



Arab American University

Faculty of Graduate Studies

**The Building of Mental Image and the
Employment of Corporate Social Responsibility
Mechanism in Palestinian Telecommunication**

Companies:

Jawwal as a Case Study

By

Tala Ibrahim Barham

Supervisor:

Dr. Elias Kukali

Co-Supervisor:

Dr. Omar Abu-Arqoub

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Tala Ibrahim Barham

**This thesis was defended successfully on 12/3/2021 and approved
by:**

Committee members

		Signature
1. Supervisor	Dr. Elias Kukali	
2. Co-Supervisor	Dr. Omar Abu Arqoub	
3. Internal Examiner	Prof. Ayman Yousef	
4. External Examiner	Dr. Amer Qasem	

Declaration

I am Tala Ibrahim Barham (ID: 401102454); a student at the Arab American University – Faculty of Graduate Studies in Ramallah. I submitted the thesis titled “The Building of Mental Image and the Employment of Corporate Social Responsibility Mechanism in the Palestinian Telecommunication Companies: Jawwal as a Case Study”.

I hereby declare that this thesis represents my work and effort, except where there’s an appropriate citation, and that this thesis has not been previously included in a thesis submitted to this or another institution for a degree or other qualifications.

Student Name: Tala Barham

Signature:  _____

Submission Date: 16/2/2021

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Tala Barham

Abstract

In the light of the digital era, and the constant increase in consumers' awareness, most companies start to pay more attention to their mental image. Corporate mental image (MI) is influenced by various factors. Hence, this study aimed to understand the formation process of Jawwal's mental image among the Palestinian consumers, determining the prediction level of its Corporate Social Responsibility (CSR) activities, in particular, taking into account other contributing factors. Additionally, the study aimed to understand the motives, goals, and criteria of how Jawwal performs CSR activities. Therefore, the study set out a model that illustrates the formation process of MI. This study is a kind of cross-sectional study; so a mix between qualitative and quantitative research methods was employed first of all; a survey was distributed on a convenience non-probable sample composed of 248 consumers for Jawwal in September 2020. Furthermore; the researcher implemented an in-depth interview with the head of PR of Paltel Group to understand CSR activities and MI from Jawwal's point of view. It was concluded that Jawwal practices CSR activities as a response to the community members' needs. Additionally, - Jawwal assumes that CSR activities aim to sustain the community's well-being; and that these activities indirectly influence the company's MI, reputation, and competitive advantage. The quantitative data was analyzed using SPSS. The results showed that not all of the CSR dimensions have a significant contribution level; even that philanthropic component has a significant prediction, it's not highly contributed; hereafter, the researcher

recommends considering all the relevant variables when planning for positive MI, and look at the issue from the consumer angels; but in the first instance, to comprehend the CSR and MI notions well; in order to plan; implement; evaluate along the right lines.

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List of Acronyms

ANOVA	Analysis of Variance
CSR	Corporate Social Responsibility
CMI	Corporate Mental Image
MI	Mental Image
PCA	Principal Component Analysis
PCBS	Palestinian central bureau of statistics
PR	Public Relations
R²	Adjusted R ²
SPSS	Statistical Package for the Social Sciences

CHAPTER

I

INTRODUCTION

Background

Competent entities seek to reflect the "right" corporate image in consumers' minds, which is accomplished by establishing strategic consumer-based relationships and sustaining these relationships. In definition, "corporate image" is the positive or negative impressions, feelings, and ideas ending up in peoples' minds. Dynamics shaping this image varies in line with the context of influence. Generally speaking, factors like quality of service, price, employee competencies, corporate's credibility, reputation, the benefit of salience, and more, play a vital role in shaping this mental process.

Over the past years, maintaining a positive corporate image became a challenging task, particularly in light of the emerging communication world, and the introduction of social media platforms and their use by competitors and the public. "Nowadays, people are well-informed", a sentence that we hear everywhere these days. Consumers became investigators-like; are ready to evaluate, asses, and decide what best suits their needs based on available options popping on varying social media platform. Competitors, on the other hand, became more aware of these changes, and are tackling consumer needs by (1) utilizing several analytical approaches provided by these platforms, (2) integrating their goals with technology, and (3) effectively reaching a specific audience with less effort and more precision (Cornelissen, 2017, p. 88).

As a response to these challenges, companies started using corporate social responsibility (CSR) approaches to dust off their relationships with the community, and attract a wider base of consumers. According to the European Commission (2011), CSR is “the process in which corporations integrate economic, ethical, social, and environmental concerns with their strategy.” Carroll Pyramid (1991), in his book, noted that CSR has four aspects; economic, legal, ethical, and philanthropic (Carroll, 1991, p. 87-96).

Several studies examined the effects of adopting CSR by the organization; a study conducted in 2017 in Gaza on electricity distribution companies (Harbeed, 2017), another in 2011 in Palestine on Jawwal (Omar, 2011). Both studies revealed that adopting CSR practices increased the competitive advantage of their respective corporation; scholars interpreted these results and agreed that high competitive advantage is the outcome of a positive corporate mental image (MI) (Shamma, 2012). In addition to that, there're a variety of studies that revealed the positive effect of CSR on mental image, for instance, a study conducted on food industry consumers in Iran in 2016, found a significant positive relationship between CSR and corporate mental image (Esmailpour, 2016).

Nonetheless, few studies revealed a negative correlation between CSR and corporate image; a study carried out by Yoon (2006) identified the causes of building a positive or a negative corporate image, and it was clear that a negative

corporate image was formed when companies are high in benefit salience¹. For instance, a tobacco company that supports the National Cancer Association as a part of its CSR activities; such activity causes a controversial issue for the audience, since tobacco is considered a trigger for many cancer types hence this contributes to forming a negative MI.

In Palestine, the concept of CSR has appeared in 2005, despite this, CSR programs still controversial; as some companies conduct random philanthropic activities such as donating to social institutions or marginalized groups, other companies, however, implement programs that contribute to social welfare, as a part of their strategic plan (Khalidi, Saadeh, 2019, p. 46). Since Palestinians face bad economic, political, and social circumstances; the Palestinian Ministry of National Economy enact an obligatory law for private companies, to expense 1% of the annual net profits on different CSR activities and programs, as an encouragement approach to the private sector to become a partner in social sustainability process (Khalidi, Saadeh, 2019, p. 39).

Regarding the private sector and the telecommunication companies, CSR included activities and programs that ease the hardships, promote socio-economic development and make changes in the community to improve the conditions of community members, such activities include donations to distinct target groups,

¹ Benefit of salience: it's the contradiction between the company's vision and mission and its core activities on the ground.

educational campaigns, awareness campaigns, sponsorships, and others, intending to increase the consumers' satisfaction, and enhancing the company's reputation and financial performance (Khalidi, Saadeh, 2019, p. 39).

In line with this, the researcher investigated the role of CSR in maintaining MI of telecommunication companies among Palestinian consumers. That been said, the researcher controlled for confounding factors that may also contribute to the generation of mental image, in an attempt to understand and draw a model for Palestinian consumers' perception and intended behavior taking into consideration Jawwal's point of view towards MI and CSR. The empirical data of this research was based on the following set of theories, models, and concepts; social responsibility, corporate mental image theory, and Grunig and Hunt's two-way symmetrical model.

Statement of the problem

Several studies (Dokania, 2016; Gudjonsdottir & Jusubova, 2015; Chung, 2015; Virvilaite & Daubaraite, 2011) found that adopting CSR approach enhances the corporate mental image, other studies (Martínez, 2014; Shamma, 2012; Walker, 2010) found that CSR approaches enhance the organization's reputation. Add to that, Sofian & Saeidi (2015), Galbreath & Shum (2012), and Wood (2010) emphasized that it increases consumers' attractiveness and degree of satisfaction.

In this context; Jawwal started to practice CSR activities as a part of its individuality which is operationally defined as the company's uniqueness elements

such as the brand image, services' quality, and price, to build a positive corporate mental image and enhance its reputation as verified by Mr. Ahmad Abu-lia (the head of PR department in Paltel Group). However, the researcher concluded from omnibus focus group discussion and from piloting this study survey that consumers imply low corporate image to Jawwal despite its CSR activities on the grounds. Therefore, the assumptions of this study are; either the influence of CSR on mental image is overestimated, or other factors intermeddle corporate MI formation. Thus, the statement of the problem can be summarized as follows: The role of CSR activities in enhancing corporate mental image for Jawwal in Palestine and determining the other factors that contribute to building this image, in order to clarify the relationship between these variables and present a model that articulates the formation process of Jawwal's MI.

Study Significance

In the light of the digital era and the emergence of modern communication tools, several companies started to employ CSR activities in order to accommodate the continuous market and the needs of consumers. Although many studies proved that CSR activities have an influence on consumers' corporate mental image, none of them investigate the level of contribution, or what are the other remarkable factors that contribute to the company's mental image. Henceforth, this study investigated to what extent CSR activities predict the variation in the corporate mental image, what other factors interfere in building Jawwal's mental image among Palestinian consumers, this was achieved through employing qualitative

and quantitative research methods; and through triangulation of a set of theories and models. Understanding the size of the influence of CSR and the confounding factors on MI by applying multiple regression models, will provide a summary model that exemplifies the mechanism and the process of the company's MI formation, and will ease grasping the consumers' perceptions to maintain and enhance their corporate mental image.

Additionally, this study identified how Jawwal employs CSR in terms of understanding the mechanism of employing CSR activities; understanding the motives and goals behind conducting CSR activities; how it will influence Jawwal's MI, and what are the benefits of CSR activities in the long term basis. Grasping CSR strategy and MI from Jawwal's and its consumers' point of view will provide a comprehensive insight on how MI in practice is formed and what it's the role of CSR activities in this regard, especially in the Palestinian context; since the studies related to CSR and MI are seldom.

Objectives

This study aimed to investigate the role of CSR in enhancing the mental image of Jawwal among Palestinian consumers, and further to examine the crucial role it plays in benefiting the industry. In order to achieve this objective, the following sub-objectives were addressed:

1. To determine the main factors that intervene in building Jawwal's mental image among Palestinian consumers.

2. To identify the extent in which CSR activities contribute to Jawwal's mental image among Palestinian consumers.
3. To understand the basis in which Jawwal employs CSR activities, and how they will be reflected on the company.
4. To investigate the effect of Jawwal's mental image on customers' satisfaction and the company's competitive advantage.
5. To figure out the relationship between Jawwal's reputation and mental image.

Study Questions

The main goal of this study is to investigate the role of corporate social responsibility in enhancing the mental image of Jawwal among Palestinian consumers. In order to accomplish this goal, the following question is to be answered:

1. What main factors build Jawwal's mental image?
2. To what extent its CSR activities (as part of its corporate individuality) contribute to this image?
3. On what basis does Jawwal employ CSR activities? And how do these activities are reflected in the company?

In order to deepen our understanding of the importance of CSR and mental image, the questions hereunder were also investigated:

4. How significant is the effect of Jawwal's mental image on customer satisfaction and competitive advantage?

5. What is the relationship between Jawwal's reputation and mental image?

Literature review

CSR and corporate mental image are thoroughly investigated topics, mainly, due to the importance and cost embedded in the relationship between these factors. Many of what was read by the researcher pinpointed the salience and direction of this relationship; positive or negative; what factors intermediate this relationship, and what impact this relationship has on the company, society, and consumers.

The researcher followed the inverse-pyramid method of literature review in listing studies that are related to the topic in hand. This has been done on two main dimensions; the first dimension was the broad bulk of studies that examined the relationship between CSR and corporate mental image, followed by studies that highlighted the connection between CSR and Corporate mental image in telecommunication companies, and studies that identified the impact of CSR on Corporate mental image for Jawwal Company in particular. The second dimension included studies that illustrated the impact of CSR and corporate mental image on organizations, and their role in forming corporate's reputation, competitive advantage, and customers' purchase intention, loyalty, and satisfaction. Below are the studies the researcher read and used in this study, in accordance to highlighted two dimensions:

The relationship between CSR and corporate mental image

At first, diverse studies correlated between CSR programs and corporate mental image, for instance; a study in India (Dokania, 2016) examined the relationship between corporate image and CSR programs for Indian hotels that apply environmentally friendly activities, the researcher used a questionnaire that included indicators related to the company's environmental responsibility, customers' behavior and mental image, the questionnaire was distributed on 450 customers, and apparently, there was a significant positive relationship between CSR responsibility and mental image; this positive relationship affected the consumer's behavior specifically customers' purchase intention.

Moreover, a quantitative cross-sectional study implemented in Sweden (Gudjonsdottir & Jusubova, 2015), to discover the effect of CSR programs on corporate mental image for hotels, a questionnaire was distributed on 73 individuals, it included close-ended questions to measure CSR programs efficiency and its impact on mental image, the results confirmed that there's a positive relationship between CSR and corporate mental image as it created feelings of trust, and a positive reputation.

Another descriptive study was conducted in Zimbabwe (Murombedzi, 2014) to investigate the relationship between CSR programs specifically the philanthropic dimensions and corporate mental image for Unki mine company, one of the

greatest companies for platinum production. A questionnaire was distributed to 208 individuals from the local community, the results showed that there was a strong relationship between philanthropic CSR programs and corporate mental image, just as these types of programs enhanced the relationship with external stakeholders like media and customers. Additionally, a cross-sectional study in China (Chung, 2015) discovered a positive impact of CSR activities on corporate mental image for various for-profit companies, which subsequently interfered with high customers' satisfaction, but not with customers' loyalty. The researcher considered that CSR is composed of economic, ethical, legal, philanthropic, environmental, and consumer protection dimensions. Evidently, the consumer protection dimension had the greatest effect on corporate mental image and satisfaction, whereas the environmental dimension had a negligible effect.

Furthermore, Al-Maleh study (2018) pinpointed the influence of CSR on customers' loyalty and MI for a bank in Syria, the researcher used a quantitative research method, and collected the data from the bank customers randomly, using a survey, obviously, CSR strategies had improved the MI and achieved the bank's objectives and goals to sustain loyal customers. On the one hand, a study (Virvilaite & Daubaraite, 2011) aimed to illustrate the formation process of corporate mental image, trying to identify the role of CSR in forming this image, taking into account the role of corporate identity, and corporate individuality elements. 181 respondents filled out a questionnaire, the results indicated that the

ethical and legal CSR components had the highest contribution degree in forming corporate mental image in comparison to economic and philanthropic components.

However, the most elements that had the highest contribution degree in forming corporate mental image were service quality and price (elements of corporate individuality) with a mean of 4.71, while CSR as a whole had a low contribution level (mean 3.61). On the contrary, a negative corporate image may be formed if the company performed CSR activities in order to become more popular and prominent in the community, or when CSR activities contradict its mission and vision, as such; a tobacco company in Michigan implemented philanthropic campaigns for participants of National Cancer Association, so individuals presumed that the motives behind these types of campaigns were only to increase the benefit of salience; these situations may backfire the company's reputation and mental image (Yoon, 2006).

Different studies had investigated the relationship between CSR and MI from the companies' perspectives; Al- Kurdi (2010) conducted a study aimed to examine the influence of CSR activities on corporate MI for pharmaceutical companies in Egypt; the researcher found out that the relationship between them is positive, and that CSR is considered a tool to manage the companies' MI. The researcher used two instruments; in-depth interviews and filled out a survey with employees in order to attain a comprehensive vision of the relationship between the mentioned two variables. Another study implemented by Caracol (2011) in Portugal, aimed to

figure out the importance of CSR strategies in enhancing the company's performance, and how stakeholders would substantially benefit from these activities; and it was obvious that CSR strategy is important to achieve mutual benefits and to create a positive impact in communities.

CSR and corporate mental image in telecommunication companies

Concerning the telecommunication companies, a quantitative study carried out in Australia (Johnson & Plewa, 2014) on telecommunication companies, Vodafone as a case study, analyzed the impact of CSR activities on a corporate mental image, taking into consideration clients' awareness level of CSR activities, so a questionnaire included four sections: CSR awareness level, CSR impact on a mental image, CSR impact on behavior intention and company's reputation; then it was passed out to 357 customers before and after providing information about Vodafone CSR activities, to determine the exact effect of CSR activities on a corporate mental image, behavior intention, and reputation. The results outlined that behavior intention and reputation were significantly affected while corporate image did not, these findings declared that other factors are affecting corporate mental image.

Likewise, a cross-sectional study in Ghana (Muah & Asiedu, 2018) executed on telecommunication companies, Vodafone, MTN, Airtel as case studies, figured out a positive correlation between CSR activities and corporate mental image which

led to an increase in the companies' financial performance; but it's not significant. This study used a survey filled by 100 respondents, it contained questions about demographics, CSR dimensions, corporate mental image, and satisfaction degree. Furthermore, a study in Korea (Kim, 2013) investigated the relationship between CSR and corporate brand equity, through two mediator factors; corporate reputation and corporate brand credibility, 867 online surveys were collected from different for-profits organizations. The outcome of this study manifested that CSR has a significant positive effect on corporate reputation and brand credibility, which in turn affected the corporate brand equity positively.

On the contrary, a study evaluated CSR activities for telecommunication companies from the managers' point of view (Ahmed, 2016), a questionnaire included demographic questions, CSR strategy and concept, the awareness level of CSR programs importance, and impact on the internal environment; distributed to 73 managers from one of the largest companies in Sudan. The results exhibited that 83% of the participants agreed that CSR was a part of the company's strategic plan and culture of the company, 94% concurred that CSR activities increased the profitability and overall performance, while 85% accorded that it increased customers' loyalty, these results as clarified were a reflection to the motivational environment and the high performance of the employees.

The impact of CSR and corporate mental image of Jawwal

In the case of Jawwal Company in Palestine, the studies that explored the correlation between CSR and corporate mental image are slightly infrequent; one of these studies is a descriptive study (Nazzal, 2011) aimed to reveal the relationship of CSR activities for telecommunication companies (Jawwal as a case study), and competitive advantage through corporate mental image variable. The researchers divided CSR activities into different aspects including social, environmental, and economic aspects, and then a survey was distributed to 100 customers for Jawwal Company to test the study hypothesis. And it was clear that CSR activities had an indirect positive effect on corporate competitive advantage, mediated through acquiring a positive corporate mental image.

The impact of CSR on the company's reputation and competitive advantage

Diverse studies pointed out that CSR has a positive relationship on reputation as well as on competitive advantage (Galbreath & Shum, 2012; Wood; 2010 Sofian); a study (Saeidi, 2015) targeted the customers of the industrial and manufacturing section, to reveal the relationship between CSR activities and reputation, 205 respondents filled a questionnaire consisted of demographic factors, awareness of CSR activities, customers' satisfaction, and reputation. The results showed a

positive relationship between CSR and reputation; as the researcher agreed that a good reputation resulted from high customer satisfaction, which in turn increased the company's competitive advantage and the overall performance. Moreover, a study in Iran revealed that CSR programs had a positive impact on competitive advantage and reputation for the manufacturing sector. This result is mediated through high customer satisfaction since it's the leading factor for enhancing the company's reputation and competitive advantage. Another study in Saudi Arabia (El-Garaihy & Mobarak, 2014), manifested that CSR has a positive impact on customers' satisfaction level for industrial corporates, which in turn lead to improve companys' reputation and competitive advantage.

The impact of CSR on customers' purchase intention

First of all, a study explored how CSR and service quality affects the purchase intentions through the corporate mental image variable (Huang, 2014). A questionnaire was designed and distributed to 400 consumers who used products or services from convenience stores. The results found out that CSR has a positive effect on purchase intentions, and this is attributed indirectly to the high quality of services and the positive corporate image. Similarly, another study detected a positive relationship between CSR activities and consumers' behavior (Kim, 2017); a survey included four sections about demographic factors, legal, economic, ethical, and philanthropic dimensions, corporate image, and consumers' behavior, and it was filled by 596 resort customers. It was clear that both ethical

and philanthropic dimensions had an indirect influence on consumers' intentions through impressing a positive corporate mental image.

Meanwhile, a study implemented in Malaysia to examine if there's a significant relationship between CSR activities and consumers' buying behavior, a questionnaire was divided into three sections; (1) consumers' knowledge towards CSR activities, (2) consumer behavior and CSR activities, (3) demographic information, and then it was distributed on 220 Malaysian consumers. The results indicated that there is a significant relationship between consumers' buying behavior and all of the CSR components (economic, ethical, philanthropic, legal responsibilities). Even though, economic responsibility has the most significant contribution to consumers' behavior, followed by philanthropic, ethical, and finally the legal responsibility (Abd Rahim & Waheeda, 2011).

The impact of CSR and MI on customers' loyalty

Different studies have been implemented to investigate the impact of CSR programs on customers' loyalty, one quantitative study in California (Choi, 2013) found out a positive relationship between CSR activities and customers' loyalty; however, it's not a direct relationship since it's mediated by consumer trust level. A survey was used to test the study's hypothesis, 371 individuals belonged to various profit organizations filled it out; the survey included different questions related to CSR activities, customers' trust, satisfaction, and purchase intention. Incidentally, in Ghana a research detected that customers' who were aware of CSR activities for

telecommunication companies had higher loyalty for the company (Agyekum, 2015), this result was derived from analyzing 302 questionnaires that contained sections related to customers' awareness for CSR activities, perceptions and impact for customers'.

Moreover, a descriptive research accomplished in Kenya (Agyei & Kilika, 2014) on telecommunication companies to examine the relationship between corporate image and customers' loyalty, hence, the data was collected from 313 consumers, and the results showed up a positive significant relationship, also a multiple regression test was used to figure out the level of prediction between corporate image and customers' loyalty, and it had a significant positive influence ($\beta=0.323$). Another quantitative study in Togo (Aimin, 2010) implemented on telecommunication companies purposed to test the impact of corporate mental image and customers' satisfaction on customers' loyalty, so the data was collected from 160 users of two companies through a questionnaire divided into 3 parts; demographic factors, corporate image, satisfaction, and loyalty. The results indicated that the degree of consumers' loyalty increased when corporate mental image and satisfaction were positive or strong.

Likewise, a study in Korea (Kim & Lee, 2010) detected that corporate mental image had a great impact on customer loyalty for mobile communication services, this result was found out by collecting data from 469 customers for different communication companies. Worth mentioning, customers' loyalty was measured

in two steps; customers' satisfaction and purchase intention. On the other hand, a study in Bangladesh conducted on one of the largest telecommunication companies (Alam & Rubel, 2014), used a questionnaire consisted of five sections; demographic information, awareness of CSR, service quality and satisfaction, purchase intention, and loyalty, and it was distributed on 200 individuals, the results found out no relationship between CSR activities and customers' loyalty, the reason behind that as observed was low service quality. Notably, environmental, and philanthropic dimensions had a higher impact than the others.

The impact of CSR and MI on customers' satisfaction

Two similar studies implemented in Jordan on telecommunication companies aimed to estimate customers' satisfaction degree on CSR activities. The first one was carried out on Orange Company (Nabil, 2012), and the data was collected from 432 customers from three governates Amman, Madaba, and Irbid, and the results showed that the satisfaction degree on CSR activities was medium (3.07 out of 5). The second one was executed to test the satisfaction degree of CSR programs implemented by telecommunication companies (Batayneh, Damor, 2015), so the data was collected from 613 customers of different telecommunication companies from Amman and Irbid, the satisfaction degree of this study was also medium (3.10 out of 5). The reasons behind this result may contribute to demographic factors, the type of communication and advertising methods, or others (Batayneh & Damor, 2015).

Furthermore, a cross-sectional, quantitative study implemented in Egypt (Abd-El-Salam & Shawky, 2013) to analyze if there's a significant relationship between the corporate mental image with customer satisfaction and customer loyalty for Internation Service Company; a survey was designed and passed out to 650 customers, the results illustrated that positive corporate mental image had a positive impact on customer satisfaction, which indirectly affected on customers' loyalty, in other words, the researcher considered customer satisfaction variable as a mediating role between corporate mental image and customers' loyalty. Additionally, a similar study in Malaysia (Liat & Mansori, 2014) analyzed the relationship of corporate mental image with company's customer satisfaction, customer loyalty, and service quality for Malaysian hotels, the data was gathered from 500 guests to test this relationship, obviously, there was a positive correlation between corporate mental image and the mentioned variables, whether they are treated as antecedents or as consequences; in other words, these four variables share a positive relationship between each other (Liat & Mansori, 2014).

Commenting on previous studies

CSR and corporate mental image have a great impact on the organizations as demonstrated by various studies, mainly on companys' reputation (Galbreath & Shum, 2012; Wood, 2010, Sofian & Saeidi, 2015; El-Garaihy & Mobarak, Albahussain, 2014), consumers' purchase intention (Huang, 2014; Kim, 2017; Karaosmanog˘lu, 2011; Abd Rahim & Waheeda, 2011; Wang & Yang, 2011),

customers' loyalty (Choi, 2013; Agyekum, 2015; Agyei & Kilika, 2014; Kim & Lee, 2010), and satisfaction (Nabil, 2012; Batayneh & Damor, 2015; Abd-El-Salam & Shawky, 2013; Liat & Mansori, 2014). Hereafter a conclusion of the studies that illustrated the impact of CSR and corporate mental image on the company.

Eventually, the literature review exhibited many studies, that aimed to seek the relationship between CSR and CMI among various sectors, as well as to reveal what are its short term and long term advantages on the company, and the customers as well. The researcher depends on the previous studies to set the ground base of the study and to contextualize the theoretical and the conceptual framework. Notably, this study cross-cuts with previous studies in various aspects; first of all; aiming to figure out the relationship between CMI and CSR, secondly; depending on quantitative research methods and using the questionnaire as a research tool.

Notwithstanding the positive relationship between CMI and CSR that most of the studies figured out; none of them determined the contribution degree; and if this relationship is direct, or what factors may interfere. Evidently, most of the studies relied on Carroll Pyramid (1991) as a model to exemplify the CSR components; however, from the experts and researchers point of view, the other CSR models and components must have been considered in their approaches and methodologies; in order to provide a comprehensive analysis of CSR.

Henceforth, such studies serve as the baseline and as a starting point for the research, also they have enabled the researcher to constitute a comprehensive vision, and to construct a model that brings together the relevant variables, the CSR and CMI models as well; to identify the veritable relationship between CSR and CMI, taking into account the intermediary and the confounding factors, in order to investigate the degree of contribution of CSR programs in enhancing CMI.

List of Hypotheses

1. **H₀**: there is no significant correlation at the rate of $\alpha = 0.05$ between Palestinians' Mental Image for Jawwal and corporate social responsibility dimensions (economical, legal, ethical, philanthropic).
2. **H₀**: there is no significant correlation at the rate of $\alpha = 0.05$ between Palestinian's Mental Image for Jawwal and corporate social responsibility factor, controlling for other confounding variables (individuality, identity, reputation, competitive advantage, and customer satisfaction).
3. **H₀**: there are no significant differences at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to demographic factors (sex, age, marital, place of residence, employment status, salary, educational level).

Methodology

Research Design

This study aimed to determine the main factors that constitute Jawwal's mental image, and the extent its CSR activities contribute to this image among the

Palestinian customers, and to understand CSR strategy from Jawwal's perspective. A triangulation set of theories and models were used to answer the study questions. Hence, a qualitative; and a quantitative cross-sectional research method was used; a cross-sectional study measures the outcome and the exposure at the same time among a group of people at a specific point in time (Setia, 2016, p. 260). This type of researches is usually used to identify the correlation between the variables and to figure out the extent to which CSR contributes to Jawwal's mental image (Christeen & Johnson, 2008, p. 34). A quantitative research method is known as a systematic investigation of a specific case by collecting and analyzing numeral or quantifiable data, to predict future changes (Apuke, 2017, p. 43). While a qualitative research method is designed to collect non-numerical data; such as text, audio, or videos; in order to understand the concepts; mechanisms, and opinions regarding a particular topic (Aspers, 2019; p. 142).

Instruments

The tools that fitted the study hypotheses and objectives are a survey and an in-depth interview. This section discusses in detail each instrument.

Survey

The method that fitted the study hypotheses and objectives is a survey², to collect primary data from the study population and to draw up the relationship between the variables (Sukamolson, 2007). Thereby, a representative survey was designed

²The English and the Arabic version of the survey are found in appendix 1 & 2.

based on theories and previous studies; it included seven sections, first of all, (1) demographic information, (2) Jawwal's individuality, (3) CSR activities, (4) Jawwal's identity, (5) Jawwal's reputation (6) Jawwal customers' satisfaction, (7) and finally Jawwal's competitive advantage. As shown in the tables hereunder:

Jawwal's individuality

Reference	Statement
Shamsuddoha, 2003	Jawwal's quality of services
	Jawwal provider staff ability to solve my problem/s
	Jawwal employees and services providers are well dressed and appear neat
	Jawwal services providers take action for their promises
Chang & Yeh, 2001	Jawwal services' delivered on time
	Jawwal employees and services providers are always willing to help customers
Atan & Said, 2017	Jawwal employees and services providers are highly honest and treat customers fairly

Social responsibility dimensions

Reference	Statement	
CSR commitment	Economic	Jawwal tries to maximize its profits
		Jawwal services' price are reasonable
		Jawwal offers sales and discounts constantly
		Jawwal keeps improving the quality of its services
	Legal	Jawwal preserves its customers' rights (e.g. customers' rights in getting high-quality services, submitting complaints, etc.)
		Jawwal services satisfy legal standards
	Ethical	Jawwal makes priority for ethical principles over economic performance
		Jawwal respects community values and traditions
		Jawwal provides precise information for customers (related to the company's campaigns, services, etc.)

	Jawwal's ads and campaigns have a high level of honesty and transparency
CSR connection or philanthropic	Jawwal helps to solve social issues (e.g., poverty, unemployment)
	Jawwal allocates some of its resources to
	Jawwal carries out environmental protection
	Jawwal sponsors frequently for educational
	Jawwal sponsors frequently for cultural activities
	Jawwal sponsors frequently sport activities
CSR consistency	Jawwal has a consistent pattern for the above items

Jawwal's identity

Reference	Statement
Buttle, 2006	Jawwal's logo is unique and attractive
Rufaidah, 2012	Jawwal service centers décor is unique and comfortable
	Jawwal uses well-developed techniques and devices to
	Jawwal's website designs are attractive and unique
	Jawwal's apps designs are attractive and unique
Vos, 2016	Jawwal's ads and billboards designs are attractive and
	Jawwal uses various visual media to communicate with various target groups
	Jawwal's website is convenient
	Jawwal's apps are convenient
	Jawwal provides clear and honest messages
	Jawwal supplies enough information
	Jawwal staff accepts criticism and feedback
	Jawwal's logo is unique and attractive
	Jawwal service centers décor is unique and comfortable
	Jawwal uses well-developed techniques and devices to
Jawwal's website designs are attractive and unique	
Jawwal's apps designs are attractive and unique	
Agarwal & Osiyevsky, 2013	I would say something positive about Jawwal
	I would recommend Jawwal to my friends and relatives

Jawwal's reputation

Reference	Statement
Hustvedt, 2013	Jawwal has a name you can trust
	Jawwal delivers its promise
Agarwal & Osiyevsky, 2013	Jawwal has a strong record of profitability
	Jawwal tends to outperform its competitors
	Jawwal looks like a company with strong prospects for future growth
	Jawwal looks like a well-managed company
	Jawwal looks like a good company to work in
	Jawwal looks like a company that would have well-experienced employees
	Jawwal seems to have a clear vision for the future.
	Jawwal takes advantage of market opportunities.
	I have good feelings toward Jawwal.
	I respect Jawwal.
	I trust Jawwal.
Helm, & Eggert, 2009	I am loyal to Jawwal
	I have developed a good relationship with Jawwal
	I am willing to continue subscription with Jawwal
	I would regret if products made by the company were no longer available
	Jawwal services are part of my everyday life
	Jawwal services are always my first choice
Agarwal & Osiyevsky, 2013	I would say something positive about Jawwal
	I would recommend Jawwal to my friends and relatives
	I am likely to support a cause that was associated with Jawwal
	My self-identity greatly overlaps with the identity of Jawwal.
	When someone criticizes Jawwal, it feels like a personal insult
	When someone praises Jawwal, it feels like a personal compliment
	Jawwal's successes are my successes
	Jawwal has a name you can trust
	Jawwal delivers its promises
	Jawwal has a strong record of profitability
	Jawwal tends to outperform its competitors
Jawwal looks like a company with strong prospects for future growth	

Shamsuddoha, 2003	Jawwal services' delivered on time
	Jawwal provider staff ability to solve my problem/s
	Jawwal services' delivered on time

Customers' satisfaction

Reference	Statement
Mobarak & Elgaraiy, 2014	Jawwal satisfies what customers need
	Jawwal services meet the customers' expectations
	Jawwal services make customers happy and delight
Tian & Wang, 2011	I'm willing to pay a little more for Jawwal services
	There is a great possibility that I will try the offered services by Jawwal
Sweeney & Soutar, 2001	The services have a positive social image
	The services have consistent quality

Jawwal's competitive advantage

Reference	Statement
Mobarak & Elgaraihy, 2014	Jawwal provides customized services
	Jawwal services meet the customers' needs
	Jawwal services are delivered on time
	Jawwal offers new services and features constantly
	Jawwal services are rapidly developed
Shamsuddoha, 2003	Jawwal services' delivered on time
	Jawwal provider staff ability to solve my problem/s
	Jawwal services' delivered on time

All of the questions were closed-ended questions, in which the researcher used the symmetric 5-Likert scale to measure the items of each section, in which "1" means totally disagree/ totally dissatisfied and "5" means totally agree/ totally satisfied. Then, the survey was revised by pollsters and professors and translated to the Arabic language. Due to COVID-19 (Corona Virus Disease) pandemic and inability to distribute the questionnaires face-to-face; the survey was designed on Google survey forms and was filled online by respondents.

In-depth interview

The in-depth interview is one of the most efficient methods that fall under qualitative research tools; used to attain detailed information, opinions, and understand the interviewees' experience or perspective (Showkat, 2017, p. 1). The major guiding questions³ for the interview were as follows: (1) what is the definition of CSR from Jawwal's point of view; (2) what are the criteria used to employ CSR; (3) what are the motives behind conducting CSR activities; (4) and if CSR practically enhances Jawwal's MI. These questions were set up based on the literature review and theories and tailored in accordance with the interviewee's job title.

Research Sample

The study population is composed of Jawwal PR employees and subscribers in Palestine (approximately 3 million customers as cited in 2017 by the Palestinian Central Bureau of Statistics). Jawwal Company was chosen since it is one of the biggest (almost oligopolistic) telecommunication companies in Palestine that conducts CSR activities constantly; noteworthy, it has a separate section for CSR activities that has integrated work with the public relations department. Despite this, the researcher observed from the pilot study that Jawwal's mental image does not meet the effort invested in it.

³ The interview questions are found in appendix 3.

Therefore, In this study, the researcher conducted an in-depth interview with the head of the PR department for Paltel group Mr. Ahmad Abu-Alia (Jawwal is considered one of its subsidiaries companies for Paltel) on Monday 1st February 2021; in order to get a clear illustration and overview about the CSR strategy in Jawwal and how it affects its mental image. The interview was implemented over the phone due to the COVID-19 pandemic.

Regarding the survey; the researcher used a convenience sample in September 2020 in order to answer the study's questions and hypotheses. Convenience sampling is a type of nonprobability samples, in which participants are timely available or geographically accessible to the researcher, that is to say, the results of convenience sample are not representative and cannot be publicized, however, the results of the statistical analysis provide are valid and precise (Etikan & Musa, 2015, p. 2), such method is usually used in market research to grasp the correlation between the variables. The major advantages of using this type of sampling method are that it's helpful for testing hypotheses, cheap, fast, and saves time (Lewis; Thornhill, 2012, p. 275-277); hence this sampling method was used for these reasons and specifically because of the COVID-19 pandemic.

Table (1) exhibits the sample distribution based on the demographic variables:

Table 1: Sample distribution

Variable	Items	Percentage	Frequency
Sex	Male	40.7	101
	Female	59.3	147
Place of residence	City	69.0	171

	Village	25.8	64
	Camp	5.2	13
Marital status	Single	35.9	89
	Married	63.3	157
	Divorced	0.4	1
	Widowed	0.4	1
Governorate	Jenin	13.3	33
	Tubas	0.4	1
	Tulkarem	3.6	9
	Nablus	7.3	18
	Qaliqilya	0.4	1
	Salfit	1.6	4
	Ramallah and Al-Bireh	39.9	99
	Jericho	3.6	9
	Jerusalem	0.8	2
	Bethlehem	6.9	17
	Hebron	4.8	12
	North Gaza	0.8	2
	Gaza	4.0	10
	Dier al Balah	2.0	5
	Rafah	3.6	9
	Khan Yunis	6.9	17
Highest educational degree	Secondary or less	9.7	24
	College	8.9	22
	University degree or higher	81.5	202
Occupation	Employed	60.9	151
	Unemployed	18.1	45
	Home-carer	11.9	30
	Student / trainee	6.2	15
	Retired	2.9	7
Salary per month for the family	3000 NIS and less	26.9	67
	3001-7000 NIS	50.7	126
	More than 7000 NIS	22.4	56

Descriptive Statistics

Sample size	248
Average age	34 years old
Average years of studying	11.5 years
Average years of subscribing Jawwal	12.7 years

Data analysis

The collected data from the survey; was analyzed using Statistical Package for the Social Sciences 24 (SPSS 24) to pinpoint the relationship between the dependent and independent variables as illustrated in table 2 below.

Table 2: Dependent and independent variables

Independent variables
Corporate individuality
Corporate identity
Corporate mental image
Demographic factors
CSR
Dependent variables
Corporate mental image
Customers' satisfaction
Reputation
Competitive advantage

The main statistical tests used in this study are as follows:

- **Descriptive statistics:** Mean, Median, and Frequencies.
- **T-test;** used to test the significant correlation between a continuous variable (usually it's the dependent variable) and a discrete variable (two categories/ groups) (usually it's the independent variable) (SPSS, 2020).
- **One-way analysis of variance (ANOVA);** to test the correlation between a continuous variable (usually it's the dependent variable) and a discrete variable (three categories/ groups and more) (usually it's the independent variable) (SPSS, 2020).
- **Tukey post hoc test:** it's an integral part of the ANOVA test, and mostly used to figure out the statistically significant results among the groups (Frost, 2020).

- **Pearson correlation coefficient**; to test the correlation between two continuous variables (three categories/ groups and more) (SPSS, 2020).
- **Principle component analysis (PCA)**; it's a statistical test used to test the validity of the tool; it transforms a large set of variables into smaller ones (Jaadi, 2019).
- **Alpha-Cronbach**; it's a statistical test to measure the internal consistency and the instrument reliability (Taber, 2018, p. 1275).
- **Bivariate regression**: a linear equation that illustrates the relationship between a dependent and independent variable (Murray, 2019).
- **Multiple regression**; to predict the contribution value of each variable to the total variance explained (SPSS, 2020).
- **Multicollinearity test**: a test that detects the highly intercorrelated two variables or more in multiple regression model (Daoud, 2017, p. 1), it indicates that the relationship between the independent and the dependent variables is distorted because of the strong correlation between the independent variables.
- **Variance Inflation Factors (VIF) test**: it's the indicator that detects the variables with multicollinearity; if it's > 5 , then the variables are highly correlated (Daoud, 2017, p. 4).
- **Kaiser-Meyer-Olkin (KMO)** to measure the proportion of variance among variables "for construct validity" (Glenn, 2020).

- **Dummy variable:** it is usually used to get the correct multiple regression model by recoding dummy variables for the ones with categories; in order to generate variables with a single attribute (Nisbet, 2017, p. 100).

Reliability

Reliability implies for the consistency of the survey overtimes (Hoyle, Leary, 2009, p. 320), thus alpha Cronbach reliability test is used to measure the internal consistency of the survey, this test indicates “how closely related a set of items are as a group (Bruin, 2011)”, the reliability coefficient of 0.7 or higher refers to high reliability and considered acceptable (Bruin, 2011). Table (3) illustrates the value of alpha; and it was clear that the research tool is highly reliable as the total Alpha Cronbach equals 0.98, meaning if the researcher conducted the survey again in a different time-frame, the results will be very close to the current results of the study.⁴

Table 3: Reliability test

Index	# of items	Alpha Cronbach value
Individuality	7	0.89
CSR	17	0.95
Identity	14	0.96
Reputation	29	0.98
Satisfaction	7	0.95
Competitive advantage	9	0.92
Total	76	0.98

⁴ Taking into consideration that it is a convenience sample, this might interfere with the results.

Validity

As for the validity, it is the extent of the tool to measure what it is supposed to measure (Bruin, 2011), the survey of this study was designed to be consonant with previous studies and the research theories as illustrated later in chapter 2. Besides, the survey was revised and reassessed by experts to ascertain that each statement is reasonable, well-comprehended, and answers the research questions.

The arbitrators of the questionnaire were Dr. Elias Kukali, Dr. Omar Abu Arqoub, and Dr. Nabil Kukali⁵, Dr. Walid Shomali⁶.

Eventually, the questionnaire was pre-tested with a pilot sample of 24 respondents to make sure that all questions are clear, the wording is comprehensible among all respondents, and to validate the length of the survey. Furthermore, to test the construct validity; which is defined as the extent in which different measures correlate with the other (Englellant, 2016, p. 40); the researcher used PCA to measure the construct validity for the survey; PCA test intervened that the tool is highly valid; since the result of Kaiser-Meyer-Olkin (KMO) and Bartlett's test equals to 0.88 which means it's a meritorious result (the acceptable value for KMO is between 0.7-1 (Glenn, 2020).

⁵ Director of the Palestinian Center for Public Opinion.

⁶ Director of the Palestinian Center for Research and Cultural Dialogue-PCRD.

In addition to that, the researcher conducted Pearson correlation between every item and its respective index to recheck for the validity of items as shown in appendix (4). And the results present that all the variables are valid since all have significant correlation (> 0.005).

Terminology

- **Corporate mental image (MI):** the impressions and ideas about an organization that are stored in consumers' minds (Karaki, 2016), it is operationally defined as the impressions and perceptions in the consumers' mind toward a company.
- **Corporate social responsibility (CSR):** corporate's social, economic, and environmental commitment to the society to attain social well-being (PCBS, 2009), it's operationally defined as the activities implemented by companies that intervene to the social well-being and sustainability.
- **Corporate individuality:** operationally it's defined as the unique features that distinguish one company from another, including quality, price, CSR programs, and integrity and reliability.
- **Corporate identity:** the operational definition is: the physical and visual features for a company such as the logo, colors, website or application design, etc.
- **Telecommunication companies:** companies that make communication possible whether by wireless connection or internet services through third, fourth, and fifth generations. (Viswanathan, 2018).

- **Competitive advantage:** the positive features that give the company superiority over its competitors (Porter, 1998, p. 83), and it's operationally defined as the features that empower a company to compete in the market.
- **Reputation:** the public's estimation for a company over time (Johan, Noor, 2013, p. 1233), and it's operationally defined as the company's long-term estimation.
- **Consumers' behavior:** it's the people's attitude in the market; including purchase decision making, acquisition, product/service disposition, evaluation, and satisfaction (Hyman, 1993, p. 5), operationally it's defined as the consumers' attitudes and reactions in relation to the company's services or products such as satisfaction, purchase intention, and others.
- **Customers' satisfaction:** the evaluation process of the customers' consumption experience during a specific period (Fornell, Johnson, 1996, p. 13), operationally it's defined as fulfilling the consumers' needs by companies and meeting their expectations in terms of services/ products quality, price, and characteristics.
- **Loyalty:** the strength of adherence between the customers and the company, which leads to the action of re-purchase or re-patronize for a specific product/service (Marshall, 2010, p. 75), and it's operationally defined as the consumers' level of trust in a company and the level of dedication.

- **Customers' purchase intention:** the customers' desire to buy a particular product/ service (Morwitz, 2012, p. 190), operationally, it's defined as the consumers' intention to take the decision of re-purchasing.
- **Confounding factors:** the factors that may contribute to the outcomes, and that distort the real relationship between the dependent and independent variables (Skelly, Dettori, 2012, p. 10).

Limitations and challenges

Temporal limitation: the data was bounded to September 2020 (it's a cross-sectional study).

Spatial limitation: Subscribers of Jawwal in Palestine (mainly, West Bank and Gaza Strip).

Another challenge was the spread of COVID-19 pandemic in the West Bank and Gaza Strip, which led to the increase of the lockdowns and the sense of insecurity among the individuals. Hence, instead of collecting the data from the field face to face; an online platform was used to achieve this.

Human frontiers: Only subscribers of Jawwal.

Chapters Organization

As illustrated in figure (1) hereunder: this introduction is followed by the chapter of literature review; including the theoretical and the conceptual frameworks; where the researcher discusses the corporate mental image theory, CSR models,

and demonstrates how CSR programs are implemented in Palestine specifically in Jawwal; and finally, the chapter ends up with laying down study assumptions and setting a model that defines the study features and the relationships between variables. Chapter three presents the survey analysis and the study findings.

While the final chapter lists the recommendation and conclusions of the study based on analysis.

Chapter I <i>Introduction</i>	Chapter II <i>Literature Review</i>	Chapter III <i>Data Analysis and Discussion</i>	Chapter IV <i>Conclusion</i>
<ul style="list-style-type: none">• Background• Problem Statement• Hypothesis• Objectives• Significance• Approach• Research sample• Research tools• Data collection and analysis• Tools' reliability and validity• Terminologies• Limitations and challenges• Chapters organization	<ul style="list-style-type: none">• Theoretical framework• Conceptual Framework• Variable model• Conclusion	<ul style="list-style-type: none">• Results and findings	<ul style="list-style-type: none">• Conclusion and recommendations

Figure 1: Chapters organization

CHAPTER

II

LITERATURE REVIEW

This chapter outlines three sections; (1) theoretical framework; (2) conceptual framework; (3) and conclusion that sets up the study assumptions and demonstrates the variable model.

Theoretical Framework

The scientific theory is distinguished from all other forms of knowledge by its ability to present a unified system of knowledge about a set of phenomena. The theory is the explicit intellectual framework that links facts and concepts; between assumptions and laws, theories are not fully validated until it is verified with empirical evidence (Pap, 1964, p. 50). This section addresses an illustration for the accredited theories and models; in order to frame the research with regard to these theories and to connect them with the study objectives and questions. The main milestone theory, model, and concept for this research are (1) corporate mental image theory; (2) two-way symmetrical model of Grunig and Hunt; and; (3) Corporate Social Responsibility.

Corporate mental image

For a long time, the concept "corporate mental image" has been used frequently in PR and other disciplines. Many experts pointed out that this concept is related to "stereotypes" or "prejudice" (Mostafa, 2013, p. 76). Although it was defined from different viewpoints; it was agreed that it is a set of impressions, perceptions, and emotions formed about organizations in the public's minds (Amenah, 2011, p. 284; Amer, 2019, p. 333). Ali (2019, p. 26) illustrated that corporate mental image is the actual image created in people's minds about a firm, either through

experiences or rumors. Also, it is known as the overall estimation held by stakeholders for an organization based on past actions or possible future behaviors (Harrison, 2013, p. 205). Moreover, it's explained as the information and knowledge concerned with a specific entity, earned by individuals whether from media, colleagues, or others (Karaki, 2016, p. 228). In other words, the corporate mental image is the constructed feelings, impressions, and information in people's minds about something or someone.

Several scholars classified corporate mental image from different perspectives, Frank Jefkins categorizes corporate image into 5 items as following (Zaidan, 2016, p.17; Moqeri, 2015, p. 166):

Mirror image: refers to how the company sees itself (Zaidan, 2016, p.17).

Current image: indicates how others see the company (Ibid).

Desired image: the intended mental image for the company (Moqeri, 2015, p.166).

Ideal image: the optimal image a company could reach (Ibid).

- **Since it is a cross-sectional study, the researcher measured the “current image” and indicate how subscribers see Jawwal.**

Whereas other classifications are based on corporate image result (Saleh, 2009, p. 94), and there are 3 types:

Positive image: it's composed when a company has a good reputation, and the individuals are highly satisfied (Saleh, 2009, p. 94).

Negative image: it's composed when a company has a bad reputation, and the individuals aren't highly satisfied (Ibid).

Crisis image: a temporary and distorted image, formed after a company's crisis, this type may be the riskiest, that threatens the company's existence (Ibid).

The corporate mental image is a part of the organizations' strategies, each entity tries to create a unique image that represents its identity (Bruggen, 2014, p. 18). Undoubtedly, all of the organizations seek to form a positive corporate mental image, to attain an advantage over competitors, to build credibility and a good reputation (Ibid), also to gain profits, achieve goals, and to make loyal customers (Amer, 2019, p. 340). That is to say, a positive mental image will allow the company to achieve its goals, increase people's satisfaction (Fatimah, 2014, p.286), and lead the public opinion as well (Al-Shatri, 2013, p.29). On the contrary, a negative mental image will influence the organization's internal environment (Amer, 2019, p. 344), in terms of reducing the employees' performance, causing an imbalance in the internal and external communication system (Al-Mahmoud, 2011, p.102). Accordingly, a negative image can cause the organization to collapse, losing its reputation and credibility (Fatimah, 2014, p.287).

Significantly, one of its most important characteristics is dynamism, since it reacts with environmental circumstances, the company's activities, and consumers' behavior (Amenah, 2011, p. 286). As a result, scholars agree that corporate mental image is affected by four factors (Amenah, 2011, p. 287; Chattananon, Lawley, 2007, p. 238); first of all, the recipient's *demographic factors* such as age, gender, educational level, income, marital status, experience, needs, and interests,

- **Which the study will control for and asses in respective to the formation of mental image of Jawwal, by its subscribers in Palestine.**

Secondly, *social and environmental factors*, including culture, peer pressure, leaders' opinion, and influencers pressure (Ibid).

- **Which are also reflected in the indexes and controlled for later in the final Mental Image prediction model as illustrated later in this study.**

Thirdly, the *organization's identity and individuality*, particularly brand image, product or service quality, price, social or environmental activities, marketing strategies, and campaigns (Beigi, 2014, p. 44).

- **Which, based on previous studies, the researcher tested their “power” as independent variables predicting the variation of the dependent variable of mental image.**

This, taking into consideration that CSR as a variable is a virtue of the independent variable of “Individuality”, which the researcher measured separately using valid indexes presented by recent models of CSR.

Finally, corporate communication marketing, which includes employees working conditions, advertising, mass media interpretations, word of mouth, and information provided by competitors (Chattananon, Lawley, 2007, p. 238). This mix of communication marketing comprises several items that were enlisted under reputation, competitive advantage, and customer satisfaction, that the researcher used in her predictive model as predictors (and at the same time, as outputs of Mental Image). The reason why the researcher used outcomes of MI as predictors is that these factors flow back (as inputs) in a reciprocal/circular with MI; this was confirmed by El-Garaihy & Mobarak (2014) and Liat & Mansori, 2014 studies.

Mansour (2004, p. 37-39) highlighted that corporate mental image is formed from an interaction of six elements:

- **Brand image:** it's a remarkable image for a company, includes the company's name, design, colors, et. (Ibid).
- **Products or service images:** product quality, price, and the ability to fulfill the individual's needs (Ibid).
- **Management image:** the ability of an organization to manage its relations with media, and stakeholders (Ibid).

- *Employees image*: the attitude of employees, politeness, conducts, appearance, and competencies (Ibid).
- *Communication system efficiency*: the ability to persuade the audience and to call for actions, this includes utilizing the proper time and the appropriate communication methods (Sultan, 2011, p. 50).
- *Corporate social responsibility programs*: this element has a significant role in mental image formation as it reflects the corporate's affiliation and association with the community (Zaidan, 2016, p. 18-20).

Additionally, the researcher found that mental image is composed of three dimensions/components:

- *Cognitive component*: it's the tangible properties, and actual knowledge or information about something or someone, notably, this component is considered the base for mental image formation, so any misleading information, will compose a negative image (Al-Kurdi, 2014, p. 45).
- *Emotional component*: this component is related to the individual's tendencies, interests, and emotions towards something (Zaidan, 2016, p. 18).
- *Behavioral component*: people's behaviors reflect their mental image, and this image can be used to predict intended behaviors (Zaidan, 2016, p. 18).

It is worth noting that this study reflected MI as a whole component without segmenting it into a clear-cut behavioral, cognitive, and emotional component, as presented by Al-Kurdi (2014) and Zaidan (2016). The study

aimed to analyze the variation in the dependent variable of MI as a whole component, and not to analyze the variation on the basis of these components. Nonetheless, the researcher believes, that this would be a fruitful topic to tackle in future research to measure the extent to which these components fall in line with each other.

These factors are deduced based on Leblanc study (1995), who pointed out that corporate mental image is composed of:

- ***Corporate identity:*** the company's visual features for instance; name, logo, symbolism, and physical environment (Leblanc, 1995).
- ***Corporate individuality:*** it's the “company’s philosophy” and unique features, including services’ quality and price, CSR programs, and the company’s integrity and reliability (Ibid).
- ***Physical environment:*** consists of the company’s properties, lighting, aesthetic designs, and features (Ibid).
- ***Service offering:*** this element indicates the availability and variety of services.
- ***Contact personnel:*** this element is very critical in forming corporate mental image; hence, employees' attitude must be friendly, courteous, caring, and competent, to attract and satisfy the customers (Ibid).

Based on Leblanc (1995) elements, Virvilaite and Daubaraite (2011, p. 538) developed a model to explain the formation process of corporate mental image as follows:

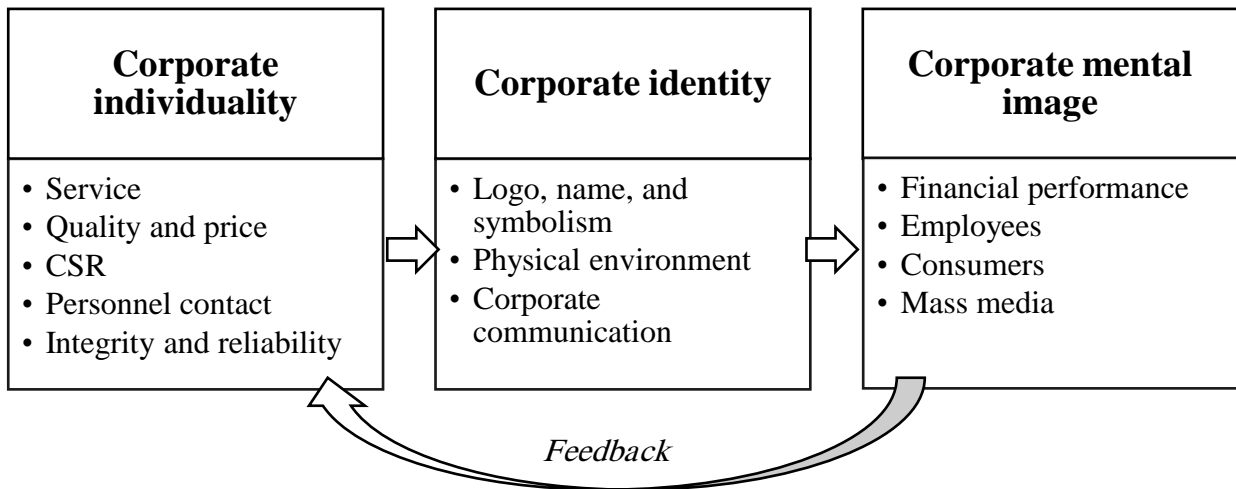


Figure 2: Corporate mental image formation process (Virvilaite & Daubaraite 2011, p. 538).

This model constituted the basis upon which the first part of the analysis (the input phase into MI) was based; i.e., to answer the following sub-question:

- **To what extent do CSR predicts in the formation of the MI of Jawwal, while controlling for “individuality and identity”⁽⁷⁾**

Grunig two-way symmetrical model

This model is one of the efficient models to practice the right public relations, as the organizations intent their propensity to listen, and respond towards audiences’ feedback; in order to provoke balance between the organizations’ and the publics’ interests; hence through this model; the organizations achieve mutual benefits (win-win relationship); and establish long term relationships with their audience

⁷ Individuality and Identity were unified under the latent variable of “Ideology”, as a remedy to multicollinearity.

(Porter, 2009; Grunig, 2002; Grunig 1984). However; some researchers argue this model; it is challenging for organizations to practice the two-way symmetrical model in many instances, consequently, Murphy (1991, p. 127) introduced the “mixed-motive model”; such combines both two-way symmetric and asymmetric models in one model in order to create equilibrium between publics’ and organizations’ power in parallel with promoting dialogue and achieving win-win situations (Dlamini, 2016, p.37-38).

In connection with CSR; CSR is considered to be a communication strategy that intended to promote strategic and sustainable long-term relationships with consumers (Low, 2016, p. 57; Idowu & Louche, 2010, p. 27), several researchers emphasize that CSR strategy is the company’s responsiveness and accountability towards the publics’ needs and interests (Freeman 1984, p. 45; Wood, 1991, p. 695), hereinafter, the researcher found that CSR has emerged from Grunig two-way symmetrical model; forasmuch as it attributes to achieving reciprocal benefits for the company and its audiences.

In essence, the researcher used this model to understand the mechanism under which the organization-public relation, in the context of CSR, operates. Therefore, she -through an interview with the head of the PR department and Paltel - investigated the following questions:

- **What channels does Jawwal use to communicate with beneficiaries? And how important is it for Jawwal to adapt their CSR activities in accordance with the output of dialogue with them?**

- **What Jawwal expects from this two-way symmetrical communication process? And how to does influence the Mental Image of Jawwal?**

Precisely; CSR activities are considered messages from the corporate; which received by audiences through media, word of mouth, advertising methods, or directly from the company; ultimately this process may have an impact (feedback) on the company's MI, reputation, and consumers' perceptions, as well as the impact on the audiences' well-being (Türkel, 2015, p. 4).

Corporate Social Responsibility (CSR)

Over the last decades, CSR has evolved in most organizations; particularly in the light of the digital era, globalization (Raynard, Forstater, 2002, p. 8), and the increase of consumers' awareness of environmental, ethical, and social issues (Idowu, Louche, 2010, p.25). Thereby, when companies take advantage of CSR, they will be able to establish strategic based relationships with consumers, community, and government, enhance the reputation and corporate image as well (Low, 2016, p. 57; Idowu, Louche, 2010, p. 27).

Notion

Clearly, CSR has been illustrated from different perspectives, as it spans from voluntary activities reaching programs that protect the environment and social welfare (Lindgreen, Swaen, 2010). As for the World Bank, CSR is a set of activities and actions that contribute to sustainable development. (World Bank report, 2005). Whereas the Palestinian Central Bureau of Statistics defined CSR as

a strategic approach to achieve corporate goals in parallel with improving community wellbeing (PCBS, 2009). However, World Business Council for Sustainable Development (WBCSD, 2003) defined CSR as the continuous commitment of organizations to act ethically and improving the quality of life for the workforce and the customers as well. Rosamaria and Robert (2011, p. 533) described CSR as the art of doing well to the community. Additionally, Hopkins (2016,1-29) clarified CSR features as following; first of all, a corporation must treat stakeholders in acceptable norms and ethically, secondly, to be financially and environmentally responsible, thirdly, to have integrity, and finally, to have partnerships with society to achieve sustainable development.

*Emergence*⁸

CSR roots extend before World War II (Bowen, 1953, p. 6) when Mahatma Gandhi in the early 20th century put his pressure on the Indian industrialists to exhibit their responsibility to the community; either through donations, investments, and provision of essential services such as schools, or hospitals (Mohan, 2001, p. 110). However, business leaders and stakeholders started to emphasize CSR during the 1950s, especially after the release of Howard R. Bowen's book "Social Responsibilities of the Businessman" in 1953, in which CSR was defined as the obligations of businessmen to make desirable actions for the society (Bowen, 1953, p. 6). In 1958, Levitt (1958) defined CSR as "actions

⁸ Appendix (5) includes a summary table for the CSR definitions and models.

that make good economic sense in society” (p. 41). While Walton (1967) identifies CSR as “the intimate relationship between the corporation and society” (p. 6).

Models

Following those theoretical definitions, the Committee for Economic Development (CED, 1971) has elaborated an approach to outline CSR dimensions, it is known as “three concentric circles”. The inner circle includes the basic responsibilities for economical functions, gaining profits, and supply the customers' needs and wants. The intermediate circle outlines practicing economic operations ethically, obeying the law, social values, and culture, as for the outer circle, it contributes to solving community issues such as environmental, social, or philanthropic. Therefore, this model considered CSR dimensions integrated and should not be separated (Ibid), as shown in figure (3) below:

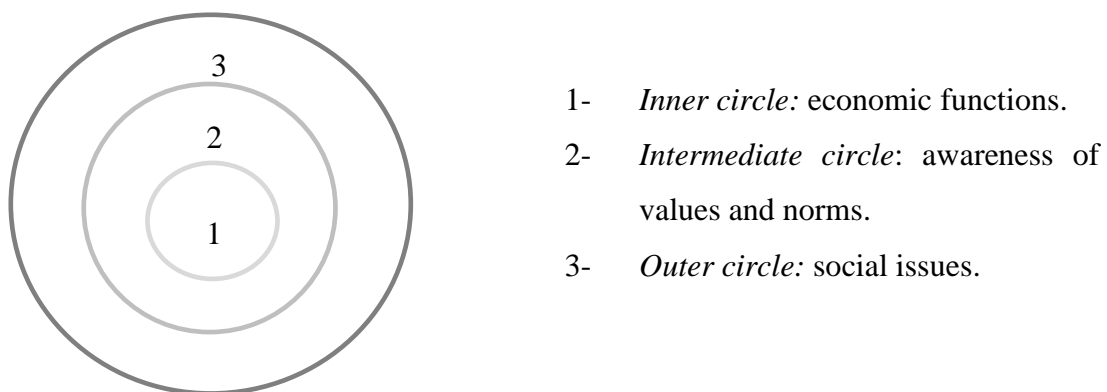


Figure 3: Concentric circles model (CSR CED, 1971)

In this context, the researcher investigated:

- **How Jawwal set the criteria to implement their CSR activities?**
- **What is the priority of Jawwal when setting up their goals for CSR activities? Do they focus more on economic factors, values, and norms, or on the societal issues facing the Palestinian community?**

Afterward, some researchers criticized the "corporate social responsibility" concept, since it imposes accountability and obligation on the organizations, hence; Sethi (1975, p. 59) suggested the "social responsiveness" concept, which implies for responding to social demands, and not only performing purposeless activities. Accordingly, Sethi (1975, p. 60-62) classified CSR into three dimensions as follows: (1) social obligation; encompasses obeying laws and acting legally, (2) social responsibility; indicates that a company must respect community cultures and norms, (3) social responsiveness; contributes to satisfying community needs, social sustainability and long-term role.

- **In essence, Sethi (1975) added the social responsiveness factors, which the researcher incorporated as “Does Jawwal consider the ‘current’ needs of the Palestinian society when setting up their CSR activities?”**

Furthermore, a model was developed by Freeman (1984, p. 45) called the stakeholder model/theory, it is derived from the corporate social responsibility concept, business ethics, and strategic management. Freeman (1984, p. 49) defined a stakeholder as "a group of people that can affect or be affected by an

organization", it includes customers, suppliers, shareholders, employees, media, government, and community. The main concept of this theory is that an organization must encounter stakeholders needs and interests in parallel with gaining profits, in essence; earning maximum profits in conjunction with implementing sustainable programs for the community, or related to the environmental, social, or philanthropic issues (Freeman, 1984, p. 47).

- **This theory goes in line with the previous question about what Jawwal expects from this two-way communication process? But the researcher here focused more on the monetary/profit-making side of the transaction. Meaning, “does Jawwal expect to increase their profit by investing in CSR? Is it the main goal of their contribution or it is a given?”**

On the other hand, Carroll (1979, p. 500) exemplified that CSR is composed of four components; economic, legal, ethical, and discretionary responsibilities. In 1991 Carroll arranged these components in a pyramid, starting with the economic dimension at the base of the pyramid, then legal, then ethical, and philanthropic dimension at the top of the pyramid (Carroll, 1991, p. 87-96), as illustrated in figure (4). Economic responsibility implies producing goods and services that meet the needs of stakeholders, shareholders and earn profits. Legal responsibility indicates following the rules and obeys the law. Ethical responsibilities mean “do no harm”, and “be good to the society”, while philanthropic responsibilities refer to charitable activities, which involve enhancing society's wellbeing (Omran, 2015, p. 2162). Table (4) summarizes the definitions of Carroll Pyramid.

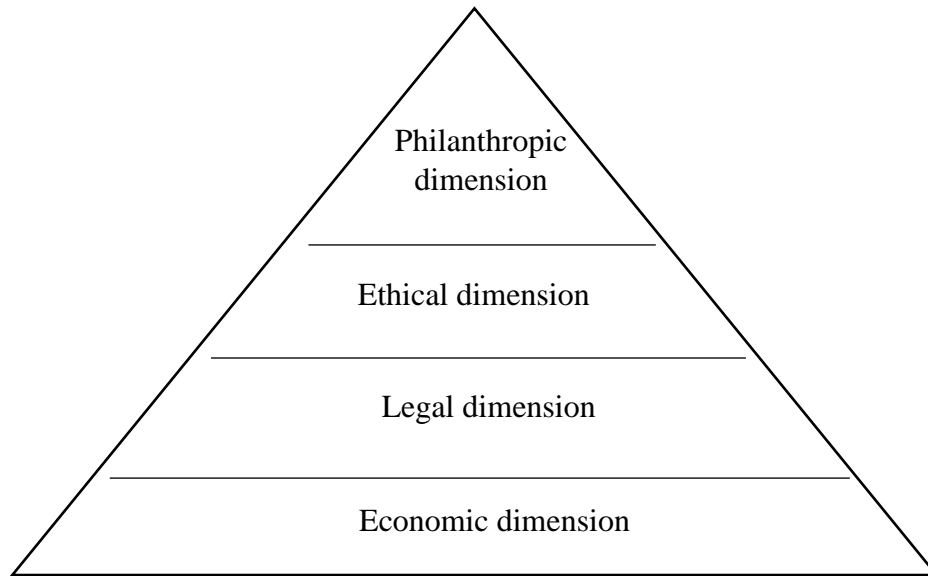


Figure 4: Carroll Pyramid of CSR (Carroll, 1991, p. 96)

Table 4: CSR dimensions and definitions (Carroll, 1991, p. 94)

CSR dimensions	Definition
<i>Economic Dimension</i>	Indicates for providing services/products with reasonable prices and gaining maximum possible profits.
<i>Legal Dimension</i>	Accomplishing the company's goals and objectives in compliance with governmental, organizational, and employment laws.
<i>Ethical Dimension</i>	Respecting the community's culture, ethical standards, and minimizing "harm".
<i>Philanthropic Dimension</i>	Maximizing "goodness", this dimension is related to the voluntary activities that contribute to social welfare and improve quality of life.

However, Carroll's pyramid was heavily criticized for ranking the four components into a hierarchal model ascending from the most to the least essential component, also, this model overlooked any possible relationship between the four layers of the pyramid (Wood, 1991, p. 692). Furthermore, critiques were directed against weighing CSR dimensions in Carroll's pyramid, since he considered that

CSR is composed of separated components and not integrated, so a company would endorse and focus on one component, and neglect other components (Wood, 1991, p. 695).

Another framework was constructed to interpret CSR in the early 90s by Elkington (1994, p. 91-92) called triple bottom line (TBL), or 3P's. This framework interfaces financial (making **profits**), environmental (**p**lanet), and social (**p**eople) dimensions to achieve sustainability. Thus, it can be summarized in one sentence: an organization must consider and balance between three components; the employees and people's stake, making profits, and environmental issues. TBL approach has a competitive advantage over the companies, first of all; it addresses the needs of the community, environment, and employees and integrates with the external community, in order to solve present environmental and social issues. Secondly, it increases the customer's acceptance, and company credibility (Sridhar, 2012, p.74). Thereafter, Carroll and Schwartz (2003, p. 505-507) had transformed the pyramid model into a Venn diagram to assert that CSR dimensions are consolidated and dependent on each other, this diagram consists of 3 dimensions, economic, legal, and ethical, ending up with seven areas as illustrated in figure (5). Noteworthy, the philanthropic dimension has been omitted, some scholars interpreted that as it's a part of the ethical dimension, and for others, it's an integral part of the corporate strategy (Hershey, 2018, p. 751).

In 2002, Lantos (2002, p. 3-4) has proposed that CSR is composed for three components, ethical CSR, Altruistic CSR, and strategic CSR. *Ethical CSR* means

being ethically, and morally responsible for individuals and stakeholders; it enfoldes obeying the law and avoids harm to the public. *Altruistic CSR* is equivalent to the philanthropic component in Carroll pyramid (1991), this component indicates fulfilling the gaps and needs in the community. While *strategic CSR* points out executing philanthropic activities that serve both the community and the company (win-win strategy).

Meanwhile, Jonh Meehan, Karon Meehan, and Adam Richards (2006, 390-393) proposed a “3C-SR” model, they framed CSR as a competitive resource and embedded in the organizations' strategies and success rather than putting a burden on them. This model encompasses 3 inter-related elements (Meehan, Richards, 2006, p. 390-393) as follows:

- **Ethical and social commitments:** this element embraces legal, ethical, and economic responsibilities, that is to say; adherence to ethical standards, acting legally towards stakeholders, emphasizing long-term profits, building credibility, positive corporate image, and reputation as well (Ibid).
- **Connections** with partners in the value network: this entails a stakeholder approach; in brief ensuring mutual benefits and adding values for the organization and its stakeholders (Ibid).
- **Consistency** of behavior: refers to compliance with the behavioral, ethical, and legal values, aiming to maintain customer loyalty, and to shape up corporate identity and brand (Ibid).

These three elements are set into a Venn diagram, arising four intersected areas illustrated in figure (6). The first area “CSP deficit” means a weak management system and low assurance standards, the second one “CSR deficit”, indicates that an organization is profit-oriented, while the third one “stakeholder deficit” implies a limitation in the operational focus. In sum, these deficits mean that there’s a gap in the firm’s management and operational system. Whereas the fourth area - shaded area - “CC (corporate citizenship)”, means effective CSR performance; a balance between the 3 Cs, and so the companies can find their position in the community (Ibid).

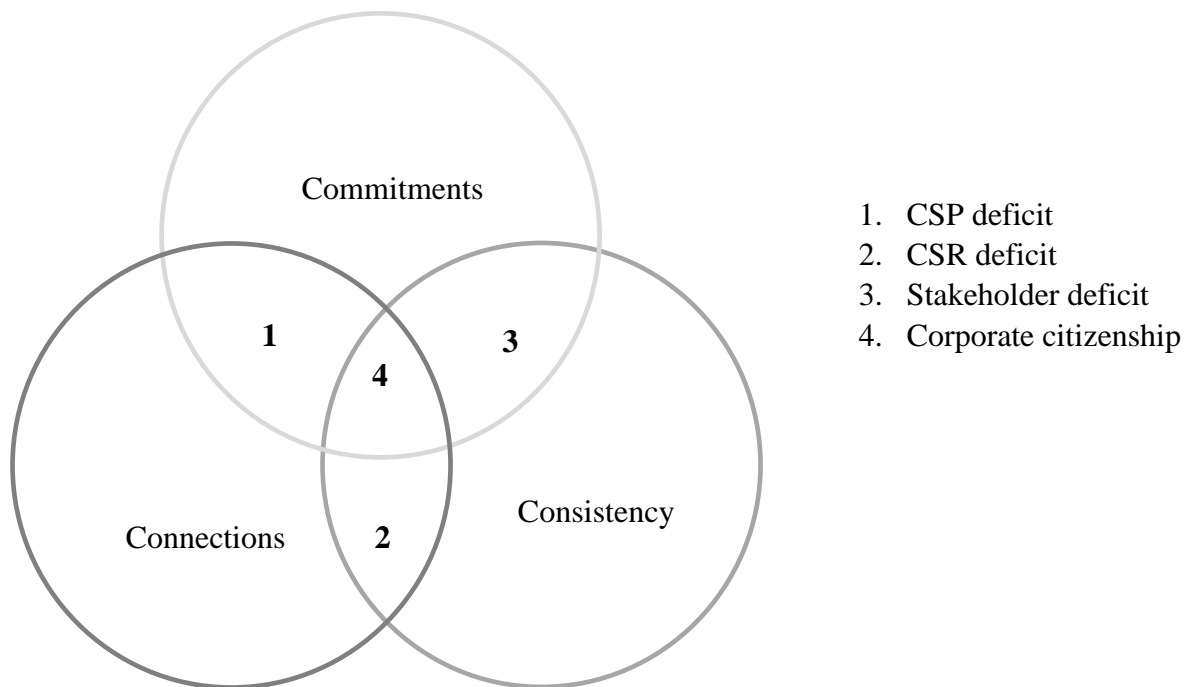


Figure 5: Meehan and Richards 3C-SR model (2006, p. 390)

- **The researcher used Carroll model as a definition for CSR in this study; however, due to the criticism towards it; the researcher used Meehan and Richard model to investigate how both models differ from each other in relation to MI. Nonetheless; the researcher didn't aim to investigate what are the deficits in Jawwal's CSR strategy; so this would be a worthwhile study in the future.**

In parallel with that, CSR is one of the organization's strategies, that integrates economic, social, and environmental issues to attain social welfare taking into account community and stakeholders needs, trying to fill their missing gaps, such activities have a significant reflection on the organization, as well as increasing its competitive advantage, financial performance and enhance corporate image.

As for measuring CSR quantitatively, here are the key performance indicators (KPIs), that indicate companys' improvements and competitiveness (Weber, 2008, p. 255), and there are five indicators:

- **Brand value:** can be measured through cost-oriented, price-oriented, capital-value, brand value (Weber, 2008, p. 256-257).
- **Customer attraction and retention:** can be measured through market share, and repurchase rate (Ibid).
- **Reputation:** can be measured using reputation indices (Weber, 2008, p. 256), such as service/ product quality, innovativeness, company's performance, and others (Caruana, 2000, p.46).

- **Employer attractiveness:** can be measured through hiring rate, applications per vacancy (Weber, 2008, p. 256).
- **Employee motivation and retention:** can be measured through fluctuation rate and absenteeism (Ibid).

Conceptual Framework

The conceptual framework provides an overarching framework for the study's concepts; in order to connect them with the study's objectives and questions. Therefore, this section illustrates the definition and measurement criteria for the accredited variables and the expected variables that might intervene in the relationship between CSR and MI. Furthermore, this section clarifies CSR notion in regards to the Palestinian context, and Jawwal particularly. The table below presents the type of variables either dependent or independent, and also identified from the relationship type; (1) moderator variable; which is the variable that changes the cause-effect relationship between two variables; (2) mediator variable; the variable that comes between the relationship of two variables; (3) control variable; includes the variables that may have potential influence on the relationship between two variables or more (Swaen, 2020).

Table 5: Variables type

Independent variables	Type of variable
Corporate individuality	Moderator
Corporate identity	Moderator - Mediator
Corporate mental image	--
Demographic factors	Control
CSR	Moderator

Dependent variables

Corporate mental image	Moderator
Customers' satisfaction	Mediator
Reputation	Moderator - Mediator
Competitive advantage	moderator

Public Relations

Public relations (PR) notion had been broadly discussed, Newsom and Haynes (2013, p. 20-21) defined public relations as the art and science of analyzing facts, predicting the future consequences, and implementing programs that serve both; the audience and the organization itself. PR has many functions that can be reported as following; first of all, it's a tool for strategic communication planning with the public and media to create long term relationships, build trust, increase its competitive advantage as well, and establish a two-way communication approach with them (Grunig, 1992, Parnell, Teruggi, 2019, p. 496). Notably, different scholars (Hunt, 1984, p.52; Clark, 2000, p. 370) concurred that corporate social responsibility (CSR) programs that aim to improve social well-being; are part of these communication strategies. Secondly, PR is considered a management function tool for research, planning, decision making, designing campaigns (Grunig, 2001, p. 11-30); and most importantly, a tool for managing reputation and corporate mental image (Ferguson, 1984, p. 165; Ritchy, Broom, 1997, p. 86).

Effective public relations require proper communication practices and strategies; since it's essential for the process of information flow to external stakeholders such as customers, potential customers, organizations, suppliers, creditors, media,

etc., and internal stakeholders like employees, owners, investors, etc. (Oliver, 2004, p. 39-40). In definition, communication is a set of actions that involve exchanging information either it's written, visual, or audio; between two or more parties through channels (Stobieeski, 2019). Grunig and Hunt (1984); identified 4 models of communication in public relations, namely; press agency (publicity); public information model; two-way asymmetrical model; and two-way symmetrical model.

The press agency and the public information models are featured as one-way communication process (sender-receiver); on the one hand; in the press agency model; the practitioner usually presents incomplete, selective, or partially true information; hence it has been linked to propaganda and manipulation (Grunig, 1984). While the public information model purposes to publish honest information, and to provide the whole picture (Ibid). The two-way asymmetrical model; is a closed communication system; referred to as scientific persuasion, in other words, the practitioner advocate and manipulate to influence on the audiences to act as the organizations' decisions and desires (Grunig, 2002). In regards to the two-way symmetrical model; considered an open communication system; as it promotes honest and respectful dialogue, serves both the communicators and the audiences, and achieves a win-win situation (Ibid).

Nowadays; most telecommunication companies exert their optimum efforts to employ well-developed communication strategies; to acquire the desired mental image, reputation, to sustain long term relationships with the audience; and to

achieve legitimacy; since these are key elements for the company's success (Parnell, Teruggi, 2019, p. 498). PR department exerts its optimum efforts to deliver the right messages, to the right audience, at the time and place; to enhance the brand or company's reputation, and reflecting the ideal mental image (Parnell, Teruggi, 2019, p. 497). Accordingly, many companies embrace corporate social responsibility (CSR) programs as a part of the company's communication strategies; such; as evidenced by many studies; have a significant positive impact on; (1) corporate mental image (Dokania, 2016; Gudjonsdottir & Jusubova, 2015; etc.); (2) reputation (Kandampully, 2007, etc.); (3) consumers' satisfaction (Nabil, 2012; Batayneh & Damor, 2015, Choi, 2013, etc); (4) and competitive advantage (Nazzal, Omar, 2011).

CSR and Corporate mental image

Most recent studies (Mandina, 2014, p.155; Shin & Thai, 2014) discovered that CSR activities have a significant positive impact on companies, as it's used as a tool to ease achieving corporate's goals and objectives, for instance, CSR positively affects on corporate image, creates positive feelings in individuals towards the company and enhances attractiveness level for consumers which indirectly creates favorable reputation, improves employees performance and allegiance, increases competitive advantage, and influence on consumers' behavior which includes (Öberseder, 2013); (1) consumers' purchase intention, (2) loyalty, (3) satisfaction, and (4) trust. All in all, a company that encompasses CSR in its strategic plan, will touch the tangible impact and maintain its long-term

sustainability. However, there're confounding factors that may contribute to forming a corporate mental image, specifically, demographic factors such as age, sex, marital status and educational level, services/ products quality, customer awareness of CSR activities, employees and organization behavior, media coverage and influencers (Mandina, 2014, p. 156).

Reputation

Aforetime, some scholars thought that corporate mental image and reputation were synonymous (Gotsi, Wilson, 2001), afterward, different scholars proved that they are two distinct concepts (Chun, 2005; Walker, 2010; Shamma, 2012); although they are interrelated; as many scholars evidenced that corporate mental image is the antecedent factor for reputation (Martínez, 2014; Walker, 2010; Shamma, 2012). In definition, reputation is the publics' estimation of the company over time (Johan, Noor, 2013, p. 1233), or it's the consumers' subjective evaluation of the organizations' behavior and the quality of perceived services/ products (Walker, 2010, p. 368). Whereas corporate mental image is the impressions in the publics' mind about a company. Two things differentiate corporate reputation from the corporate mental image; first, it's more stable than corporate mental image, second, it's composed over a long period (Walker, 2010, p. 367). Obviously, corporate reputation and corporate MI are two reciprocated variables (El-Garaihy, Mobarak, Albahussain, 2014). Reputation has a significant impact on companies; since it influences on company's competitive advantage, and financial performance (Saeidi, Sofian, 2015).

Corporate reputation can be measured by quantifying the following seven drivers (Agarwal, 2014, p. 500):

- Products or services quality.
- Workplace culture, which is reflected by employees' attitudes.
- Social responsibility; which means being environmentally, and socially responsible.
- Leadership and vision; indicate to the effectiveness of management, and clearness of mission and vision.
- Performance and gaining profits.
- Trust
- Emotional appeal.
- In-role behavior; indicates for customers' loyalty.
- Extra-role behavior; positive word of mouth, and recommending the company to friends and relatives.
- Corporate identification; sharing the same values with the company.

Customers' Satisfaction

Customer satisfaction is known as the overall evaluation of a specific product or service; and if the customers' expectations were met; in terms of quality, price, and needs. Some considered it as a "barometer that predicts the customers' behavior in the future" (Khadka & Maharjan, 2017, p. 4). Satisfaction can be measure through the following; (1) meeting the customers' expectations and

needs; (2) price and quality; (3) loyalty and purchase intentions (Khadka & Maharjan, 2017, p. 15). Customers' satisfaction has a positive impact on the mental image and vice versa; so these two variables share an interchangeable relationship (Batayneh & Damor, 2015; Khadka & Maharjan, 2017).

Competitive advantage

It is defined as the positive features that give the company superiority over its competitors (Porter, 1998, p. 83). Significantly, companies with high competitive advantage⁹ have a good reputation which in turn influences positively on creating positive mental image (Agarwal & Osiyevsky, 2013). Competitive advantage is measured through the following indices; (1) price and quality in comparison with competitors; (2) company's innovation; (3) and time to market (Elgaraihy, 2014).

CSR in Palestine

In Palestine, the CSR concept has appeared in 2005, despite this, CSR programs still controversial; as some companies conduct random philanthropic activities such as donating to social institutions or marginalized groups, other companies, however, implement programs that contribute to social welfare, as a part of their strategic plan (Khalidi, Saadeh, 2019, p. 46). Since Palestinians face bad economic, political, and social circumstances; the Palestinian Ministry of National Economy enact an obligatory law for private companies, to expense 1% of the

⁹ Reputation, customers' satisfaction and competitive advantage were unified under the latent variable of "long-term consumers' sustainability", as a remedy to multicollinearity.

annual net profits on different CSR activities and programs, as an encouragement approach to the private sector to become a partner in social sustainability process (Khalidi, Saadeh, 2019, p. 39).

CSR Programs for Jawwal

Jawwal Company (Palestine Cellular Communications Company) was founded in 1999, and it's one of the subsidiaries of Paltel Group. In 2005, the social Responsibility department was established; since the Group's aims to give back the social activities and programs that ease the hardships experiences, promoting socio-economic development, and making holistic changes in the community (Paltel Group, 2019). One thing to add, Paltel Group signed the United Nations Global Compact agreement (Raja Khalidi, Eman Saadeh, 2019), which forms a principle-based framework for businesses to adopt sustainable and socially responsible activities and report them annually (UN Global Compact, 2019).

Jawwal Company implements various CSR activities in West Bank and Gaza Strip trying to target all the community categories, furthermore, it allocates 2% of the annual net profits for CSR programs. These programs include developmental and sustainable programs, supporting the Palestinian football team “Alfida’ee” and various local basketball games, promoting health and clinics establishments in marginalized areas, supporting women empowerment organizations as well, sponsoring different activities and conferences in universities or ministries and others, advocating small enterprises, implementing leadership and

entrepreneurship programs for fresh graduates and youth for example "Go Professional" program which aims to improve skills for graduates, and most recently, conducting social media campaigns to increase awareness of preventing "Corona Virus", such as posting health-related posts on social media platforms, and allocating phone application to facilitate e-learning for students, exercising and even entertaining games (Jawwal, 2019).

Variable model

To conclude, CSR is a broad concept that has been defined from different perspectives; in short; it can be defined as an integrated part of the firm's strategic plan that involves a consistent commitment to social, environmental, or discretionary programs and covering the missing gaps in the community, concurrently with achieving firm's goals and gaining profits ethically and legally. CSR programs have a great impact on corporate mental image, which is defined as the impressions and feelings held in the publics' minds towards something or someone. Despite the significant impact of CSR on corporate MI, other factors contribute to MI formation.

Hence, this study looks into to what extent CSR activities (as independent variables) predict the variation in corporate MI (as a dependent variable) formation process; and to what extent corporate individuality, corporate identity, and the demographic factors (as confounding factors) predict the variation in the corporate mental image of Jawwal. Further to that, it investigates the degree to

which corporate mental image (as an independent variable) predicts the variation in customers' satisfaction (as a dependent variable), then it looks into how customer satisfaction shape its reputation and its competitive advantage while controlling for the relationship between reputation and the competitive advantage.

Figure (6) demonstrates the study variable model.

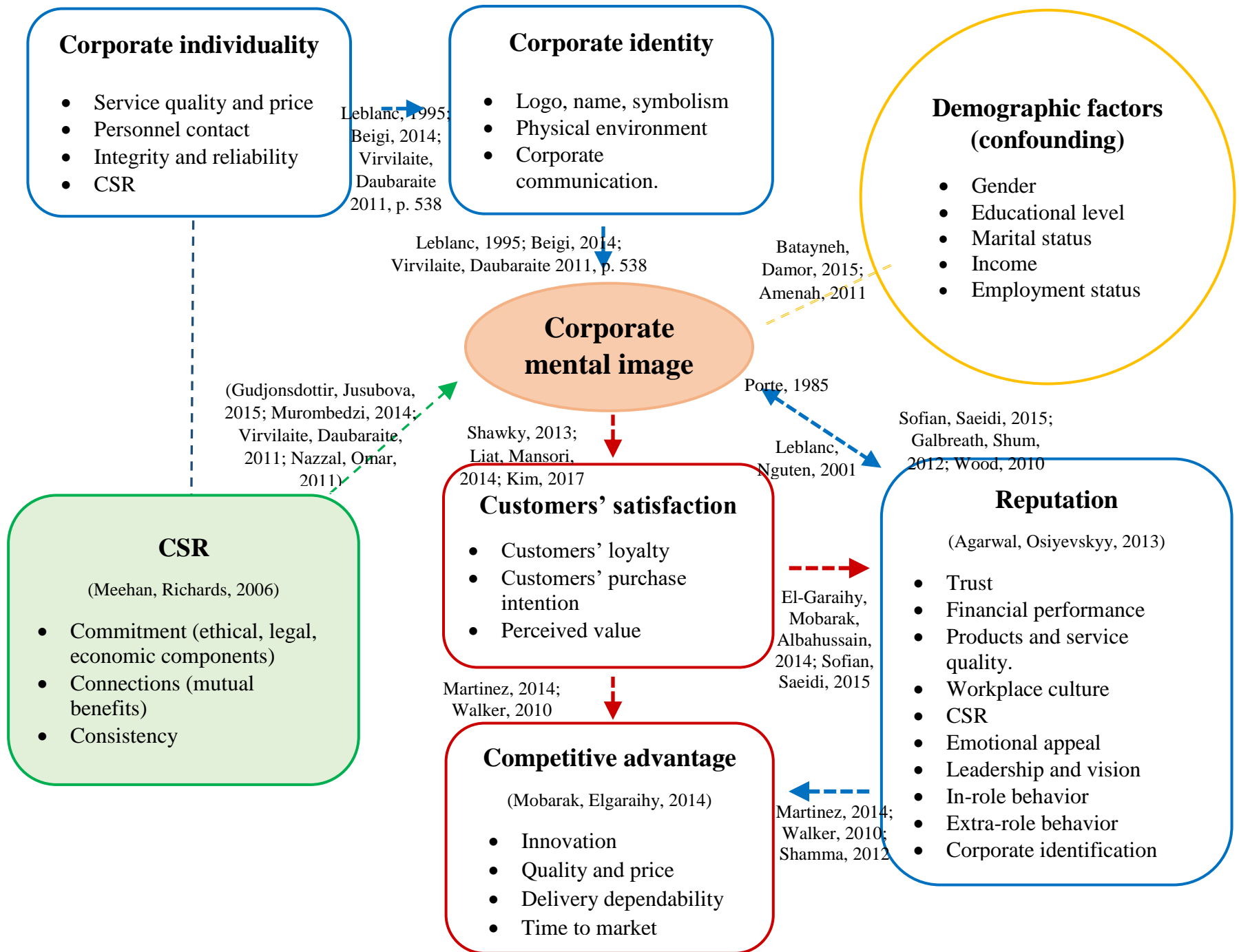


Figure 6: Research variable model

CHAPTER

III

RESULTS AND FINDINGS

This chapter presents the results of the survey analysis, the in-depth interview, and the answers to the research questions and hypotheses¹⁰.

Before answering the study questions and objectives, below is displayed a descriptive analysis for the major variables in the study; CSR activities, MI, reputation, satisfaction, and the company's competitive advantage. The following graphs present the mean value for the major variable; organized ascending:

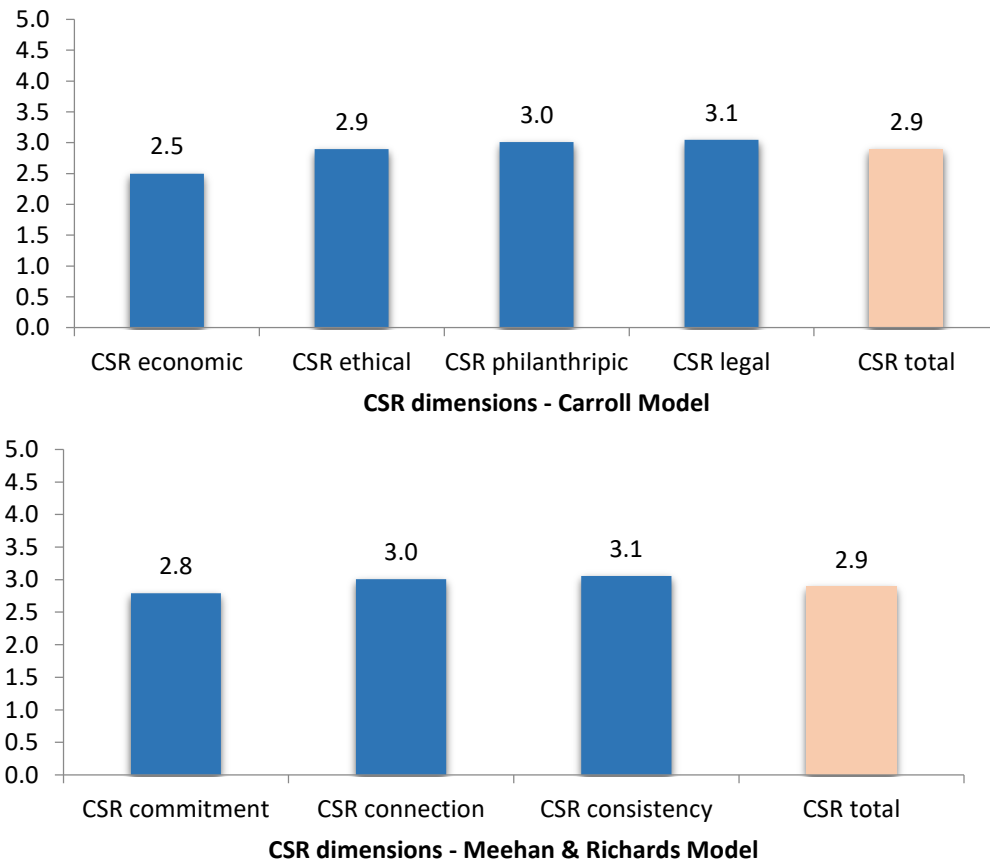


Figure 7: CSR dimensions' mean value Carroll vs. Meehan & Richards Model

¹⁰ The hypotheses testing and bivariate results are shown in appendix (6 & 7).

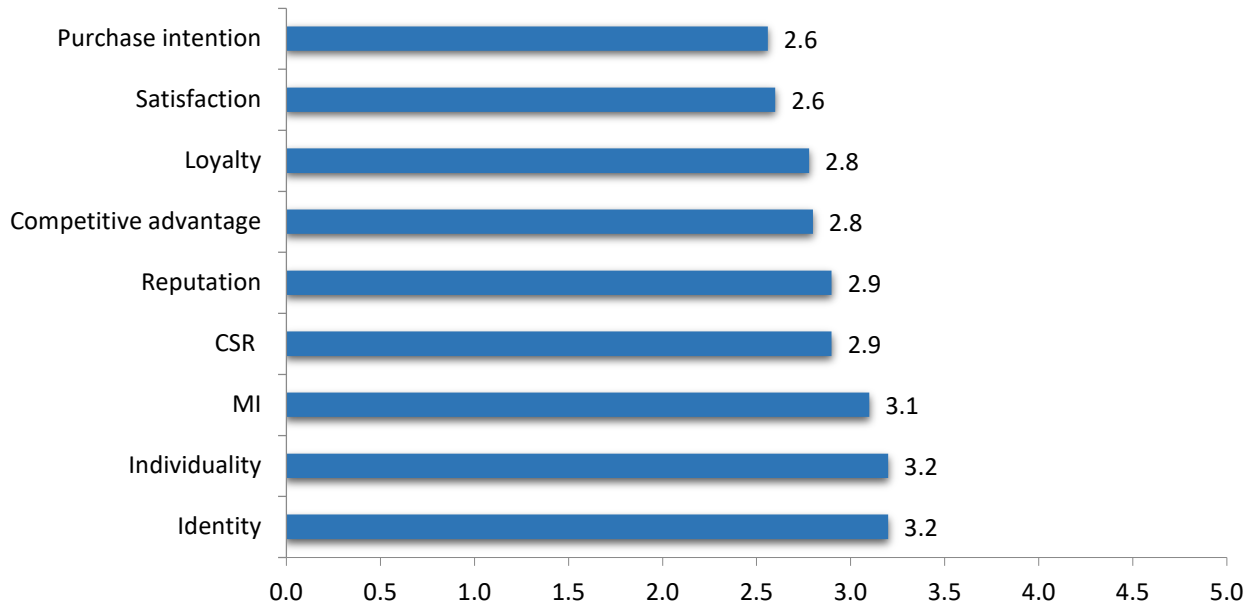


Figure 8: Mean values for the major variables

From the figures above; the researcher concludes that the economic dimension and the connection have the least satisfaction level; where CSR legal and consistency have the highest; however; the last two are not reliable as they are composed of two statements only. As for figure (8); the identity and individuality variables have higher satisfaction levels from the community. And that the current MI for Jawwal equals 2.9 which is considered above the average. Regarding CSR activities, it has a below medium satisfaction level; this may be due to the inappropriate use of communication channels and tools by the company; hence, the customers' may not know what are the actual implemented CSR activities that Jawwal does.

In-depth interview Analysis

The in-depth interview with Mr. Ahmad Abu Aliaa answered this question **“How does Jawwal employ CSR activities? And what is the impact on the company?”**

The main themes that the researcher focused on are as follows:

Criteria for implementing CSR activities

Jawwal is constantly conducting CSR activities in the West Bank and Gaza Strip, based on the target group; target sectors. It aimed to target various sectors such as health, education, and sports sectors, and different target groups as well, including children, women, students, municipalities, people with disabilities, small organizations, and startup projects. Jawwal focuses to implement sustainable programs and activities, to improve the community's well-being; such programs include “Noor Al-Amal” which assists hospitals, small clinics, and “Inash Al-Usra” organization to use solar panels in order to reduce environmental contamination and reduce the electricity cost.

Moreover, other programs target small businesses for women, youth, startups projects, and entrepreneurs; hence this will enable them to sustain their livelihoods. Furthermore, Jawwal performs CSR activities that target universities and colleges students who need financial assistances; recently, Jawwal allocates specific program that aims to assist in particular vocational students; such program is aligned with the “Strategic Plan of the Ministry of Education” (Ministry of Education, 2017-2022).

Jawwal exerts its optimum efforts to involve all the community categories in its projects; in order to achieve the maximum benefits for the community members, so in each phase or project, it tries to target different segments and parties. Meanwhile; it focuses on performing sustainable projects that have long-term benefits on the community and individuals; which lie under the philanthropic/ connection dimension, and this was ascertained by the results of the quantitative survey, as the philanthropic/ connection dimension occupied the second rank.

Consumers' needs

Jawwal performs annual research in order to analyze the community needs; and to keep itself on track with the utmost gaps and needs that the community members have; in addition to that; it evaluates the implemented programs and projects; to determine the level of achievement, weaknesses, strengths, how the beneficiaries interact with these projects; and if these project would be sustained or not. Moreover; Jawwal adopts its activities to match and meet the individuals' needs, however, when the consumers were asked about accepting Jawwal's staff for the feedback in the survey, the agreement rate is on average (2.8).

The importance of accommodating CSR activities

Jawwal uses various communication channels in order to reach all the community members and understand their point of views, opinions, and needs; for instance, it uses social media platforms, traditional media, and utilizes customers' behavior analytics. In this regard, Jawwal defines the community needs and implements

CSR projects, and this was in a sense verified by the survey results since the individuality section in the survey gets an average result of 3.2 (medium).

Jawwal's expectations from CSR programs

Jawwal implements CSR activities to give back the social activities and programs that ease the hardships experiences, promote socio-economic development and make holistic changes in the community. Hence, it aims to improve the community's well-being, and to attain a positive mental image and reputation which in turn enhances its financial performance indirectly; however, this is not the main goal of CSR activities as the interviewee said. In other words, through CSR activities, Jawwal can achieve a two-way communication cycle, starting with understanding the community needs; planning, implementing, evaluating these activities; and getting feedback from the community, and so on.

Survey Analysis

Study Question 1: What's the role of corporate social responsibility in enhancing the mental image of Jawwal among Palestinian consumers?

In order to answer this question, a bivariate regression test is used. Such test is used to predict how one variable contributes and predicts another one. The higher R^2 is, the higher the prediction level only if the p-value is < 0.05 ; additionally, the higher the T value is, the stronger is the predictor is (Salkind, 2010, p. 5).

The results show that the CSR variable explains 0.706 (R^2) of the variation of Jawwal's MI (the dependent variable) with an $F(1,246) = 595.1$, $p < 0.05$ which

means that the relationship is significant. Moreover, the Beta coefficient value indicates that the increase in CSR variable in one unit leads to an increase of 0.841 of the MI (independent variable). To sum up, there's a strong significant relationship between CSR and MI. The reasons behind this result may be due to the enhancement in the corporate reputation, increasing the customers' satisfaction and loyalty which in turn lead to an increase in the company's competitive advantage (Gudjonsdottir, Jusubova, 2015; Murombedzi, 2014).

Meanwhile, all the CSR components have a significant relationship with MI as shown in table 5, and all the entire components share significant R^2 values; however, the ethical component has the utmost T value, which means its contribution level to MI is greater than the others; and the increase in the ethical CSR activities in one unit leads to an increase of 0.381 of the MI (Beta value); which is also greater than the values of others. Followed by philanthropic activities, legal activities and the least is the economic component. The reasons behind the higher contribution of the ethical component may be due to the positive sentiments and the feeling of trust and respect formed toward the company, likewise Virvilaite and Daubaraite study (2011); such study figured out that there's a positive relationship between ethical CSR and MI, and lower contribution of economic component (Wen-Shinn Low & Jeng-Da Lee & Soo-May Cheng, 2013).

In regards to Meehan and Richard model; CSR commitment has the highest contribution level; as its T value is the highest; CSR commitment equals to CSR

economic, legal, and ethical components from Carroll Model; hence this result is similar to the previous studies results (Wen-Shinn Low & Jeng-Da Lee & Soo-May Cheng, 2013).

Table 6: Multiple regression¹¹ results for CSR components and MI

Variable	R ²	df	Beta value	F	T	Sig.
Carroll Model Dimensions						
CSR economic	0.689	230	0.171	129.458	3.428	0.001
CSR legal	0.691	230	0.188	129.458	3.342	0.001
CSR ethical	0.692	230	0.381	129.458	5.635	0.000
CSR philanthropic	0.691	230	0.217	129.458	4.109	0.000
Meehan and Richards 3C-SR Model						
CSR commitment	0.699	218	0.613	166.275	10.96	0.000
CSR connection	0.699	218	0.104	166.275	1.363	0.174
CSR consistency	0.699	218	0.188	166.275	2.756	0.006

Study Question 2: What are the main factors that constitute Jawwal's MI?

To detect the main factors that constitute Jawwal's MI; a multiple regression model was used as it provides a deep understanding for the formation process of corporate MI, and determines the contribution level of each factor involves in building MI concomitantly; however, before analyzing the multiple regression models, *multicollinearity* must be tested; in order to detect the variables that have a linear relationship between each other, then the regression model doesn't provide accurate results (Allen, 1997, p. 176-180). To determine whether there's multicollinearity, the researcher examined the VIF value; if it's between 0-4.99,

¹¹ The value of R² in this table and in the following tables refers to adjusted R².

there's no multicollinearity, if it's between 5-10, there is multicollinearity, and if it's above 10, there is high multicollinearity. The table below presents the VIF values.

Table 7: VIF results - Multicollinearity test

Variable	VIF value	Multicollinearity
Sex	1.155	×
Place of residence	1.127	×
Occupation	1.224	×
Level of Education	1.137	×
Marital Status	1.088	×
Salary	1.181	×
Identity	5.478	✓
Individuality	5.078	✓
CSR	3.474	×
Reputation	5.576	✓
Satisfaction	5.005	✓
Competitive advantage	7.148	✓

To solve the multicollinearity problem in the regression model; PCA statistical treatment is usually used (Allen, 1997, p. 176-180); in which the variables with high collinearity are merged and unified to produce one variable that represents these; in this case; reputation, satisfaction, and competitive advantage are unified in one variable, named “long-term consumers’ sustainability”. Likewise, identity and individuality variables are unified into “corporate ideology”. The table below illustrates VIF results after applying the solution.

Table 8: VIF results after applying the solution

Variable	VIF	Multicollinearity
Sex	1.001	×
Age	1.007	×
Place of residence	1.002	×
Occupation	1.004	×

Level of Education	1.013	×
Marital Status	1.004	×
Salary	1.000	×
Ideology	3.477	×
CSR commitment	3.703	×
CSR connection	1.822	×
CSR consistency	3.250	×
long-term consumers' sustainability	3.337	×

Thereafter; the researcher tested for multiple regression model; and from the table below, we conclude that none of the demographic variables can significantly predict or contribute to Jawwal's MI; the rationality for these results may be due to the similarities in the participants' characteristics, in other words, most of the respondents are married, live in the city, educated, employed, and their salary is above the average, so it's logical no to have a significant contribution. Additionally, the consumers' impressions and experience are much more related to MI than demographic factors as concluded by several studies (Beigi, 2014; Mansour, 2004).

Regarding the remaining variables; although they share the same R^2 value, and all the variables have a significant contribution level; there's a difference in this contribution as can be concluded from the T value, and Beta value as well.

- The corporate ideology variable occupies the highest. The results show that the CSR variable explains 0.985 (R^2) of the variation of Jawwal's MI (the dependent variable) with an $F(1,246) = 1049.3$, $p < 0.05$ T value (42.0), which indicates there's greater contribution and evidence to MI; and the highest Beta

value (0.692), such result means that the increase in one unit will lead to an increase in 0.684 of the MI. Thereby, these results can be owed to the attribution in forming positive expressions and thoughts in customers' minds and creating the corporate brand image (Abratt, 2012). Additionally, as ideology comprises services' price and quality, employees personnel, and company's integrity; this ascertains the importance of these variables in forming MI, perceiving and judging on the company; as approved by various studies (Beigi, 2014; Virvilaite, Daubaraite 2011).

- Regarding the long term consumers' sustainability, it predicts 0.985 (R^2) of the variation of Jawwal's MI (the dependent variable) with an $F(1,246) = 1151.0$, $p < 0.05$, T value (42.0); hence; it shares a high contribution level as well; since it has a T value equals to 20.010, a B value of 0.323. The long term customers' sustainability which is composed of reputation, is the outcome of consumers' review and evaluation based on services' price and quality, employees attitude, CSR activities (Szwajca, 2018); consumers' satisfaction, fulfilling their needs to meet their expectations (Saeidi, 2015; El-Garaihy, & Mobarak & Albahussain, 2014). These elements contribute to sustaining long-term relationships with consumers and attaining them as loyal consumers.
- As for CSR activities; the connection component (philanthropic) predicts 0.985 (R^2) $F(1,246)=276.7$ $p < 0.05$; it shares the highest prediction level to Jawwal's MI in comparison with CSR consistency and commitment; as illustrated in chapter II, philanthropic CSR means "goodwill" activities; such

includes conducting programs that increase the individual livelihoods; programs for marginalized groups, for example, women, people with disability, children, students, and programs for entrepreneurs and new projects. And this component matches well what is mentioned in the interview with the PR expert. CSR connection activities have a great impact on enhancing corporate reputation, generating positive feelings and impressions in the publics' minds; increasing the consumers' satisfaction and behavior which in turn lead to an increase in the company's competitive advantage (Hwang, 2020).

- Regarding the commitment (legal, ethical, economic) and the consistency (sustainability) components, they don't predict in the MI variable; as consumers' do not know exactly about the legal, economic, and ethical aspects that the company practices, as well as the long term programs that Jawwal sustain, this may be a gap in the communication process that Jawwal has.

Table 9: Multiple Regression model with Jawwal's MI

Variable	R ²	df	Beta	F	T value	Sig.
Sex	0.004	194	0.001	1049.365	-0.057	0.881
Age	0.985	194	0.015	2547.416	1.679	0.095
Marital status	-0.063	194	-0.013	2131.131	-0.919	0.220
Place of residence	0.060	194	0.014	1829.006	1.437	0.152
Income	-0.119	194	-0.019	1600.510	-1.749	0.145
Occupation	-0.005	194	0.000	1421.989	-0.008	0.994
Education	0.014	194	0.009	1273.022	0.914	0.362
CSR commitment	0.523	194	-0.17	115051	2.256	0.125
CSR connection	0.985	194	0.022	276.147	1.863	0.029
CSR consistency	0.612	194	0.891	1829.006	0.010	0.313
Corporate ideology	0.985	194	0.692	1049.365	42.039	0.000

Long term consumers' sustainability	0.985	194	0.323	1151.051	20.010	0.000
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Study Question 3: How significant is the effect of Jawwal's mental image on customer satisfaction and competitive advantage?

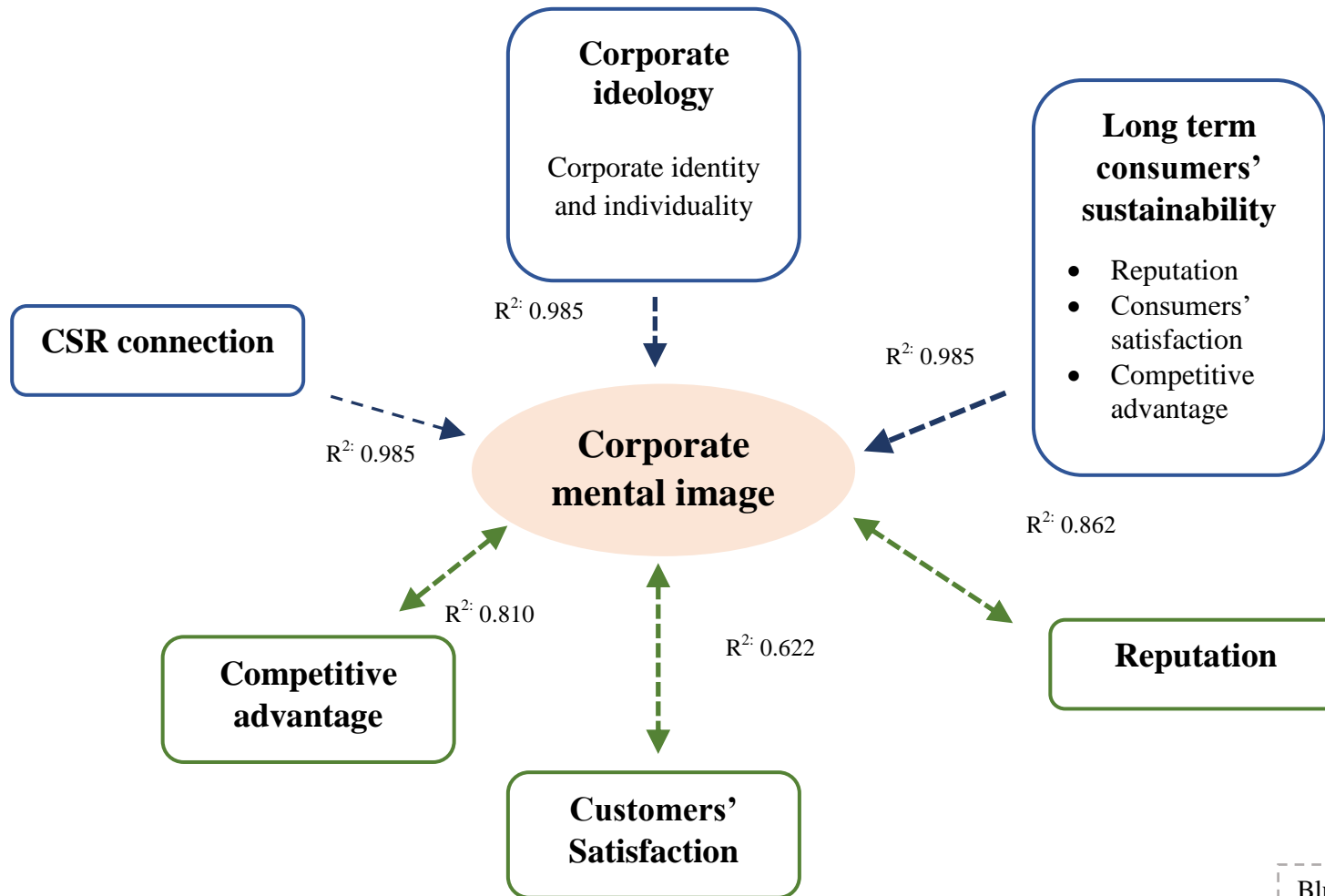
To investigate if there's a relationship between Jawwal's mental image and customers' satisfaction, and competitive advantage as well, a bivariate regression analysis was used, and the results illustrate that the MI variable predicts 0.622 (R^2) of the variation of customers' satisfaction (the dependent variable) $F(1,246)=408.300$ $p.<0.05$; T value of 20.2, which means the relationship is significant. As for MI relationship with a competitive advantage, the results revealed that the MI variable predicts 0.810 (R^2) of the variation of the competitive advantage (the dependent variable); $F(1,246) = 1051.0$ $p.<0.05$; T value of 32.4, which means the relationship is significant.

The above results can be attributed to creating positive feelings and perceptions in customers' mind, and developing a bond of trust between consumers and the company, which increase the spread of word of mouth, enhances the company's reputation and credibility, increase the customers' loyalty and satisfaction, and finally enhance the company's competitive advantage and financial performance (El-Garaihy, Mobarak, Albahussain, 2014 Liat, Mansori, 2014).

Study Question 4: What is the relationship between Jawwal's reputation and mental image?

As many studies had revealed the relationship between MI and reputation is reciprocated, which means that both affected each other positively. The results figured out that when MI is treated as the dependent variable, it predicts 0.862 (R^2) of the variation of the company's reputation (the dependent variable); $F(1,246) = 1537.995$ $p < 0.05$; such result means the relationship is significant.

Meanwhile, when MI is treated as the independent variable and reputation as the dependent variable, the reputation predicts 0.862 (R^2) of the variation of the MI (the dependent variable) $F(1,246) = 1537.9$ $p < 0.05$; T value of 39.2, thus; the relationship is significant. Reputation is the long-term customers' review and evaluation based on the company's activities; this elaborates positive mental image and perceptions in the customers' minds and contra-wise (Szwajca, 2018). The figure below summarizes the results of the study regression model.



Blue: factors involve in building corporate MI
Green: factors that have interchangeable relationship with MI (bivariate regression)
 R^2 : adjusted R^2

Figure 9: Study Model

CHAPTER

IV

CONCLUSION AND RECOMMENDATION

This chapter summarizes the findings of the study focusing on the major results and compares them with previous studies; also it presents the recommendations for future development and actions.

Conclusion:

This study pointed out that CSR activities significantly predict building corporate MI, without controlling for confounding factors; this result is similar to the Murombedzi study (2014); and Chung study (2015). In regards to CSR dimensions, the ethical, Philanthropic, economic, and legal components all predict in building corporate MI, meanwhile, the ethical component has the furthest contribution level according to Carroll Model likewise Virvilaite and Daubaraite study (2011). However, the CSR connection component has the highest contribution level in Meehan 3 C-SR Model. On the other hand, when controlling for confounding factors; CSR connection (philanthropic) activities predict in building corporate MI similarly as Hwang study (2020); however, its contribution level isn't the highest.

Corporate identity and individuality variables, which are unified in corporate ideology, have the ultimate prediction level in building corporate MI; followed by long-term consumers' sustainability. These results validate and confirm the results of previous studies; such as Batayneh & Damor (2015); Galbreath & Shum (2012); Wood (2010).

Concerning Jawwal CSR programs, it was obvious that Jawwal follows Grunig's two-way symmetrical model when applying CSR activities since they constantly

define the needs of their audience to keep its activities aligned with the community needs taking into consideration the norms and believes for each specific target group.

Furthermore, CSR activities as a responsiveness reaction to the community gaps and individuals' needs in order to achieve mutual benefits for the community members and the company as well, hence, it has an indirect impact on Jawwal's MI, reputation, and competitive advantage; as the main objective is to improve the social welfare, fulfill the needs in the community, and sustain long term benefits and relationship.

To summarize; Jawwal performs CSR activities as an obligatory role in the community; however, the researcher believes that there are concealed motives and goals behind implementing CSR activities for Jawwal. From the consumers' point of view, CSR activities have a low significant prediction level for MI in comparison with corporate identity, individuality, reputation competitive advantage, and consumers' satisfaction. Thus, CSR role is overestimated in the building process of corporate MI; since there are more powerful factors. The researcher at the end of chapter 3 set a model that encompasses the variables that have significant prediction levels of the MI variable.

Recommendations:

In conclusion; the researcher found that the MI building process requires consistent effort from the company; as it's comprised of various factors; each one has a particular contribution and prediction level for the MI variable. Hence; the

company should keep itself updated on the concepts of MI, CSR, and reputation; to understand the whole formation process of MI; and employ its human, financial and strategic plans on the right track to pursuit its short term objectives and long term goals; and to achieve benefits to the publics' and community well-being.

Recommendation for Jawwal:

- Use appropriate communication channels to announce the implemented CSR activities, to increase the consumers' awareness in this context.
- When Jawwal thinks about its MI, it should consider all the contributed factors, capture the scene from the consumers' eyes, and understand the MI formation process, especially in the Palestinian context.
- If Jawwal used its CSR programs to enhance the MI, then it shouldn't emphasize it as the exclusive factor that contributes to forming MI. Since many more important factors intervene in this process; that consumers think about before judging on the company and deciding whether they have a positive, negative, or neutral mental image of a particular company.

Recommendation for future research:

- The researcher finds it's worth studying in deep the three components of MI; cognitive, emotional, and behavioral components; to understand the publics' perspective in this regard.

- Another study the researcher suggests is to implement the deepest comparison study between how the company thinks it is in the public's mind and how it is actually from the public's point of view.
- Study the internal CSR activities from the employees' perspectives.
- Study in depth the MI concept from the company's standpoint, how it manages its reputation, and what mechanisms, theories, or models they depend on to achieve a strategic-based relationship with the public.

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APPENDICES

Appendix 1: English Survey



Arab American University Graduate Studies Contemporary Public Relations Program

I'm in the progress of submitting a master thesis titled "The role of corporate social responsibility in enhancing the mental image of telecommunication companies among Palestinian consumers "Jawwal as a case study" in contemporary public relations program - Arab American University. Kindly fill the following questions with full transparency; the information will be kept confidential and will be used only for research uses.

Regards

Tala Barham

Are you a customer for Jawwal?

1. Yes (continue to section one)
2. No

Section one: Demographic information

- 1) Sex:
 1. Male
 2. Female

- 2) Age: _____ years.

- 3) Place of residence:
 1. City
 2. Village
 3. Camp

- 4) Governorate:
 1. Jenin
 2. Tubas
 3. Tulkarm
 4. Nablus
 5. Qaliqilya
 6. Salfit
 7. Ramallah and Al-Bireh
 8. Jericho
 9. Jerusalem
 10. Bethlehem
 11. Hebron
 12. North Gaza
 13. Gaza
 14. Dier al Balah
 15. Rafah
 16. Khan Yunis

- 5) Marital Status:
 1. Single
 2. Married
 3. Divorced
 4. Widowed

- 6) Number of years of education: _____ years.
- 7) Highest educational degree:
1. Part of the elementary level
 2. Completed the elementary level
 3. Part of the secondary level
 4. Completed the secondary level
 5. Part of college
 6. College
 7. University degree or higher
- 8) Occupation:
1. Full-time employee
 2. Part-time employee
 3. Unemployed – looking for a job
 4. Unemployed – not looking for a job
 5. Home-carer
 6. Student / trainee
 7. Retired
 8. Don't know
 9. Refused to answer
- 9) Salary per month (for the family)
1. 1-1000 Shekel
 2. 1001-2000 Shekel
 3. 2001-3000 Shekel
 4. 3001-4000 Shekel
 5. 4001-5000 Shekel
 6. 5001-6000 Shekel
 7. 6001-7000 Shekel
 8. More than 7001 Shekel
 9. None of the above/ refused to answer
- 10) Number of years of subscribing Jawwal: _____ years.
- 11) Why did you choose Jawwal? (You can choose more than one answer).
1. It provides high-quality services.
 2. It provides services at affordable prices.
 3. It has a good reputation.
 4. It conducts different social responsibility programs.
 5. No other choices/alternatives.

6. Most of the people I know are customers for Jawwal.
7. Other: _____.

12) What is the possibility to subscribe to another company when available?

1. I'll never leave Jawwal Company and subscribe to another one even if there're other choices.
2. Maybe I'll subscribe to another company if there're other choices.
3. Certainly, I'll leave Jawwal and subscribe to another one when there're other choices.

Section two: this section aims to measure Jawwal's individuality.

- 1) Kindly, rate the following statements from 1 to 5; in which 1 means that you are totally dissatisfied with the services provided by Jawwal, and 5 means that you are totally satisfied with it:

#	Statement	Totally dissatisfied	2	3	4	Totally satisfied	Don't know
1	Jawwal's quality of services	1	2	3	4	5	8
3	Jawwal services' delivered on time	1	2	3	4	5	8
4	Jawwal provider staff ability to solve my problem/s	1	2	3	4	5	8

- 2) Which statement regarding the quality of services provided by Jawwal (in comparison to its competitors) is closer to your opinion?
1. Jawwal services' quality is way worse than its competitors.
 2. Jawwal services' quality is somewhat worse than its competitors.
 3. Jawwal services' quality is similar to its competitors.
 4. Jawwal services' quality is somewhat better than its competitors.
 5. Jawwal services' quality is way better than its competitors.
- 3) Which statement regarding the price of services provided by Jawwal (in comparison to its competitors) is closer to your opinion?
1. Jawwal services' price is way expensive than its competitors
 2. Jawwal services' price is somewhat expensive than its competitors
 3. Jawwal services' price is similar to its competitors
 4. Jawwal services' price is somewhat cheaper than its competitors
 5. Jawwal services' price is way cheaper than its competitors

- 4) Kindly, rate the following statements from 1 to 5; in which 1 means that you totally disagree with the statement regarding Jawwal, and 5 means that you totally agree with it:

#	Statement	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal employees and services providers are well dressed and appear neat	1	2	3	4	5	8
2	Jawwal employees and services providers are always willing to help customers	1	2	3	4	5	8
3	Jawwal employees and services providers are highly honest and treat customers fairly	1	2	3	4	5	8
4	Jawwal services providers take action for their promises	1	2	3	4	5	8

Section three: Social responsibility activities:

- 1) Kindly, rate the following items from 1 to 5; in which 1 means that you are totally dissatisfied with the service provided by Jawwal, and 5 means that you are totally satisfied with it:

#	Statement	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal tries to maximize its profits	1	2	3	4	5	8
2	Jawwal services' price are reasonable	1	2	3	4	5	8
3	Jawwal offers sales and discounts constantly	1	2	3	4	5	8
4	Jawwal keeps improving its services quality	1	2	3	4	5	8
5	Jawwal preserves its customers' rights (e.g. customers' rights in getting high-quality services, submitting complaints, etc.)	1	2	3	4	5	8
6	Jawwal services satisfy legal standards	1	2	3	4	5	8
7	Jawwal makes priority for ethical principles over economic performance	1	2	3	4	5	8
8	Jawwal respects community values and traditions	1	2	3	4	5	8
9	Jawwal provides precise information for customers (related to the company's	1	2	3	4	5	8

	campaigns, services, etc.)						
10	Jawwal's ads and campaigns have a high level of honesty and transparency	1	2	3	4	5	8
11	Jawwal helps solving social issues (e.g., poverty, unemployment)	1	2	3	4	5	8
12	Jawwal allocates some of their resources to philanthropic activities	1	2	3	4	5	8
13	Jawwal carries out environmental protection activities	1	2	3	4	5	8
14	Jawwal sponsors frequently for educational activities	1	2	3	4	5	8
15	Jawwal sponsors frequently for cultural activities	1	2	3	4	5	8
16	Jawwal sponsors frequently sports activities	1	2	3	4	5	8
17	Jawwal has a consistent pattern for the above items	1	2	3	4	5	8

Section four: this section aims to measure Jawwal's identity, in terms of logo, name, physical environment, and communication.

- 1) Kindly, rate the following statements from 1 to 5; in which 1 means that you totally disagree, and 5 means that you totally agree:

#	Statement	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal's logo is unique and attractive.	1	2	3	4	5	8
2	Jawwal service center décor is unique and comfortable.	1	2	3	4	5	8
3	Jawwal uses well-developed techniques and devices to serve its customers	1	2	3	4	5	8
4	Jawwal's website designs are attractive and unique	1	2	3	4	5	8
5	Jawwal's apps designs are attractive and unique.	1	2	3	4	5	8
6	Jawwal's ads and billboards designs are attractive and unique	1	2	3	4	5	8
7	Jawwal uses various visual media to communicate with various target groups	1	2	3	4	5	8
8	Jawwal's website is convenient.	1	2	3	4	5	8

9	Jawwal's apps are convenient.	1	2	3	4	5	8
10	Jawwal provides clear and honest messages	1	2	3	4	5	8
11	Jawwal supplies enough information	1	2	3	4	5	8
12	Jawwal staff accepts criticism and feedback	1	2	3	4	5	8

Section five: this section aims to measure Jawwal's reputation:

- 1) Kindly, rate the following statements from 1 to 5; in which 1 means that you totally disagree, and 5 means that you totally agree:

#	Statement	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal has a name you can trust.	1	2	3	4	5	8
2	Jawwal delivers its promises.	1	2	3	4	5	8
3	Jawwal has a strong record of profitability.	1	2	3	4	5	8
4	Jawwal tends to outperform its competitors.	1	2	3	4	5	8
5	Jawwal looks like a company with strong prospects for future growth.	1	2	3	4	5	8
6	Jawwal looks like a well-managed company.	1	2	3	4	5	8
7	Jawwal looks like a good company to work in.	1	2	3	4	5	8
8	Jawwal looks like a company that would have well experienced employees	1	2	3	4	5	8
9	Jawwal seems to have a clear vision for future.	1	2	3	4	5	8
10	Jawwal takes advantage of market opportunities.	1	2	3	4	5	8
11	I have good feelings toward Jawwal.	1	2	3	4	5	8
12	I respect Jawwal.	1	2	3	4	5	8
13	I trust Jawwal.	1	2	3	4	5	8
14	I am loyal to Jawwal.	1	2	3	4	5	8

15	I have developed a good relationship with Jawwal.	1	2	3	4	5	8
16	I am willing to continue subscription with Jawwal.	1	2	3	4	5	8
17	I would regret if products made by the company were no longer available	1	2	3	4	5	8
18	Jawwal services are part of my everyday life.	1	2	3	4	5	8
19	Jawwal services are always my first choice.	1	2	3	4	5	8
20	I would say something positive about Jawwal.	1	2	3	4	5	8
21	I would recommend Jawwal to my friends and relatives.	1	2	3	4	5	8
22	I am likely to support a cause that was associated with Jawwal.	1	2	3	4	5	8
23	My self-identity greatly overlaps with the identity of Jawwal.	1	2	3	4	5	8
24	When someone criticizes Jawwal, it feels like a personal insult.	1	2	3	4	5	8
25	When someone praises Jawwal, it feels like a personal compliment.	1	2	3	4	5	8
26	Jawwal's successes are my successes.	1	2	3	4	5	8

Section six: this section aims to measure customers' satisfaction:

- 1) Kindly, rate the following statements from 1 to 5; in which 1 means that you totally disagree, and 5 means that you totally agree:

#	Statements	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal satisfies what customers need.	1	2	3	4	5	8
2	Jawwal services meet the customers' expectations.	1	2	3	4	5	8
3	Jawwal services make customers happy and delight.	1	2	3	4	5	8
4	I'm willing to pay a little more for Jawwal services.	1	2	3	4	5	8
5	There is a great possibility that I will try the offered services by Jawwal.	1	2	3	4	5	8
6	The services have a positive social image.	1	2	3	4	5	8

7	The services have consistent quality.	1	2	3	4	5	8
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Section seven: this section aims to measure Jawwal's competitive advantage:

- 1) Kindly, rate the following statements from 1 to 5; in which 1 means that you totally disagree, and 5 means that you totally agree:

#	Statement	Totally disagree	2	3	4	Totally agree	Don't know
1	Jawwal provides customized services.	1	2	3	4	5	8
2	Jawwal services meet the customers' needs.	1	2	3	4	5	8
3	Jawwal offers new services and features constantly.	1	2	3	4	5	8
4	Jawwal services are delivered on time.	1	2	3	4	5	8
5	Jawwal services are rapidly developed.	1	2	3	4	5	8

Thank you

Appendix 2: Arabic Survey



الجامعة العربية الامريكية

كلية الدراسات العليا

برنامج ماجستير العلاقات العامة المعاصرة

مرحباً، إنني بصدد إعداد بحث لرسالة ماجستير في تخصص العلاقات العامة المعاصرة في الجامعة العربية الأمريكية بعنوان "دور المسؤولية الاجتماعية في تعزيز الصورة الذهنية لشركات الاتصال الخلوية عند المستهلك الفلسطيني" شركة جوال أنموذجاً". لذلك أرجو من حضرتكم التفضل للإجابة على الأسئلة التالية بموضوعية لتعكس وجهات نظركم بهذا الخصوص، وسيتم الالتزام بالسرية التامة للإجابات ولن تستخدم إلا لأغراض البحث العلمي.

مع جزيل الشكر

الباحثة تالا برهم

هل أنت مشترك بشركة جوال؟

1. نعم (أكمل إلى القسم الأول)
2. لا

القسم الأول: المعلومات الديموغرافية:

(1) الجنس :

1. ذكر
2. أنثى

(2) العمر: _____ سنة

(3) مكان السكن:

1. مدينة
2. قرية
3. مخيم

(4) المحافظة:

1. جنين
2. طوباس
3. طولكرم
4. نابلس
5. قلقيلية
6. سلفيت
7. رام الله والبيرة
8. أريحا
9. القدس
10. بيت لحم
11. الخليل
12. غزة المدينة
13. شمال غزة
14. دير البلح
15. رفح
16. خان يونس

(5) الحالة الاجتماعية:

1. أعزب/عزباء
2. متزوج/ة
3. مطلق/ة
4. أرمل/أرملة

(6) عدد سنوات الدراسة: _____ سنة

(7) التحصيل العلمي:

1. جزء من المرحلة الابتدائية أو أقل
2. أنهى المرحلة الابتدائية
3. جزء من المرحلة الثانوية
4. أنهى المرحلة الثانوية
5. جزء كلية مجتمع أو مهني
6. أنهى كلية مجتمع أو مهني
7. أنهى الجامعة أو أكثر

(8) ما هو وضعك الوظيفي الآن:

1. عامل بدوام كامل
2. عامل بدوام جزئي
3. عاطل عن العمل - يبحث عن عمل
4. عاطل عن العمل - لا يبحث عن عمل
5. ربة بيت / لا تعمل خارج المنزل
6. طالب / متدرب
7. متقاعد / عاجز
8. لا أعرف (لا تقرأ)
9. رفض الإجابة (لا تقرأ)

(9) الراتب الشهري للأسرة وليس للفرد (بالشاقل):

1. 1- 1000 شاقل
2. 1001 - 2000 شاقل
3. 2001 - 3000 شاقل
4. 3001 - 4000 شاقل
5. 4001 - 5000 شاقل
6. 5001 - 6000 شاقل
7. 6001 - 7000 شاقل
8. أكثر من 7001 شاقل
9. لا شيء مما ذكر / رفض الإجابة

(10) عدد سنوات الاشتراك بشركة جوال: _____ سنة

(11) ما سبب اختيارك لشركة جوال (يمكن اختيار أكثر من إجابة)؟

1. تقدم خدمات عالية الجودة.
2. تقدم خدمات بأسعار مناسبة.
3. سمعتها جيدة.
4. تقدم الكثير من الرعايات والدعم للمجتمع.

5. لا يوجد بديل.
6. معظم الناس التي أعرفها لديها جوال.
7. غير ذلك:

12) ما هي احتمالية أن تقوم بالتسجيل بشركة أخرى غير جوال لو توفر بديل عنها؟

1. من غير المحتمل بتاتا أن أقوم بالتسجيل بشركة أخرى غير جوال لو توفر بديل عنها.
2. من المحتمل أن أقوم بالتسجيل بشركة أخرى غير جوال لو توفر بديل عنها.
3. بالتأكيد سأقوم بالتسجيل بشركة أخرى غير جوال لو توفر بديل عنها.

القسم الثاني: يهدف هذا القسم لقياس أيولوجية الشركة ومميزاتها (من ناحية جودة الخدمات وأسعارها، ومصداقية الشركة والموظفين).

1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير راضٍ بشدة عن الخدمات التي تقدمها شركة جوال و5 تشير إلى أنك راضٍ بشدة:

#	البند	غير راضٍ بشدة	2	3	4	راضٍ بشدة	لا أعرف
1	جودة الخدمات التي تقدمها جوال	1	2	3	4	5	8
3	التزام جوال بالوقت عند تفعيل الخدمات	1	2	3	4	5	8
4	استعداد موظفي جوال لحل مشاكل المستخدمين	1	2	3	4	5	8

2) مقارنةً مع منافسي شركة جوال، أي الجمل التالية التي تخص جودة خدمات شركة جوال هي الأقرب لوجهة نظرك؟

1. جودة خدمات شركة جوال تعتبر أكثر سوءاً من خدمات المنافسين
2. جودة خدمات شركة جوال تعتبر إلى حدٍ ما أسوء من خدمات المنافسين
3. جودة خدمات شركة جوال تعادل جودة خدمات لدى المنافسين
4. جودة خدمات شركة جوال تعتبر إلى حدٍ ما أفضل من خدمات المنافسين
5. جودة خدمات شركة جوال تعتبر أفضل بكثير من خدمات المنافسين

3) مقارنةً مع منافسي شركة جوال أي الجمل التالية التي تخص أسعار خدمات شركة جوال هي الأقرب لوجهة نظرك؟

1. أسعار خدمات شركة جوال تعتبر أعلى من أسعار المنافسين
2. أسعار شركة جوال تعتبر إلى حدٍ ما أعلى من أسعار المنافسين
3. أسعار خدمات شركة جوال متساوية مع أسعار المنافسين
4. أسعار خدمات شركة جوال تعتبر إلى حدٍ ما أرخص من أسعار المنافسين
5. أسعار خدمات شركة جوال تعتبر أرخص من أسعار المنافسين

4) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة عن البنود الخاصة بموظفي شركة جوال و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	بشكل عام، يتمتع موظفي شركة جوال بحسن المظهر	1	2	3	4	5	8
2	موظفي شركة جوال مستعدين دائماً لتلبية احتياجات العملاء	1	2	3	4	5	8
3	يتعامل موظفي شركة جوال مع المستخدمين بشفافية وعدالة	1	2	3	4	5	8
4	يفي موظفو شركة جوال بوعودهم اتجاه المستخدمين	1	2	3	4	5	8

القسم الثالث: قياس أنشطة المسؤولية الاجتماعية:

1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة عن البنود الخاصة بشركة جوال و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	تسعى شركة جوال لزيادة أرباحها	1	2	3	4	5	8
2	تتمتع الخدمات التي تقدمها شركة جوال بأسعار مناسبة	1	2	3	4	5	8
3	تقدم شركة جوال عروض وخصومات لعملائها	1	2	3	4	5	8
4	تسعى شركة جوال لتحسين جودة الخدمات التي تقدمها	1	2	3	4	5	8
5	تحافظ شركة جوال على حقوق عملائها (مثل حقه في إلغاء خدمة معينة، أو الحصول على خدمات ذات جودة تتناسب مع التكلفة، وحقه في تقديم الشكاوي وغيرها)	1	2	3	4	5	8
6	تطابق الخدمات التي تقدمها شركة جوال القوانين والمعايير	1	2	3	4	5	8
7	تعطي شركة جوال أولوية للمعايير الأخلاقية على الأمور المادية	1	2	3	4	5	8
8	تحترم شركة جوال ثقافة المجتمع وتقاليد	1	2	3	4	5	8
9	تقدم شركة جوال معلومات صحيحة ودقيقة (معلومات متعلقة بالحملات والخدمات وشروط استخدامها)	1	2	3	4	5	8
10	تتمتع الحملات والدعايات التي تقدمها شركة جوال بالمصداقية والشفافية	1	2	3	4	5	8
11	تساهم شركة جوال في حل القضايا الاجتماعية	1	2	3	4	5	8

(مثل الفقر والبطالة)							
8	5	4	3	2	1	12	تخصص شركة جوال جزء من أرباحها للأعمال الخيرية
8	5	4	3	2	1	13	تسعى شركة جوال للقيام بأنشطة تهدف للحفاظ على البيئة
8	5	4	3	2	1	14	تقوم شركة جوال برعاية أنشطة تعليمية
8	5	4	3	2	1	15	تقوم شركة جوال برعاية أنشطة ثقافية وفنية
8	5	4	3	2	1	16	تقوم شركة جوال برعاية أنشطة رياضية
8	5	4	3	2	1	17	تقوم جوال بالأنشطة المذكورة أعلاه بشكل مستمر

القسم الرابع: يهدف هذا القسم لقياس هوية الشركة من حيث الشعار، البيئة المادية للشركة (المتمثلة بتصميم وأثاث مراكز تزويد الخدمات، إضافة لتصميم الموقع الإلكتروني والتطبيقات المختلفة) وطرق الاتصال والتواصل مع الجمهور.

1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة بخصوص شعار الشركة والبيئة المادية وطرق الاتصال مع الجمهور، و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	تمتلك شركة شعار جذاب ومميز	1	2	3	4	5	8
2	تتمتع شركة جوال وفروعها بتصاميم مريحة وجذابة للعملاء	1	2	3	4	5	8
3	تستخدم شركة جوال تقنيات وأدوات حديثة لخدمة العملاء	1	2	3	4	5	8
4	يتمتع التطبيق الخلوي لشركة جوال بتصميم جذاب	1	2	3	4	5	8
5	يتمتع الموقع الإلكتروني لشركة جوال بتصميم جذاب	1	2	3	4	5	8
6	تتمتع الدعايات واللوحات الإعلانية لجوال بتصاميم ملفتة وجذابة	1	2	3	4	5	8
7	تستخدم الشركة وسائل اتصال متنوعة للوصول لفئات متعددة من الجمهور	1	2	3	4	5	8
8	يتمتع الموقع الإلكتروني لشركة جوال بسهولة الاستخدام	1	2	3	4	5	8
9	يتمتع التطبيق الخلوي لشركة جوال بسهولة الاستخدام	1	2	3	4	5	8
10	تتمتع رسائل شركة جوال بالوضوح والمصداقية (رسائل تبثها الشركة بشكل دوري على منصات التواصل الاجتماعي، وخلال الرسائل القصيرة، والإعلانات المسموعة والمكتوبة المختلفة)	1	2	3	4	5	8

8	5	4	3	2	1	تقدم شركة جوال معلومات كافية للمستخدمين (معلومات متعلقة بالحملات والخدمات وشروط استخدامها)	11
8	5	4	3	2	1	تنقل شركة جوال النقد والتغذية الراجعة من العملاء	12

القسم الخامس: يهدف هذا القسم لقياس سمعة شركة جوال:

(1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة عن البنود المتعلقة بسمعة جوال و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	تمتلك شركة جوال اسم يمكن الوثوق به	1	2	3	4	5	8
2	تقي شركة جوال بالوعود التي تقدمها	1	2	3	4	5	8
3	تمتلك شركة جوال رصيد جيد من ناحية الاداء المالي	1	2	3	4	5	8
4	تتفوق شركة جوال بالأداء على منافسيها	1	2	3	4	5	8
5	تبدو شركة جوال وكأنها ذات آفاق واسعة للنمو والتطور في المستقبل	1	2	3	4	5	8
6	تبدو شركة جوال بأنها تمتلك إدارة جيدة	1	2	3	4	5	8
7	تبدو شركة جوال مكان جيد للعمل فيه	1	2	3	4	5	8
8	يبدو موظفو شركة جوال ذات خبرة ومهارات جيدة	1	2	3	4	5	8
9	تتمتع شركة جوال برؤية واضحة للمستقبل	1	2	3	4	5	8
10	تستفيد شركة جوال من الفرص المتاحة بالسوق	1	2	3	4	5	8
11	أشعر بشعور إيجابي اتجاه شركة جوال	1	2	3	4	5	8
12	أحترم شركة جوال	1	2	3	4	5	8
13	أثق بشركة جوال	1	2	3	4	5	8
14	أشعر بالولاء لشركة جوال	1	2	3	4	5	8
15	تكونت علاقة جيدة بيني وبين شركة جوال	1	2	3	4	5	8
16	سوف أستمر بالاشتراك بشركة جوال	1	2	3	4	5	8
17	يمكن أن أشعر بالأسف إذا لم تعد تتوفر خدمات شركة جوال	1	2	3	4	5	8
18	أستخدم الخدمات المقدمة من شركة جوال بشكل يومي	1	2	3	4	5	8
19	أعتبر شركة جوال خيارى الأول دائماً	1	2	3	4	5	8
20	أقوم دائماً بالتحدث بشكل إيجابي عن شركة جوال	1	2	3	4	5	8
21	أشجع أصدقائي وأقاربي على الاشتراك بشركة جوال	1	2	3	4	5	8

8	5	4	3	2	1	أقوم بدعم القضايا والمشاريع التي تتبناها شركة جوال	22
8	5	4	3	2	1	أشعر بأن قيم شركة جوال متشابهة مع قيمي	23
8	5	4	3	2	1	عندما يقوم أي شخص بانتقاد شركة جوال، أشعر بالإهانة	24
8	5	4	3	2	1	عندما يقوم أحد بمدح شركة جوال، أشعر بالفرح	25
8	5	4	3	2	1	أشعر بأن نجاح شركة جوال من نجاحي	26

القسم السادس: يهدف هذا القسم لقياس رضا المستخدم:

1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة عن الخدمات التي تقدمها شركة جوال و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	تليي شركة جوال احتياجات المستخدم	1	2	3	4	5	8
2	تليي شركة جوال توقعات المستخدم	1	2	3	4	5	8
3	تجلب الخدمات المقدمة من شركة جوال الرضا والفرح للمستخدم	1	2	3	4	5	8
4	أرغب بالاشتراك بالمزيد من الخدمات التي تقدمها جوال بغض النظر عن التكلفة	1	2	3	4	5	8
5	من المحتم بأنني سأقوم بالاشتراك بخدمات جوال في المرات القادمة	1	2	3	4	5	8
6	تتمتع خدمات شركة جوال بانطباعات جيدة ومشاعر إيجابية من الجمهور	1	2	3	4	5	8
7	جودة الخدمات المقدمة من شركة جوال ثابتة ولا تتغير	1	2	3	4	5	8

القسم السابع: يهدف هذا القسم لقياس الميزة التنافسية لشركة جوال:

1) يرجى تقييم البنود التالية من 1 إلى 5 بحيث 1 تشير إلى أنك غير موافق بشدة عن الخدمات التي تقدمها شركة جوال و5 تشير إلى أنك موافق بشدة:

#	البند	غير موافق بشدة	2	3	4	موافق بشدة	لا أعرف
1	تقدم شركة جوال خدمات تناسب الاحتياجات المختلفة للمستخدمين	1	2	3	4	5	8
2	تليي خدمات شركة جوال احتياجات المستخدمين	1	2	3	4	5	8
3	تقدم شركة جوال خدمات جديدة ومميزة بشكل مستمر	1	2	3	4	5	8
4	تلتزم شركة جوال بتلبية الخدمات بالوقت الموعود به	1	2	3	4	5	8

5 | تسعى شركة جوال لتطوير خدماتها بشكل مستمر | 1 | 2 | 3 | 4 | 5 | 8

النهاية وشكراً لتعاونكم

Appendix 3: In-depth interview main questions

1. What is the type of CSR activities?
2. What is the criterion that Jawwal depends on when performing CSR activities?
3. Does Jawwal take into consideration the current needs for needs for the community members? How?
4. What channels does Jawwal use to communicate with beneficiaries? And how important is it for Jawwal to adapt their CSR activities in accordance with the output of dialogue with them?
5. What Jawwal expects from this two-way symmetrical communication process?
6. How do CSR activities influence the Mental Image of Jawwal?

Appendix 4: Validity test for the survey

Individuality

It provides high quality services.	Sig. (2-tailed)	.000
	N	248
	Pearson Correlation	.254**
It provides services with affordable prices.	Sig. (2-tailed)	.000
	N	248
	Pearson Correlation	.209**
It has a good reputation.	Sig. (2-tailed)	.001
	N	248
	Pearson Correlation	.300**
It conducts different social responsible programs	Sig. (2-tailed)	.000
	N	248
	Pearson Correlation	.181**
No other choices/alternatives	Sig. (2-tailed)	.004
	N	248
	Pearson Correlation	-.240**
Most of the people I know are customers for Jawwal	Sig. (2-tailed)	.000
	N	248
	Pearson Correlation	.118
Jawwal's quality of services	Sig. (2-tailed)	.065
	N	248
	Pearson Correlation	.736**
Jawwal services' delivered on time	Sig. (2-tailed)	.000
	N	245
	Pearson Correlation	.694**
Jawwal provider staff ability to solve my problem/s	Sig. (2-tailed)	.000
	N	246
	Pearson Correlation	.791**
Reputation		
Jawwal has a name you can trust.	Pearson	.787**
	Sig. (2-tailed)	.000

	N	247
Jawwal delivers its promises.	Pearson	.815**
	Sig. (2-tailed)	.000
	N	239
Jawwal has a strong record of profitability.	Pearson	.644**
	Sig. (2-tailed)	.000
	N	227
Jawwal tends to outperform its competitors.	Pearson	.764**
	Sig. (2-tailed)	.000
	N	241
Jawwal looks like a company with strong prospects for future growth.	Pearson	.766**
	Sig. (2-tailed)	.000
	N	244
Jawwal looks like a well-managed company.	Pearson	.774**
	Sig. (2-tailed)	.000
	N	242
Jawwal looks like a good company to work in.	Pearson	.803**
	Sig. (2-tailed)	.000
	N	242
Jawwal looks like a company that would have well-experienced employees	Pearson	.742**
	Sig. (2-tailed)	.000
	N	243
Jawwal seems to have a clear vision for the future.	Pearson	.783**
	Sig. (2-tailed)	.000
	N	232
Jawwal takes advantage of market opportunities.	Pearson	.674**
	Sig. (2-tailed)	.000
	N	236
I have good feelings toward Jawwal.	Pearson	.889**
	Sig. (2-tailed)	.000
	N	245
I respect Jawwal.	Pearson	.870**
	Sig. (2-tailed)	.000
	N	245
I trust Jawwal.	Pearson	.885**
	Sig. (2-tailed)	.000
	N	246
I am loyal to Jawwal.	Pearson	.871**
	Sig. (2-tailed)	.000
	N	244
I have developed a good relationship with Jawwal.	Pearson	.877**
	Sig. (2-tailed)	.000
	N	246

I am willing to continue my subscription with Jawwal.	Pearson	.840**
	Sig. (2-tailed)	.000
	N	234
I would regret if products made by the company were no longer available	Pearson	.817**
	Sig. (2-tailed)	.000
	N	241
Jawwal services are part of my everyday life.	Pearson	.638**
	Sig. (2-tailed)	.000
	N	243
Jawwal services are always my first choice.	Pearson	.833**
	Sig. (2-tailed)	.000
	N	245
I would say something positive about Jawwal.	Pearson	.862**
	Sig. (2-tailed)	.000
	N	244
I would recommend Jawwal to my friends and relatives.	Pearson	.844**
	Sig. (2-tailed)	.000
	N	246
I am likely to support a cause that was associated with Jawwal.	Pearson	.794**
	Sig. (2-tailed)	.000
	N	232
My self-identity greatly overlaps with the identity of Jawwal.	Pearson	.844**
	Sig. (2-tailed)	.000
	N	239
When someone criticizes Jawwal, it feels like a personal insult.	Pearson	.741**
	Sig. (2-tailed)	.000
	N	241
When someone praises Jawwal, it feels like a personal compliment.	Pearson	.761**
	Sig. (2-tailed)	.000
	N	242
Jawwal's successes are my successes.	Pearson	.759**
	Sig. (2-tailed)	.000
	N	242
Identity		
Jawwal's logo is unique and attractive	Pearson	.796**
	Sig. (2-tailed)	.000
	N	245
Jawwal service centers décor is unique and comfortable	Pearson	.811**
	Sig. (2-tailed)	.000
	N	245
Jawwal uses well-developed techniques and devices to serve its customers	Pearson	.791**
	Sig. (2-tailed)	.000
	N	245

Jawwal's website designs are attractive and unique	Pearson	.832**
	Sig. (2-tailed)	.000
	N	242
Jawwal's apps designs are attractive and unique.	Pearson	.882**
	Sig. (2-tailed)	.000
	N	238
Jawwal's ads and billboards designs are attractive and unique	Pearson	.852**
	Sig. (2-tailed)	.000
	N	245
Jawwal uses various visual media to communicate with various target groups	Pearson	.812**
	Sig. (2-tailed)	.000
	N	239
Jawwal's website is convenient.	Pearson	.861**
	Sig. (2-tailed)	.000
	N	235
Jawwal's apps are convenient.	Pearson	.869**
	Sig. (2-tailed)	.000
	N	238
Jawwal provides clear and honest messages	Pearson	.831**
	Sig. (2-tailed)	.000
	N	242
Jawwal supplies enough information	Pearson	.808**
	Sig. (2-tailed)	.000
	N	244
Jawwal staff accepts criticism and feedback	Pearson	.746**
	Sig. (2-tailed)	.000
	N	229
Corporate Social Responsibility		
Jawwal tries to maximize its profits	Pearson	.195**
	Sig. (2-tailed)	.002
	N	240
Jawwal services' price is reasonable	Pearson	.721**
	Sig. (2-tailed)	.000
	N	245
Jawwal offers sales and discounts constantly	Pearson	.744**
	Sig. (2-tailed)	.000
	N	247
Jawwal keeps improving the quality of its services	Pearson	.756**
	Sig. (2-tailed)	.000
	N	244
Jawwal preserves its customers' rights (e.g. customers' rights in getting high-quality services, submitting complaints,	Pearson	.706**
	Sig. (2-tailed)	.000
	N	242

Jawwal services satisfy legal standards	Pearson	.777**
	Sig. (2-tailed)	.000
	N	230
Jawwal makes priority for ethical principles over economic performance	Pearson	.802**
	Sig. (2-tailed)	.000
	N	232
Jawwal respects community values and traditions	Pearson	.789**
	Sig. (2-tailed)	.000
	N	236
Jawwal provides precise information for customers (related to the company's campaigns, services, etc.)	Pearson	.800**
	Sig. (2-tailed)	.000
	N	242
Jawwal's ads and campaigns have a high level of honesty and transparency	Pearson	.833**
	Sig. (2-tailed)	.000
	N	240
Jawwal helps to solve social issues (e.g., poverty, unemployment)	Pearson	.829**
	Sig. (2-tailed)	.000
	N	226
Jawwal allocates some of its resources to philanthropic activities	Pearson	.852**
	Sig. (2-tailed)	.000
	N	210
Jawwal carries out environmental protection activities	Pearson	.868**
	Sig. (2-tailed)	.000
	N	219
Jawwal sponsors frequently for educational activities	Pearson	.804**
	Sig. (2-tailed)	.000
	N	224
Jawwal sponsors frequently for cultural activities	Pearson	.753**
	Sig. (2-tailed)	.000
	N	228
Jawwal sponsors frequently sport activities	Pearson	.697**
	Sig. (2-tailed)	.000
	N	227
Jawwal has a consistent pattern for the above items.	Pearson	.815**
	Sig. (2-tailed)	.000
	N	220
Customer Satisfaction		
Jawwal satisfies what customers need.	Pearson	.827**
	Sig. (2-tailed)	.000
	N	247
Jawwal services meet the customers' expectations.	Pearson	.880**
	Sig. (2-tailed)	.000
	N	247

Jawwal services make customers happy and delight.	Pearson	.910**
	Sig. (2-tailed)	.000
	N	246
I'm willing to pay a little more for Jawwal services.	Pearson	.884**
	Sig. (2-tailed)	.000
	N	244
There is a great possibility that I will try the offered services by Jawwal.	Pearson	.901**
	Sig. (2-tailed)	.000
	N	242
The services have a positive social image.	Pearson	.899**
	Sig. (2-tailed)	.000
	N	246
The services have consistent quality.	Pearson	.829**
	Sig. (2-tailed)	.000
	N	245
Competitive Advantage		
Jawwal provides customized services.	Pearson	.840**
	Sig. (2-tailed)	.000
	N	246
Jawwal services meet the customers' needs.	Pearson	.883**
	Sig. (2-tailed)	.000
	N	246
Jawwal offers new services and features constantly.	Pearson	.851**
	Sig. (2-tailed)	.000
	N	246
Jawwal services are delivered on time.	Pearson	.839**
	Sig. (2-tailed)	.000
	N	242
Jawwal services are rapidly developed.	Pearson	.834**
	Sig. (2-tailed)	.000
	N	240

Appendix 5: CSR definitions summary table

The table below summarizes CSR definitions and models, to illustrate the evolution and changes process:

Author & Year	Model name	Definition
Howard Bowen, 1953	CSR	The obligations of businessmen to make desirable actions for the society
Theodore Levitt, 1958	CSR	Actions that make good economic sense in society.
Walton, 1967	CSR	The intimate relationship between the corporation and society.
Committee for Economic Development, 1971.	CSR	CSR includes three dimensions layered into three concentric circles; (1) inner circle: economic functions (2) intermediate circle: awareness of values and norms, (3) outer circle: social issues.
Sethi, 1975	Social responsiveness	Social responsiveness implies responding to social demands, classified CSR into three dimensions as follows: (1) social obligation, (2) social responsibility, and (3) social responsiveness.
Carroll, 1979	CSR	CSR is composed of four components; economic, legal, ethical, and discretionary responsibilities.
Edward Freeman, 1984	Stakeholder theory	The main concept is that an organization must encounter stakeholders' needs and interests in parallel with gaining maximum profits.
Carroll, 1991	CSR pyramid	A pyramid consists of four dimensions, starting with the economic dimension at the base of the pyramid, then legal, then ethical, and philanthropic dimension at the top of the pyramid.
Wood, 1991	CSP	A model consists of three elements: the principles of CSR, the process of social

		responsiveness, the outcomes, and the impact of the performance.
Elkington, 1994	TBL	An organization must balance between three components; employees and people's stake, making profits, and environmental issues.
WBCSD, 2003	CSR	CSR is the continuous commitment by organizations to behave economically in an ethical way while improving the quality of life of the workforce and the customers as well.
Carroll, 2003	CSR Venn diagram	This diagram consists of 3 dimensions, economic, legal, and ethical, ending up with seven areas.
Hopkins, 2005	CSR	The company's positive impact on community and environment, through its interaction and operations with consumers, stakeholders, or suppliers
World Bank, 2005	CSR	Set of activities and actions that contribute to sustainable development
Meehan, Richards, 2006	3C-SR	CSR composed of three elements: ethical and social commitments, connections with partners in the value network, consistency of behavior
Kim and Reber, 2008	CSR	It's the central relationship-building activity with the organization.
Palestinian Central Bureau of Statistics, 2009	CSR	A strategic approach to achieve corporate goals in parallel with improving community wellbeing
Rosamaria and Robert 2011	CSR	Described that CSR is the art of doing well to the community.

Appendix 6: Hypotheses Testing

First of all; to test the hypothesis related to the demographic factors; the researcher used T-test and ANOVA test as illustrated in this section.

T-test analysis:

1. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to sex.
2. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to employment status.

Table 10: Independent sample T-test for sex and employment status

Independent Samples Test				
Variable	F	Sig.	T value	df
Sex	5.854	0.016	0.200	246
Employment status	3.242	0.073	-1.142	241

Table (10) shows that there are positive significant differences at the rate of $\alpha = 0.05$ between males and females for Jawwal's MI; this might be due to the differences in experiences, standpoints, and needs. As for employment status, there are no significant differences between working and non-working individuals.

ANOVA test analysis:

1. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to marital status.
2. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to the place of residence.
3. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to salary.
4. There is no significant difference at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal attributed to educational level.

Table 11: one way ANOVA test for marital status, place of residence, salary, and educational level

One Way ANOVA						
Variable	Groups	Df	Mean Square	F	Sig.	Tukey HSD
Marital Status	Between	3	15.959	2.46	0.63	Not sig.
	Within groups	244	6.462	9		
Place of residence	Between	2	8.384	1.27	0.281	Not sig.
	Within groups	245	6.563	7		
Salary	Between	2	32.226	5.57	0.004	Sig. for middle-class category
	Within groups	220	5.777	8		
Educational	Between	2	20.485	3.16	0.044	Sig. for the high education
	Within groups	245	6.464	9		

Table (11) reveals that there are positive significance differences at the rate of $\alpha = 0.05$ for salary, for middle-class category (3001-6000 Shekel) as revealed by Tuckey HSD test ($\alpha = 0.003$), the reasons behind this result may be attributable for spending more over Jawwal's services, and finding the prices reasonable and

affordable and so the satisfaction degree increases; unlike the poor and the rich categories, as their needs may not be met, and their expectation level exceeds their actual needs (Ahmed, Khan, 2016, p. 6682). There are positive significance differences at the rate $\alpha = 0.05$ for educational level as well; for educated individuals (university and higher) with $\alpha = 0.013$. Education level is used to be linked with self-control, gaining knowledge among pros and cons of services, prices, and formulating the company's MI (Ahmed, Khan, 2016, p. 6881). As for the marital status, and the place of residence there're no significant differences.

Pearson test:

1. There is no significant correlation at the rate of $\alpha = 0.05$ between Palestinian's MI for Jawwal and age.
2. There is no significant correlation at the rate of $\alpha = 0.05$ between Palestinian's MI for Jawwal and the number of years of subscribing to Jawwal.

Table 12: Pearson test for age, number of years of subscribing Jawwal and MI

Pearson test		
Variable		Jawwal's
Age	Pearson	0.007
	Sig. (2-tailed)	0.914
Number of years of subscribing Jawwal	Pearson	-0.069
	Sig. (2-tailed)	0.276

There is no significant difference at the rate of $\alpha = 0.05$ between Palestinian's MI for Jawwal and age as all Jawwal's services are considered essential for all age groups, also there's no significant correlation between MI and the number of years

of subscribing as there're no other competitors to take into account. Secondly; to test the significant correlation between the contributed factors and Jawwal's MI; Pearson test was used; table (12) presents the results.

1. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and individuality.
2. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and identity.
3. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and CSR.
4. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and economic dimension in CSR.
5. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and legal dimension in CSR.
6. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and ethical dimension in CSR.
7. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and philanthropic dimension in CSR.
8. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and reputation.
9. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and customers' satisfaction.

10. There is no significant correlation at the rate of $\alpha = 0.05$ for Palestinian's MI for Jawwal and the company's competitive advantage.

Table 13: Pearson test for contributing factors to MI

Variable		Jawwal's mental image
Jawwal individuality	Pearson correlation	0.891
	Sig. (2-tailed)	0.000
Jawwal's identity	Pearson correlation	0.939
	Sig. (2-tailed)	0.000
CSR activities	Pearson correlation	0.841
	Sig. (2-tailed)	0.000
Economic CSR	Pearson correlation	0.663
	Sig. (2-tailed)	0.000
Legal CSR	Pearson correlation	0.710
	Sig. (2-tailed)	0.000
Ethical CSR	Pearson correlation	0.800
	Sig. (2-tailed)	0.000
Philanthropic CSR	Pearson correlation	0.699
	Sig. (2-tailed)	0.000
Jawwal's reputation	Pearson correlation	0.928
	Sig. (2-tailed)	0.000
Jawwal customers' satisfaction	Pearson correlation	0.790
	Sig. (2-tailed)	0.000
Jawwal's competitive advantage	Pearson correlation	0.900
	Sig. (2-tailed)	0.000

Appendix 7: Bivariate Regression

Table 14: Bivariate Regression Analysis for demographic factors Jawwal's MI

Variable	R ²	Df	Beta	F	T value	Sig.
Sex	-0.004	247	0.013	0.40	0.20	0.841
Age	-0.004	247	0.007	0.012	0.108	0.914
Marital status	0.004	247	-0.092	2.079	-1.442	0.151
Place of residence	0.000	247	0.062	0.949	0.974	0.331
Income	-0.004	222	0.022	0.109	0.330	0.741
Occupation	0.001	242	-0.073	-1.142	-0.073	0.255
Education	0.01	246	0.142	6.278	-2.506	0.013

Table 15: Bivariate Regression Analysis with Jawwal's MI

Variable	R2	Df	Beta value	F	T value	Sig.
Individuality	0.793	246	0.891	946.074	30.758	0.00
Identity	0.882	246	0.939	1838.531	42.878	0.00
Reputation	0.862	246	0.928	1537.998	39.217	0.00
Satisfaction	0.622	246	0.790	408.300	20.206	0.00
Competitive Advantage	0.810	246	0.900	1051.031	32.420	0.00

As shown in tables 14, none of the demographic factors predicts in the MI variable, except for the education variable such explains 0.810 (R²) of the variation of Jawwal's MI (the dependent variable) with F (1,246) = 6.278, p. <0.05, this can be attributed to the consumers' awareness, and the objectivity in judging on companies. Regarding table 15, all of the stipulated variables are significant and predict in the MI variable.

Appendix 8: Abstract in Arabic

ملخص الدراسة:

في ظل العصر الرقمي وتطور وسائل الاتصال بشكل مستمر، وزيادة وعي المستهلك بحقوقه وتغير احتياجاته بشكل متسرع، تسعى معظم الشركات إلى تحسين صورتها الذهنية لدى أفراد المجتمع، وتعرف الصورة الذهنية بأنها أول انطباع يتخيله الفرد عند سماع اسم شركة معينة. تتأثر الصورة الذهنية للشركات بعوامل متعددة أهمها، أنشطة المسؤولية الاجتماعية، هوية الشركة، السمعة، رضا المستهلكين وميزتها التنافسية في السوق، جميعهم يساهموا في بناء الصورة الايجابية او السلبية.

هدفت هذه الدراسة إلى فهم عملية بناء الصورة الذهنية لدى المستهلكين الفلسطينيين لشركة جوال، لتحديد درجة تنبؤ كل عامل من العوامل المشاركة في تكوين الصورة الذهنية. وتطرقت الدراسة لفهم مفهوم المسؤولية الاجتماعية والصورة الذهنية من وجهة نظر الشركة، وذلك لتحديد الدوافع وراء تطبيق أنشطة المسؤولية الاجتماعية، وفهم دورها في هذا السياق. اعتمدت هذه الدراسة نموذج التثليث، حيث وظفت الباحثة نموذج جرونج المتوازن ثنائي الاتصال، مفهوم المسؤولية الاجتماعية والصورة الذهنية.

في هذه الدراسة، تم الدمج بين الأدوات الكمية والكيفية لتحقيق اهداف الدراسة والاجابة عن اسئلتها، فتم استخدام أداة المقابلة المعمقة، واستنتجت الباحثة أن شركة جوال تستخدم نموذج جرونج ثنائي الاتصال المتوازن عند تطبيقها لأنشطة المسؤولية الاجتماعية، إضافة إلى دراستها لاحتياجات المجتمع والافراد بشكل مستمر. أما بالنسبة للمعلومات الكمية، فتم توزيع استمارة مكونة من 7 محاور على 248 مستهلك لشركة جوال في فلسطين، واطهرت النتائج أن مقدار تنبؤ المسؤولية الاجتماعية في تكوين الصورة الذهنية يعادل 0.985، أي نسبة عالية ولكن عند مقارنة هذا المتغير مع متغير هوية الشركة ومع متغيرات السمعة ورضا المستهلك وميزة الشركة التنافسية نرى أن مستوى تنبؤ المسؤولية الاجتماعية هو الاقل.

وبناءً على ذلك، نستنتج أن صورة الشركة الذهنية تتكون نتيجة عدة عوامل متداخلة معاً، ولذلك على الشركات الأخذ بعين الاعتبار هذه العوامل، وفهم آلية تكوين الصورة الذهنية، وذلك لتوظف إمكانياتها ومصادرهما بالشكل الأمثل، لتحقيق أفضل النتائج للشركة وللمجتمع.

Appendix 9: SPSS Syntax

Descriptive and frequencies

```

DESCRIPTIVES VARIABLES=Individuality CSR CSR_economic
CSR_legal CSR_ethical CSR_commitment
CSR_connection CSR_consistency Identity Reputation
Satisfaction Loyalty Purchase_intention
Cmpetitive_advantage Corporate_MI
/STATISTICS=MEAN STDDEV MIN MAX
/SORT=MEAN (A).

FREQUENCIES VARIABLES=D1 D2 D3 D4 D5 D6 D7 D8 D9 D10
/STATISTICS=STDDEV MINIMUM MAXIMUM MEAN MEDIAN
/ORDER=ANALYSIS.

```

Computing Variables:

Individuality

```

COMPUTE
Individuality=Mean(Q1.1,Q1.2,Q1.3,Q4.1,Q4.2,Q4.3,Q4.4).
EXECUTE.

```

CSR

```

COMPUTE
CSR=Mean(CSR1_new,CSR2,CSR3,CSR4,CSR5,CSR6,CSR7,CSR8,CS
R9,CSR10,CSR11,CSR12,CSR13,CSR14,
CSR15,CSR16,CSR17).
EXECUTE.

```

CSR economic dimension

```

COMPUTE CSR_economic=Mean(CSR1_new,CSR2,CSR3,CSR4).
EXECUTE.

```

CSR legal dimension

```

COMPUTE CSR_legal=Mean(CSR5,CSR6).
EXECUTE.

```

CSR ethical dimension

```

COMPUTE CSR_ethical=Mean(CSR7,CSR8,CSR9,CSR10).
EXECUTE.

```

CSR commitment dimension

```

COMPUTE
CSR_commitment=Mean(CSR1_new, CSR2, CSR3, CSR4, CSR5, CSR6, C
SR7, CSR8, CSR9, CSR10) .
EXECUTE.

```

CSR connection or philanthropic dimension

```

COMPUTE
CSR_connection=Mean(CSR11, CSR12, CSR13, CSR14, CSR15, CSR16
) .
EXECUTE.

```

CSR consistency

```

COMPUTE CSR_consistency=Mean(CSR17) .
EXECUTE.

```

Identity

```

COMPUTE
Identity=Mean(I1, I2, I3, I4, I5, I6, I7, I8, I9, I10, I11, I12, R2
0, R21) .
EXECUTE.

```

Satisfaction

```

COMPUTE Satisfaction=Mean(S1, S2, S3, S4, S5, S6, S7) .
EXECUTE.

```

Reputation

```

COMPUTE
Reputation=Mean(R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12,
R13, R14, R15, R16, R17, R18, R19, R20, R21,
R22, R23, R24, R25, R26, Q1.1, Q1.2, Q1.3) .
EXECUTE.

```

Competitive advantage

```

COMPUTE
Competitive_advantage=Mean(CA1, CA2, CA3, CA4, CA5, CSR2, Q1.1
, Q1.2, Q1.3) .
EXECUTE.

```

MI

```

COMPUTE
Corporate_MI=Sum(Reputation, Identity, Individuality) .
EXECUTE.

```

Recoding Variables:

```
RECODE CSR1 (1=5) (5=1) (2=4) (4=2) (3=3) INTO
CSR1_new.
VARIABLE LABELS CSR1_new 'CSR1_new'.
EXECUTE.
```

```
RECODE D8 (8=8) (9=9) (1 thru 2=1) (3 thru 7=2) INTO
Occupation_new.
VARIABLE LABELS Occupation_new 'Occupation_new'.
EXECUTE.
```

```
RECODE D9 (9=9) (1 thru 3=1) (4 thru 6=2) (7 thru 8=3)
INTO Salary_new.
VARIABLE LABELS Salary_new 'Salary_new'.
EXECUTE.
```

```
RECODE D7 (7=3) (1 thru 4=1) (5 thru 6=2) INTO
Education_new.
VARIABLE LABELS Education_new 'Education_new'.
EXECUTE.
```

Dummy variable:

```
SPSSINC CREATE DUMMIES VARIABLE=D1
ROOTNAME1=Sex
/OPTIONS ORDER=A USEVALUELABELS=YES USEML=YES
OMITFIRST=NO
MACRONAME1="1".
```

```
SPSSINC CREATE DUMMIES VARIABLE=D3
ROOTNAME1=Residence
/OPTIONS ORDER=A USEVALUELABELS=YES USEML=YES
OMITFIRST=NO
MACRONAME1="1".
```

```
SPSSINC CREATE DUMMIES VARIABLE=D5
ROOTNAME1=Marital_status
/OPTIONS ORDER=A USEVALUELABELS=YES USEML=YES
OMITFIRST=NO
MACRONAME1="1".
```

```
SPSSINC CREATE DUMMIES VARIABLE=Occupation_new
ROOTNAME1=Occupation_1
/OPTIONS ORDER=A USEVALUELABELS=YES USEML=YES
OMITFIRST=NO
```

```
MACRONAME1="1"
```

```
SPSSINC CREATE DUMMIES VARIABLE=Education_new
ROOTNAME1=Educated_1
/OPTIONS ORDER=A USEVALUELABELS=YES USEML=YES
OMITFIRST=NO
MACRONAME1="Educated_2".
```

Reliability test: Alpha Cronbach:

Individuality:

```
RELIABILITY
/VARIABLES=Q1.1 Q1.2 Q1.3 Q4.1 Q4.2 Q4.3 Q4.4
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

CSR:

```
RELIABILITY
/VARIABLES=CSR1_new CSR2 CSR3 CSR4 CSR5 CSR6 CSR7
CSR8 CSR9 CSR10 CSR11 CSR12 CSR13 CSR14 CSR15 CSR16
CSR17
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Identity

```
RELIABILITY
/VARIABLES=I1 I2 I3 I4 I5 I6 I7 I8 I9 I10 I11 I12 R20
R21
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reputation

```
RELIABILITY
/VARIABLES=R1 R2 R3 R4 R5 R6 R7 R8 R9 R10 R11 R12 R13
R14 R15 R16 R17 R18 R19 R20 R21 R22 R23 R24
R25 R26 Q1.1 Q1.2 Q1.3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Satisfaction

```
RELIABILITY
```

```

/VARIABLES=S1 S2 S3 S4 S5 S6 S7
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Competitive advantage

```

RELIABILITY
/VARIABLES=CA1 CA2 CA3 CA4 CA5 CSR2 Q1.1 Q1.2 Q1.3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA

```

All Variables

```

RELIABILITY
/VARIABLES=Q1.1 Q1.2 Q1.3 Q2 Q3 Q4.1 Q4.2 Q4.3 Q4.4
CSR1_new CSR2 CSR3 CSR4 CSR5 CSR6 CSR7 CSR8 CSR9
CSR10 CSR11 CSR12 CSR13 CSR14 CSR15 CSR16 CSR17 I1
I2 I3 I4 I5 I6 I7 I8 I9 I10 I11 I12 R1 R2 R3 R4
R5 R6 R7 R8 R9 R10 R11 R12 R13 R14 R15 R16 R17 R18
R19 R20 R21 R22 R23 R24 R25 R26 S1 S2 S3 S4 S5
S6 S7 CA1 CA2 CA3 CA4 CA5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Validity tests:

PCA test:

Competitive advantage

```

CORRELATIONS
/VARIABLES=CA1 CA2 CA3 CA4 CA5 Cmpetitive_advantage
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Satisfaction

```

CORRELATIONS
/VARIABLES=S1 S2 S3 S4 S5 S6 S7 Satisfaction
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Reputation

```

CORRELATIONS
/VARIABLES=R1 R2 R3 R4 R5 R6 R7 R8 R9 R10 R11 R12 R13
R14 R15 R16 R17 R18 R19 R20 R21 R22 R23 R24
R25 R26 Reputation

```

```

/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE

```

Identity

```

CORRELATIONS
/VARIABLES=I1 I2 I3 I4 I5 I6 I7 I8 I9 I10 I11 I12
Identity
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

CSR

```

CORRELATIONS
/VARIABLES=CSR2 CSR3 CSR4 CSR5 CSR6 CSR7 CSR8 CSR9
CSR10 CSR11 CSR12 CSR13 CSR14 CSR15 CSR16
CSR17 CSR1_new
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Individuality

```

CORRELATIONS
/VARIABLES=Q1.1 Q1.2 Q1.3 Q2 Q3 Q4.1 Q4.2 Q4.3 Q4.4
Individuality
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Pearson test:

```

CORRELATIONS
/VARIABLES=Individuality CSR Identity Reputation
Satisfaction Competitive_advantage Corporate_MI
/PRINT=ONETAIL NOSIG
/MISSING=PAIRWISE.

```

```

CORRELATIONS
/VARIABLES=D2 D10 Corporate_MI
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

```

CORRELATIONS
/VARIABLES=Corporate_MI Identity CSR Individuality
CSR_economic CSR_legal CSR_ethical

```

```

CSR_connection      Reputation      Satisfaction
Cmpetitive_advantage
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

T-Test:

```

T-TEST GROUPS=D1(1 2)
/MISSING=ANALYSIS
/VARIABLES=Corporate_MI
/CRITERIA=CI(.95).

```

```

T-TEST GROUPS=Occupation_new(1 2)
/MISSING=ANALYSIS
/VARIABLES=Corporate_MI
/CRITERIA=CI(.95).

```

One way ANOVA:

```

ONEWAY Corporate_MI BY D3
/MISSING ANALYSIS.

```

```

ONEWAY Corporate_MI BY D5
/MISSING ANALYSIS.
/POSTHOC=TUKEY ALPHA(0.05).

```

```

ONEWAY Corporate_MI BY Education_new
/MISSING ANALYSIS.
/POSTHOC=TUKEY ALPHA(0.05).

```

```

ONEWAY Corporate_MI BY Salary_new
/MISSING ANALYSIS.
/POSTHOC=TUKEY ALPHA(0.05).

```

Bivariate regression

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD CSR.

```

```

REGRESSION

```

```
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD Individuality.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD Identity.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD CSR_economic.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD CSR_legal.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD CSR_ethical.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI
```

```
/METHOD=BACKWARD CSR_commitment.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD CSR_connection.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD CSR_consistency.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD Reputation.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD Satisfaction
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Corporate_MI  
/METHOD=BACKWARD Cmpetitve_advantage.
```

```
REGRESSION  
/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA
```

```
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Sex_1.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD D1.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD D2.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Residence_1.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Marital_status_2.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Salary_1_3.
```

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Corporate_MI
  /METHOD=BACKWARD Occupation_1_1.

```

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Corporate_MI
  /METHOD=BACKWARD Education_new.

```

Collinearity Test

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Corporate_MI
  /METHOD=BACKWARD      CSR      Individuality      Identity
Reputation Satisfaction Competitive_advantage Sex_1
      Residence_1      Marital_status_2      Salary_1_3
Occupation_1_1 Educated_1_3.

```

Multiple regressions

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Corporate_MI
  /METHOD=ENTER      CSR_economic      CSR_legal      CSR_ethical
CSR_commitment CSR_connection CSR_consistency.

```

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)

```

```

/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=ENTER      CSR_commitment      CSR_connection
CSR_consistency.

```

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA COLLIN TOL
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Sex_1 Residence_1 Marital_status_2
Salary_1_3 Occupation_1_1 Educated_1_3 D2

```

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=BACKWARD Sex_1 Residence_1 Marital_status_2
Salary_1_3 Occupation_1_1 Educated_1_3 D2
Individuality CSR Identity Satisfaction Reputation
Cpmpetitive_advantage.

```

PCA:

Corporate Ideology

```

FACTOR
/VARIABLES Individuality Identity
/MISSING LISTWISE
/ANALYSIS Individuality Identity
/PRINT INITIAL EXTRACTION ROTATION
/CRITERIA FACTORS(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(30)
/ROTATION VARIMAX
/SAVE REG(ALL)
/METHOD=CORRELATION.

```

Long-term consumers' sustainability

```

FACTOR
/VARIABLES      Cpmpetitive_advantage      Satisfaction
Reputation
/MISSING LISTWISE

```

```

/ANALYSIS          Cmppetitive_advantage          Satisfaction
Reputation
/PRINT INITIAL EXTRACTION ROTATION
/CRITERIA FACTORS(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(30)
/ROTATION VARIMAX
/SAVE REG(ALL)
/METHOD=CORRELATION.

```

Multiple regressions

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA COLLIN TOL
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Corporate_MI
/METHOD=STEPWISE          customer_longterm_sustainability
FAC1_1 Educated_1_3 Occupation_1_1 Salary_1_3
Marital_status_2 Sex_1 CSR D2 D3.

```