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COLLEGE OF BUSINESS AND ECONOMICS

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER

SATISFACTION: THE CASE OF OOREDOO QATAR

BY

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ABSTRACT

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Title: The Impact of Corporate Social Responsibility on Customer Satisfaction: The Case of Ooredoo Qatar

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The corporate social responsibility (CSR) concept has become one of several business approaches and a major concern for many companies and organizations. In fact, over the past two decades, the CSR concept has been dominating the business world. Organizations and companies of all types and sizes around the world have adopted and practiced CSR for many reasons. This research project explored and critically analyzed the impact of CSR on customer satisfaction. The research focused on customers of Ooredoo Qatar (henceforth referred to as Ooredoo) in the State of Qatar.

The literature review presents an overview of the CSR concept as well as the most popular CSR model, known as Carroll's pyramid of CSR. In addition, the relationship between CSR and customer satisfaction was revealed by examining different past research studies.

Primary and secondary data were used in this research. Secondary data in this study were collected from articles in journals and books. The primary data in this research were collected by using a structured questionnaire. Ooredoo's customers living in the State of Qatar were the target sample for this study.

The findings of this research revealed that most of the customers were not aware of Ooredoo's CSR practices. In addition, the results showed that the company's CSR activities positively influenced the customers' perceptions. Moreover, the findings also

revealed that Ooredoo's CSR practices positively influenced the overall satisfaction of its customers. The research suggested some recommendations for Ooredoo to improve its CSR practices in order to satisfy its customers better.

DEDICATION

I dedicate this research to my parents, my wife, and my family, who have supported me throughout the MBA program. I thank them for always being there and for the continual support they have given me.

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CHAPTER 1: INTRODUCTION

1.1 Background

This research project is about analyzing and exploring the impact of corporate social responsibility (CSR) on customer satisfaction with Ooredoo, Qatar. Organizations and companies of all types and sizes around the world have adopted and practiced CSR for many reasons. In fact, the four main reasons or key areas for practicing CSR are: building a competitive advantage, strengthening reputation and legitimacy, reducing cost and risk, and creating win–win relationships with internal and external stakeholders (Carroll & Shabana, 2010).

This research aims to understand and explore if there is a relationship between a company's CSR practices and customer satisfaction. The study will focus on Qatar's largest telecommunications company, Ooredoo Qatar (henceforth referred to as Ooredoo), and its customers.

1.2 Research Rationale

Past studies (Wang, Lu, Kweh, & Lai, 2014; Osagie, 2017; Nareeman & Hassan, 2013; Chung, Yu, Choi, & Shin, 2015; Hur, Kim, & Woo, 2014) have shown that companies practice CSR for many purposes, including the relationships between CSR and customer loyalty, customer satisfaction, company reputation, and the company's financial performance.

The uniqueness of this research is that similar research on the relationship between CSR and customer satisfaction has not been carried out in the State of Qatar and particularly in the Qatari telecommunications industry. The research specifically seeks to explore and investigate the effect of CSR on customer satisfaction with Ooredoo in the State of Qatar. Thus this research will identify Ooredoo customers'

points of view about their service provider's CSR activities and whether it has an effect on their level of satisfaction with the company and its services.

1.3 Research Purpose

The purpose of this research is to understand the relationship between CSR practices and customer satisfaction by specifically examining the national telecommunications company in the State of Qatar, Ooredoo.

1.4 Research Objectives

The three main objectives of this research are:

- To explore if there is a relationship between CSR and customer satisfaction;
- To identify the effect of Ooredoo's CSR practices on its customer satisfaction;
- To suggest any possible recommendations to improve Ooredoo's CSR practices and customer satisfaction.

1.5 Research Questions

- Does practicing CSR result in customer satisfaction for Ooredoo?
- Does practicing CSR have a positive impact on Ooredoo's customer satisfaction?
- Does practicing CSR have a negative impact on Ooredoo's customer satisfaction?
- What can Ooredoo do to improve in its CSR practices and other activities to satisfy its customers?

1.6 Research Setting

This research will be conducted particularly on Ooredoo's customers in the State of Qatar, as Ooredoo is one of the largest telecommunication companies in the region and serves more than 100 million customers across the Middle East, North Africa, and Southeast Asia. As a matter of fact, Ooredoo is the leading telecommunication company in Qatar, providing world-class services for organizations, businesses, and consumers (Ooredoo, 2018a).

Ooredoo's CSR activities focus on five key areas: sport, health, Qatari heritage, Qatari communities, and Qatar's National Vision 2030. Clearly, it has many initiatives within the community it serves, as it plays a major role in supporting Qatari culture and tradition, and education. Moreover, it has a wide range of community, school, and educational projects. Furthermore, Ooredoo is active in the health sector in Qatar. It supports the Kidney Center at Hamad Medical Corporation, Qatar Cancer Society, and the annual 'Free Medical Camp' for low-income workers and people with special needs. Ooredoo also assists charities in Qatar to help those in need. In the sports sector, Ooredoo has many initiatives such as the Ooredoo marathon, and it acts as a sponsor for the 'Step into Health' program the Qatari sporting hero Nasser Al-Attiyah – a champion in rally racing, power boating, and shooting (Ooredoo, 2018b).

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The CSR concept has become one of several business approaches and has been a major concern for many companies and organizations. In fact, in the past two decades, the CSR concept has been dominating the business world. Nowadays, in our political and social atmosphere, not only are the large companies and business leaders concerned about their CSR practices and activities but even smaller ones are aware of the need for CSR.

2.2 Corporate Social Responsibility

There is no single or universal accepted definition for the concept of CSR. Over the years, a large number of studies and discussions have examined the concept of CSR from many perspectives and at different levels.

The World Business Council for Sustainable Development defined CSR as an ethical commitment, an economic development or a contribution made by business organizations for improving several areas in the local community such as the life of the workforce as well as their families and society as a whole (Michael, 2003).

The Business for Social Responsibility (BSC) business network stated that CSR involves running a business in a way that not only satisfies but exceeds ethical, legal, and public expectations. In fact, BSC reinforced the idea that large and strong companies have often approached CSR as a set of comprehensive policies and practices that are essential throughout business and decision-making processes in order to support the management (Nwadiolor & Igwe, 2013).

Crowther & Aras (2008) have set broad definitions for the CSR concept as well as a local definition. The broader definition states that CSR mostly concerns the relationship among three parties: global companies, the governments of the countries, and the citizens. The more local definition states that CSR concerns the relationship between the company and the local society in which it operates. Finally, Crowther & Aras (2008) added one more general definition, which states that CSR is a concern that revolves around the relationship between a corporate entity and its stakeholders.

Chung et al. (2015) provided a simple definition which states that CSR is a promise business organization make about sustaining and developing the economy and improving the life of their employees and their families, the local community, and society. These developments and improvements are done in a way that benefits the business and all other stakeholders.

2.3 Carroll's Model of CSR

In 1991, Archie B. Carroll developed the pyramid of CSR, which remains the most popular model for CSR. In this model, Carroll suggested that CSR should be framed in a way that covers all kind of business responsibilities. He also suggested that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic responsibilities (Carroll, 1991).

2.3.1 Economic Responsibility

Businesses and firms have an economic responsibility to society, which is an essential requirement or condition for them to exist and sustain themselves. At first glance, it might seem unusual to view economic responsibility as a social expectation; however this is true because society requires and expects companies and businesses to

fulfill their wants and needs by providing the members of society with the goods and services they desire. Furthermore, the only way for business organizations to exist and thrive is to have enough resources for their operation to last and, most importantly, to be profitable. On this note, being profitable means that business organizations should add value that benefits all stakeholders (Carroll, 2016).

Carroll summarized five important components of economic responsibility: (1) maximizing earnings per share, (2) generating profits, (3) being competitive, (4) maintaining operating efficiency, and (5) maintaining continuous profitability. Business organizations today are more competitive and the sustainability and performance of these businesses are crucial elements in their success. Therefore, firms who are not financially and economically successful will exit the business, which makes the other responsibilities not worth considering (Carroll, 1991).

2.3.2 Legal Responsibility

Besides society's economic expectations of businesses, society also expects and requires business organizations to perform and conduct their operations and offer their products and services in compliance with the state's laws and regulations. Thus, Carroll suggested five important legal expectations on businesses: (1) operating in a manner that is consistent with the expectations of local government laws and regulations, (2) obeying different domestic and international regulations, (3) being a law-abiding corporate entity, (4) fulfilling all legal obligations, and (5) offering goods and services that meet at least basic legal requirements (Carroll, 2016).

2.3.3 Ethical Responsibility

In addition to the economic and legal responsibilities, business organizations are also expected to comply with ethical responsibilities. Laws and regulations are fundamental but are often not sufficient. Society expects business organizations to conduct their operations and activities in an ethical manner. It has been said that some actions are considered legal but are unethical. Therefore, societies are expecting businesses to go beyond laws and regulations. It has been made clear that even though ethical responsibilities are not codified into the law, they embrace activities and policies endorsed by society (Carroll, 2016).

Moreover, Carroll mentioned some of the ethical expectations of business organizations, which include: (1) operating in a manner that is consistent with expectations of social norms and morals, (2) respecting evolving social ethical norms, (3) not compromising ethical morals to achieve a firm's goals, (4) performing what is expected ethically, and (5) company integrity and ethical behavior that goes beyond mere compliance with laws and regulations (Carroll, 1991).

2.3.4 Philanthropic Responsibility

Philanthropic responsibility is considered to be an extra step, as it is not required although it is desired by society. In fact, philanthropic responsibility is voluntary for business organizations, and their initiatives and donations will show that they are good corporate citizens. Society desires companies to contribute some of their money, employees' time, and facilities to the community programs that promote human welfare and goodwill in order to improve the quality of life. Actually, Carroll makes it clear that philanthropy is a desired action and is thus less important than the other three aspects of social responsibility (Carroll, 1991).

To sum up, Carroll's CSR model consists of a four-part conceptual framework that encompasses the economic, legal, ethical, and philanthropic responsibilities that society expects from business organizations at different levels. We can say that economic and legal responsibility is *required* from business organizations by society, ethical responsibility is *expected* from business organizations by society, and philanthropic responsibility is *expected and desired* from business organizations by the society (Carroll, 2016). Figure 1 shows Carroll's CSR pyramid and summarizes the conceptual framework.



Figure 1 Carroll's CSR pyramid (Carroll 2016)

In this research, Carroll's CSR model will be used to analyze Ooredoo's CSR practices and to see if they are consistent with the model at all four levels: economic, legal, ethical and philanthropic. In addition, this research intends to explore and

understand the customers' views of Ooredoo's CSR practices and whether it has had an impact on their level of satisfaction.

2.4 Customer Satisfaction

The customers of business companies are considered to be an integral part of the organization and play an important role in the success or failure of the organizations. Customer satisfaction is believed to be crucial for companies, as this provides an important indicator that measures the market performance of any organization, specifically by examining customer loyalty, customer retention, repeat purchase, and the ability to charge premium prices (Chong, Teoh, & Qi, 2015).

Satisfaction refers to the individual's feelings of pleasure or displeasure that is generated from comparing and contrasting product's or service's quality, performance, or outcome to expectations. Thus, when the perceived performance is below what is expected, the consumer is dissatisfied. If the perceived performance matches the expectations then the consumer is satisfied. The consumer will be delighted or highly satisfied if the perceived performance exceeds his/her expectations. There are many factors that affect consumer assessment of the product performance, especially the relationship or the loyalty of the consumer with a certain brand. Thus, customers usually form positive perceptions about the product of the brand that they already have positive feelings about (Kotler & Keller, 2012).

According to Adebisi, Shitta, & Olonade (2016), customer satisfaction is the extent to which a company fulfills its customers' needs and desires and reaches its customers' expectations more than its competitors.

Anderson, Fornell, & Lehmann (1994) defined customer satisfaction from two different perspectives. First, they examined the concept from a transaction-specific

perspective that defined customer satisfaction as specific evaluation and judgement after a purchase that provides specific data and information about certain products or services. Second, from a cumulative perspective, customer satisfaction can be defined as the overall cumulative evaluation of total consumption and purchase experiences of goods and services over a period of time, which provide more information on and assessments of a company's past, current, and future performance.

Kotler & Armstrong (2012) explained customer satisfaction via a firm's product performance and if the product matched the customers' expectations. This being said, the buyer's expectations are formed and based on the buyer's past experiences and his/her associates and friends' opinions, as well as promises and information provided by an organization's competitors and marketers (Kotler, Wong , Saunders, & Armstrong, 2005).

Companies and business organizations continuously monitor and measure customer satisfaction since customer satisfaction is considered an important element that provides essential assessment for the firm performance as well as the success or failure of the business. Customer satisfaction level of a company provides an indication about the level of customer loyalty, profit, acts as a good predictor of future purchase behaviors, and influences customers' word of mouth and behavior. In addition, it is found that customers who are satisfied with companies' offerings are able and willing to pay premium prices (Beneke, Hayworth, Hobson, & Mia, 2012).

2.5 Impact of CSR on Customer Satisfaction

Luo & Bhattacharya (2006) conducted research based on secondary data from Fortune 500 companies that showed a significant positive relationship between practicing CSR and customer satisfaction. In addition, they found that practicing CSR

had a positive influence on a company's market value and long-term financial performance, which was mediated by customer satisfaction.

Another study (Nareeman & Hassan, 2013) was conducted to test and examine the impact of perceived CSR initiatives and activities on customer satisfaction and loyalty based on Carroll's (1991) CSR model that comprises four elements (economic, legal, ethical, and philanthropic). The findings of Nareeman & Hassan (2013) revealed that three of the four CSR elements (economic, ethical, and philanthropic) had a significant and positive impact on customer satisfaction and loyalty. In addition, the research showed an insignificant negative relationship between the legal dimension of CSR and customer satisfaction and loyalty. Moreover, this study found that improved customer satisfaction had a positive and significant impact on customer loyalty (Nareeman & Hassan, 2013).

2.5.1 CSR and Economic Responsibility

Business organizations can achieve customer satisfaction through their CSR activities. The economic responsibility of the organizations toward their customers is to fulfill their wants and needs as well as provide society with the goods and services they desire (Carroll, 2016). In addition, customer satisfaction can be achieved if a company fulfils its own economic responsibilities. This can be achieved by continuously focusing on maximizing their earnings, striving and committing to being a profitable business, and constantly maintaining a solid competitive position (Chung et al., 2015).

2.5.2 CSR and Legal Responsibility

The legal responsibilities of a business organization are to obey the various local and international regulations and to fulfil its legal obligations. In addition, organizations should conduct their business activities in a way that is consistent with the law and government expectations and meet the minimal legal requirements with regard to products and services (Chung et al., 2015). The commitment of the business organizations to complying with the law and regulations will lead to public acceptance and will have a positive impact on consumer satisfaction.

2.5.3 CSR and Ethical Responsibility

Conducting operations and activities in an ethical manner is a responsibility for organizations. The ethical responsibilities expected from organizations include carrying their operations in a manner that is consistent with ethical and social norms, a commitment to good citizenship, respecting and identifying any new ethical norms, and preventing unethical behaviors (Chung et al., 2015). This CSR element satisfies consumers, as it is expected that ethically responsible organizations will follow such practices.

2.5.4 CSR and Philanthropic Responsibility

The philanthropic responsibilities of an organization are achieved by supporting the culture of the local community as well as art and sporting activities, such as participation by the employees and managers of an organization in charitable activities within the local community where they operate. In addition, an organization may choose to enhance the quality of life in their local community by supporting local educational institutions (Chung et al., 2015). Clearly, philanthropic responsibility has a

strong and significant impact on customer satisfaction and loyalty (Gunesh & Geraldine, 2015).

2.6 Customer Satisfaction in the Telecommunications Industry

Do Chunga, Park, Koh, & Lee (2016) conducted research on user satisfaction and retention with a specific focus on mobile telecommunications services in Korea. They divided their sample into segments based on demographic features (age, gender, and occupation), subscription duration, and factors that influenced user satisfaction. They analyzed the customer satisfaction on the basis of two main factors. First, they considered the fundamental functions and services of smartphones, which were considered to be the basic or the essential services that users expected from media or communication tools including voice call quality, brand image, wi-fi quality, content, internet service quality, device, and customer service. Second, they looked at cost and monetary benefits that telecommunications providers offered in order to attract customers such as package discounts, benefits for long-term users, charges for calling and data plans, the cost of smartphone devices, the benefits of joining the network, and the benefits of membership. The researchers found that customer satisfaction in the mobile telecommunications industry was more influenced by the fundamental functions and services than the cost and monetary benefits.

A study conducted by Adebisi et al. (2016) on the determinants of customer preferences and satisfaction with mobile telecommunications in Nigeria showed that customer satisfaction was influenced and determined by service quality, customer care services, billing and price, and promotional activities. The findings also showed a positive relationship between selection of a service provider and service quality, as well as a relationship between selection of a service provider and billing and pricing systems.

In addition, the study revealed that there was no relationship between the selection of a service provider and customer care services.

In China, a study conducted by Chong et al. (2015) compared and examined the customer satisfaction of two Chinese telecommunications companies: China Mobile and China Telecom. The study revealed that price, product diversity, customer service, and network quality were among the factors that affected customer satisfaction with the telecommunications industry most greatly. Moreover, they suggested that appropriate strategies should be formulated by telecommunications companies based on their strengths in satisfying their customers and that these strategies should be developed around the major factors that affect customer satisfaction such as customer service and network quality.

An empirical study by Lai & Nguyen (2017) in Vietnam looked at the factors that affected customer satisfaction and loyalty for mobile service providers. The analysis carried out in this study was based on the SERVQUAL model, which considers five service quality dimensions: reliability, responsiveness, assurance, empathy, and tangibles. The SERVQUAL model was developed by Parasuraman, Zeithaml, & Berry (1988) to measure consumer perceptions of the service quality based on multiple dimensions, which have been mentioned earlier. The reliability dimension refers to the ability to conduct services faithfully and accurately as promised. Responsiveness refers to the willingness of the employees to help the customers and provide the services required. Assurance, on the other hand, refers to the awareness and kindness of the employees and the ability to establish trust and confidence. The empathy dimension relates to the attention and care given to each individual customer. Finally, tangibles refer to the physical facilities and equipment as well as the appearance of employees (Parasuraman et al., 1988). Lai & Nguyen (2017) found that all five service quality

dimensions had a positive impact on customer satisfaction, out of which empathy had the greatest effect on customer satisfaction, followed by assurance and reliability. Moreover, Lai & Nguyen (2017) revealed that customer loyalty was positively influenced by customer satisfaction.

2.7 CSR in the Telecommunications Industry

Most telecommunications companies around the world practice and engage in CSR activities and these activities have an impact on the companies themselves (in terms of their financial performance, growth, corporate image, and reputation), the country they operate in, and, most importantly, the people of the country, who are considered to be the consumers.

A study conducted by Appiah-Adu, Amoako, & Okpattah (2017) examined whether practicing CSR generated customer satisfaction and loyalty in the telecommunications industry in Ghana. The researchers found that practicing CSR activities had a positive impact on customer satisfaction, which led to greater customer loyalty. They also found that incorporating CSR into a company's strategies and practices was an effective and powerful tool to win the satisfaction of the customers, especially in the telecommunications industry.

Assiouras, Siomkos, Skourtis, & Koniordos (2011) conducted a study about consumers' perceptions of CSR in the mobile telecommunications industry in Greece. They found that the majority of consumers considered CSR practices as a very important element and that CSR activities that focused on environmental protection had the most priority. In addition, the companies who engaged in and practiced CSR activities made the consumers and people talk positively about them and this was considered a beneficial 'word of mouth'. Moreover, they found that the consumers were

willing to change their service provider for another which was considered to be more socially responsible.

CSR has a positive impact on the profitability and financial performance of telecommunications companies. Thus, expenditure on CSR expenditures by companies is transformed into good returns in the short and long term (Osagie, 2017). In addition, many telecommunications companies believe that practicing and engaging in CSR activities will increase their long-term profitability and sustainability. Moreover, socially responsible companies will catch the eyes and hearts of the public, which will give the company an excellent reputation (Mohamed & Sawandi, 2007). Furthermore, integrating CSR into corporate business strategies will help companies achieve better economic performance and innovation (Bocquet, Le Bas, Mothe, & Poussing, 2017).

According to a study conducted by Wang et al. (2014) which investigated and explored if there was a relationship between practicing CSR and companies' performance in the United States (U.S.) telecommunications industry, companies who engaged in and implemented CSR achieved higher productive efficiency than those who did not implement it. In addition to finding that businesses achieved higher efficiency with CSR, the research revealed that practicing CSR could reduce the impact and the effect of financial recessions. Overall, the implementation of CSR in the U.S. telecommunications industry had a significant and positive effect on the performance of the companies.

2.8 Customers' Perceptions of and Attitudes Towards CSR Initiatives

Every customer has different perceptions of CSR activities and a company's practices. Indeed, CSR practices affect customers' attitudes towards the company in question. A study conducted by Vassilikopoulou, Siomkos, & Mylonakis (2005)

examined consumers' attitudes towards companies' CSR practices. The findings of the study revealed that consumers had high expectations about CSR practices. In addition, consumers had positive attitudes about CSR. Moreover, the researchers found that consumers believed that CSR was an important and critical part of the business and they were willing to reward companies who were socially responsible and penalize companies who were socially irresponsible. The consumers made it clear that these rewards and punishments are meted out through their buying behavior.

An experimental study made by Ferreira, Avila, & de Faria (2010) investigated whether a company's CSR would affect the benefits and perceived values of the company's offer in the eyes of the consumer. It also explored consumers' buying intentions and their judgements about the fairness of the prices charged by a company, specifically examining the situation where a socially responsible company charged a higher price than its competitors. They found that the offers of the socially responsible company had greater benefit and higher value according to the consumers' perceptions. Moreover, the study showed that consumers were willing to pay an additional 10% for the company's product, justifying this difference in price as being fair.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Approach and Design

In order to explore the effect of CSR on customer satisfaction, an exploratory research design was used in this study, as it is considered to be exploring new information about the effect of CSR on customer satisfaction, with a specific focus on Ooredoo in the State of Qatar. The purpose of this research is to explore whether practicing and engaging in CSR activities has any effect (and whether the effect is positive or negative) on Ooredoo's customer satisfaction in Qatar, after explaining the meaning of CSR to the customers and describing Ooredoo's CSR practices. Thus, this research study attempts to explore and generate new information and insights about the impact of CSR on Ooredoo's customer satisfaction in the State of Qatar.

3.2 Data Collection Method

This research collected data from primary and secondary sources. Secondary data in this study were collected from articles in journals and books, and were used to explore and define CSR and customer satisfaction. In addition, Ooredoo's website was also used in the collection of secondary data. The primary data in this research were collected by distributing a structured questionnaire to Ooredoo's customers living in the State of Qatar, as they were the target sample of this study. Three hundred questionnaires were distributed and 121 questionnaires were received, which represents a response rate of 40%. A sample of the questionnaire, in English and Arabic, is given in Appendix A.

3.3 Ethical Considerations

Before distributing the questionnaire to the target sample, ethical approval for the questionnaire was obtained after it was reviewed by the Qatar University Review Board. The questionnaire used in this study was granted ethical approval (no. QU-IRB 921-E/18).

3.4 Consent

In order to take part in this study, voluntary permission had to be given by Ooredoo's customers. A consent letter was provided at the beginning of the questionnaire and each participant has to sign this consent form in order to proceed with the questionnaire and take part in the study.

3.5 Confidentiality

The participants were informed that the data collected would be used for the purposes of this research only. The primary data collected from participants were stored in a safe place. In addition, participants were informed that the data would be kept strictly confidential. No participant's identity is revealed in this research.

CHAPTER 4: RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

In this section, the views and perceptions of Ooredoo's customers are analyzed and examined. Each question in the survey is analyzed separately by examining the customers' responses as well as finding out the differences and similarities between the participants.

4.2 Findings and Results from the Survey

4.2.1 Gender

The opening question of the survey asked the participants about their gender. In this research, 60 female and 56 male Ooredoo customers (as shown in Figure 2) responded to the questionnaire. As percentages, the gender balance was 52% female and 48% male (Figure 3).

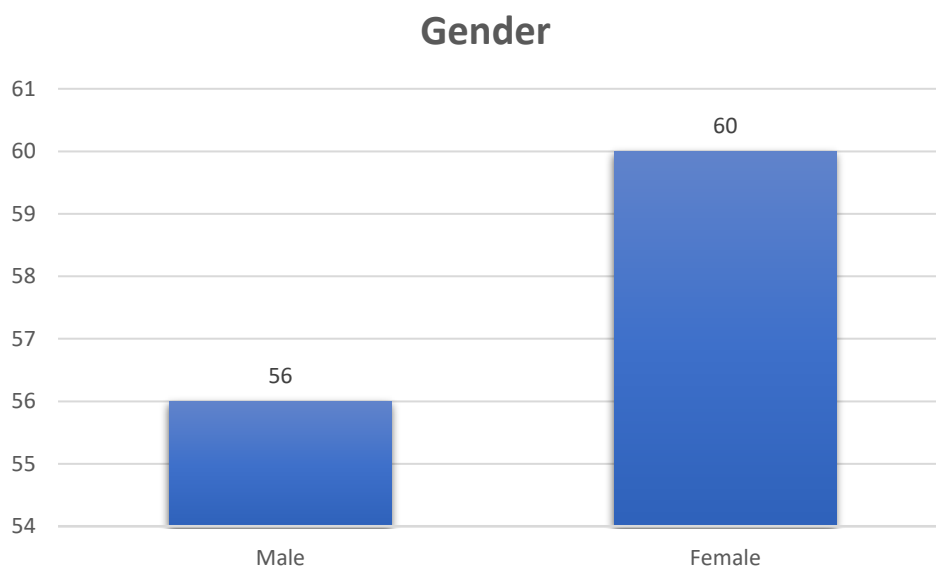


Figure 2 Participants' gender.

Gender (%)

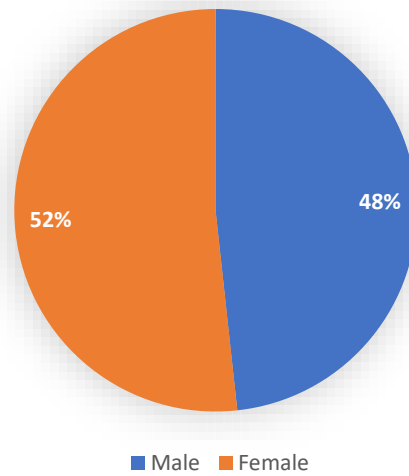


Figure 3 Participants' gender (%).

4.2.2 Age

The second question in the survey was about the age of the participants. The results showed that 67 of Ooredoo's customers were in the age range of 18–25 years, who made up 58% of the total customers. In addition, 25 of the customers were in the age range of 26–30 years and 13 were in the range of 31–35 years, making up 22% and 11% respectively of the total. Moreover, seven Ooredoo customers (6%) were in the 36–40-year-old age range and four (3%) were aged 40+ years, as shown in Figure 4 and Figure 5.

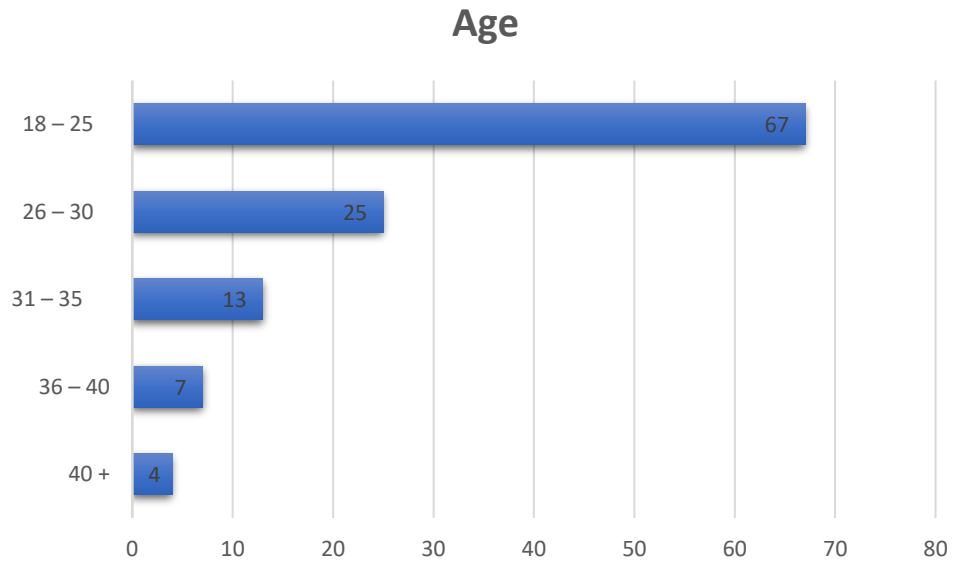


Figure 4 Participants' age.

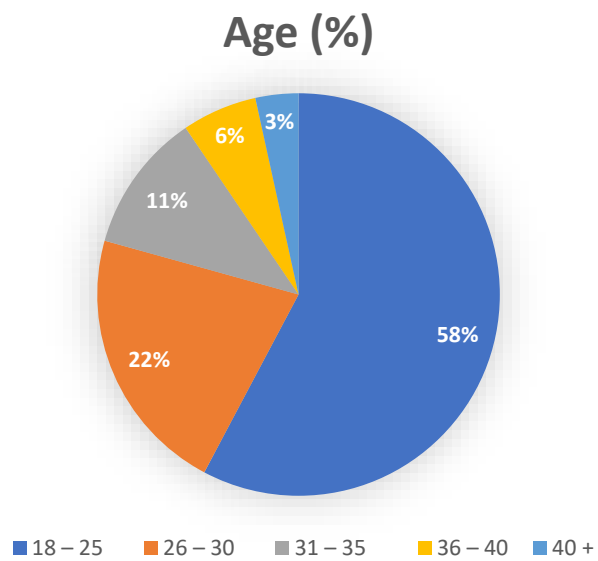


Figure 5 Participants' age (%).

4.2.3 Nationality

The third question in the questionnaire was about the participants' nationality. The majority of Ooredoo customers ($n = 91$) were Qatari citizens and 25 were from other nationalities, as shown in Figure 6. The Qatari citizens made up 78% of the total Ooredoo customers (Figure 7).

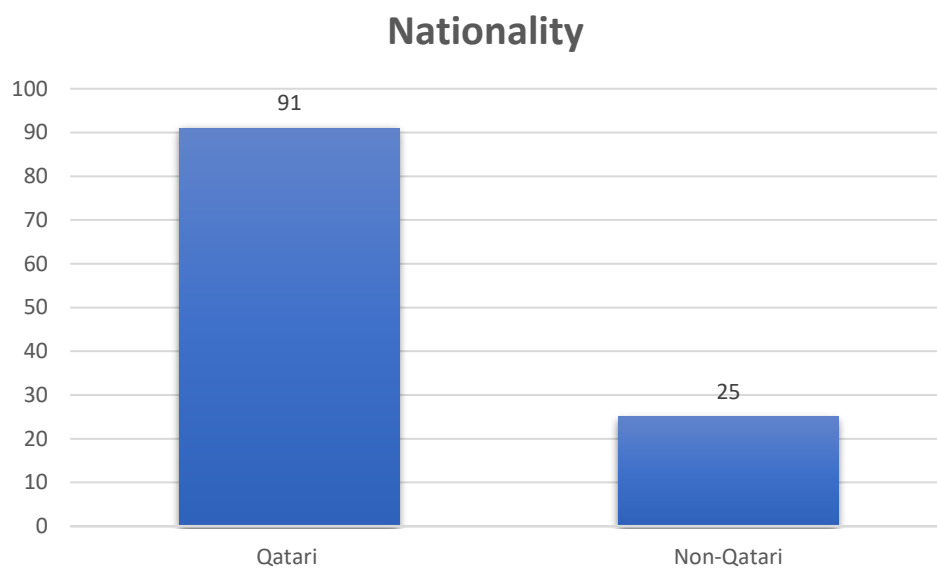


Figure 6 Participants' nationality.

Nationality (%)

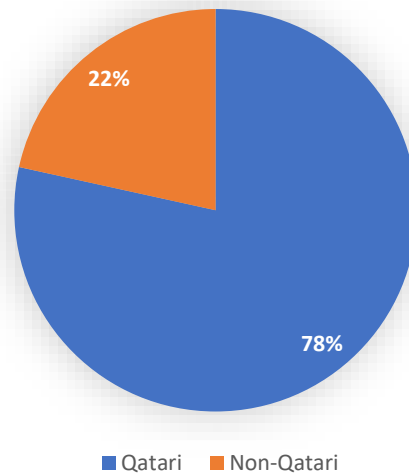


Figure 7 Participants' nationality (%).

4.2.4 Education Level

The fourth question asked about the level of education of the participants. As shown in Figure 8 and Figure 9, the majority of Ooredoo customers questioned in the survey had attained a Bachelor degree ($n = 49$) or a high school diploma ($n = 33$), who made up 42% and 29% of the total survey population respectively. Twenty Ooredoo customers held a Master degree and 13 had a Diploma; one customer held a Doctorate degree.

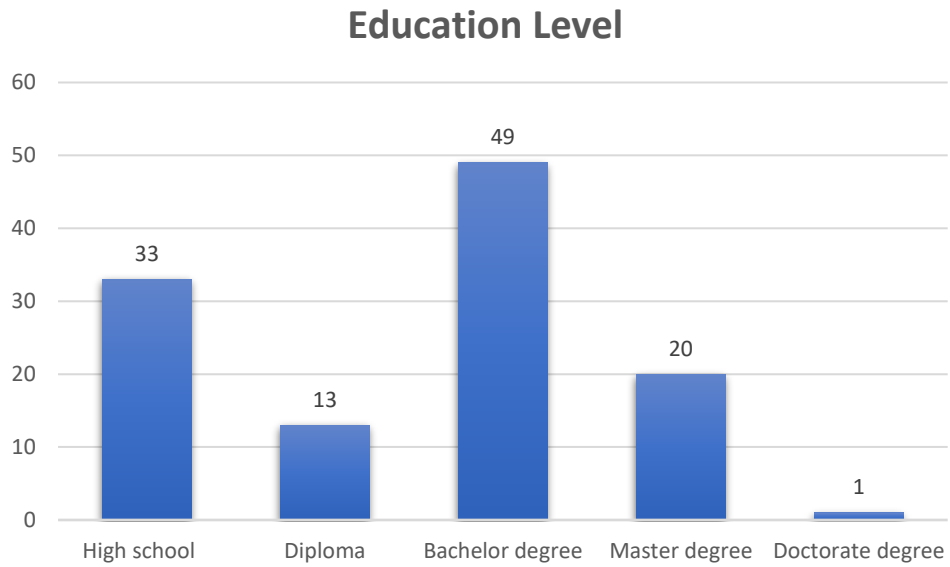


Figure 8 Participants' education level.

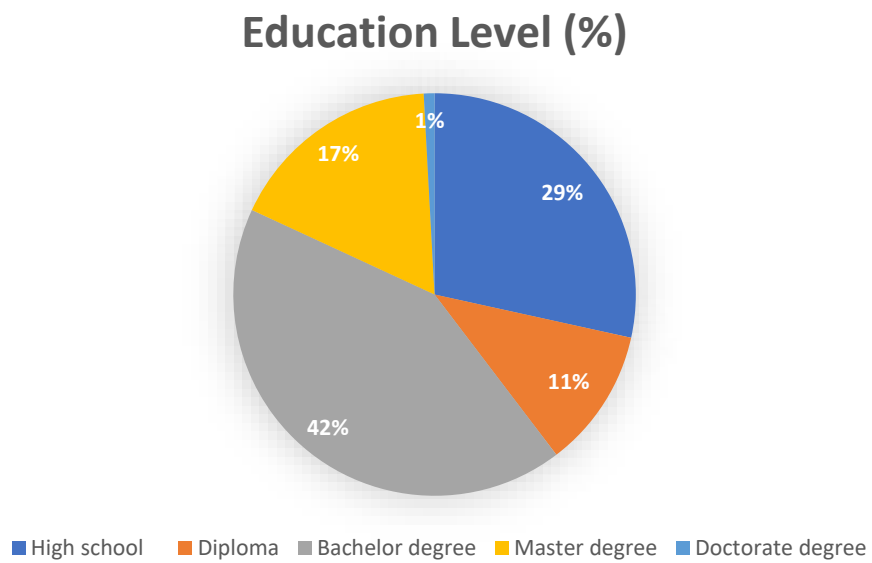


Figure 9 Participants' education level (%).

4.2.5 Duration as a Customer of Ooredoo

The fifth question requested the participants to select the best choice to describe their duration as Ooredoo customers. The majority of the participants had been customers of Ooredoo for more than 6 years, which accounted for 81 customers or 72% of total customers. In addition, 24 (22%) of the customers have been with Ooredoo for 4–6 years, six participants (5%) had been Ooredoo customers for 1–3 years, and one respondent (1%) had been a customer for less than a year.

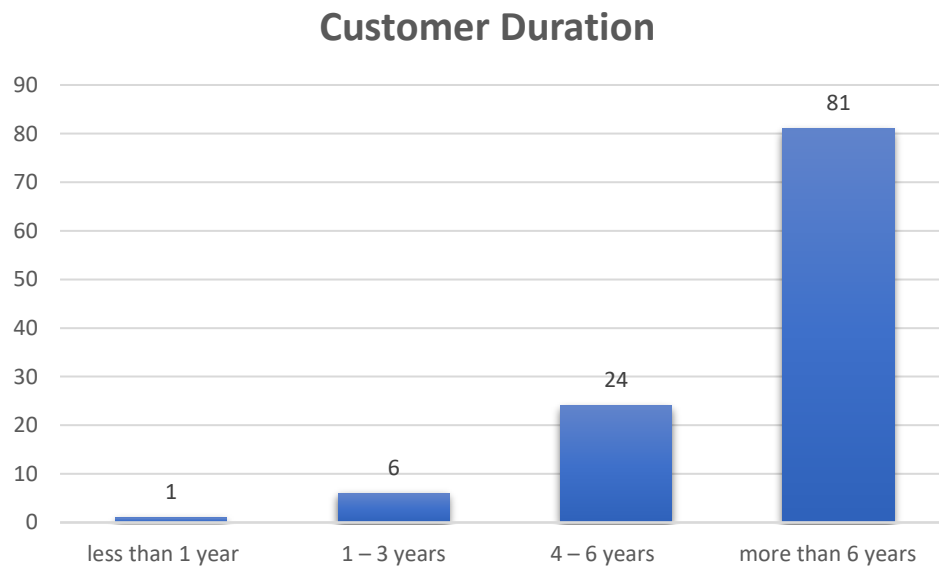


Figure 10 Participants' duration as customers of Ooredoo.

Customer Duration (%)

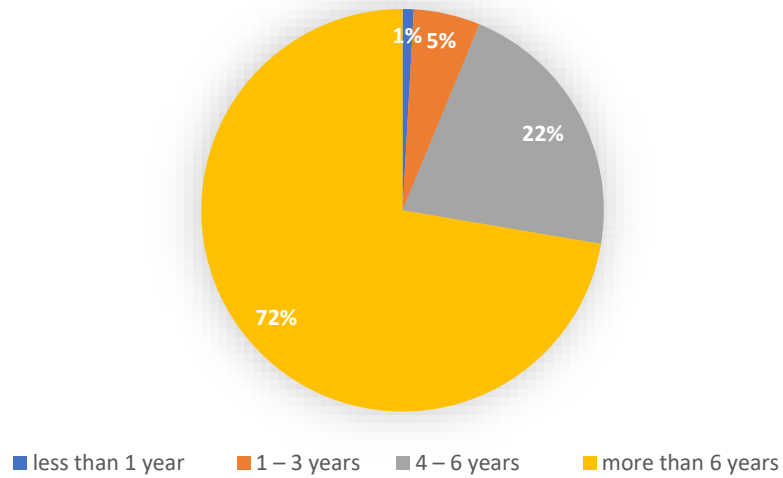


Figure 11 Participants' duration as customers of Ooredoo (%).

4.2.6 Awareness of Ooredoo's CSR Activities

The sixth question asked the participants whether they were aware of Ooredoo's CSR practices or not. The majority of Ooredoo's customers (76 customers) were not aware about what Ooredoo did in terms of CSR. Only a few customers were aware of Ooredoo's CSR activities (see Figure 12 and Figure 13). This is a serious problem for Ooredoo, as it shows that they are not effective in promoting their CSR activities.

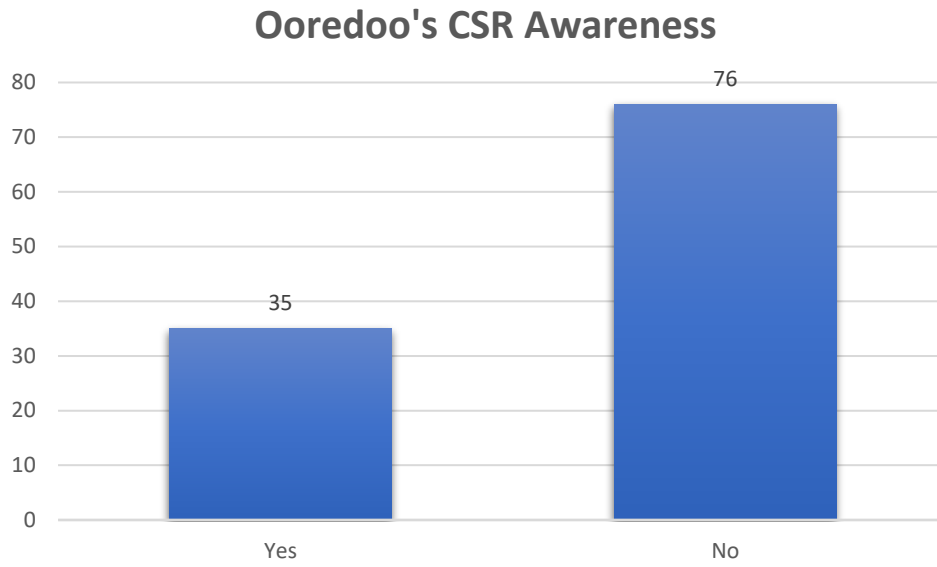


Figure 12 CSR awareness.

Ooredoo's CSR Awareness (%)

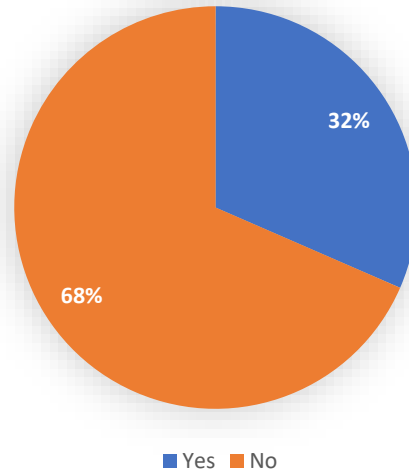


Figure 13 CSR awareness (%).

4.2.7 Customer Satisfaction with Ooredoo

This section asked the customers about their level of satisfaction with Ooredoo and how well Ooredoo met their needs. As shown in Figure 14, most of the customers (74 customers) stated that they were ‘somewhat satisfied’ with Ooredoo’s services. Nineteen respondents who stated that they were ‘very satisfied’. However, 20 customers were dissatisfied with Ooredoo’s services.

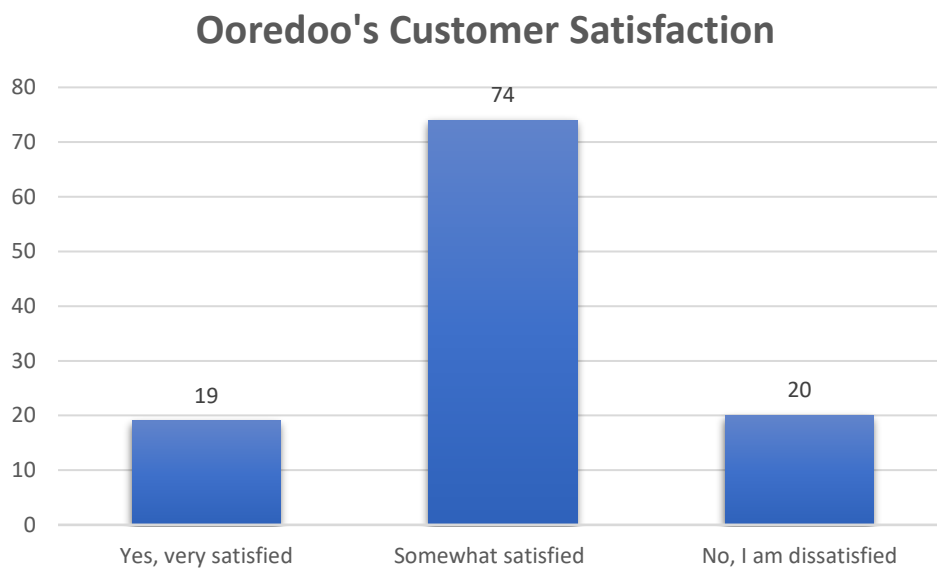


Figure 14 Customer satisfaction.

Ooredoo's Customer Satisfaction (%)

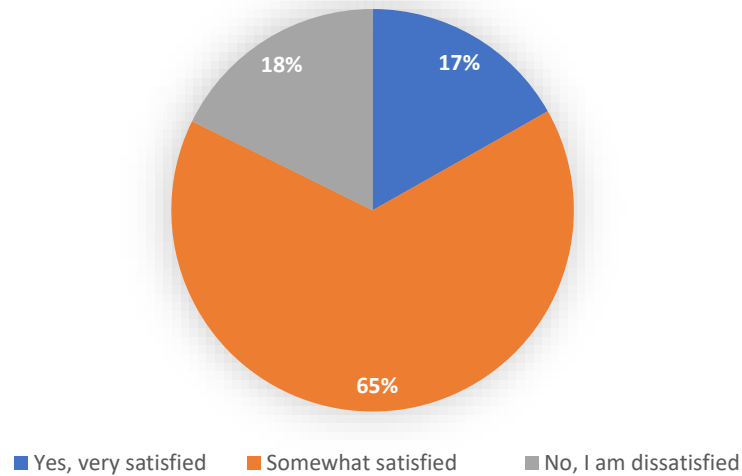


Figure 15 Customer satisfaction (%).

4.2.8 Customers' Reasons for Choosing Ooredoo

In this question, Ooredoo's customers were asked about the reasons for choosing Ooredoo as their telecommunications service provider. The respondents were able to choose more than one option in this question. The majority of the respondents (52 customers) chose 'company performance' as a reason. In addition, 22 customers chose 'commitment to the customer', and 20 customers selected 'commitment to society'. Moreover, 'compliance with regulations and laws' and 'conducting operations ethically' were selected by 14 and 10 customers respectively. Additionally, four customers each selected the reasons 'commitment to employees' and 'charitable donations'. Furthermore, the respondents had the choice to write another reason if they wished to do so. Some of the customers wrote that Ooredoo's network was better than that of the competitors. Others mentioned that there was no other strong competitor to Ooredoo and that there are limited choices in Qatar. Some of the customers seemed to be upset, as they wrote that if there was another competitor to Ooredoo, they would be

willing to change. Ooredoo needs to investigate why some of their customers are unhappy with their services.

4.2.9 Customers' Opinions

The last questions in the survey consisted of 23 statements that measured customer satisfaction and perceptions about Ooredoo's services and CSR practices. A 5-point Likert-type scale was used to test the responses, for which the possible responses ranged across 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree', and 'strongly disagree'. The subsections below explore each statement and the customers' views on each.

4.2.9.1 I am satisfied with Ooredoo's CSR activities

The majority of the customers were satisfied with Ooredoo's CSR activities with 40 'agree' and 8 'strongly agree' responses (Table 1, Figure 16). This means that Ooredoo's CSR practices had an influence on the customers' perceptions. However, there were a few customers who disagreed with this statement ('disagree' = 6; 'strongly disagree' = 2). Since Ooredoo is active in terms of CSR activities, they need to know why some of their customers are not satisfied with their CSR practices. Moreover, Ooredoo should also enhance its CSR activities to meet and satisfy the expectations and desires of its customers.

4.2.9.2 Ooredoo is concerned about its customers' welfare

The majority of the customers thought that Ooredoo was concerned about the welfare of its customers (Table 1, Figure 17). There were 36 'agree' and 2 'strongly

agree' responses to this statement. This means that Ooredoo showed their customers that their welfare is an important element in the company. On the other hand, 26 respondents disagreed and 11 strongly disagreed with this statement. The number of negative responses nearly equaled the number of respondents who agreed with this statement. Ooredoo needs to know the reasons behind these responses from the customers and try to meet their needs and wants.

4.2.9.3 Ooredoo listen to its customers' needs

There were 31 'agree' and 5 'strongly agree' responses to this statement (Table 1, Figure 18). This means that a large number of customers believed that Ooredoo listened to them and satisfied their wants and needs. However, there was a huge number of customers who disagreed with this statement ('disagree' = 30; 'strongly disagree' = 16). Ooredoo needs to find out why such a high percentage (43%) of customers felt that they were not being listened to. In addition, Ooredoo needs to satisfy its customers through its CSR activities.

4.2.9.4 Ooredoo efficiently handles customer complaints

The majority of the customers believed that Ooredoo did not handle complaints efficiently ('disagree' = 33; 'strongly disagree' = 16) (Table 1, Figure 19). This shows that Ooredoo needs to take customer complaints seriously and improve their ability to actively handle their customers' claims. On the other hand, 31 customers agreed and 3 strongly agreed with this statement. These customers are satisfied and think that Ooredoo handles complaints efficiently.

4.2.9.5 Ooredoo strives to provide its customers with a high-quality service

The majority of the customers believed that Ooredoo strove to provide them with a high-quality service (Table 1, Figure 20). Fifty-two respondents ‘agreed’ and eight ‘strongly agreed’ with this statement, which represents a large proportion of the sample. However, there were some customers (‘disagree’ = 15; ‘strongly disagree’ = 10) who did not believe that this statement was true. Ooredoo must find out why some customers do not recognize its services as being of high-quality.

Table 1

Participants’ Responses to Statements 1 to 5

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. I am satisfied with Ooredoo’s CSR activities.	8	40	52	6	2
2. Ooredoo is concerned about its customers’ welfare.	2	36	32	26	11
3. Ooredoo listens to its customers’ needs.	5	31	26	30	16
4. Ooredoo efficiently handles customer complaints.	3	31	23	33	16
5. Ooredoo strives to provide its customers with a high-quality service.	8	52	22	15	10

1. I am satisfied with Ooredoo's CSR activities

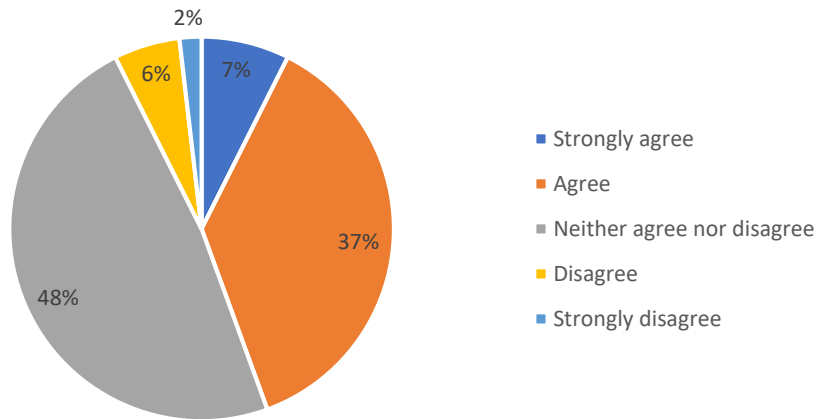


Figure 16 Customer responses to Statement Number 1.

2. Ooredoo is concerned about its customers' welfare

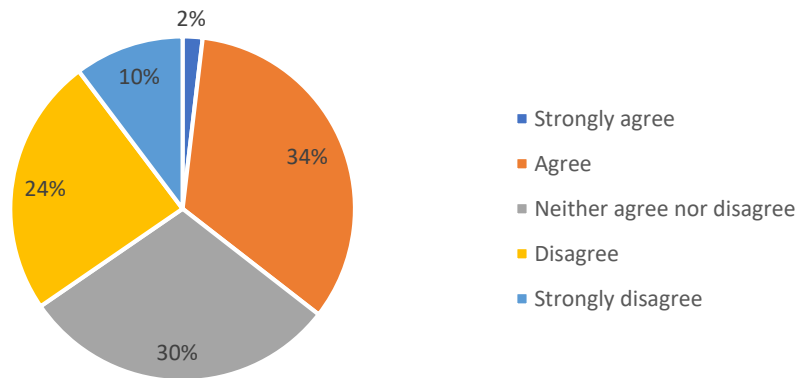


Figure 17 Customer responses to Statement Number 2.

3. Ooredoo listens to its customers' needs

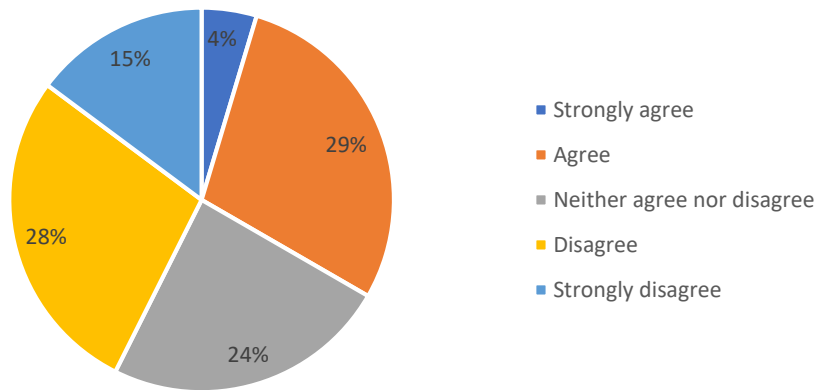


Figure 18 Customer responses to Statement Number 3.

4. Ooredoo efficiently handles customer complaints

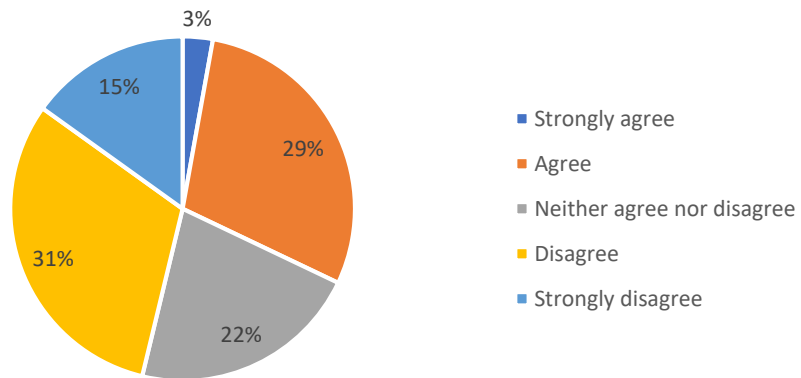


Figure 19 Customer responses to Statement Number 4.

5. Ooredoo strives to provide its customers with a high-quality service

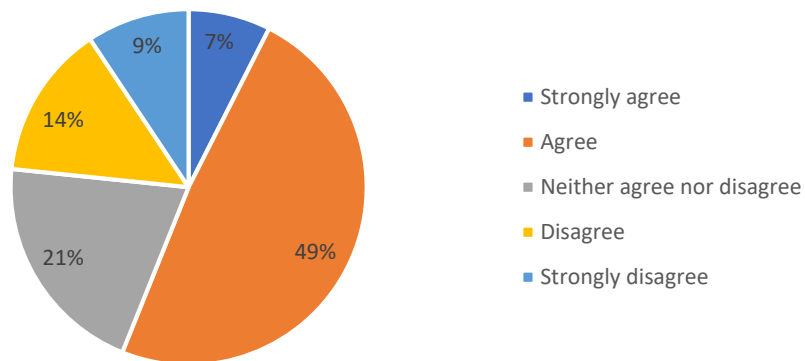


Figure 20 Customer responses to Statement Number 5.

4.2.9.6 Ooredoo offers a high level of customer service

The majority of the customers believed that Ooredoo offered a high-quality customer service with 43 ‘agree’ and 10 ‘strongly agree’ responses (Table 2, Figure 21). This shows that Ooredoo’s customer service satisfies a huge number of its customers. However, some of the customers did not agree with this statement: there were 15 customers who disagreed and eight customers who strongly disagreed. Even with this low number of negative responses, Ooredoo needs to understand these customers’ wants and needs so they can improve their customer service.

4.2.9.7 Ooredoo keeps my personal information safe and secure.

A large number of customers believed that Ooredoo kept their personal information safe and secure (Table 2, Figure 22). With 50 ‘agree’ and 25 ‘strongly agree’ responses to this statement, Ooredoo appears to have achieved its goal of customer satisfaction in this area. On the other hand, some of the customers (‘disagree’

= 10; 'strongly disagree' = 7) felt that Ooredoo did not keep their personal information secure. This is a concern for Ooredoo and they need to know why these customers felt that their personal information was not secure.

4.2.9.8 Ooredoo's CSR activities positively influence my perceptions of them

There were 43 customers ('agree' = 35; 'strongly agree' = 8) who believed that this statement was true (Table 2, Figure 23). This reveals that Ooredoo's CSR practices have influenced their customer's perceptions positively and shows that the company was and still is socially responsible. This is certainly considered a factor that leads to customer satisfaction. On the other hand, a few customers ('disagree' = 6; 'strongly disagree' = 8) did not feel that Ooredoo's CSR activities positively influenced their perceptions of the company. Therefore, Ooredoo needs to strive to enhance their CSR practices and engage in more socially responsible activities so it can positively influence all of its customers.

4.2.9.9 Ooredoo markets its products and services in an ethical manner

The majority of the customers ('agree' = 58 and 'strongly agree' = 17) believed that Ooredoo markets its products and services in an ethical manner (Table 2, Figure 24). This practice has influenced Ooredoo's customers' satisfaction positively. In addition, as explained earlier, companies are expected to conduct their activities in an ethical manner. However, some customers disagreed ($n = 6$) and strongly disagreed ($n = 8$). Ooredoo needs to conduct further research to understand why some of its customers disagree with this statement, as it should make sure that it conducts its activities in an ethical manner, and it needs to be seen doing so as well.

4.2.9.10 Ooredoo conducts its activities in compliance with the law

Seventy-five customers ('agree' = 58; 'strongly agree' = 17) believed that Ooredoo conducted its activities in compliance with the law (Table 2, Figure 25). This is a large number of customers, which means that Ooredoo have fulfilled their legal responsibilities by complying with laws and regulations. On the other hand, two respondents 'disagreed' and three 'strongly disagreed' indicating that a few customers did not believe that Ooredoo fulfilled its legal responsibilities. Ooredoo needs to investigate the reasons behind these responses.

Table 2

Participants' Responses to Statements 6 to 10

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6. Ooredoo offers a high level of customer service.	10	43	30	15	8
7. Ooredoo keeps my personal information safe and secure.	25	50	16	10	7
8. Ooredoo's CSR activities positively influence my perceptions of them.	8	35	51	6	5
9. Ooredoo markets its products and services in an ethical manner.	17	58	18	6	8
10. Ooredoo conducts its activities in compliance with the law.	16	55	30	2	3

6. Ooredoo offers a high level of customer service

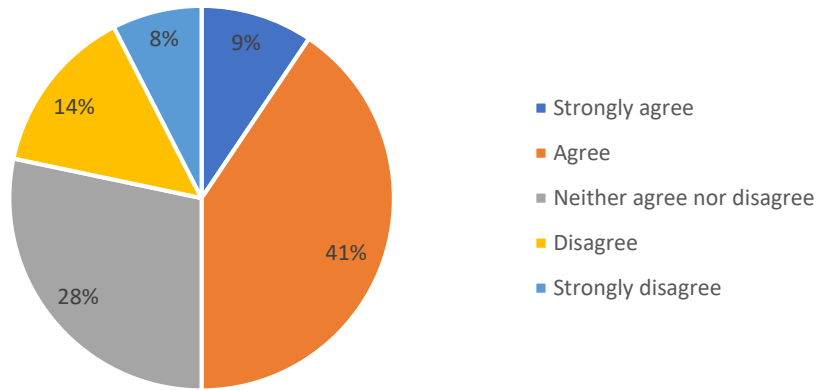


Figure 21 Customer responses to Statement Number 6.

7. Ooredoo keeps my personal information safe and secure

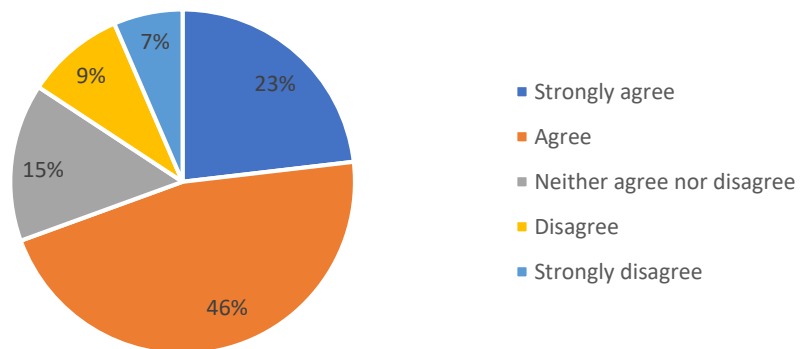


Figure 22 Customer responses to Statement Number 7.

8. Ooredoo's CSR activities positively influence my perceptions of them

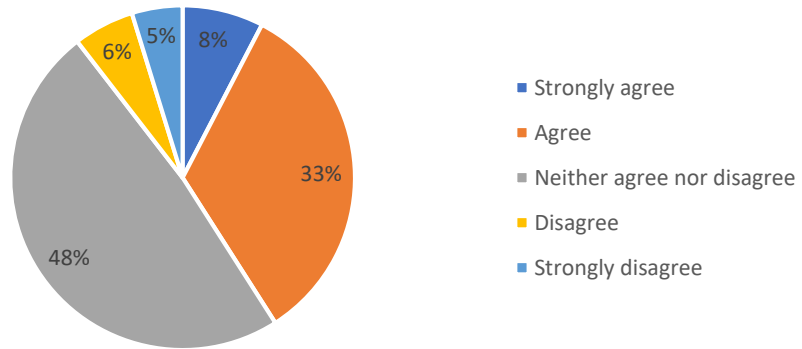


Figure 23 Customer responses to Statement Number 8.

9. Ooredoo markets its products and services in an ethical manner

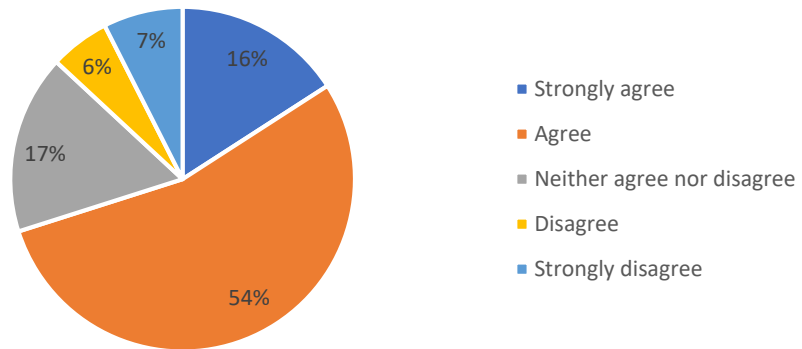


Figure 24 Customer responses to Statement Number 9.

10. Ooredoo conducts its activities in compliance with the law

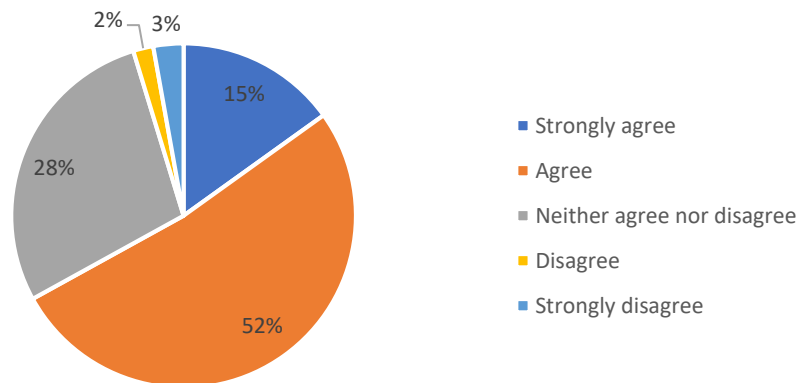


Figure 25 Customer responses to Statement Number 10.

4.2.9.11 Ooredoo makes a positive contribution to the communities it serves

The majority of the customers believed that Ooredoo contributed positively to the communities it served (Table 3, Figure 26). With 51 ‘agree’ and 12 ‘strongly agree’ responses, this represents a large number of the sample. However, there were six ‘disagree’ and four ‘strongly disagree’ responses to this statement. Even with this low number of respondents who did not agree with this statement, Ooredoo needs to know what actions or activities they should undertake to improve the communities it serves.

4.2.9.12 Ooredoo offers me efficient communication services (mobile, internet, TV, etc.)

The majority of the customers believed that Ooredoo offered them efficient communication services (Table 3, Figure 27). There were 56 ‘agree’ and 17 ‘strongly agree’ responses, which represents a large proportion of the sample. On the other hand,

11 respondents disagreed and seven strongly disagreed with this statement, which indicates that Ooredoo needs to know why some of its customers are dissatisfied with the communication services they provide and why they are considered inefficient. Moreover, Ooredoo should seek to improve its services and strive to provide their customers with efficient communication services in order to satisfy its customer's needs.

4.2.9.13 I would recommend using Ooredoo's services to my family and friends

The majority of the customers ('agree' = 34; 'strongly agree' = 15) either would recommend or had recommended using Ooredoo's services to their families and friends (Table 3, Figure 28). This means that customers talk positively about Ooredoo's services to their relatives. However, the findings showed that 13 respondents disagreed and 11 strongly disagreed with this statement. Therefore, Ooredoo should conduct an intensive investigation to understand the reasons why some customers are dissatisfied, as this might have an effect on their performance and success.

4.2.9.14 Ooredoo strives to improve the quality of its products and services

The majority of the customers believed that Ooredoo made an effort to enhance the quality of its products and services (Table 3, Figure 29): 52 respondents agreed and 13 strongly agreed with this statement. The findings also revealed that some of the customers did not agree with this statement ('disagree' = 9; 'strongly disagree' = 6). Ooredoo needs to make more effort in striving to improve the quality of its products and services so that it can satisfy the needs of all its customers.

4.2.9.15 Ooredoo practices product and service improvements according to the customers' requirements

The majority of the customers believed that Ooredoo improved its products and services based on its customers' requirements (Table 3, Figure 30). There were 36 'agree' and 12 'strongly agree' responses to this statement. On the other hand, the findings showed that there were 16 'disagree' and 7 'strongly disagree' responses to this statement. Based on these negative responses, Ooredoo should seek to improve its level of customer satisfaction by providing the customers with products and services based on their requirements.

Table 3

Participants' Responses to Statements 11 to 15

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
11. Ooredoo makes a positive contribution to the communities it serves.	12	51	34	6	4
12. Ooredoo offers me efficient communication services (mobile, internet, TV, etc.)	17	56	15	11	7
13. I would recommend using Ooredoo's services to my family and friends.	15	34	33	13	11
14. Ooredoo strives to improve the quality of its products and services.	13	52	25	9	6
15. Ooredoo practices product and service improvements according to the customers' requirements.	12	36	35	16	7

11. Ooredoo makes a positive contribution to the communities it serves

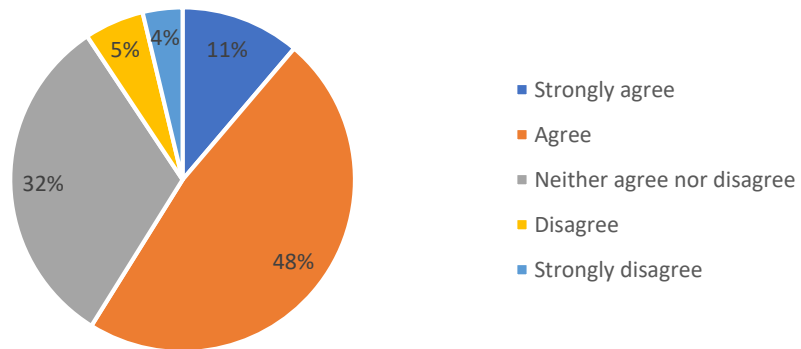


Figure 26 Customer responses to Statement Number 11.

12. Ooredoo offers me efficient communication services (mobile, internet, TV, etc.)

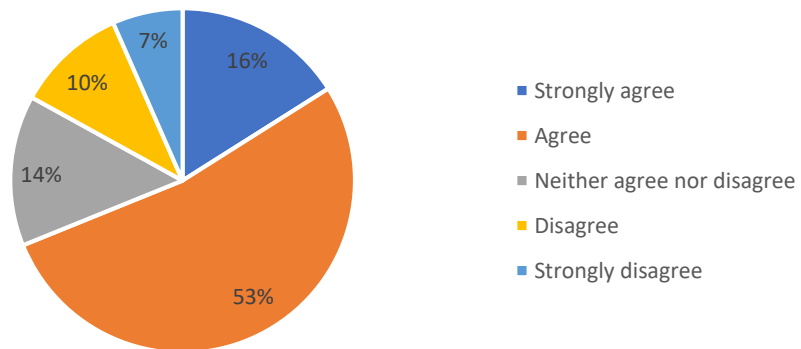


Figure 27 Customer responses to Statement Number 12.

13. I would recommend using Ooredoo services to my family and friends

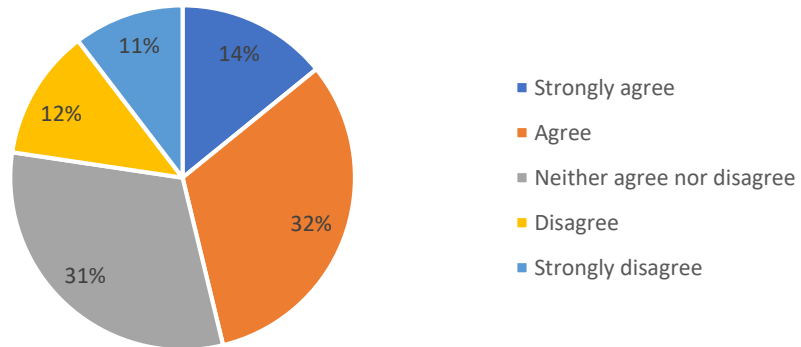


Figure 28 Customer responses to Statement Number 13.

14. Ooredoo strives to improve the quality of its products and services

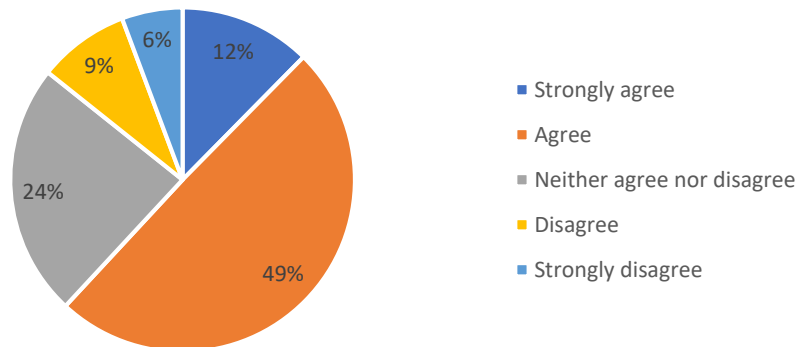


Figure 29 Customer responses to Statement Number 14.

15. Ooredoo practices product and service improvements according to the customers' requirements

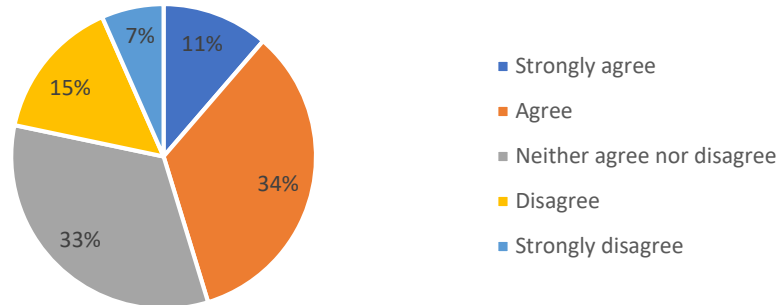


Figure 30 Customer responses to Statement Number 15.

4.2.9.16 I am satisfied with Ooredoo's call center (customer service representatives)

The findings revealed that 46 customers ('agree' 37; 'strongly agree' = 9) were satisfied with the performance of Ooredoo's call center (Table 4, Figure 31). This represents a good level of satisfaction. However, a considerable number of customers ('disagree' 16; 'strongly disagree' = 17) who were dissatisfied. Ooredoo should improve the performance and capability of its customer service representatives and its call center.

4.2.9.17 Ooredoo is strongly committed to improving customer services

The findings revealed that the majority of the customers believed that Ooredoo was committed to enhancing its customer service (Table 4, Figure 32). Forty-five respondents agreed and nine strongly agreed with this statement. On the other hand, some of the customers disagreed with this statement ('disagree' = 12; 'strongly disagree' = 8). Ooredoo needs to understand why some customers feel this way. In

addition, the company needs to enhance its level of customer service in order to meet its customers' wants and needs.

4.2.9.18 Ooredoo's managers and employees take part in community-focused activities

There were 31 'agree' and 7 'strongly agree' responses to this statement (Table 4, Figure 33). These customers believed that Ooredoo's managers and employees took part in community-focused activities. Meanwhile, very few customers ('disagree' = 4; 'strongly disagree' = 3) did not believe in this statement. Ooredoo's managers and employees should consider being more active in community-focused activities.

4.2.9.19 Ooredoo ensures good working conditions for its employees.

Thirty-six respondents agreed and seven strongly agreed with this statement (Table 4, Figure 34). This means that most of the customers believed that Ooredoo ensured good working conditions for its employees. Meanwhile, there were a few customers who did not agree ('disagree' = 6; 'strongly disagree' = 2) with this statement. Ooredoo should take measures to improve the workplace environment for its employees.

Table 4

Participants' Responses to Statements 16 to 19

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
16. I am satisfied with Ooredoo's call center (customer service representatives).	9	37	27	16	17
17. Ooredoo is strongly committed to improving customer services.	9	45	32	12	8
18. Ooredoo's managers and employees take part in community-focused activities.	7	31	59	4	3
19. Ooredoo ensures good working conditions for its employees.	7	36	53	6	2

16. I am satisfied with Ooredoo's call center
(customer service representatives)

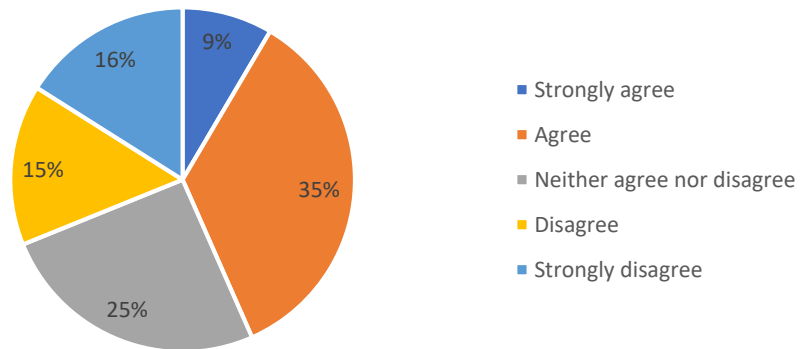


Figure 31 Customer responses to Statement Number 16.

17. Ooredoo is strongly committed to improving
customer services

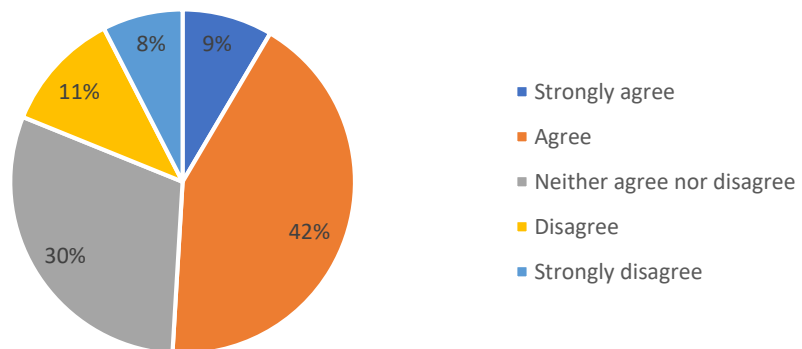


Figure 32 Customer responses to Statement Number 17.

18. Ooredoo's managers and employees take part in community-focused activities

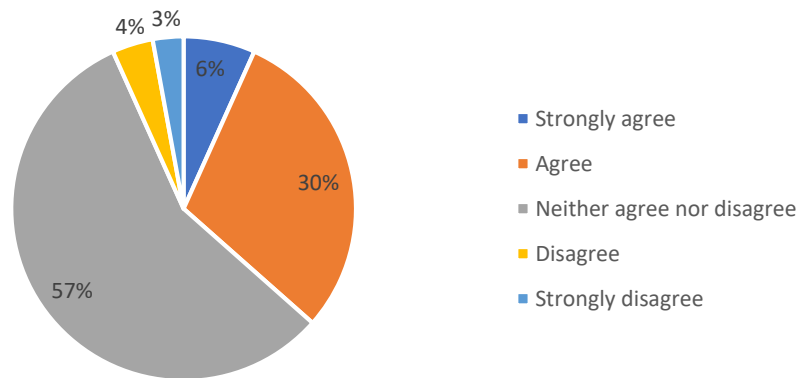


Figure 33 Customer responses to Statement Number 18.

19. Ooredoo ensures good working conditions for its employees

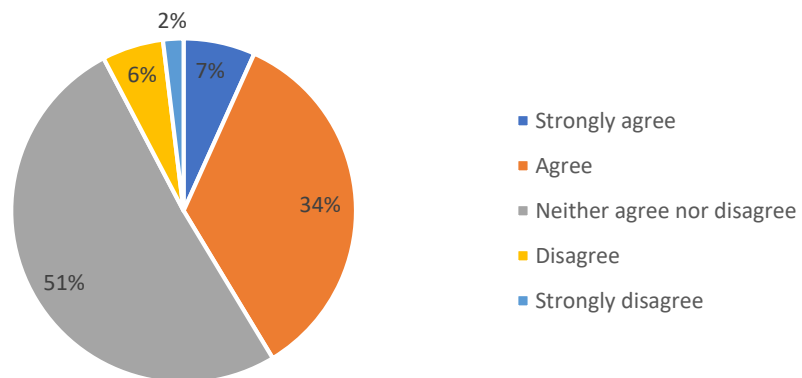


Figure 34 Customer responses to Statement Number 19.

4.2.9.20. I support Ooredoo because of its active engagement in CSR practices

Twenty-three customers agreed and four strongly agreed with this statement (Table 5, Figure 35). This means that a considerable number of customers supported Ooredoo because of its engagement in CSR practices. In addition, this also means that Ooredoo's CSR activities have an effect on customer perceptions. However, there were some customers who did not agree with this statement ('disagree' = 13; 'strongly disagree' = 10).

4.2.9.21 I think Ooredoo is the best in Qatar in terms of CSR

Most of the customers agreed with this statement, with 22 'agree' and 8 'strongly agree' responses (Table 5, Figure 36). This means that Ooredoo is believed to be the best company in Qatar in terms of CSR activities. On the other hand, a few customers did not agree with this statement ('disagree' = 5; 'strongly disagree' = 9). Ooredoo needs to be more active in terms of CSR in society and be more visible to all customers as it carries out these activities.

4.2.9.22. I think Ooredoo should engage more in CSR activities

The majority of the customers ('agree' = 39; 'strongly agree' = 16) thought that Ooredoo should engage more in CSR activities (Table 5, Figure 37). These findings revealed that Ooredoo could be more active in terms of its CSR practices and engage in more socially responsible activities. Very few customers ('disagree' = 2; 'strongly disagree' = 2) thought that Ooredoo's level of CSR activities was appropriate.

4.2.9.23 I recommend Ooredoo to focus on other CSR areas

The majority of the customers ('agree' = 39; 'strongly agree' = 16) thought that Ooredoo could focus on other CSR areas (Table 5, Figure 38). This is because these customers felt that there were other areas in society that could be incorporated into the company's CSR activities. Meanwhile, a very small minority of customers ('disagree' = 2; 'strongly disagree' = 2) felt that Ooredoo's CSR activities covered the most important areas in the community and that it is a socially active company.

Table 5

Participants' Responses to Statements 20 to 23

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
20. I support Ooredoo because of its active engagement in CSR practices.	4	23	54	13	10
21. I think Ooredoo is the best in Qatar in terms of CSR.	8	22	60	5	9
22. I think Ooredoo should engage more in CSR activities.	16	39	45	2	2
23. I recommend Ooredoo to focus on other CSR areas.	22	34	43	2	3

20. I support Ooredoo because of its active engagement in CSR practices

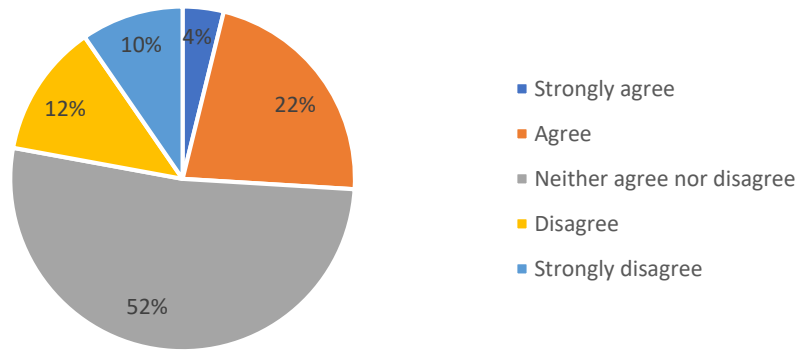


Figure 35 Customer responses to Statement Number 20.

21. I think Ooredoo is the best in Qatar in terms of CSR

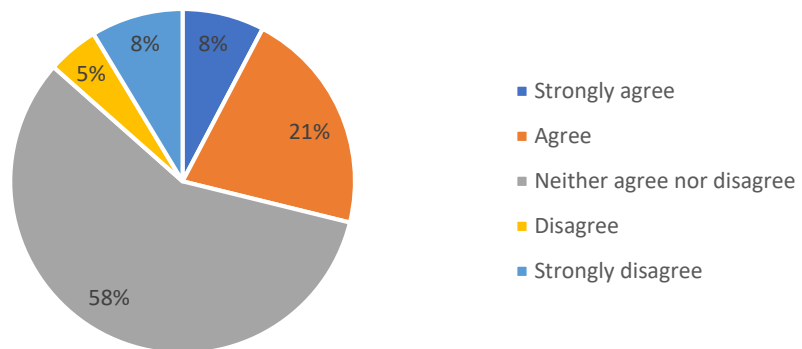


Figure 36 Customer responses to Statement Number 21.

22. I think Ooredoo should engage more in CSR activities

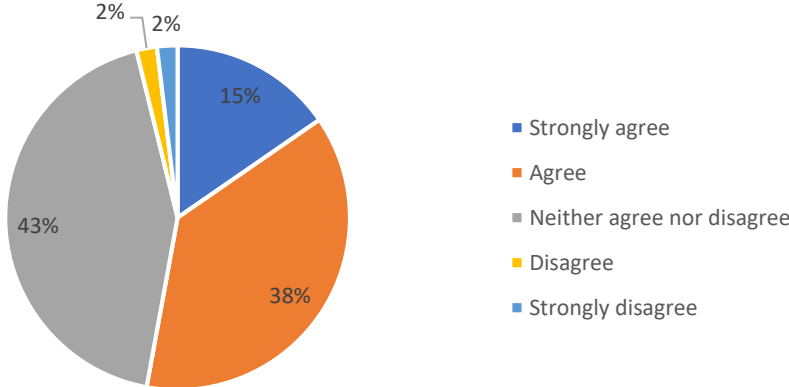


Figure 37 Customer responses to Statement Number 22.

23. I recommend Ooredoo to focus on other CSR areas

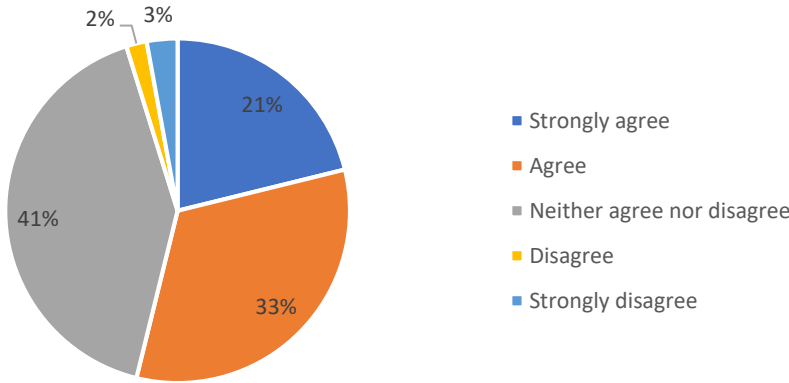


Figure 38 Customer responses to Statement Number 23.

CHAPTER 5: DISCUSSION

The purpose of this research was to explore the impact of CSR on customers' level of satisfaction with Ooredoo. As mentioned previously, Carroll's model of CSR (Carroll, 1991) was applied to analyze Ooredoo's CSR practices and the customers' perceptions collected via the survey.

Carroll's model of CSR suggested that companies' total CSR consists of four elements: economic, legal, ethical, and philanthropic responsibilities. In the case of Ooredoo, after we examined the findings of the questionnaire, it was clear that the company was fulfilling its economic responsibility towards society. It was maintaining a competitive position as well as constantly striving to meet its customers' needs and wants by providing a high-quality service and improving its products to meet its customers' requirements. With regard to its legal responsibility, Ooredoo was fulfilling its legal responsibility towards society by conducting its activities and operations in compliance with the state's laws and regulations. Furthermore, Ooredoo was meeting its ethical responsibilities by conducting its operations and marketing its products and services in an ethical manner. Lastly, Ooredoo was meeting its philanthropic responsibilities by making a positive contribution to the communities it serves and through the participation of its managers and employees in community-focused activities. It is obvious that the total CSR, made up of the four levels used in Carroll's CSR framework, contributed positively to the community and led to social acceptance as well as customer satisfaction.

The findings of this research revealed that the majority of the customers were not aware of Ooredoo's CSR practices. This is considered to be a problem for the company, as it spends much of its money, facilities, and employees' time in social activities and initiatives that are not clear or obvious to the society it serves. The reason

may be because Ooredoo is not active in clearly promoting its CSR practices to society and its customers. In addition, the society might have limited knowledge about CSR and why companies strive to engage in activities that focus on helping and improving the community.

After explaining CSR to the participants and what Ooredoo was doing in terms of social activities, they realized that Ooredoo was an active member in the community. After the customers understood Ooredoo's CSR activities, it was clear that this knowledge had a positive influence on their perceptions of the company and had a positive impact on their overall satisfaction. However, Ooredoo should make their CSR practices more evident and actively promote or advertise their activities so that every individual in Qatari society understands how active Ooredoo is. This may influence their perceptions and make them part of the Ooredoo family.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

This research considered CSR and its effect on customer satisfaction. This research had three objectives to. The first objective was to explore if there was a relationship between CSR and customer satisfaction. Through the literature review of many different studies, the concepts of CSR and customer satisfaction, as well as the relationship between them, were explored. The studies examined in the literature review concluded that there was a positive relationship between a company's CSR practices and its level of customer satisfaction.

The second objective was to identify the impact or the effect of CSR practices carried out by Ooredoo on its level of customer satisfaction. In this research, structured questionnaires were distributed to Ooredoo's customers living in Qatar. This questionnaire was used to explore and identify the effect of CSR practices on customer satisfaction. The findings, which were presented and analyzed in Chapter 4, showed that overall, customers were satisfied with Ooredoo and its CSR activities.

The third objective was to suggest any possible recommendations to help improve Ooredoo's CSR practices or its level of customer satisfaction. Through the structured questionnaire, the participants recommended that Ooredoo should engage more in CSR activities. Moreover, they also suggested that Ooredoo should focus on other CSR areas in society.

There were four questions to be answered through this research. The first question was 'Does practicing CSR result in customer satisfaction for Ooredoo?' The questionnaire findings revealed that Ooredoo's CSR activities benefited the company, as they resulted in overall customer satisfaction.

The second question was 'Does practicing CSR have a positive impact on Ooredoo's customer satisfaction?' The participants' responses in the questionnaire

showed that Ooredoo's CSR practices had a positive impact on the customers' level of satisfaction. This result was clear, as the majority of customers were satisfied with Ooredoo's CSR activities, since these activities positively influenced their perceptions of the company. In addition, the majority of customers believed that Ooredoo strove to provide them with high-quality services as well as a high level of customer service. Moreover, the majority of customers were likely to recommend using Ooredoo's services to their family and friends. Through the questionnaire responses, it was evident that the customers trusted Ooredoo, as they believed that Ooredoo was concerned about their welfare and kept their personal information safe and secure. Not only that, but most customers believed that Ooredoo often worked to improve the quality of its products and services. In addition, the customers believed that Ooredoo made a positive contribution to the community.

The third question was 'Does practicing CSR have a negative impact on Ooredoo's customer satisfaction?' The questionnaire findings did not appear to contain any responses that indicated that Ooredoo's CSR practices had any negative impact on its level of customer satisfaction. However, some customers believed that Ooredoo should improve their CSR through engaging more in community-focused activities as well as focusing in other CSR areas in the society.

The fourth question was 'What can Ooredoo do to improve their CSR practices and other activities to satisfy their customers?' The findings from the questionnaire revealed that Ooredoo should listen to its customers' needs, as many customers felt that they were not listened to. Besides, Ooredoo should improve their products and services to meet their customers' requirements. In addition, a considerable number of customers felt that Ooredoo did not handle complaints efficiently. This indicates that Ooredoo needs to make more effort in handling their customer complaints more efficiently and

strive to minimize these complaints as much as possible. Moreover, Ooredoo should improve the capability of its call center and customer care representatives, as some of the customers seemed dissatisfied with the performance of Ooredoo's call center. Finally, as mentioned earlier, many customers recommended that Ooredoo should engage more in CSR activities.

6.1 Limitations of the Research

The main limitation of this research was the limited time available to conduct the study. If more time had been available for this research, a larger sample size could have participated in the survey to provide more precise data and improve the generalizability of the findings. In addition, it could have also been possible to include another method for the collection of primary data such as interviews with Ooredoo's customers and employees. Moreover, having extra time for the study time would have helped improve the study, as this would have made it possible to analyze the data in greater depth and possibly reveal some relationships between participants' responses (e.g. links between participants' age and level of satisfaction) through the use of software such as the SPSS statistical package.

6.2 Future Research

This research study is considered to be a foundation for future studies about CSR and customer satisfaction in the State of Qatar. This is because similar research has not been conducted in the State of Qatar, and in the Qatari telecommunications industry in particular, to explore the relationship between CSR and customer satisfaction. Future research studies could use different data collection methods such as interviews and focus groups to provide qualitative data that would give deeper insights

into the topic. Research into this topic could also be carried out with a focus on different industries and sectors in Qatar. Finally, moving beyond an empirical investigation by making assumptions and testing a hypothesis on the relationship between CSR and customer satisfaction in Qatar will be beneficial.

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APPENDIX A: QUESTIONNAIRE

The impact of CSR on customer satisfaction: Ooredoo Qatar	تأثير المسؤولية الاجتماعية للشركات على رضا العملاء: أوريدو قطر
<p>Date:</p> <p>Dear Participant:</p> <p>This questionnaire is an attempt to investigate and explore the impact of CSR on customer satisfaction with Ooredoo Qatar. Your input is an essential element in this study and will be kept strictly confidential. This information will be used for research purposes only. Of course, your participation is voluntary. If you decide to participate, you will be asked to answer questions related to your satisfaction with Ooredoo's services and CSR practices. You can skip any question or withdraw from participation at any time. The survey will take approximately 10 minutes from your valuable time. We appreciate your time and effort. If you have any questions about this study, please feel free to contact me at 200702250@qu.edu.qa</p> <p>Sincerely,</p> <p>-----</p> <p>I have read the above statements and have been fully informed of the procedures to be used in this project.</p> <p>I have been given sufficient opportunity to ask any questions I had concerning the procedures and possible risks involved. I understand the potential risks involved and I assume them voluntarily. I likewise understand that I can withdraw from the study at any time without being subjected to reproach.</p> <p>_____</p> <p>Signature of Participant Date</p>	<p style="text-align: right;">التاريخ:</p> <p style="text-align: right;">عزيمي المشارك:</p> <p>الغرض من هذا الاستبيان هو بحث ودراسة تأثير المسؤولية الاجتماعية للشركات على رضا العملاء في أوريدو قطر. تعتبر مشاركتك عنصراً أساسياً في هذه الدراسة وستظل سرية للغاية. سيتم استخدام هذه المعلومات لأغراض البحث فقط. ان مشاركتك في هذا البحث تطوعية. إذا قررت المشاركة سيطلب منك الإجابة عن الأسئلة المتعلقة بمدى رضاك عن خدمات أوريدو وممارسات المسؤولية الاجتماعية للشركة. يمكنك تخطي أي سؤال أو الانسحاب من المشاركة في أي وقت. سيستغرق الاستبيان حوالي 10 دقائق من وقتك الثمين. نحن نقدر وقتك وجهدك. إذا كان لديك أي أسئلة حول هذه الدراسة فلا تتردد في الاتصال بي على العنوان التالي:</p> <p style="text-align: center;">qu.edu.qa@200702250</p> <p style="text-align: right;">مع تحياتي،</p> <p style="text-align: center;">-----</p> <p>لقد قرأت البيانات المذكورة أعلاه وأبلغت بالكامل بالإجراءات الواجب استخدامها في هذا المشروع</p> <p>لقد أتيت لي فرصة كافية لطرح أي أسئلة تتعلق بالإجراءات والمخاطر المحتملة. أفهم المخاطر المحتملة التي تنطوي عليها وأنا أفترضها تطوعية وأني أستطيع الانسحاب من الدراسة في أي وقت.</p> <p>_____</p> <p style="text-align: right;">توقيع المشارك</p> <p style="text-align: right;">_____</p> <p style="text-align: right;">اسم وتوقيع الباحث</p> <p style="text-align: right;">_____</p> <p style="text-align: right;">التاريخ</p> <p style="text-align: right;">_____</p> <p style="text-align: right;">التاريخ</p>

<p>_____</p> <p>_____</p> <p>Name & Signature of Researcher Date</p>	
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The impact of CSR on customer satisfaction: Ooredoo Qatar	تأثير المسؤولية الاجتماعية للشركات على رضا العملاء: أوريدو قطر
<p>Corporate Social Responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social, and environmental benefits for all stakeholders, taking into account conducting business and commercial activities in accordance with the laws and regulations and in an ethical manner.</p> <p><u>Ooredoo Qatar's CSR focuses on four key areas:</u></p> <ul style="list-style-type: none"> • Sport and health: Ooredoo marathon, sponsor of the 'Step into Health' program, Nasser Al-Attiyah sponsor, the Ooredoo Cancer Awareness Center, supporter of the Kidney Center at HMC, and supporter of the annual 'Free Medical Camp' for low-income workers. • Qatari heritage: major supporter of Qatari culture, traditions, and education. These include a range of community, school, and educational projects. Supporter of the traditional Hejen (camel) Racing Festival. • Communities in Qatar: working with charities in Qatar such as the Qatar Cancer Society to help those in need, in addition to initiatives for special needs. 	<p>المسؤولية الاجتماعية للشركات (CSR): هو شكل من أشكال العمل الذي يساهم في التنمية المستدامة من خلال تقديم الفوائد الاقتصادية والاجتماعية والبيئية لجميع أصحاب المصلحة، مع مراعاة أداء العمل والأنشطة التجارية وفقاً للقوانين وبالطرق الأخلاقية.</p> <p><u>ترتكز المسؤولية الاجتماعية لشركة أوريدو قطر على أربعة مجالات رئيسية:</u></p> <ul style="list-style-type: none"> • الرياضة والصحة: ماراثون أوريدو، الراعي الرسمي لـ"صحتك في خطوتك"، الراعي للبطل ناصر العطية. في مجال الصحة: مركز أوريدو للتوعية بالسرطان، تدعم مركز الكلى التابع لمؤسسة حمد الطبية، كما تدعم المخيم الطبي المجاني للعمال من ذوي الدخل المحدود. • التراث القطري: داعم رئيسي للتراث والثقافة والتعليم. ويشمل ذلك عددا كبيرا من البرامج المجتمعية والمدرسية والتعليمية. داعم لمهرجان سباق الهجن والذي يعتبر أحد تقاليد الشعب القطري. • المؤسسات والجمعيات في قطر: تعمل أوريدو مع المؤسسات الخيرية في قطر مثل مؤسسة قطر الخيرية وغيرها والجمعية القطرية للسرطان في سبيل تقديم المساعدة للمحتاجين. • رؤية قطر ٢٠٣٠: تلتزم أوريدو بلعب دوراً هاماً في المشاركة في تحقيق رؤية قطر الوطنية.

<ul style="list-style-type: none">• 2030 Vision: Ooredoo is committed to playing and being a part of the national development vision.	
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QUESTIONNAIRE <i>Please tick one for each item:</i>	الاستبيان الرجاء وضع علامة (✓) لكل سؤال:	
1. Your Gender: (1) Male () () (2) Female () ()	١- الجنس: (1) ذكر (2) انثى	
2. Your Age: (1) 18–25 () () (2) 26–30 () () (3) 31–35 () () (4) 36–40 () () (5) 40+ () ()	٢- العمر: (1) ١٨ – ٢٥ (2) ٢٦ – ٣٠ (3) ٣١ – ٣٥ (4) ٣٦ – ٤٠ (5) ٤٠ +	
3. Your Nationality: (1) Qatari () () (2) Non-Qatari () ()	٣- الجنسية: (1) قطري (2) غير قطري	
4. Your education level: (1) High school () () (2) Diploma () () (3) Bachelor degree () () (4) Master degree () () (5) Doctorate degree () ()	٤- المستوى التعليمي: (1) الثانوية العامة (2) دبلوم (3) درجة البكالوريوس (4) درجة الماجستير (5) درجة الدكتوراه	
5. Are you a customer of Ooredoo? (1) Yes () () (2) No () ()	٥- هل أنت عميل لدى أوريدو؟ (1) نعم (2) لا	
6. How long have you been a customer of Ooredoo? (1) less than 1 year () () (2) 1–3 years () () (3) 4–6 years () () (4) more than 6 years () ()	٦- منذ متى وأنت عميل لدى أوريدو؟ (1) أقل من سنة (2) ١ – ٣ سنوات (3) ٤ – ٦ سنوات (4) أكثر من ٦ سنوات	
7. Were you aware of Ooredoo's CSR activities? (1) Yes () () (2) No () ()	٧- هل كنت على علم بأنشطة أوريدو للمسؤولية الاجتماعية؟ (1) نعم (2) لا	

<p>8. Are you satisfied with Ooredoo (with the way they meet your needs)?</p> <p>() ()</p> <p>(1) Yes, very satisfied () ()</p> <p>(2) Somewhat satisfied () ()</p> <p>(3) No, I am dissatisfied () ()</p>	<p>٨- هل أنت راضي عن أوريدو؟ (من حيث طريقتهم في تلبية احتياجاتك)</p> <p>(1) نعم، راضي جداً (2) راض إلى حد ما (3) لا، أنا غير راضي</p>
<p>9. Why did you choose Ooredoo as your telecommunication service provider? (You can select more than one choice)</p> <p>() ()</p> <p>(1) Commitment to society () ()</p> <p>(2) Commitment to customers () ()</p> <p>(3) Commitment to employees () ()</p> <p>(4) Company performance () ()</p> <p>(5) Compliance with regulations & laws () ()</p> <p>(6) Conducting operations ethically () ()</p> <p>(7) Charitable donations () ()</p> <p>(8) Other:</p>	<p>٩- لماذا تختار أوريدو كمزود خدمة الاتصالات الخاص بك؟ (يمكنك تحديد أكثر من اختيار واحد)</p> <p>(1) الالتزام تجاه المجتمع (2) الالتزام تجاه العملاء (3) الالتزام تجاه الموظفين (4) أداء الشركة (5) الامتثال للقوانين واللوائح (6) اجراء عملياتهم بطريقة أخلاقية (7) التبرعات الخيرية (8) أخرى:</p>

10. Please tick the box that best describe your opinion about the following statements:						١٠- يرجى وضع علامة ✓ في المربع الذي يصف رأيك حول العبارات التالية:					
(SA)-Strongly agree (A)-Agree (N)-Neutral (D)-Disagree (SD)- Strongly Disagree	SA	A	N	D	SD	لا اوافق بشدة	لا اوافق	محايد	اوافق	اوافق بشده	
1. I am satisfied with Ooredoo's CSR activities.											1. أنا راضٍ عن أنشطة أوريدو للمسؤولية الاجتماعية.
2. Ooredoo is concerned about its customers' welfare.											2. تهتم أوريدو برفاهاية عملائها
3. Ooredoo listens to its customers' needs.											3. تستمع أوريدوا إلى احتياجات عملائها
4. Ooredoo efficiently handles customer complaints.											4. تتعامل أوريدو بكفاءة مع شكاوى العملاء.
5. Ooredoo strives to provide its customers with a high-quality service.											5. تسعى أوريدوا جاهدة لتزويد عملائها بخدمة عالية الجودة.
6. Ooredoo offers a high level of customer service.											6. تقدم أوريدو مستوى عالي من خدمة العملاء.
7. Ooredoo keeps my personal information safe and secure.											7. تحتفظ أوريدو بمعلوماتي الشخصية بشكل آمن.
8. Ooredoo's CSR activities positively influence my perceptions of them.											8. إن أنشطة أوريدو للمسؤولية الاجتماعية تؤثر بشكل إيجابي على تصوري عنهم.

9. Ooredoo markets its products and services in an ethical manner.										9 . تقوم أوريدوا بتسويق منتجاتها وخدماتها بطريقة أخلاقية.
10. Ooredoo conducts its activities in compliance with the law.										10 . تقوم أوريدو بأنشطتها عن طريق الامتثال للقانون.
11. Ooredoo makes a positive contribution to the communities it serves.										11 . تساهم أوريدو بطريقة إيجابية في المجتمعات التي تخدمها.
12. Ooredoo offers me efficient communication services (mobile, internet, TV, etc.)										12 . تقدم لي أوريدوا خدمات اتصالات فعالة (جوال، انترنت، تلفزيون ... الخ)
13. I recommend using Ooredoo services to my family and friends.										13 . أوصي باستخدام خدمات أوريدو لعائلتي وأصدقائي.
14. Ooredoo strives to improve the quality of its products and services.										14 . تسعى أوريدو لتحسين جودة منتجاتها وخدماتها
15. Ooredoo practices product and service improvements according to its customers' requirements.										15 . تحسن أوريدو من خدماتها ومنتجاتها حسب متطلبات العملاء.
16. I am satisfied with Ooredoo's call center (customer service representatives).										16 . أنا راض عن مركز الاتصال (خدمة عملاء أوريدو).
17. Ooredoo is strongly committed to										17 . تلتزم أوريدو بقوة إلى تحسين خدمة العملاء.

improving customer service.											
18. Ooredoo's managers and employees take part in community-focused activities.											18 . يشارك مدير و موظفو أوريدو في الأنشطة المجتمعية.
19. Ooredoo ensures good working conditions for its employees.											19 . تضمن أوريدو ظروف عمل جيدة لموظفيها.
20. I support Ooredoo because of its active engagement in CSR practices.											20 . أنا أدمع أوريدو بسبب مشاركتها النشطة في ممارسة المسؤولية الاجتماعية.
21. I think Ooredoo is the best in Qatar in terms of CSR.											21 . أعتقد أن أوريدو هي الأفضل في قطر من حيث المسؤولية الاجتماعية للشركات.
22. I think Ooredoo should engage more in CSR activities.											22 . أعتقد انه ينبغي على أوريدو المشاركة بشكل أكبر في أنشطة المسؤولية الاجتماعية للشركات.
23. I recommend Ooredoo to focus on other CSR areas.											23 . أوصي أوريدو بالتركيز على مجالات أخرى في المسؤولية الاجتماعية للشركات.
Thank You						شكراً جزيلاً					