts, there is still a need for novel and counter intuitive empirical findings on these research domains.

Interestingly, customers can fulfill their goals in various ways. As such, they are likely to embrace more accessible and immediate ways of self-symbolizing to anticipate gratification (Gallarza & Saura, 2007). As a result, because customers are likely to disengage after perceiving progress toward a self-defining goal (Wicklund & Gollwitzer, 2013), customers are less likely to

engage in other forms of satisfying self-defining goals of social identity after complying with CSR initiatives.

2.2   Customer Citizenship Behavior

CCB refers to the ability of a customer to participate in unnecessary, beneficial and positive activities toward others and the business(Groth, 2005). Customers involved in CCB are bound to express their help for the organization by participating in a constructive word of mouth (WOM) (Bateman & Organ, 1983). Also, they should communicate their trust in the brand and recommending their views to others (Anderson et al., 2004; Bettencourt, 1997; Testa et al., 2015). Several scholars mentioned that CCB was referred to customer discretionary actions, customer voluntary performance, the customer extra-role behavior, customer OCBs, and E-CCB ((Ahearne et al., 2005); Bettencourt, 1997; (Bove et al., 2009); Chen, Hsieh, Chang, & Chen, 2015;(K.-H. Chen et al., 2015; Rosenbaum & Massiah, 2007a); (Soch & Aggarwal, 2013)(Bettencourt, 1997; Rosenbaum & Massiah, 2007a). Recently, CCB has been investigated and implemented in the behavior context (Soch & Aggarwal, 2013). (M.-J. Chen et al., 2010) studied the elements that affected CCB among Taiwanese group design. They found out that SQ and social environment were the vital elements that affect customer's fulfillment and enhance CCB. Also, (Ho, 2014) examined of young adult behavior of Facebook in Taiwan and he found that the trust of the brand considered as an critical role in influencing both in and extra role behaviors. However, it has been limited attention to the elements that enhance the CCB (M.-J. Chen et al., 2010; Hur et al., 2014).

(Bettencourt, 1997) proposed (3) measurements of CCB: commitment, collaboration, and involvement that identical to three important customer roles considered by service researchers as provider, HR, and an advisor for the organization. (Groth, 2005)evolved and provided proof with the convergent validity and differentiation measure that is used in future studies. The scale proposed (3) various CCB that provide aid and assistance to customers and giving reactions and thoughts to the organization. Regarding that recent

studies have provided empirical proof that CCB is has a multi dimensions as Groth suggested (Anaza & Zhao, 2013).

(Bove et al., 2009) extended the CCB to (8) measurements that have been taken from marketing research and organizational behavior and its usable for various situations such as communicating positive WOM among customers, communication between customers, participating in organizational activities, getting contributory in charity work with organization, acclimating to organizational conditions, giving thoughts for organizational growth, delivering of complaint to the organization and controlling customers behavior. (J. W. Johnson & Rapp, 2010) proposed and confirmed (2) distinct multi dimensions scales of CCB for profit and nonprofit companies. In a theoretical research, (Yi & Gong, 2013) labeled CCB into two categories CCBO for organization and CCBI for individuals. CCBO give direct benefits to the organization such as use positive words of the organization between each other's or giving constructive suggestions that help to improve the organization. CCBI give direct benefits to customers and indirect benefits to the organization, such as share information, knowledge and marketing experiences with others.

SET is entirely based on the premise that customers need to maintain the relationships with others (Blau, 1964). Customers usually share positive behavior as a result of their feeling of gratitude and they will reinforce their CCB among others (Yi et al., 2013). Therefore, the high customer confidence customers in the organization will lead to take a positive behaviors of the provided services and giving an improvement thoughts and ideas to improve these services (Balaji, 2014). Besides, customers who have an emotional attachment for a brand are willing to promote a positive WOM to others (Batra et al., 2012; Rageh Ismail & Spinelli, 2012; Yasin & Shamim, 2013). It seems that all these behaviors are appear as a social exchange, which shows that customers are ready to increase the strength of relationship with the other customers, service staff and companies (Anaza & Zhao, 2013). (Balaji, 2014) revealed that the concept of CCB takes a variety of forms of behaviors such as reaction behavior that addresses worthy thoughts and ideas of customers

to improve the organization services, give a recommendation to service staff through WOM.

2.2.1 Customer Feedback

Customer feedback refer to the complaints, suggestions, thoughts and ideas about the products or services that goes directly to the organization (Celuch et al., 2015).The diversity of customer's tastes and expectations about the providing services is considered as critical information's. Therefore, companies should conduct a marketing research and reduce it cost by motivating their customers to give their feedback voluntarily (Celuch et al., 2015).

Feedback includes any information that customer provided service staff which assists service staff and the organization to enhance the service process in the long term (Groth, 2005). Customers are in a special situation to offer ideas and thoughts to service staff since they have extensive involvement with the service (Bettencourt, 1997). Clients when they receiving conduct from service staff the organization can interest from customers' thoughts to improve their services much better. While feedback from customers can be valuable, it obviously establishes an extra-role behavior and is not an essential for fruitful of service delivery (Yi & Gong, 2013).

(Bennett & Rundle-Thiele, 2004) suggested that the limitations of adopting a satisfaction approach to enhance the interaction between customer and organization is related to existence of high competition in the marketplace, thus the companies should expanded their view of customer service management to developing a strong relationship with them (Palmatier et al., 2006). Companies moved to use marketing relationships to maximizing customer behavior due to increasing of customer expectations (Kumar et al., 2010).(Vargo & Lusch, 2004) suggested that customer sharing valuable resources with the organization and other. Also, customers can play a role in development of new product by giving a positive feedback and participating in the design the product or services. Thus, customers have the abilities to help the organization to enhance their services by providing feedback and spread WOM and helping other customers (Harmeling et al., 2017).

2.2.2 Customer Helping

Customer help refers to customer behavior which geared toward helping other customers. In a service advent process, customers generally have the initiative to help different customers rather than at service staff due to the fact customers when they need a service may need help in ways are consistent with their expected roles (Groth, 2005). The customers roles are less defined than service staff roles which placing them in a positions that require a voluntary assistance from other (Groth, 2005). (Rosenbaum & Massiah, 2007a) argued that customers might extend empathy to other customers by helping behaviors. They note that customers recall their own difficult experiences and display a sense of social responsibility to help other customers who are facing similar difficulties.

Customer helping behavior is an scope that ignored in the marketing research (Balaji, 2014; Bendapudi et al., 1996). Customers help one another for reasons of altruistic or nature rewarding (Hibbert et al., 2002). Thus, some customers are currently enjoying be active in helping other customers and share their shopping information with them. Customers can help each other to allow them to share negative and positive knowledge in the marketplace (Chelminski & Coulter, 2011). Generally, customers can get help from others in order to find the required services or how to use it in a good manner (Z. Johnson et al., 2013). Companies benefit by these voluntary behaviors as customers help which may participate in organization success (Z. Johnson et al., 2013).

Helping conduct consider as a device that enterprise can use to make value (Johnson et al., 2013). As a point when customers help each another, value is made for both customers and the organization concerned (Bartikowski & Walsh, 2011). (Lin & Chiu, 2011) depict helping expectation as the point of a customer to give social sustenance to another and it is brought by an assortment of social capital components, for example correspondence, stories that are shared and arrange ties and centrality. Social identification is viewed as focal in customers' helping expectations as it identifies with the degree a customer sees him/herself to be a piece of a social grouping (Johnson et al.,

2013). Helping conduct happens immediately and permits customers to stretch out sympathy to different customers (Yi et al., 2013).

2.2.3 Customer Advocacy

Customer advocacy predictor of the customers commitment and promote of the interests of the organization behind the interests of each customer individually (Groth, 2005). Advocacy through positive WOM can participate significantly to the positive development of organization image, higher SQ estimation, and rise the size of customer base (Bettencourt, 1997).

Customer advocacy identifies with the probability of prescribing a specialist co-op to other and is seen as a demonstration of unwavering (Chai et al., 2015). Effective worth creation is reliant on the advocacy procedure being voluntary (Navarro et al., 2016). The organization's advantage is normally advanced over the enthusiasm of the individual customer (Bettencourt, 1997). Customer advocacy may bring about positive notoriety for the association, more prominent assistance quality assessments, and development in a piece of the pie (Yi & Gong, 2013).

Customer advocacy includes customer consultants or trusted advisors who they affect customers behavior (Achrol & Kotler, 1999). Customer advocacy refers to representing customers interests honestly and giving the organization a truthful information (Lawer & Knox, 2006). (Urban, 2004) proposed that customer advocacy comes to reinforce the marketing efforts of the customers. Moreover, (Lawer & Knox, 2006) mentioned that customer advocacy focused on capabilities and capacity of customer service in the organization, which help them voluntarily to share their knowledge with others. (Yeh, 2015) argued that customer advocacy requires a higher level of quality. Also, he mentioned that as if the organization needs to increase their customer advocacy, they need to develop their service capabilities to improve the quality of its relationship with customers. Moreover, he argues that organization service should follow new marketing techniques that related to the experience of the customer.

(Rudez, 2010) suggested that to achieve a competitive advantage the service organization should adopt CSR strategies because of it has an effective role

building society. CSR make benefits for an organization by rising customers identification with them (Du et al., 2010). CSR is critical because customers who know more about it will showing more positive behavior (Öberseder et al., 2013). (Lawer & Knox, 2006) customers' considerations might exceed their thought of CSR which the endeavors that made by the companies will create CSR and enhance customer advocacy.

Customer advocacy is linked to the customer helping behavior (Chelminski & Coulter, 2011). Customer advocacy includes a range of interests such as having conversations with partners and give a suggestion of thoughts and ideas regarding the service to others (Balaji, 2014; Yi & Gong, 2013). Also, customer advocacy can be appear if the services of the organization is as customers expected (Fullerton, 2003). The voluntary behavior obtained through positive WOM which lead to give a significant benefits to the organization (Yi & Gong, 2013).

2.2.4 Customer Tolerance

Tolerance refers to the desire of customer to be patient when the service does not meet the customer's expectations because of delays or lack of equipment (Lengnick-Hall et al., 2000). Because of the failure of meeting service the customers will change their behavior and make a damage to the market share of the organization, therefore, customer tolerance will help the organization to retain their customers and maintain its competition position in the marketplace (Keaveney, 1995).

(Parasuraman et al., 1988) have a great work on a set of customer expectations with regard to SQ. (Teas, 1993; Teas & Decarlo, 2004) suggested that SQ conceived as a gap between perceptions and expectations. (Parasuraman et al., 1991) proposed a model that explained the relationship between SQ and the different levels of expectations, known as the customer tolerance. (Cronin & Taylor, 1992) and (Teas & Decarlo, 2004) had a proved of customer tolerance to be a beneficial tool not only in integrating SQ perceptions and expectations but also in diagnosis changes of the relationship between SQ and results.

2.3 Service Quality

In a client based methodology, quality compares to fulfillment: the most excellent methods the best fulfillment of buyers' inclinations (Yarimoglu, 2014). Associations have understood that SQ brings an economical and competitive advantage. SQ and consumer loyalty are basic achievement factors for organizations that are considering intensity, advancement and development on the market (Angelova & Zeqiri, 2011). According to (D. A. Rauch et al., 2015), to lead an extensive assessment of an organization, the administration needs to contrast its presentation and its clients' desires and with the exhibition of different organizations in a similar industry. SQ is quickly characterized as how organizations meet or surpass client desires. Specialists concede to the meaning of SQ, saying that administration conveyance can arrange with, match, or supersede the longings of customers. SQ improves consumer loyalty and cost the board expands benefit (Yarimoglu, 2014). (Parasuraman et al., 1994) recommended SERVQUAL, a SQ model to measure the scale of difference between what consumers expect and their perceptions. SQ is considered a multidimensional construct; most researchers have used the SERVQUAL model in order to measure SQ and customer satisfaction in companies. SQ in the SERVQUAL model consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

2.3.1 Reliability

(Parasuraman et al., 1994) discovered that reliability is unwavering quality methods associations play out assistance accurately the first run through. Also, it shows that associations endeavor to satisfy guarantees and focus on the outcomes. Reliability has been classed as the main component of the SERVQUAL SQ model. Studies of (Lam, 2002) positioned reliability as unwavering quality as first in the components of the SQ model. Dependability is characterized as the capacity to play out the guaranteed administration constantly and precisely. In wide sense reliability implies, administration firms' guarantees about conveyance, administration arrangements, issue goals and estimating. Clients like to work with those organizations, who stay faithful to their obligations. Thus, it is a significant component in the SQ insight by the

client and his faithfulness. Subsequently, the administration firms should know about client desire for unwavering quality. On account of banking administrations, the reliability measurement incorporates - routineness, demeanor towards grievances, keep clients educated, consistency, and techniques.

2.3.2 *Responsiveness*

(Parasuraman et al., 1994) featured that the responsiveness of willing workers includes telling clients precisely when things will be done, giving them full focus, advancing administrations, and reacting as per their solicitations. Responsiveness was positioned as the third measurement in SERVQUAL 1994. Responsiveness is the ability to help clients and to offer brief assistance. This measurement centers around the mentality and immediacy in managing client demands, questions, objections, and issues. It likewise centers around reliability, presence, and expert responsibility of the representatives or staff. It very well may be determined on the timeframe clients hang tight for help, answers to questions. The states of responsiveness can be improved by consistently see the cycle of administration conveyance and workers' mentality towards the solicitations of clients.

2.3.3 *Assurance*

Assurance has been characterized as representatives' civility and information, and their ability to move certainty and trust to clients (Parasuraman et al., 1994). Assurance is ranked first according to (Gronroos, 1988),while the author of (Parasuraman et al., 1994) ranked it in fourth place. They state that assurance demonstrates the mentalities of the workers and their conduct, and the staff's capacity to give agreeable, classified, considerate, and able administrations. It very well may be characterized as the worker's information, graciousness, and the capacity of the firm and its representatives to motivate trust and trust in their clients. This measurement is significant in companies, protection administrations since clients feel questionable about their capacity to assess results. In certain circumstances, similar to protection, stockbroking administration firms attempt to construct trust and faithfulness between key contact people like protection specialists, merchants, and individual clients. In

financial administrations "individual financier" assumes the part of the key contact individual. This measurement centers around work information and aptitude, exactness, and politeness of representatives, and security guaranteed by the company.

2.3.4 *Empathy*

Clients need to feel that they are focused on by the association offering types of assistance. Empathy implies mindful, giving individual consideration, and offering types of assistance to clients (Parasuraman et al., 1988). Also, they expressed that quantitative examinations that have recognized SQ model measurements have utilized security, validity, and admittance to gauge empathy. It is characterized as the mindful; individualized consideration gives to the clients by their company. This measurement attempts to pass on the importance through customized or individualized administrations that clients are novel and uncommon to the company. The focal point of this measurement is on an assortment of administrations that fulfill the various necessities of clients, individualized, or customized administrations. For this situation, the specialist organizations need to know clients' very own necessities or needs and inclinations.

2.3.5 *Tangibility*

(Parasuraman et al., 1988) distinguish tangibles as actual offices (hardware, workforce, and correspondence materials). It is the actual picture of the administration that clients will use to evaluate quality. Effects are related to the actual offices, instruments, and machines utilized to offer the support, just as portrayals of the administrations, for example, proclamations, cards (charge and credit), speed, and proficiency of exchanges. A few advantages are incorporated intangibles, for example, outer appearance, counters in the company, overdraft offices, opening times, and speed and proficiency of exchanges.(Parasuraman et al., 1994) expressed that tangibles have a similar significance as empathy. The creators contended that it is fitting to consider including opening times of activities under the empathy measurement; moreover, the reliability measurement may incorporate overdraft advantages (Agbor, 2011). (Sultana et al., 2016) consider tangibles as a particular

component, demonstrating consistency across societies. Likewise, he characterized it as the presence of actual offices, gear, correspondence materials, and innovation. All these give enough clues to clients about the nature of the administration of the firm. Likewise, this measurement improves the picture of the firm. Consequently, the tangibility measurement is critical to firms and they need to put intensely in masterminding actual offices.

The entirety of the above measurements is discovered applicable to the telecommunication and banking area (V. Zeithaml et al., 2012). For instance, Credibility is imperative to exhibit the great standing of the bank. Security is another significant issue to explain the wellbeing of the clients to utilize the bank's ATMs whenever and to ensure the charge card against unapproved use. Empathy or accessibility is another key related factor that empowers clients to manage their banks all the more effectively (Yarimoglu, 2014). Communication is additionally the most significant in the financial area. At the point when clients whine, the bank administrator should be intrigued to tune in to the client with respect to their objections through legitimate correspondence channels. Understanding the client is significant for banks to put forth attempts to know clients and their requirements. Tangibility is another significant measurement for banks. For example, "Clients make deductions about the SQ based on effects of the bank (the structures, the actual format), that encompass the administration climate in light of the fact that these can significantly affect clients' full of feeling reactions" (Lam, 2002). Moreover, clients are upbeat when they can comprehend their bank explanations without any problem. Reliability is likewise significant in the financial area. At the point when a bank official, for example, says he/she will get back to the client quickly to tackle the issue, he/she ought to do so as needs be. Responsiveness is a significant measurement for banks to determine the issue of the clients rapidly and which is uncommon in our financial area. Ability or confirmation is likewise a significant factor to execute through the bank employee measure without committing any error. Courtesy is significant for bank workers to have charming conduct and to show obligingness reliably while responding to the different inquiries of their clients. (Sultana et al., 2016) proposed that SQ depends basically on five measurements/factors basic from the clients' perspective.

2.4 The Relationship between Corporation Social Responsibility and Customer Citizenship Behavior

Social exchange theory (SET) is based on the premises that the relationship between organization and customer is a social exchange and that the series of interactions between quality relationship (Cropanzano and Mitchell, 2005; Emerson, 1976). Such an obligation comes in the form of maximizing the benefits and minimizing the costs (Blau, 1986). Rooted in SET, when a firm takes care of the community, such as by improving the community's well-being, donating to charities and obeying the law, beneficial community consequences are engendered (Cropanzano and Mitchell, 2005). As part of the community, the customers who receive such benefits may respond in the form of positive behavior (i.e. citizenship) toward such organizations. Empirical findings seem to support this point. For instance, the investigation of Karaosmanoglu et al. (2016), which focused on the relationship between CSR and customer citizenship in emerging markets, found that consumers are willing to demonstrate more citizenship behavior toward a specific company that is involved in CSR activities. Their study also argued that today's consumers are more aware of CSR, which, in turn, becomes a strategic tool that a company can use to have an effective impact on its brand position in the minds of consumers. Such an argument seems to support the proposition of Ahearne et al. (2005), who revealed that corporate involvement in addressing the consequences of social issues incited a favorable response among consumers (i.e. citizenship behavior).

Recent research by Hur et al. (2018) conducted in the banking sector in South Korea found that CSR encourages customers to become more involved in company-favoring responses such as spreading word of mouth, providing constructive feedback, and helping employees achieve their tasks organization and customer generate a type of obligation that, in turn, may lead to a high. Previous literature perceived the value of customers as human resources. Many organizational researchers argue that customers are the most important element for the environment of firm's (Larsson & Bowen, 1989). Provided that consumers value a firm that supports community and offers social programs,

this means that CSR activities power consumer behavior including CCB indirectly (Levy, 1999). Depending on these considerations, companies realize that CSR initiatives and programs show a "win-win" scenario between the community and companies (Lindgreen & Swaen, 2010). Thus, customers as a part of the community tent to reward companies that engage in CSR initiatives. In this research, the author suggest that CSR has a positive effect on CCB. CCB refers to the congruency between the customer's self-definition and his/her perceived traits of a firm (Bhattacharya & Sen, 2003).

Moral companies or those that behave socially responsible and trustworthy will a positive evaluation from customers (Brown & Dacin, 1997). Consumer judgments and responses are affected by the corporate image positively (Aaker & Keller, 1993), which in turn, are driven form CSR initiatives (Menon & Menon, 1997). Several studies have argued that one's view of the firm image leads to CCB (e.g., Dutton et al., 1994). Not all companies are attractive to the customers, they just identify with firms whose identity looks attractive to them and let them sense close to them and there are common values, principles, and identity in general between customers and firms (Scott & Lane, 2000). The customers' feelings and a sense of connection are stronger in CCB with companies that have a CSR image (Salmones, Perez, & Bosque, 2009). CSR image directly and positively affects the CCB (Pérez, Salmones, &del Bosque, 2013) Thus, the following hypothesis is proposed:

H₁: Corporate social responsibility has a positive effect on customer citizenship behavior.

2.5 The Relationship between Corporation Social Responsibility and Service Quality

A review of the existing literature on the interactions between SQ (i.e. corporate ability) and CSR has revealed a contradiction. While some scholars argued that their interaction is compensatory, others have suggested that their interaction is synergistic. Studies that support the compensatory effect have argued on the basis of value-orientation. For instance, Golob et al. (2008) found that the value-orientations of individuals can be classified into self-

enhancement and self-transcendent groups. Self-enhancement individuals who are linked with power and self-achievement are willing to compromise the social and environmental performance of a firm for stronger economic performance whereas self-transcendent individuals who are linked with universalism and benevolence are willing to compromise the economic performance of a firm for stronger social and environmental performance (Peloza and Shang, 2011). Their findings suggest that both concepts compensate each other which result in negative (cannibalistic) interactions. On the contrary, studies which support a synergistic interaction argued that the effect of CSR will be augmented only when a firm is perceived to be capable of delivering high SQ (He and Li, 2011; Yuen and Thai, 2017). The utility of CSR was suggested to diminish when SQ is low due to the perception that a firm is compromising its core business. The arguments suggest that both concepts synergize with each other, and their joint contribution is greater than the sum of their individual effects which suggest positive (mutually-reinforcing) interactions. To reconcile the identified contradiction, this study posits that the interaction between SQ and CSR is contingent on the utility perceived by stakeholder groups. Perceived value theory states that satisfaction or value is derived from an individual's evaluation of the attributes of a company and its associated services or products. The amount of value differs across individuals based on their perceived relevance or utility of these attributes (Green and Peloza, 2011; Yuen et al., 2016a). Applying the theory to this context, the current paper argues that the perceived value or utility of CSR and SQ differs across stakeholders who possess a unique set of needs or expectations towards a firm and its services. The study of Berens et al. (2007) provides anecdotal support for this proposition as it was found that the utility and expectations of CSR vary with stakeholders. Based on the above discussion, the following hypotheses are postulated

H₂: Corporate social responsibility has a positive effect on service quality.

2.6 The Mediating Role of Service Quality on corporate social responsibility and customer citizenship behavior

Although prior literature has highlighted the role that CSR plays in promoting company favoring responses (Baskentli et al., 2018; Brown and Dacin, 1997; Sen et al., 2006), mere involvement in such initiatives is not sufficient to ensure the creation of positive customer responses. The transformation of corporate initiatives into positive customer responses requires effective integration with internal corporate capabilities (He and Li, 2011). Thus, CSR can be seen as a necessary but still insufficient condition for CCB. According to the consumer behavior literature, the consequences of a company's external initiatives rely on its internal SQ (Vlachos et al., 2009), defined as consumers' overall perception and judgment of the corporation's superiority and excellence in providing services (Parasuraman et al., 1988; Zeithaml et al., 2006). Consequently, both CSR and a firm's perceived service quality are vital elements for improving CCB. Given that the impact of CSR on customer perceptions may differ based on corporate capabilities (Ko et al., 2013), this study argues that SQ can serve as an intermediate process through which CSR influences firms' CCB.

Brown et al. (2002) mentioned that the information possessed by the customers about the organization stemming from the practices that followed by the organization in CSR and SQ. (Bhattacharya & Sen, 2004) suggested that giving more information about CSR can lead to increase the consciousness in doing their works and make their image more powerful. (Auger et al., 2003) found that SQ has a significant effect on customer perceptions more than CSR. On the other hand, (Kim & Kim, 2016) found that this relationship has an opposite impact on customer behavior.

The present research examines the relationship between CSR and CCB by taking SQ as a mediator. (Balaji, 2014) found that CCB has a high correlation with SQ. (Bartikowski & Walsh, 2011) suggested that CCB was closely linked to organization capability to provide SQ. Consistent with this view, various studies have found an association between CCB and SQ, both conceptually and empirically (Palmatier et al., 2006). (Bell & Menguc, 2002) pointed out that

CCB had a positive effect on SQ amongst customers. In their finding they showed that CCB has a direct effect on customer perceptions and SQ. (J. Walker & Baker, 2000) suggested that to create a superior perception of SQ the companies must focus on CCB as a service-oriented behavior. Also, they mentioned that to let the organization improve their SQ that provided to the customers, they must show high level of respectful and mutual behavior between the two parties and taking customers suggestions and complains seriously.

This research also seeks to understand the mediating process of SQ among CSR and CCB. The SQ subject had a constant attentions by scholars (MacKinnon et al., 2007). (Bitner & Hubbert, 2012) suggested that SQ is the impression of the customer's toward the service. (Gronroos, 1984) mentioned that the SQ models confirm the dimensions of what deliver to the customers and how it delivered. Although what customers receive from their interactions with organization, it is not enough to account for SQ. (Bitner et al., 1990) forecasting that SQ as one of the factors that convey the effects of CSR and CCB.

According to SET, SQ enacted by service staff but if it is not moving toward customer satisfaction is doubtful to create a high level of social exchange. This exchange must have adverse effect on customers and will reduce the CCB. Moreover, CSR should refine the adverse influences of SQ by building a service impression in order to influence the CCB of the customers (Grandey et al., 2005; Hennig-Thurau et al., 2010). The evidence presented in this section suggests the third hypothesis of the research:

H3: service quality mediates the relationship between corporation social responsibility and customer citizenship behavior:

   H3a: Reliability mediates the relationship between corporation social responsibility and customer citizenship behavior

   H3b: Responsiveness mediates the relationship between corporation social responsibility and customer citizenship behavior

H3c: Empathy mediates the relationship between corporation social responsibility and customer citizenship behavior

2.7 The Relationship between Customer Citizenship Behavior and Service Quality

This research argues that a high level of perceived service quality is useful for CCB. The cognitive consistency theory (Heider, 1946) argues that when an individual faces psychological discomfort, he or she strives to seek psychological harmony among his or her beliefs and behaviors. If a customer acknowledges a favorable attribute of an organization, that customer is more likely to generate other actions that are consistent with his or her beliefs, attitudes, and behaviors (Fu et al., 2014b). Thus, customers who perceive the service quality of a firm as positive are more likely to generate belief-consistence feelings such as engaging in voluntary behaviors.

Empirical evidence seems to provide support for this argument. For instance, Nguyen et al. (2014) argued that customers who positively perceive the quality of services provided by an organization are more likely to engage in activities that show their citizenship toward the organization by remaining loyal to firm and providing feedback. Fullerton (2005) identified that service quality is a significant and substantial driver of customer advocacy. Relatedly, the study of Roy et al. (2018) revealed that customers who perceived a high level of service quality are more likely to engage in advocacy behavior such as spreading positive word-of-mouth. The study of Bartikowski and Walsh (2011) found that service quality jointly with other sources of corporate reputation has a significant positive effect on customer helping behavior. The above theoretical and empirical reasoning can lead us to propose the following hypothesis:

H4: Service quality has a positive effect on customer citizenship behavior.

Social Exchange Theory (SET) assumes that employees are obligated to repay the assists their customers and do their best to achieve the results of their companies (Park & Searcy, 2012). According to Rauch et al. (2015), in order to conduct a comprehensive evaluation of a company, the management

has to compare its performance with its customers' expectations and with the performance of other companies in the same industry. Therefore Pakurár et al. (2019) recommended SERVQUAL, a service quality model to measure the scale of difference between what consumers expect and their perceptions. Therefore, CSR, SQ, and CCB are assist one another. An effective corporate social responsibility will increase the orientations of customers positively towards their companies and will in turn be reflected as SQ and CCB. Clients will spot the benefits of companies that they provide them the services for their own interests. Figure 1 illustrates the conceptual model for this research. In this regard, this research suggested the following hypotheses:
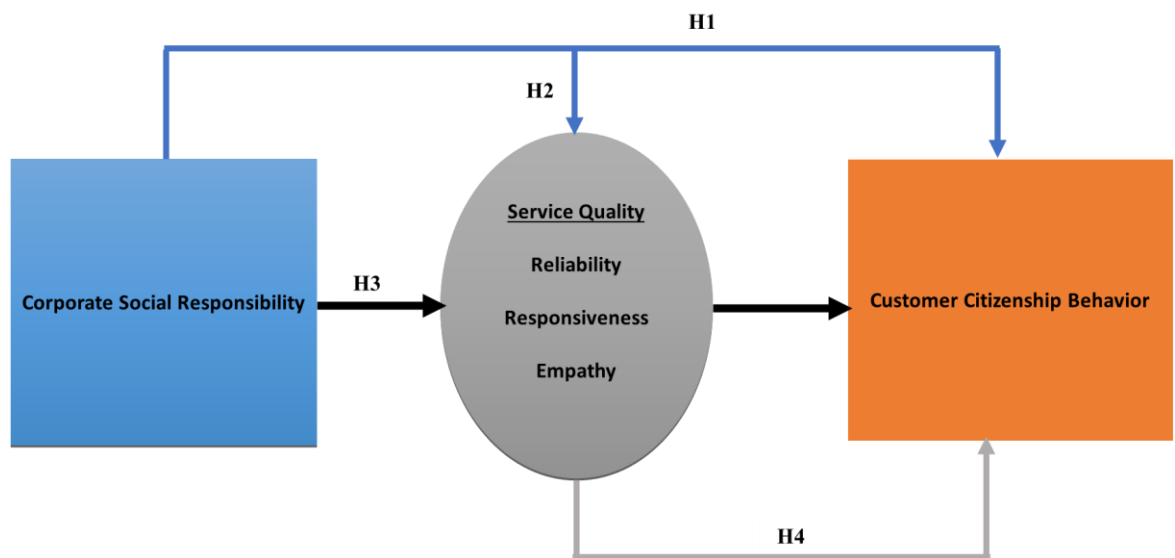
Figure 1 Research Model

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

The author elaborates the methodology of this research that has been utilized in revealing of the impact of CSR on SQ (RL, RP and EP), and CCB. This research describes the procedures that have been used to analyze the data and check the hypotheses by collecting data, measuring the variables in the research model, and the types of analysis methods that have been used (SPSS v25, AMOS v24, and structural equation modeling (SEM)). Before conducting research, there must be several important issues, such as the type of research, the reasons for investigation, and the methods that used to collect data by taking an idea, construct, or thought, at that point, building up a measure or scale to monitor it empirically (Creswell, 2009).

In conclusion, based on a deductive approach the quantitative research relates to layout, measurement, and sampling issues that focusing on detailed planning to data collection and data analysis. The author applied quantitative research methods and the procedures are created systematically prior to unifying data collection. In addition, data analysis relies on the use of statistical methods, Tables, or figures and discusses how to link the result to hypotheses. Therefore, the nature of this research is completely quantitative.

3.2 Sampling and Sample

The main objective of designing the research sample was to generate a comprehensive and ideal sample of telecommunications companies in Gambia. The target population of this research contains all customers in the telecommunications companies in Gambia. The questionnaire was applying after the ethical committee approval has been issue. A questionnaire was distributing by hand in different work areas in Gambia. Once all responses had been received, they were recorded in the database using SPSS v 25 for further analysis.

The research population consisted of customers of telecommunications companies in Gambia. Due to reasons of the large size of the population of customers from 4 telecommunications companies distributed as Africell, Comium, Gamtel and Qcell. Yamane (1985) formula was used to determine the ideal sample size for this research. Therefore, it indicates that if the size of the population more than 100000 for a 5% precision level, where the confidence level is 95%, the sample size was 400. Also, this research utilized a convenience-sampling method that based on the data collection from population who are available to participate in this research. According to that, out of total 424 distributed questionnaires, 400 usable responses were received making 94% as a response rate.

3.3 Data Collection Procedures

This research aims to check the impact of the functions of CSR on SQ (RL, RP and EP), and CCB by using a questionnaire from literature reviews to test the hypotheses for this research, where customers of telecommunications companies in Gambia formed as an analysis unit of this research. To collect credible and useful data and avoid a coercive participation, the author informed the respondents that their participation was voluntary and he explained the purpose of the research and obtained a verbal consent from them before distributing the questionnaire. This research was conducted using a questionnaire which to be considered as a suitable means for effective and

accurate information. Therefore, the questionnaire method was adopted as the preferred tool to answer current research objectives.

The questionnaire was review by university professors who are having an experience and knowledge in the field of CSR and organization behavior to detect mistakes or a possible source of misunderstandings and to check the accuracy and validity of the professional terms and perspicuity. Validity also checked through distributed 20 questionnaires as a pilot research to make an adjustment in proportion to the responders' abilities to answer the questions, and based on their feedback the questionnaire questions was edited to be more comprehensive and accurate. The questionnaire was designed with 5-point Likert scale ranging from Strongly Agree = 5 to Strongly Disagree = 1.

3.4 Research Materials

This research was cross-sectional and completely quantitative approach. The questionnaire contains four parts and 35 items in total: demographic information, the Corporate Social Responsibility Scale (CSRS), the Customer Citizenship Behavior Scale (CCBS), and the Service Quality Scale (SQS). Table1 summaries the Cronbach's alpha for these scales.

The demographic questions have 4 items. The research also assesses some demographic variables that are presented in Part 1 of the questionnaire. The respondents were asking about gender, age, educational level, and marital status. The CSRS was using in this research was developed by (Brown & Dacin, 1997; Ko & Chou, 2020). This scale consists of 4 items with the format of a typical Five-Point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) with a Cronbach's alpha score of 0.778. As indicated by Hair, Black, Babin, and Anderson (2014) the level of Cronbach's alpha that prerequisites to achieve the steadfastness and to be a good investigation is 0.7. Along these lines, the Cronbach's alpha scores for the CSR factors for this exploration are dependable. The SQS was using in this research was developed by (C.-H. Ko & Chou, 2020). This scale consists of 15 items with the format of a typical Five-Point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) where SQ has 6 items, reliability has 3 items This scale with Cronbach's alpha score of 0.883, responsiveness has 3 items

with Cronbach's alpha score of 0.818 and empathy has 3 items with Cronbach's alpha score of 0.905. The Cronbach's alpha value for the SQS was calculated as 0.917. As with the CSRS for this exploration are dependable. The CCBS was using in this research was developed by (Mandl & Hogreve, 2018). This scale consists of 12 items with the format of a typical Five-Point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) with a Cronbach's alpha score of 0.897. The Cronbach's alpha incentive for the current examination of 31 things was determined as 0.805 which for this investigation is dependable.

Table 1 The Cronbach's Alpha for Research Variables

Variable Name	Number of Items	Cronbach's alpha
Corporate Social Responsibility	4	0.778
Service Quality	6	0.917
Reliability	3	0.883
Responsiveness	3	0.818
Empathy	3	0.905
Customer Citizenship Behavior	12	0.897
Total	31	0.805

3.5 Data Analysis Procedures

After collecting data, SPSS v.25 software was use to analyze the data with the following steps: First, test the reliability of the scale and validity of questionnaire through Cronbach's alpha coefficient. According to (Sekaran & Bougie, 2016) Cronbach's alpha indicate that values which greater than 0.70 has a high internal consistency in measured the variables and increases reliability. Second, correlation analysis shows how variables are positively related to each other. Table 2 summarizes the correlation coefficient scale. Third, factor analysis was use to find out the principal components to identify whether the factors used in the research are able to measure the variables and

whether the factors used in the questionnaire are related to the variables or not. (Hair et al., 2014) reported that exploratory factor analysis (EFA) was use to explore data and provides information on the number factors needed to represent data better. In addition, all measured or observed variables are related to each factor according to the value of the load estimation factor. The main feature of EFA is that all factors are obtained only from statistical results, not from any theory, and after the factor analysis is performed the factors can be named. In other words, EFA can be analyzed without knowing the number of factors that already present in the research or which variables that belong to which constructs.

Table 2 Correlation Coefficient Scale

Correlation Scale	Description
±0.90 - ± 1.00	Very high positive or negative correlation
±0.70 – ±0.89	High positive or negative correlation
±0.69 - ±0.50	Moderate positive or negative correlation
±0.49 - ±0.30	Low positive or negative correlation
±0.29 - ±0.00	Negligible correlation

Finally, regression analysis was applying by using the PROCESS Procedure for SPSS v3.4 to test the hypotheses that developed to determine the effect of CSR on CCB by taking the SQ as a mediator. The hypotheses and sub-hypotheses that used in this research was tested at 95% confidence level (or 5% margin of error). The rule of decision is that if the PV less than 0.05, the null hypothesis was rejected and if it is greater than 0.05 it was accepted. A number of summary tables was prepared to demonstrate the similarities and differences of CSR, SQ, and CCB among customers of telecommunications companies in Gambia.

3.6 Ethical Considerations

This research was directed considering the ethical ramifications at each phase of the examination cycle. This research was intended to meet the ethical standards of deliberate cooperation, guaranteeing that members were not hurt,

regarding their entitlement to protection, namelessness, and self-assurance. During this research, members were acquainted with the significance of the examination and its motivation, and the investment in this exploration is deliberate and the information gathered during this research was utilized for scholastic research purposes just and might be introduced at public/worldwide scholarly gatherings as well as distributions and was treated with exacting secrecy. Also, the data of members in this research was destined to be classified and unknown.

3.7 Limitations and Delimitations

There are some limitations. Firstly, the data for the present research was collected from Gambia, so it is not clear whether the relationship between CSR, SQ and CCB is the same in other countries. Secondly, there is a possibility of bias in the conventional method of answering all questions. Although maybe did not statistically find the problems of the method prevalent in this research, they cannot be excluded entirely. Thirdly, this research was conducted by using cross-sectional data. This data can only at a specific time, reveal the total impact that predictor variable has towards a particular criterion variable. Finally, this research focuses only on telecommunications companies in Gambia, which rises whether the relationships of this research was examined will be different for other sectors.

CHAPTER 4

RESEARCH RESULT

4.1 Descriptive Statistics

The aim of this research is to analyze the impact of CSR in telecommunications companies in Gambia on CCB which represented by through SQ (RL, RP and EP) as a mediator. To achieve this goal, the researcher distributes (424) questionnaires were subjected to (400) valid questionnaire for the purposes of statistical analysis. Table 3 summarizes the distribution of the questionnaire on the research sample.

Table 3 The Distribution of The Questionnaire on The Research Sample

	Number	Ratio
Distributed questionnaires	424	100%
Questionnaires recovered	416	98%
Non-refunded questionnaires	7	2%
Non-analytical questionnaires	9	2%
Questionnaires under analysis	400	94%

After collecting the questionnaire from the sample, the questionnaire response scale which contains 26 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither Agree nor Disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 4:

Table 4 The Degree of Approval of the Questionnaire Paragraphs

Likert-Scale	Classification	Description
1	1 – 1.79	Strongly Disagree
2	1.8 – 2.59	Disagree
3	2.6 – 3.39	Neither agree nor Disagree
4	3.4 – 4.19	Agree
5	4.2 – 5	Strongly Agree

The researcher relied on the degree of approval of the questionnaire paragraphs according to (Idek et al., 2014) the rule specified in Table 4 that the approval for the paragraph is strongly disagree if the average mean of the paragraph between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

4.1.1 Corporate Social Responsibility

Table 5 shows the mean scores for the CSR. The respondents' mean scores for CSR things extend from 3.53 to 3.71. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking CSR were 3.64. These scores show that the clients view of the CSR did by their association are concurred and good.

Table 5 The Mean Scores for the CSR Items

Items	Means	STD	Degree of Approval
CSR1	3.67	.903	Agree
CSR2	3.71	1.046	Agree
CSR3	3.53	1.040	Agree
CSR4	3.66	.984	Agree

4.1.2 Service Quality

Table 6 shows the mean scores for the SQ and it dimensions RL, RP and EP items. The respondents' mean scores for SQ items range from 3.33 to 4.09. At the same time their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for overall SQ were 3.77. These scores indicate that the customers perceptions of the SQ carried out by their organization services are agreed and satisfactory.

Table 6 The Mean Scores for the SQ Items and its dimensions

Items	Means	STD	Degree of Approval
SQ1	3.33	1.035	Agree
SQ2	4.07	1.111	Agree
SQ3	3.75	1.062	Agree
SQ4	4.00	1.062	Agree
SQ5	3.35	1.040	Agree
SQ6	4.09	1.110	Agree
Overall SQ	**3.77**	**1.25**	**Agree**
RL1	3.8	1.06	Agree
RL2	3.75	1.050	Agree
RL3	4.4	1.120	Strongly Agree
Overall RL	**3.98**	**1.07**	**Agree**
RP1	3.89		Agree
RP2	4.39		Strongly Agree
RP3	4.27		Strongly Agree
Overall RP	**4.18**		**Agree**
EP1	4.5		Strongly Agree
EP2	4.2		Strongly Agree
EP3	4.17		Agree

Overall EP	**4.29**		**Strongly Agree**

4.1.3 Customer Citizenship Behavior

Table 7 shows the mean scores for the CCB items. The respondents' mean scores for the sub-dimensions of CCB items range from 2.36 to 4.48. At the same time their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for CCB (overall) were 3.4. These scores indicate that the customers perceptions of the CCB carried out by their organization are agreed.

Table 7 The Mean Scores for the CCB Items

Items	Means	STD	Degree of Approval
CCB1	4.17	.770	Agree
CCB2	4.48	.656	Strong Agree
CCB3	4.48	.742	Strong Agree
CCB4	3.78	.845	Agree
CCB5	3.83	.878	Agree
CCB6	3.67	.842	Agree
CCB7	2.36	1.132	Disagree
CCB8	2.47	1.082	Disagree
CCB9	2.53	1.214	Disagree
CCB10	2.94	1.599	Natural
CCB11	3.18	1.290	Natural

CCB12	2.87	1.582	Natural

4.2 Demographic Characteristics of Respondents

Demographic characteristics of respondents that have been captured in this research include 4 different aspects; gender, age, educational level and marital status. First, gender was measured into two categories of male and female. Second, age which was measured in six categories having options of under 18 years, from 18 – 30 years, from 31 – 40 years, from 41 – 50 years, from 51 – 60 years, and more than 60s years. Third, educational level was measured in three categories high school or less, undergraduate, postgraduate or above. Fourth, marital status which was takes in two categories of single, married.

4.2.1 Gender

Gender respondents were selected in two categories: male and female. In a data from telecommunications companies in Gambia, the majority of male and female respondents were 71% and 29% respectively. Table 8 summarizes the sample distribution by gender.

Table 8 Sample Distribution by Gender

Variables	Frequency	Percent
Gender		
Male	284	71%
Female	116	29%
Total	400	100%

4.2.2 Age

In telecommunications companies in Gambia data, respondents were of different age groups in a relative distribution as shown in Table 9. The highest representation is respondents who belong to the 31 – 40 years by 34%. The

rate of aging between 18 – 30 years was 22%, respondents from 41 – 50 years were 22%%, from 51 – 60 years 9%, and 6% were more than 60s years.

Table 9 Sample Distribution by Age

Variables	Frequency	Percent
Age		
18 - 30	107	27%
31 - 40	137	34%
41- 50	88	22%
51 - 60	38	10%
60 years and more	30	7%
Total	400	100%

4.2.3 Educational Level

The educational level of respondents was measured in three categories as shown below in Table 10. In telecommunications companies in Gambia the highest percentage of respondents who obtained the undergraduate degree is 76%, postgraduate or above is 8% and high school or less is 16%.

Table 10 Sample Distribution by Educational Level

Variables	Frequency	Percent
Educational Level		
High School or Less	63	16%
Undergraduate	304	76%
Postgraduate	33	8%
Total	400	100%

4.2.4 Marital Status

The respondents' marital status was obtained using three categories single, married, and divorces. In telecommunications companies in Gambia the respondents who are married 77% and who are single 23%. Table 11 summarizes the sample distribution by marital status.

Table 11 Sample Distribution by Marital Status

Variables	Frequency	Percent
Marital Status		
Single	91	23%
Married	309	77%
Total	400	100%

4.3 Correlation Analysis

The aftereffects of the relationship examination which demonstrates that all the seven builds were emphatically connected with one another with 0.01 criticalness esteem are appeared in Table 12. The connection among CSR and SQ (R= 0.688, ρ = 0.01) is counted as a noteworthy and moderate positive

relationship. The correlation among CSR and CCB (R= 0.672, ρ =0.01) is counted as a critical and moderate positive relationship. The relationship coefficient among CSR and SQ (R = 0.868, ρ = 0.01), RL (R= 0.712, ρ = 0.01), RP (R = 0.879, ρ = 0.01) and EP (R = 0.821, ρ = 0.01) is counted as is counted as a high positive correlation. The correlation coefficient among SQ and CCB (R = 0.779, ρ= 0.01) is shown as a high positive relationship. The relationship coefficient among CCB and RL (R = 0.829, ρ = 0.01) and CCB and RP (R =0.763, ρ= 0.01) is counted as a critical and high positive correlation. The relationship coefficient among CCB and EP (R = 0.689, p = 0.01) is counted as a moderate positive correlation.

Table 12 Correlation between Variables

	CSR	SQ	CCB	RL	RP	EP
CSR	1					
SQ	.868**	1				
CCB	.672**	.779**	1			
RL	.712**	.646**	.829**	1		
RP	.879**	.700**	.763**	.780**	1	
EP	.821**	.805**	.682**	.660**	.677**	1

N=400

**Correlation is significant at the 0.01 level (2-tailed).

CSR: Corporate Social Responsibility, SQ: Service Quality, RL: Reliability, RP: Responsiveness, EP: Empathy, CCB: Customer Citizenship Behavior.

4.4 Exploratory Factor Analysis

Exploratory factor analysis (EFA) empowers the creator to diminish the watched factors to littler numbers and distinguish the connection between them (Hinkin, 1998). Principal components analysis (PCA) strategy following by the Promax with Kaiser Normalization pivot technique was utilized to separate the components. As proposed by Hair et al. (2014) the creator kept just those things which stacked 0.4 or above on single thing. Table 13 demonstrated KMO and Bartlett's Test and the subsequent incentive for

telecommunications enterprises in Gambia was 0.776 which adequately agree to (Kaiser and Rice, 1974) of required sample value.

Table 13   KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.776
Bartlett's Test of Sphericity	Approx. Chi-Square	6686.408
	df	231
	Sig.	0.000

The creator inspected the relationship between the factors and the visual assessment demonstrated a critical connection at p = 0.01. The EFA investigation separated six particular variables clarifying 72.77% of the all-out difference. The develop SQ had six things which indicated 0.779 to 0.862 stacking range and the build clarified 21.43% of the all-out change. The RL develop had three things stacked between 0.874 to 0.940, and clarified 13.14% of the all-out change. The RP had three things stacked from 0.826 to 0.915 and clarified 12.24% of the all-out difference. The develop of EP had three things stacked between 0.846 to 0.860 and clarified 10.45% of the absolute difference. The CSR develop had four things stacked between 0.678 to 0.819, and the build clarified 9.32 % of the all-out fluctuation. The first build of the CCB had twelve items stacked between 0.819 to 0.856 and clarified 6.20% of the all-out change. Table14 summarizes exploratory factor analysis result.

Table 14 Exploratory Factor Analysis Results

Factor	Factor loading	% of Variance Explained	Reliability	Initial Eigenvalues
Factor 1: Service Quality				
SQ1	.855			
SQ2	.855			
SQ3	.850	21.43%	0.935	4.714
SQ4	.779			
SQ5	.834			
SQ6	.862			
Factor 2: Reliability				
RL1	.929			
RL2	.940	13.14%	0.939	2.890
RL3	.874			
Factor 3: Responsiveness				
RP1	.909			
RP2	.915	12.24%	0.915	2.693
RP3	.826			
Factor 4: Empathy				
EP1	.860			
EP2	.855	10.45%	0.889	2.298
EP3	.846			

Factor 5: Corporate Social Responsibility				
CSR1	.708			
CSR2	.819	9.32%	0.826	2.050
CSR3	.737			
CSR4	.678			
Factor 6: Customer Citizenship Behavior				
CCB1	.856			
CCB2	.823			
CCB3	.819			
CCB4	.820			
CCB5	.826			
CCB6	.833	6.20%	0.872	1.363
CCB7	.842			
CCB8	.822			
CCB9	.833			
CCB10	.829			
CCB11	.837			
CCB12	.852			

To guarantee the one-dimensional of distinguishing develops, the presence of a solitary measurement basic the arrangement of measures confirmatory factor analysis (CFA) was utilized. For this reason, SPSS AMOS v 24 was utilized. As indicated by Kaynak (2003) Chi-square/degree of freedom (CMIN/DF), Comparative Fit Index (CFI), Normative Fit Index (NFI), Incremental Fit Index (IFI), Root Mean Square Error of Approximation

(RMSEA), and Standardized Root Mean Square Residual (SRMR) are the six markers of the integrity of the model fit, as is appeared beneath in Table 15. The CMIN/DF esteem for the current investigation was 2.192; this worth completely meets the under three necessities of Bagozzi and Yi (1988). So also, CFI, NFI, and IFI values were seen as 0.967, 0.941, and 0.967 individually. Every one of these markers' qualities were near 0.9 and satisfy Bentler and Bonett (1980), Byrne (1989), and Hu and Bentler's (1998) necessities. In addition, the RMSEA esteem was 0.055; this worth likewise meets the benchmark esteems by Browne and Cudeck (1992) and Hu and Bentler (1998). Thinking about the aftereffects of these fit pointers, it very well may be said that the model enough fits the information.

Table 15 Fit indicators for CFA Model

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	IFI	RMSEA
	403.256	184	0.000	2.192	0.967	0.941	0.926	0.055

4.5 Hypotheses Testing

The analysts utilized the PROCESS Procedure for SPSS v3.4 to test the exploration speculations, which is a product created to assist specialists with testing the connections between factors that have a go between or arbitrator (Hayes, 2018). This research consists of Four main hypotheses:

1. **The Relationship between Corporate Social Responsibility and Customer Citizenship Behavior.**

   H_1: Corporate social responsibility has a positive effect on Customer Citizenship Behavior.

2. **The Relationship between Corporate Social Responsibility and Service quality.**
   H_2: Corporate Social Responsibility has a positive effect on Service quality.

3. **The Mediating Role of Perceived Service Quality with Corporate Social Responsibility and Customer Citizenship Behavior.**

   H_3: service quality mediates the relationship between corporation social responsibility and customer citizenship behavior:

   H_3a: Reliability mediates the relationship between corporation social responsibility and customer citizenship behavior

   H_3b: Responsiveness mediates the relationship between corporation social responsibility and customer citizenship behavior

   H_3c: Empathy mediates the relationship between corporation social responsibility and customer citizenship behavior

4. **The Relationship between Service quality and Customer Citizenship Behavior.**

   H_4: Service Quality has a positive effect on Customer Citizenship Behavior.

4.5.1 The Relationship between Corporate Social Responsibility and Customer Citizenship Behavior

Hypothesis H_1 posits that CSR positively influence CCB. As shown in Table 16 the linear regression analysis demonstrated that the path estimates between CSR and CCB was significant ($F_{(1,398)}$ = 66.837, $p<$ 0.05, R^2= 0.452). Also, the model coefficient shows that CSR were positive and statistically significant to CCB ($T_{(398)}$ = 8.175, β = 0.211, p < 0.05). According to the lower and upper bound of the 95% confidence interval if zero falls between them, then the hypothesis will be rejected. If zero falls outside of the interval, then the hypothesis will be accepted. In Table 16 shows that zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI= 0.1778, ULCI= 0.2437), so the author infers that the effect of CSR on CCB is significantly different from zero. Therefore, hypothesis H_1 was accepted.

Table 16 Regression analysis of CSR on CCB

Model Summary							
Model	R	R Square	Std. Error of the Estimate				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.672[a]	.452	.452	66.837	1	398	.000
a. Predictors: (Constant), Corporate Social Responsibility							
ANOVA[a]							
Model		Sum of Squares	df	Mean Square	F		Sig.
1	Regression	1432.456	1	1432.456	66.837		.000[b]
	Residual	8529.904	398	21.432			
	Total	9962.360	399				
a. Dependent Variable: Customer Citizenship Behavior							
b. Predictors: (Constant), Corporate Social Responsibility							
Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	26.000	.630		41.268	.000	24.761	27.238
	CSR	.211	.009	.452	8.175	.000	.1778	.2437
a. Dependent Variable: Customer Citizenship Behavior							

4.5.2 The Relationship between Corporate Social Responsibility and Service quality.

Hypothesis H_2 posits that CSR positively influence SQ. As shown in Table 17 the linear regression analysis demonstrated that the path estimates between CSR and SQ was significant ($F_{(1,398)}$ = 18.705, $p<$ 0.05, R^2= 0.753). Also, the model coefficient shows that CSR were positive and statistically significant to SQ ($T_{(398)}$ =4.325, β = 0.9736, p < 0.05). According to the lower and upper bound of the 95% confidence interval if zero falls between them, then the hypothesis will be rejected. If zero falls outside of the interval, then the hypothesis will be accepted. In Table 17 shows that zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI= 0.9071, ULCI= 1.0401), so the author infers that the effect of CSR on SQ is significantly different from zero. Therefore, hypothesis H_2 was accepted.

Table 17 Regression analysis of CSR on SQ

Model Summary							
Model	R	R Square	Std. Error of the Estimate				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.868a	.753	.753	18.705	1	398	.000
a. Predictors: (Constant), Corporate Social Responsibility							
ANOVAa							
Model		Sum of Squares	df	Mean Square	F		Sig.
1	Regression	6392.170	1	6392.170	18.705		.000b
	Residual	136013.070	398	341.741			
	Total	142405.240	399				
a. Dependent Variable: Service quality							
b. Predictors: (Constant), Corporate Social Responsibility							
Coefficientsa							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B
		B	Std. Error	Beta			Lower Bound
1	(Constant)	24.510	2.516		9.743	.000	19.565
	CSR	.9736	.037	.753	4.325	.000	.9071
a. Dependent Variable: Service quality							

Note: The "Upper Bound" column values are: (Constant) 29.456, CSR 1.0401.

4.5.3 The Mediating Role of Service Quality with Corporate Social Responsibility and Customer Citizenship Behavior.

Hypothesis H_3 posits that SQ mediates the relationship between CSR and CCB. As shown in Table 18 the PROCESS Procedure for SPSS v3.4 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of CSR was positively associated with CCB ($T_{(398)}$ =13.9061, β = 1.235, p < 0.05) also, ($F_{(398)}$ =193.3795, R^2 = 0.672, p < 0.05). It was also found that CSR was positively related to SQ ($T_{(398)}$ = 17.9034, β = 0.2228, p < 0.05). Lastly, results indicated that the mediator SQ was positively associated with CCB ($T_{(397)}$ = 17.0266, β = 0.5254, p < 0.05). In this research the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resample. The indirect effect of the mediation analysis confirmed the mediating role of SQ in the relationship between CSR and CCB

because zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI=1.133, ULCI= 1.338), so the author infers that the effect of SQ between CSR and CCB is significantly different from zero. This means that the direct effect of CSR on CCB became significant when controlling through SQ, thus suggesting a partial mediation. Therefore, hypothesis H_3 was accepted.

Table 18 Mediation analysis of SQ between CSR and CCB

Model Summary (CSR and SQ)						
R	R^2	MSE	F-value	df_1	df_2	ρ-value
0.868	0.753	38.4613	320.5301	1	398	0.000
Model Coefficient						
	β coefficient	SE	T-value	ρ-value	LLCI	ULCI
Constant	25.4790	0.8440	30.1888	0.000	23.8198	27.1383
CSR	0.2228	0.0124	17.9034	0.000	0.1983	0.2473
Model Summary (CSR, SQ and CCB)						
R	R^2	MSE	F-value	df_1	df_2	ρ-value
0.921	0.848	14.5739	311.8283	2	397	0.000
Model Coefficient						
	β coefficient	SE	T-value	ρ-value	LLCI	ULCI
Constant	12.9992	0.9423	13.7984	0.000	11.1466	14.8518
CSR	1.235	0.0103	2.2245	0.0267	0.0027	0.0431
SQ	0.5254	0.0309	17.0266	0.000	0.4647	0.5860
Model Summary (CSR and CCB)						
R	R^2	MSE	F-value	df_1	df_2	ρ-value
0.779	0.607	25.1529	193.3795	1	398	0.000
Model Coefficient						
	β coefficient	SE	T-value	ρ-value	LLCI	ULCI
Constant	26.3850	0.6825	38.6578	0.000	25.0432	27.7268
CSR	0.1400	0.0101	13.9061	0.000	0.1202	0.1597
Indirect Effect						
	Effect	SE	LLCI	ULCI		
SQ	0.1171	0.0103	1.133	1.338		

4.5.4 The Relationship between Service quality and Customer Citizenship Behavior.

Hypothesis H_4 posits that SQ positively influence CCB. As shown in Table 19 the linear regression analysis demonstrated that the path estimates between SQ and CCB was significant ($F_{(1,398)}$ = 148.007, p< 0.05, R^2= 0.607). Also, the model coefficient shows that SQ were positive and statistically significant to CCB ($T_{(398)}$ = 12.166, β = 0.3739, p < 0.05). According to the lower and upper bound of the 95% confidence interval if zero falls between them, then the hypothesis will be rejected. If zero falls outside of the interval, then the hypothesis will be accepted. In Table 19 shows that zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI= 0.3308, ULCI= 0.4171), so the author infers that the effect of SQ on CCB is significantly different from zero. Therefore, hypothesis H_4 was accepted.

Table 19 Regression analysis of SQ on CCB

Model Summary							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.779ª	.607	.607	148.007	1	398	.000
a. Predictors: (Constant), Corporate Social Responsibility							

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2885.936	1	2885.936	148.007	.000ᵇ
	Residual	7760.442	398	19.499		
	Total	10646.378	399			
a. Dependent Variable: Service Quality						
b. Predictors: (Constant), Customer Citizenship Behavior						

Coefficientsª								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	30.308	.601		50.435	.000	29.127	31.489
	CSR	.3739	.009	.607	12.166	.000	.3308	.4171
a. Dependent Variable: Customer Citizenship Behavior								

Overview of Hypotheses Testing

Table 20 Overview of Hypotheses Testing

	Linkage	R^2	P	β	LLCI	ULCI	Hypotheses Acceptance
H_1	CSR → CCB	0.452	0.000	0.211	0.1778	0.2437	Accepted
H_2	CSR → SQ	0.753	0.000	0.9736	0.9071	1.0401	Accepted
H_3	CSR → SQ → CCB	0.848	0.000	1.2354	1.1329	1.3378	Accepted
H_{3a}	CSR → RL → CCB	0.832	0.000	0.1947	0.1470	0.2424	Accepted
H_{3b}	CSR → PR → CCB	0.812	0.000	1.291	1.1434	1.4376	Accepted
H_{3c}	CSR → EP → CCB	0.824	0.000	0.0825	0.0654	0.0996	Accepted
H_4	SQ → CCB	0.607	0.000	0.3739	0.3308	0.4171	Accepted

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

The amount of research about CSR and its impact on SQ and CCB on telecommunications companies in Gambia is constrained. Likewise, the momentum research planned for ordering this issue in the writing by exactly inspecting the connection among CSR and CCB among clients of broadcast communications organizations in Gambia and by deciding how the SQ intercedes this relationship in these partnerships.

The outcomes indicated that the connection between CSR and CCB is at 45.2%. This indicated that CSR has a weak relationship but positively significant to CCB. This implies that telecommunications companies in Gambia must motivate their customer to give an ideas, thoughts and suggestions regarding their CSR in order to play a part in their success. In order to have an appropriate CSR initiative for organization, telecommunications companies in Gambia need to organize and classify customer feedback by looking at some aspects such as how the customers expected the CSR and how they perceive it. Therefore, telecommunications corporations should pay attentions to customer opinion about CSR because it is considered as a resource for improving and adjusting organization services to fit and fulfill customer's needs, meet their expectations and solve their problems (Celuch et al., 2015; TASHTOUSH, 2020; Yi & Gong, 2013).

The outcomes indicated that the connection between CSR and SQ is at 75.3%. This indicated that CSR has a HIGH relationship and positively significant to SQ. This indicated that telecommunications companies in Gambia understand the perception of the CSR value of the services that may inspire customers to engage more in CCB. Therefore, this research recommended that telecommunications companies in Gambia give more attention to SQ because it beneficial in the organization services which appear when customers promoting the benefits of the services to other customers it reflected positively to the organization image and get more positive perceptions of CSR. In this case, SQ contribute to more customer being willing to adapt the CSR.

The outcomes indicated that the connection between SQ and CCB is at 77.9%. Also, the highest impact of all dimensions is RL by 82.9. This indicated that SQ has a high relationship and positively significant to CCB. This indicated that telecommunications corporations focus on CCB because can be an important way to level up their marketing services and create a network of services advocates. Therefore, this research recommended that telecommunications companies in Gambia should use CCB within SQ (RL and RP) by using it a part of a broader marketing mix. Also, telecommunications companies in Gambia should motivate customers to become involved in SQ and engage in CCB in order to share their knowledge with others and help them in adopting the SQ (Anaza, 2014; Bartikowski & Walsh, 2011; Mandl & Hogreve, 2018).

The outcomes indicated that the connection between EP and CCB is at 68.2%. This indicated that EP has a moderate relationship and positively significant to CCB. This indicated that customer tolerance related to different level in the quality of service provided, and that what customers expected to get, and what they get already. Thus, EP of telecommunications companies in Gambia should concentrate on the service staff who have the ability to provide the services homogeneous or at the same level of quality. Therefore, EP allowing customers to sacrifice some benefits that related to the service, but they are not willing to give up of some other benefits by providing the service. This research recommended that telecommunications companies in Gambia pay more attentions in EP while providing services to customers beyond the level of CCB (J. Walker & Baker, 2000; Yi & Gong, 2013).

The consequences of this exploration, exhibit that SQ has a huge effect and intervenes the connection among CSR and CCB by 84.8%. While the immediate connection among CSR and CCB is 45.2%. Also, the highest impact of all SQ dimensions is RL by 83.2% This infers SQ assumes a huge job in upgrading the connection among CSR and CCB. The research results revealed that the importance of SQ as an influential mediate variable in increasing the strength of the impact of CSR on CCB. Therefore, customers are not having a sufficient interesting or curiosity to adopt CSR until they deal with it and get services and it must be in high quality which in turn develops a sense of CCB for them. Also, the results showed that customers insistence on the need for CSR is rooted form the quality of their services which make the organization more dependable and trustworthy for them and increase the level of their citizenship. Thus, SQ is perceive by customers as a pointer of dependability and trustworthiness. In other words, customers perceived CSR endeavors as indication of SQ by the organization and lead to enhance their CCB (S.-B. Kim & Kim, 2016; Rosenbaum & Massiah, 2007b; Yeh, 2015). This research recommended that telecommunications companies in Gambia should make improvement in their SQ in a form of tangibility, convenience of services, network quality and responsiveness to maintain the relationship between CSR and CCB more powerful. Also, they need to focus on understanding the aspects of SQ that have an impact CCB to help them to measure, control and improve their CSR.

This research recommended that the telecommunications companies in Gambia need to build a culture of community and institutional knowledge to promote CSR and raise the citizenship of customers of their importance in terms of their contribution to the development and sustainability of Gambian society. Also, they should raise of customers awareness of the importance of their role which positively impact on corporations in order to push it towards the adoption of CSR plans and programs. This is done through its readiness to support corporations that are committed to provide high-quality service and that appears through customers cooperation and responding to CSR initiatives that adopted by corporations in order to achieve the benefits of all parties.

5.2 Conclusion

The presence of the association relies upon the critical commitment of CSR. CCB in media communications partnerships has more significance than some other division since clients have immediate and steady contact with the administrations, item, and staff. Client's conduct can at last improve or lessen the presentation of the telecommunications corporations. To meet or surpass what is required from clients, administration situated staff must modify their work practices to address the one-of-a-kind sorts of the necessities they satisfy and should recognize the essential job of CCB in telecommunications corporations. Telecommunications companies in Gambia must develop a high-quality service to lead CSR initiatives to prompt customers CCB.

Telecommunications companies in Gambia acknowledge that the established CCB in this research offer confirmation that customers are taking over the traditional marketing role and becoming socially responsible for promoting the service and teaching other customers to use the services. Also, they recognize that when customers have favorable perceptions about CSR, their decisions to advocate the benefits to other customers and being tolerant of services failures will only be partially strengthened their feeling of CSR. Additionally, the consequences of this examination demonstrate that the SQ got from CSR is a basic and crucial variable that can be utilized by telecommunications companies in Gambia to encourage the positive conduct of clients and upgrade the CCB towards their companies, which thus will have a positive effect of CSR on CCB.

The research results have significant practical and managerial implications that can be utilized to advance CSR and CCB which are gainful for broadcast communications companies. In the first place, it is significant and urging for enterprises to realize that clients will in general prize those partnerships with CSR exercises by being more supporter to them. Additionally, companies ought to put more in social activities of their CSR to upgrades CCB. Second, given that SQ has a more grounded impact than CSR and CCB, enterprises ought to deliberately apportion their assets, giving more accentuation to CSR activities by giving a top-notch administration. In any case, it is likewise critical

to take note of that SQ is as yet a significant characteristic for building CCB and in this manner, companies ought not bargain their interests in SQ.

5.3 Research Limitation and Future Study

There are a few confinements and open doors for future investigations. Initially, the information for the current examination was gathered from Gambia, so it isn't certain whether the connection between CSR, SQ, and CCB is the equivalent in different nations. Besides, there is a chance of inclination in the regular strategy for addressing all inquiries. Despite the fact that we didn't measurably discover the issues of the technique common in this exploration, they can't be barred completely. Thirdly, this exploration is led utilizing cross-sectional information. This information can just at a particular time, uncover the complete effect that indicator variable has towards a specific model variable. Consequently, a longitudinal report ought to be completed rather, to give more information which are valuable from respondents. At last, this exploration concentrates as it were on telecommunications companies in Gambia, which rises whether the relationships we examined in this research will be different for other sectors. In addition, with new knowledge and contribution generated from comparative study, it can assist CSR in enhancing its performance and reputation. Moreover, longitudinal study is encouraged to be carried out in future research. This may bring significant findings and results, capturing perception change on a period of time that affects the determinants of customers toward CCB.

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APPENDIX

QUESTIONNAIRE

Near East University

Graduate School of Social Sciences

Department of Business Administration

Dear Responder,

This questionnaire aims to complete a study conducted by the researcher under the title, **'The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia'.** Please fill this questionnaire designed to conduct the study. All data will be used for scientific research purposes and will be treated with strict confidentiality.

Thank you for your cooperation

Researcher

Please answer the questions by placing an (X) next to the answer that suits you.

1. Gender

Male ☐   Female ☐

2. Age

Under 18 ☐   From 18 - 30 ☐   From 31 - 40 ☐

From 41 - 50 ☐   From 51 - 60 ☐   More than 60s ☐

3. Educational level

Diploma ☐   Bachelor ☐   Master ☐   PhD ☐

4. Marital Status

Single ☐   Married ☐

Please answer the questions by placing an (X) next to the answer you think is appropriate for you.

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	Customer Citizenship Behavior					
5.	If I have a useful idea on how to improve (brand name), I let the employee know					
6.	When I receive good service from the employee, I comment about it.					
7.	When I experience a problem, I let the employee know about it					
8.	I assist other customers if they need my help					
9.	I help other customers if they seem to have problems.					
10.	I give advice to other customers.					
11.	I said positive things about (brand name) to others.					
12.	I recommended (brand name) to others.					
13.	I encouraged friends and relatives to use (brand name).					

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
14.	If service is not delivered as expected, I would be willing to put up with it					
15.	If the employee makes a mistake during service delivery, I would be willing to be patient					
16.	If I have to wait longer than I normally expected to receive the service, I would be willing to adapt.					
	Corporate Social Responsibility					
17.	This organization protects the environment					
18.	This organization shows its committed toward society by improving the welfare of the communities in which it operates					
19.	This organization directs part of its budget to donations to social causes					
20.	This organization seems to make an effort to create new jobs.					
	Service Quality					
21.	The organization has modern-looking equipment					
22.	When the organization promised to do something by a certain time, it did it					
23.	The organization provides its services at the time it promises to do so					
24.	Staff at the organization were able to tell patrons exactly when services would be performed					

25.	Staff of the organization have the knowledge to answer customers					
26.	The staff of the organization understand the specific needs of their customers					
	Reliability					
27.	Appropriate employee responses					
28.	All activities are well scheduled					
29.	The employees solve problems sincerely.					
	Responsiveness					
30.	Employees give clear, understandable information					
31.	Appropriate and prompt services					
32.	Quick service response when the customer needs it					
	Empathy					
33.	Employees are helpful, careful, and friendly					
34.	employees understand the customers' needs.					
35.	The employees deal with customers without discrimination.					

PLAGIARISM REPORT

The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia

by Fatoumatta Jallow 20195299

The Mediating Role of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in Gambia

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ETHICS COMMITTEE

YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

15.04.2021

Dear Fatoumatta Jallow

Your application titled **"The Mediating of Service Quality on Corporate Social Responsibility and Customer Citizenship Behavior of Telecommunication Companies in The Gambia"** with the application number NEU/SS/2021/951 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.