



Revista de Gestão  
ISSN: 2177-8736  
rege@usp.br  
Universidade de São Paulo  
Brasil

Kankam-Kwarteng, Collins; Nana Agyekum Donkor, George; Kwarteng Forkuoh, Solomon  
Corporate social responsibility, marketing capabilities and consumer behavioral responses  
Revista de Gestão, vol. 29, no. 4, 2022, October-December, pp. 410-423  
Universidade de São Paulo  
Brasil

- [Complete issue](#)
- [More information about this article](#)
- [Journal's webpage in redalyc.org](#)



# Corporate social responsibility, marketing capabilities and consumer behavioral responses

Collins Kankam-Kwarteng

*Marketing Department, Kumasi Technical University, Kumasi, Ghana*

George Nana Agyekum Donkor

*ECOWAS Bank for Investment and Development, Lome, Togo, and*

Solomon Kwarteng Forkuoh

*Department of Entrepreneurship and Finance, Kumasi Technical University, Kumasi, Ghana*

## Abstract

**Purpose** – The purpose of the study was to examine the effect of corporate social responsibility (CSR) and marketing capability on consumer behavioral responses in the mobile telecommunication industry in Ghana. Particularly, the study estimated the moderating effect of marketing capability on the relationship between CSR and consumer behavioral responses.

**Design/methodology/approach** – Both customers and employees of three major mobile telecommunication companies were sampled for this work. A mixed linear regression technique was used to examine the relationship between corporate responsibility, marketing capability and customer behavioral responses.

**Findings** – The empirical results revealed that marketing capabilities moderate the relationship between CSR and consumer responses in the telecommunication industry.

**Research limitations/implications** – The study proposes practical dimensions to the mobile telecommunication companies that the extensive development of strong marketing capabilities serves a conduit for CSR to achieve favorable consumer responses.

**Originality/value** – The results have opened up rather a limitation studies on the moderation role marketing capabilities in relationship between CSR and consumer behavioral responses in the telecommunication industry.

**Keywords** Corporate social responsibility, Marketing capability, Consumer behavioral responses, Mobile telecommunications

**Paper type** Research paper

## Introduction

Corporate social responsibility (CSR) activities are regularly known to be aimed at community members and consumers. Of course, every enterprise engages in CSR principally or relatively to excite consumers and potential consumers in their immediate environment (Boateng & Abdul-Hamid, 2017; Naderian & Baharun, 2015; Santoso, 2014; Tuzcu, 2014). CSR in developing countries, including Ghana, is plagued by limited research (Dartey-Baah, Amponsah-Tawiah, & Agbeibor, 2015; Seeletse & Ladzani, 2012). Moreover, the majority of the extant literature on CSR has tended to not concentrate on the specific context of the mobile telecommunication industry, bringing important insights from a multi-sectorial perspective.



A growing number of marketplace polls attest to the positive impact of CSR on consumer behavior (Safi, 2013; Bhattacharya & Sen, 2004).

Despite the increasing mentioning of CSR in the marketplace, few research talks about the effects of CSR action on consumers. However, other studies have exhibited that the correlation between an enterprise's CSR engagements and the consumers' reaction is not always direct and that numerous elements affect whether an enterprise CSR undertakings lead to consumer patronage (Valor, 2008; Maignan & Ferrell, 2004; Carrigan & Attalla, 2001; Ellen, Mohr, & Webb, 2000). Research concludes that there is a positive relationship between an enterprise CSR arrangements and consumers' attitudes toward that enterprise and its products (Pino, Amatulli, De Angelis, & Peluso, 2016; Lee, Park, & Lee, 2013; Yoon, Gürhan-Canli, & Schwarz, 2006; Ellen *et al.*, 2000).

In Ghana, the implementation of CSR operations has become significant in recent years (Anku-Tsede & Deffor, 2014). Specifically, the private sector has come under immense pressure to adopt CSR elements in their strategic actions. This suggests that CSR is not a new model in Ghana *per se*; however, it is still in its developing stages in relation to the industrialized economies. In spite of the few mobile telecommunication companies in the industry, the last few years have witnessed intensity of competition in the industry. The dynamics of competition in the industry is a result of the merger between Airtel and Tigo into AirtelTigo. There is also widespread consumer discontent with the telecommunication network providers in Ghana (Boateng & Abdul-Hamid, 2017). Currently, there are four mobile telecommunication network operators in the country: Vodafone, MTN, AirtelTigo and Glo. Telecommunication network operators in Ghana are accused of frequent call drops, denial of services, interconnectivity problems and consumers are very disappointed about the poor services delivered by these enterprises (Nimako, Azumah, Donkor, & Veronica, 2010). Constant consumer complaints and resultant competitive struggles to increase consumer basis have led to intensive competitive strategies in the industry. One such strategy used by the telecommunication companies is the application of CSR (Abukari & Abdul-Hamid, 2018; Sokro & Agbola, 2016; Mahmoud & Hinson, 2012). The telecommunication companies in Ghana (MTN, AirtelTigo, Vodafone and Glo) have all been involved in CSR activities such as the provision of academic scholarships, community development, building health infrastructure and support (Boateng & Abdul-Hamid, 2017; Mahmoud & Hinson, 2012; Nimako *et al.*, 2010). Interestingly, empirical studies have not examined CSR and consumer behavioral responses with marketing capabilities as a moderator in the mobile telecommunication sector. The focus of this work is, therefore, to estimate consumers' reaction to CSR and the role of marketing capabilities in the relationship. Particularly, this work examines the moderating effect of the firm's marketing capability on the responses of consumer toward CSR programs by the mobile telecommunication industry in Ghana.

## Literature review

### *Consumer behavioral responses*

Consumers have long been considered the backbone of every business (Engel, Blackwell, & Miniard, 1991; Schwartz, 1991). Without consumers, a firm has no revenues, no profits and, therefore, no market value (Daunt & Harris, 2012). Consumer behavior is generally considered as a set of activities undertaken by consumers in selecting, purchasing, consuming and disposing of goods and services to gratify their personal needs and desires (Frederiks, Stenner, & Hobman, 2015; Solomon, Russell-Bennett, & Previte, 2012).

In the consumer theory, the term "consumer behavior" denotes not only the act of purchase itself, but also the pre- and post-purchase activities (Pachauri, 2001; Ennew, Reed, & Binks, 1993).

Consumer behavioral responses involve indications for the actual consumption, and hence, it is imperative that they are monitored (Zeithaml, Berry, & Parasuraman, 1996). Consumer behavioral response includes purchase intention and willingness to pay, and it can result in organizational performance (Wirtz & Mattila, 2004). A consumer who exhibits both strong indications of purchase and willingness to pay is more likely to remain loyal to the service provider, with lower sensitivity toward the operations of the firm (Keh & Xie, 2009). Behavioral responses are among the essential concepts in consumer behavior literature, perhaps, due to its strong relationship with the actual consumer buying behavior (Akhtar, Sun, Akhtar, & Chen, 2019). Literature indicates that meeting consumer needs, which enhance consumer satisfaction and therefore affects their repurchase intentions toward the incumbent firm, is largely influenced by how consumers perceive the firm (Laczniak, DeCarlo, & Ramaswami, 2001). That is, the reputation or image of the firm is very vital in dictating consumer responses and patronage. Research has shown that there is a positive correlation between corporate image and consumer behavioral responses (Lacey, 2007).

#### *The effect of CSR on consumer behavioral responses*

The concept of CSR suggests different issues to different researchers. One side argues that CSR targets compliance with laws, and the other side considers CSR as philanthropy initiative (Matten, Crane, & Chappie, 2003). Hiller (2013) also suggests that CSR can be viewed from the “who benefits” point. The beneficiaries include employees, suppliers, consumers and other amorphous group considered as the society (Hiller, 2013). The traditional view of enterprises suggests that their core responsibilities are to their stockholders or owners (Beekun & Badawi, 2005; André, 2012).

Mahmoud and Hinson (2012) suggest that CSR practices stimulate mobile telecommunication companies’ ability to attract more knowledgeable and dedicated individuals, get community support and boost consumers’ morale and assurance to the enterprise. The ability of the mobile telecommunication companies to meet the needs of consumers through the provision of valued services; as it becomes economically responsible, it does not only improve the firm’s reputation, but also makes it more attractive to existing consumers in the market (Amponsah-Tawiah & Dartey-Baah, 2016; Kodua & Mensah, 2017). Benefits that firms accrue from CSR activities are majorly attained by the reputational improvement the firm sustains as its corporate image soars due to favorable judgments it receives from consumers (Agyemang & Ansong, 2017; Afuic *et al.*, 2020). Amoako, Agbola, Sokro, and Dzagbenuku (2011) assert that CSR activities in telecommunications have higher social approval asset. The resultant effect is an increase in consumer patronage, thereby leading to higher sales performance and profitability (Hinson & Kodua, 2012; Stawiski, Deal, & Gentry, 2010; Lai, Debo, & Sycara, 2010; Stanaland, Lwin, & Murphy, 2011). The studies into the telecommunication industry in specific Ghanaian context have demonstrated that CSR activities require continues research to establish how heighten competition influences consumer behavioral responses. Based on this discussion, it can be hypothesized as follows:

*H1. CSR has a positive effect on consumers’ behavioral responses.*

#### *The effect of marketing capabilities on consumer behavioral responses*

Marketing capabilities in the telecommunication industry have been noted by management researchers (Kyei & Bayoh, 2017; Mihardjo & Rukmana, 2018; Gyemang & Emeagwali, 2020). Marketing capabilities including market sensing (Nath, Nachiappan, & Ramanathan, 2010; Camra-Fierro *et al.*, 2012; Heusinkveld, Benders, & van den Berg, 2009), consumer capabilities, functional capabilities, networking capabilities and partner linking have been connected to a number of encouraging outcomes (Mitrega, Ramos, Forkmann, & Henneberg, 2011).

In the mobile telecommunication industry, literature (Ofosu-Boateng, 2020; Ofori, Osei, Mensah, & Affum, 2015; Marcelle, 2005) has shown that the ability to correctly sense the market to attract consumer patronage is a key component of firms with strong marketing capabilities. Mahmoud and Hinson (2012) confirm that it allows the telecommunication firm to expand the potential range of strategic responses and enhances consumer-based performance. According to Leonidou, Paliawadana and Theodosiou (2011), strong marketing capabilities are important for sensing the needs of consumers in a quick and accurate manner, leading to higher competitive advantages. Rational consumer behavior requires that consumers redirect their buying patterns and patronage towards firms that have the ability to meet their needs, serve them with valued products and ensure that their expectations are met (Javornik, 2016; Xie & Kahle, 2014; Bigné-Alcañiz, 2012). Nalcaci and Yagci (2014) argue that particularly in modern markets, where consumers have heterogeneous and dynamic valuations for quality, marketing capabilities cannot be overlooked. Morgan, Katsikeas and Vorhies (2012), Merrilees, Rundle-Thiele, and Lye (2011) and Narver and Slater (1990) have also demonstrated that firms with strong marketing capabilities are not only sensitive to the needs of consumers, but also anticipate their concerns. Literature has shown that organizations that exhibit higher levels of market capabilities obtain superior performance (Narver & Slater, 1990; Appiah-Adu & Ranchhod, 1998), service quality, employee satisfaction and consumer satisfaction (Agarwal, Krishna Erramilli, & Dev, 2003). Based on this discussion, it can be hypothesized as follows:

*H2. Marketing capabilities have a positive effect on consumers' behavioral responses.*

#### *The moderating effect of marketing capabilities*

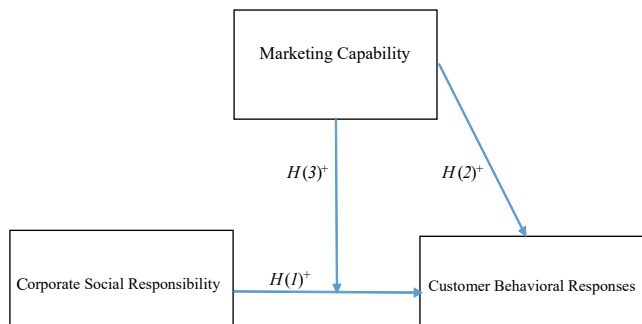
Narver and Slater (1990) explain that since firms with strong marketing capabilities focus on being externally oriented, enterprises would not only be concerned with their consumers but also anticipate their worries. Thus, taking a pre-emptive step to address happenings that are of consumers concerns should make an enterprise stand out in the competitive environment and to become favored choice as producers of services to consumers (Narver & Slater, 1990). Qu (2007) also suggests that firms with strong marketing capabilities can effectively execute their CSR obligations. Qu (2009) further argues that in an environment where external public, including consumers, have high expectations of enterprises' CSR activities, strong marketing capabilities are required to communicate the CSR activities and dovetail these programs in their consumer-focused programs, thereby leading to superior patronage. To integrate CSR activities in its consumer-focused programs, firms can use their consumer relationship skills and market sensing abilities to identify key concerns in their external stakeholders in terms of developmental issues and ethical considerations critical to their consumers to tackle them head-on. This uniquely sets the firm apart from its competitors and thereby sways consumer attention toward their business. It is for this reason that Qu (2007) is of the opinion that strong marketing capabilities are required for effective delivery of CSR. Thus, firms which integrate their marketing capabilities in their CSR activities are most likely to build firm reputation, as they are able to meet the concerns of consumers more proactively and completely (Van der Laan, Van Ees, & Van Witteloostuijn, 2008; Orlitzky, Schmidt, & Rynes, 2003). The reputation has the possibility to attract more consumers (Greening & Turban, 2000) and to increase consumer retention, which essentially improves favorable consumer responses. Considering the limited studies on the integration of CSR and marketing capabilities in the mobile telecommunication sector, a hypothesis is stated (see Figure 1) as follows:

*H3. Marketing capability moderates the relationship between CSR and consumers' behavioral responses.*

### Sampling and sampling technique

CSR measures were based on items used in previous research. Six items used were, however, based on consumer (Podnar & Golob, 2007) domain for measuring the CSR construct: implement fair sales practices, label services clearly, label services in a comprehensive way, meet service quality standards, set fair prices for services and offer the possibility for consumers to file complaints (Öberseder, Schlegelmilch, Murphy, & Gruber, 2014).

*Consumer behavioral responses* were measured with items used to evaluate consumer patronage in literature. Behavioral responses of consumers were measured using items adapted from Pavlou and Gefen (2004), Kumar, Lee, and Kim (2009) and Lee, Garbarino, and Lerman (2007). Four items used to measure consumer behavioral responses included “I will positively recommend this company to other people”, “I am ready to be loyal to this firm”, “This firm always comes to my mind whenever I want to sign up to a network” and “I intend to patronize the services of this firm in the future”. A five-point Likert scale ranging from (1) strongly agree to (5) strongly disagree was used to measure CSR, marketing capabilities and consumer behavioral responses.



**Figure 1.**  
Conceptual framework

### Scale accuracy analysis and test of measurement models

The robustness of the research instrument used to conduct this work was evaluated using the confirmatory factor analysis (CFA). Table 1 reports the model fit indices obtained after the CFA process. The basic requirement of the root mean of squared error of approximation (RMSEA) should be less than 0.08 and CFI should be greater than or equal to 0.95, while standard root mean square residual (SRMR) must be less than 0.03. A  $p$ -value of the chi-square should be more than 5% and the degrees of freedom (DF), less than 5. The realization of these thresholds means a strong convergent validity. Marketing capability = chi-square ( $X^2$ ) = 5.115 (3), RMSEA = 0.008, CFI = 1.00, SRMR = 0.003; CSR = chi square ( $X^2$ ) = 2.648 (2), RMSEA = 0.000, CFI = 1.00 and SRMR = 0.008; consumer behavioral responses = chi square ( $X^2$ ) = 2.315 (2), RMSEA = 0.000, CFI = 1.00 and SRMR = 0.001. The significance of the chi-square value is also more than 5%, and the ratio of chi-square to the DF is also less than 5. The conclusion is that the items used to evaluate all the constructs are appropriate, as the model attains best-fit, (see; Newsom, 2015; Hu & Bentler, 1999). Thus, there is a strong convergent validity for the marketing capabilities construct. The conclusion can also be made for CSR and consumer behavioral responses. Based on these criteria, therefore, it is concluded that both the firms' CSR and consumer behavioral response constructs are also robust, as the fit indices are within the suggested thresholds (Newsom, 2015; Hu & Bentler, 1999). All the retained items for each construct exhibit good-fit models with satisfactory indices, as shown in Table 1.

Discriminant validity of the study instrument was also examined by checking if the square root of the average variance extracted (AVE) values of each construct is significantly higher than the shared variance of the construct with other constructs. The shared variances of each pair of constructs were lower than the square root of the AVEs, which suggest appropriate level of discriminant validity (see; Hair, Sarstedt, Ringle, & Mena, 2012). The values satisfied the recommended levels, which indicate that measures of each construct correlated more with their items than with items illustrating other constructs and portraying the attainment of discriminant validity (see; Table 2).

## Results

### Demographic responses

Table 3 addresses the description of the sampled consumers and workers of the selected mobile telecommunication network firms, respectively. The report was centered on age,

Construct	$\chi^2$	(DF)	$p$	CFI	RMSEA	SRMR
Marketing capabilities	5.115	3	0.164	1.000	0.008	0.003
Corporate social responsibility	2.648	2	0.266	1.000	0.000	0.008
Customer behavioral responses	2.315	2	0.313	1.000	0.000	0.001

**Note(s):**  $\chi^2$  = chi-square; DF = degree of freedom;  $p$ -value of chi-square; RMSEA = root mean standard error of approximation; CFI = comparative fit index and SRMR = standardized mean square residual

**Table 1.**  
Goodness-of-fit indices

Constructs	MC	CSR	CBR
Marketing capabilities (MC)	0.864		
Corporate social responsibility (CSR)	0.572	0.752	
Customer behavioral responses (CBR)	0.347	0.512	0.825

**Note(s):** Square root of AVE's in main diagonal

**Table 2.**  
Discriminant validity



**Table 3.**  
Profile of respondents

Attribute	Frequency	Percent
<i>Respondents characteristics (Customers)</i>		
Experience		
0 to 5 years	99	33.0
6 to 10 years	97	32.3
11+	104	34.7
Total	300	100.0
Gender		
Male	128	42.7
Female	172	57.3
Total	300	100.0
Age		
20 to 29 years	121	40.3
30 to 39 years	109	36.3
40 to 49 years	47	15.7
50 and above	23	7.7
Total	300	100.0
<i>Respondent characteristics (Workers)</i>		
Current position		
Management position	34	57.0
Non-management position	26	43.0
Total	60	100.0
Job tenure		
Less than 3 years	2	3.3
3 to 5 years	20	33.3
6 to 9 years	31	51.7
10+	7	11.7
Total	60	100.0
Age		
20 to 29 years	21	35.0
30 to 39 years	22	36.7
40 to 49 years	10	16.7
50 and above	7	11.6
Total	60	100.0

experience and gender description of the respondent. Report of [Table 3](#) indicates that the majority of the consumers are females (57.3%) and aged between 20 and 39 years (76.6%).

In total, 33.0% of the sampled consumers were found to have used the services of the mobile networks for less than six years, whereas 32.3% of them have been loyal to their preferred network for six to ten years. Meanwhile, 34.7% of the sampled consumers had used the services of the mobile network for more than 11 years. It was also observed that the majority of the sampled workers who responded to the survey instrument were occupying management position (57%). The findings showed that 51.7% of the respondents had tenured approximately six to nine years in their current position. The majority of the sampled workers were also identified to be between the ages of 20 to 39 years.

*Mixed-level analysis results*

The mixed linear regression model (MLM) was used to examine the relationship between the variables. The MLM was justified on the grounds that some of the variables were observed at different levels. CSR and marketing capability were evaluated at the organizational level, whereas consumer responses were assessed at the consumer level. To obtain efficient estimates, all the variables were aggregated at the organizational level ([Steffens et al., 2014](#)).



In model 2, the organizational variables were included in the analysis. The result indicates that there is a positive and significant relationship between CSR and consumer responses ( $\gamma = 0.345, p < 1\%$ , standard error ( $SE$ ) = 0.109, Model 2). Thus, [hypothesis 1](#), which states that CSR has a positive effect on consumers' behavioral responses, is supported. Similarly, a

		Sum of squares	DF	Mean square	<i>F</i>	Sig.	ICC	
							ICC 1	ICC 2
Marketing capabilities	Between groups	247.57	3	79.09	1,748	0.000	0.324	0.748
	Within groups	97.88	284	0.55				
	Total	345.45	287					
CSR	Between groups	209.64	3	62.83	1,214	0.000	0.214	0.893
	Within groups	41.02	284	0.18				
	Total	250.66	287					

	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
- Constant	2.545***	0.417	3.004***	0.485	2.128***	0.672
- Marital status	-0.240	0.214	-0.518	0.315	-0.491	0.554
- Gender	0.413***	0.127	0.387***	0.078	0.262**	0.101
- Age	-0.327***	0.121	-0.498***	0.144	-0.428**	0.212
<i>Main effects</i>						
- Corporate social responsibility			0.345***	0.109	0.241***	0.065
- Marketing capability			0.227**	0.086	0.192**	0.078
<i>Interactions</i>						
- CSR × Marketing capability					0.269**	0.108
<i>Diagnostics</i>						
Deviance	0.245		0.174		0.118	
Δ Deviance			0.071		0.056	
Pseudo R <sup>2</sup>	0.408					

**Note(s):** \*\*\*  $p < 0.05$ ; \*\*  $p < 0.01$ , \*  $p > 0.1$

positive and significant relationship is detected between marketing capability and consumer responses ( $\gamma = 0.227, p < 5\%, SE = 0.086$ , Model 2). This also supported [hypothesis 2](#), which posited a positive relationship between marketing capability and consumer responses. To test [hypothesis 3](#), Model 3 was estimated, and the effect of the interaction between CSR and marketing capability was assessed. The interaction of CSR and marketing capability was found to have a positive and significant effect on consumer responses ( $\gamma = 0.269, p < 5\%, SE = 0.108$ , Model 3). Thus, [hypothesis 3](#), which states that marketing capability moderates the positive effect of CSR on consumers' behavioral responses, was supported.

### Discussion of results

The current research examined the moderating effect of marketing capabilities on the relationship between CSR and consumer behavioral responses. The study was motivated by the underrepresentation of empirical investigation into the effect of CSR on consumer behavioral responses. However, a lot of reviews have established a linkage between CSR and consumer behavior. The results of the study showed that there is a positive relationship between CSR activities and consumer behavioral responses. The findings of this work support the claim that consumer-related CSR activities (fair sales practices, labeling services clearly, service quality standards, fair prices and possibility for consumers to file complaints) stimulate firms' ability to attract consumers ([Maignan, Ferrell, & Hult, 1999](#)). The study thus demonstrates that the consumer-oriented CSR activities ([Öberseder et al., 2014](#)) are critical to consumer behavioral responses. [Agyemang and Ansong \(2017\)](#) reveal that engagement in CSR activities (fair sales practices and fair prices) enhance the corporate image and provides latent results such as reputation with strong word-of-mouth communication that increases consumer perception and drives positive behavioral responses ([Stawiski et al., 2010](#); [Lai et al., 2010](#); [Stanaland et al., 2011](#)). [Porter and Kramer \(2006\)](#) also argue that the central objective of CSR is to create shared value that is of mutual benefit for society and the business.

The findings of this work show that there is a positive and significant relationship between marketing capability (product development, market sensing, pricing, channel management, marketing communications, market planning and marketing implementation) and consumer behavioral responses (recommendation, brand loyalty and purchase intention). According to [Qu \(2009\)](#), firms with strong marketing capabilities can effectively execute their CSR obligations. [Qu \(2009\)](#) further argues that in a business environment where external publics such as consumers have high expectations of firms' CSR activities, strong marketing capabilities are required to communicate the CSR activities and dovetail these programs in their consumer-focused programs, thereby leading to superior patronage and sales performance.

### Managerial implication

The results of this study have implications for managers of mobile telecommunication operations. First, this study shows how the CSR and marketing capabilities components play a role in a consumer behavioral response in the mobile telecommunication network industry. Managers of mobile telecommunication services need to be aware that the companies' CSR programs can have a positive effect with subsequent consumer evaluations of decisions toward the firms. In addition, managers must be aware of how marketing capability operations affect consumer behavioral responses. Also, managers in the telecommunication industry must be prepared to handle an interactive, procedural and distributive nature of services to maintain a high-quality perception with consumers. The marketing capability (product development, channel management, marketing communications, marketing planning and marketing implementations) are oftentimes marketing activities taken by mobile telecommunication firms to derive consumer satisfaction, consumer loyalty, consumer

retention and referral from consumers. The study results have mainly demonstrated that CSR and marketing capabilities are effective tools for management to implement in an intensive competitive environment such as the mobile telecommunications industry.

## Conclusion

The purpose of the study is to estimate the relationship between CSR, marketing capabilities and consumer behavioral responses in the mobile telecommunication industry. The study findings showed that CSR has a significant positive effect on consumers' behavioral responses in the Ghanaian telecommunication industry. In addition, these findings demonstrate that marketing capability strengthens the relationship between CSR and consumer behavioral responses.

Despite the significant effects of the study variables, there were limitations that need to be mentioned. Future researchers can explore other dimensions of organizational capability and how they interact with CSR activities to shape the organizational outcomes and consumer behavioral responses of mobile telecommunication companies in Ghana. Therefore, future revisions would benefit from adding other segments of the consumer categories from other parts of the country. Future studies that compare the essential quality elements of mobile telecommunication services could assist management researchers in better matching the desires of each consumer segment. This study validates previous theoretical opinions on CSR and marketing capabilities by identifying elements that are imperative in the determination of consumer behavioral responses. Thus, more studies on relationships between corporate social responsibilities, marketing capability and consumer behavioral responses are needed to cross-validate the outcomes from diverse directions. From a methodological position, future CSR and marketing capability research should benefit from building more rigorous measurement integrating the three vital operational factors including service quality and consumer satisfaction and consumer expectations frameworks that exist in the mobile telecommunication industry.

## References

- Abukari, A. J., & Abdul-Hamid, I. K. (2018). Corporate social responsibility reporting in the telecommunications sector in Ghana. *International Journal of Corporate Social Responsibility*, 3(1), 1–9.
- Afiuc, O., Bonsu, S. K., Manu, F., Knight, C. B., Panda, S., & Blankson, C. (2020). Corporate social responsibility and customer retention: Evidence from the telecommunication industry in Ghana. *Journal of Consumer Marketing*, 38/1, 15–26.
- Agarwal, S., Krishna Erramilli, M., & Dev, C. S. (2003). Market orientation and performance in service firms: Role of innovation. *Journal of Services Marketing*, 17(1), 68–82.
- Agyemang, O. S., & Ansong, A. (2017). Corporate social responsibility and firm performance of Ghanaian SMEs: Mediating role of access to capital and firm reputation. *Journal of Global Responsibility*, 8(1), 47–62.
- Akhtar, N., Sun, J., Akhtar, M. N., & Chen, J. (2019). How attitude ambivalence from conflicting online hotel reviews affects consumers' behavioural responses: The moderating role of dialecticism. *Journal of Hospitality and Tourism Management*, 41, 28–40.
- Amoako, G. K., Agbola, R. M., Sokro, E., & Dzogbenuku, R. K. (2011). The realities about corporate social responsibility activities of mobile telecommunication firms in Ghana. *Corporate Governance and Financial Performance in India by Monica Singhania*.
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2016). Corporate social responsibility in Ghana: A sectoral analysis. In *Corporate Social Responsibility in sub-Saharan Africa* (pp. 189–216). Cham: Springer.
- André, R. (2012). Assessing the accountability of the benefit corporation: Will this new gray sector organisation enhance corporate social responsibility? *Journal of Business Ethics*, 110(1), 133–150.
- Anku-Tsede, O., & Deffor, E. W. (2014). Corporate responsibility in Ghana: An overview of aspects of the regulatory regime. *Business and Management Research*, 3(2), 31–41.

- Appiah-Adu, K., & Ranchhod, A. (1998). Market orientation and performance in the biotechnology industry: An exploratory empirical analysis. *Technology Analysis and Strategic Management*, 10(2), 197–210.
- Beekun, R. I., & Badawi, J. A. (2005). Balancing ethical responsibility among multiple organisational stakeholders: The Islamic perspective. *Journal of Business Ethics*, 60(2), 131–145.
- Bhattacharya, C. B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*, 47(1), 9–24.
- Bigné-Alcañiz, E., Currás-Pérez, R., Ruiz-Mafé, C., & Sanz-Blas, S. (2012). Cause-related marketing influence on consumer responses: The moderating effect of cause–brand fit. *Journal of Marketing Communications*, 18(4), 265–283.
- Boateng, H., & Abdul-Hamid, I. K. (2017). An evaluation of corporate social responsibility communication on the websites of telecommunication companies operating in Ghana: Impression management perspectives. *Journal of Information, Communication and Ethics in Society*, 15(1), 17–31.
- Camra-Fierro, J., Centeno, E., Pérez-Cabañero, C., González-Cruz, T., & Cruz-Ros, S. (2012). Do family SME managers value marketing capabilities' contribution to firm performance? *Marketing Intelligence and Planning*, 30(2), 116–142.
- Carrigan, M., & Attalla, A. (2001). The myth of the ethical consumer—do ethics matter in purchase behaviour? *Journal of Consumer Marketing*, 18(7), 560–578.
- Dartey-Baah, K., Amponsah-Tawiah, K., & Agbeibor, V. (2015). Corporate social responsibility in Ghana's national development. *Africa Today*, 62(2), 71–92.
- Daunt, K. L., & Harris, L. C. (2012). Exploring the forms of dysfunctional customer behaviour: A study of differences in and customer disaffection with service. *Journal of Marketing Management*, 28(1-2), 129–153.
- Ellen, P. S., Mohr, L. A., & Webb, D. J. (2000). Charitable programs and the retailer: Do they mix? *Journal of Retailing*, 76(3), 393–406.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1991). *Consumer behaviour* (6th ed.). Chicago: The Dryden Press.
- Ennew, C. T., Reed, G. V., & Binks, M. R. (1993). Importance-performance analysis and the measurement of service quality. *European Journal of Marketing*, 27(2), 59–70.
- Frederiks, E. R., Stenner, K., & Hobman, E. V. (2015). Household energy use: Applying behavioural economics to understand consumer decision-making and behavior. *Renewable and Sustainable Energy Reviews*, 41, 1385–1394.
- Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business and Society*, 39(3), 254–280.
- Gyemang, M., & Emeagwali, O. (2020). The roles of dynamic capabilities, innovation, organizational agility and knowledge management on competitive performance in telecommunication industry. *Management Science Letters*, 10(7), 1533–1542.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414–433.
- Heusinkveld, S., Benders, J., & van den Berg, R. J. (2009). From market sensing to new concept development in consultancies: The role of information processing and organisational capabilities. *Technovation*, 29(8), 509–516.
- Hiller, J. S. (2013). The benefit of corporation and corporate social responsibility. *Journal of Business Ethics*, 118(2), 287–301.
- Hinson, E. R., & Kodua, P. (2012). Examining the marketing-corporate social responsibility nexus. *International Journal of Law and Management*, 54(5), 332–344.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55.

- Javornik, A. (2016). 'It's an illusion, but it looks real!' Consumer affective, cognitive and behavioural responses to augmented reality applications. *Journal of Marketing Management*, 32(9-10), 987–1011.
- Kamboj, S., & Rahman, Z. (2014). Marketing capabilities and firm performance: Literature review and future research agenda. *International Journal of Productivity and Performance Management*, 64(8), 1041–1064.
- Keh, H. T., & Xie, Y. (2009). Corporate reputation and customer behavioral intentions: The roles of trust, identification and commitment. *Industrial Marketing Management*, 38(7), 732–742.
- Kodua, P., & Mensah, P. (2017). The role of corporate social responsibility in influencing brand loyalty: Evidence from the Ghanaian telecommunication industry. In *Marketing at the Confluence between Entertainment and Analytics* (pp. 77–90). Cham: Springer.
- Kumar, A., Lee, H. J., & Kim, Y. K. (2009). Indian consumers' purchase intention toward a United States versus local brand. *Journal of Business Research*, 62(5), 521–527.
- Kyei, D. A., & Bayoh, A. T. M. (2017). Innovation and customer retention in the Ghanaian telecommunication industry. *International Journal of Innovation*, 5(2), 171–183.
- Lacey, R. (2007). Relationship drivers of customer commitment. *Journal of Marketing Theory and Practice*, 15(4), 315–333.
- Laczniak, R. N., DeCarlo, T. E., & Ramaswami, S. N. (2001). Consumers' responses to negative word-of-mouth communication: An attribution theory perspective. *Journal of Consumer Psychology*, 11(1), 57–73.
- Lai, G., Debo, L. G., & Sycara, K. (2010). Buy now and match later: Impact of posterior price matching on profit with strategic consumers. *Manufacturing and Service Operations Management*, 12(1), 33–55.
- Lee, J. A., Garbarino, E., & Lerman, D. (2007). How cultural differences in uncertainty avoidance affect product perceptions. *International Marketing Review*, 24(3), 330–349.
- Lee, E. M., Park, S. Y., & Lee, H. J. (2013). Employee perception of CSR activities: Its antecedents and consequences. *Journal of Business Research*, 66(10), 1716–1724.
- Leonidou, L. C., Paliawadana, D., & Theodosiou, M. (2011). National export-promotion programs as drivers of organisational resources and capabilities: Effects on strategy, competitive advantage, and performance. *Journal of International Marketing*, 19(2), 1–29.
- Mahmoud, M. A., & Hinson, R. E. (2012). Market orientation, innovation and corporate social responsibility practices in Ghana's telecommunication sector. *Social Responsibility*, 8(3), 327–346.
- Maignan, I., & Ferrell, O. C. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32(1), 3–19.
- Maignan, I., Ferrell, O. C., & Hult, G. T. (1999). Corporate citizenship: Cultural antecedents and business benefits. *Journal of the Academy of Marketing Science*, 27(4), 455–469.
- Marcelle, G. (2005). How do telecom firms build capabilities? Lessons from Africa. *Telecommunications Policy*, 29(7), 549–572.
- Matten, D., Crane, A., & Chappie, W. (2003). Behind de Mask: Revealing the true face of corporate citizenship. *Journal of Business Ethics*, 45(1-2), 109–120.
- Merrilees, B., Rundle-Thiele, S., & Lye, A. (2011). Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40(3), 368–375.
- Mihardjo, L. W. W., & Rukmana, R. A. (2018). Does digital leadership impact directly or indirectly on dynamic capability: Case on Indonesia telecommunication industry in digital transformation? *The Journal of Social Sciences Research*, 2, 832–841.
- Mitrega, M., Ramos, C., Forkmann, S., & Henneberg, S.C. (2011). Networking capability, networking outcomes, and company performance. *Proceedings of the IMP Conference*, Glasgow.
- Morgan, N. A. (2012). Marketing and business performance. *Journal of the Academy of Marketing Science*, 40, 102–119.

- Morgan, N. A., Katsikeas, C. S., & Vorhies, D. W. (2012). Export marketing strategy implementation, export marketing capabilities, and export venture performance. *Journal of the Academy of Marketing Science*, 40(2), 271–289.
- Naderian, A., & Baharun, R. (2015). Corporate social responsibility and consumer behavior. *Asian Journal of Management*, 6(4), 249–255.
- Nalcaci, G., & Yagci, M. I. (2014). The effects of marketing capabilities on export performance using resource-based view: Assessment on manufacturing companies. *Procedia-Social and Behavioral Sciences*, 148, 671–679.
- Narver, J., & Slater, S. (1990). The effect of market orientation on business profitability. *Journal of Marketing*, 54(4), 20–35.
- Nath, P., Nachiappan, S., & Ramanathan, R. (2010). The impact of marketing capability, operations capability and diversification strategy on performance: A resource-based view. *Industrial Marketing Management*, 39(2), 317–329.
- Newsom, J. T. (2015). *Longitudinal structural equation modeling: A comprehensive introduction*. New York: Routledge. Taylor & Francis.
- Nimakoo, S. G., Azumah, F. K., Donkor, F., & Veronica, A. B. (2010). Overall customer satisfaction in Ghana's mobile telecommunication networks: Implications for management and policy. *ATDF Journal*, 7(3/4), 35–49.
- Öberseder, M., Schlegelmilch, B. B., Murphy, P. E., & Gruber, V. (2014). Consumers' perceptions of corporate social responsibility: Scale development and validation. *Journal of Business Ethics*, 124(1), 101–115.
- Ofori, D., Osei, A., Mensah, S. A., & Affum, E. K. (2015). Innovation and knowledge sharing: A new competitive advantage in the mobile telecommunication industry in Ghana. *Science Journal of Business and Management*, 3(5), 157–163.
- Ofosu-Boateng, I. (2020). Effect of sales promotion and relationship marketing on customers' retention in the telecommunications industry in Accra, Ghana. *British Journal of Management and Marketing Studies*, 3(1), 37–54.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta-analysis. *Organisation Studies*, 24, 403–441.
- Pachauri, M. (2001). Consumer behaviour: A literature review. *The Marketing Review*, 2(3), 319–355.
- Pavlou, P. A., & Gefen, D. (2004). Building effective online marketplaces with institution- based trust. *Information Systems Research*, 15(1), 37–59.
- Pino, G., Amatulli, C., De Angelis, M., & Peluso, A. M. (2016). The influence of corporate social responsibility on consumers' attitudes and intentions toward genetically modified foods: Evidence from Italy. *Journal of Cleaner Production*, 112, 2861–2869.
- Podnar, K., & Golob, U. (2007). CSR expectations: The focus of corporate marketing. Corporate communications. *An International Journal*, 12(4), 326–340.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78–92.
- Qu, R. (2007). Corporate social responsibility in China: Impact of regulations, market orientation and ownership structure. *Chinese Management Studies*, 1(3), 198–207.
- Qu, R. (2009). The impact of market orientation and corporate social responsibility on firm performance: Evidence from China. *Asia Pacific Journal of Marketing and Logistics*, 21(4), 570–582.
- Safi, A. (2013). Corporate social responsibility and consumer behavior: A study from Pakistan. *Information Management and Business Review*, 5(4), 194–202.
- Santoso, I. L. (2014). The impact of internal CSR towards employee engagement and affective commitment in XYZ hotel Surabaya. *iBuss Management*, 2(2), 79–88.

- 
- Schwartz, I. S. (1991). The study of consumer behavior and social validity: An essential partnership for applied behavior analysis. *Journal of Applied Behavior Analysis*, 24(2), 241.
- Seeletse, S. M., & Ladzani, M. W. (2012). Social responsibility in the rural businesses of the North-West Province of South Africa: Coerced or business-driven? *African Journal of Business Management*, 6(46), 11457–11471.
- Sokro, E., & Agbola, R. M. (2016). The impact of corporate social responsibility performance on customer loyalty: Evidence from Ghana. *Global Journal of Business Research*, 10(4), 67–82.
- Solomon, M., Russell-Bennett, R., & Previte, J. (2012). *Consumer behaviour*. NJ: Pearson Higher Education AU.
- Stanaland, A. J., Lwin, M. O., & Murphy, P. E. (2011). Consumer perceptions of the antecedents and consequences of corporate social responsibility. *Journal of Business Ethics*, 102(1), 47–55.
- Stawiski, S., Deal, J. J., & Gentry, W. (2010). *Employees Perceptions of Corporate Social Responsibility: The Implications for Your Organisation. Quick view leadership series*. CA: Center for Creative Leadership.
- Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., & Boen, F. (2014). Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model. *The Leadership Quarterly*, 25(5), 1001–1024.
- Tuzcu, A. (2014). The impact of corporate social responsibility perception on the job satisfaction and organisational commitment. *Journal of The Faculty of Economics and Administrative Sciences*, 4, 185–202.
- Valor, C. (2008). Can consumers buy responsibly? Analysis and solutions for market failures. *Journal of Consumer Policy*, 31(3), 315–326.
- Van der Laan, G., Van Ees, H., & Van Witteloostuijn, A. (2008). Corporate social and financial performance: An extended stakeholder theory, and empirical test with accounting measures. *Journal of Business Ethics*, 79(3), 299–310.
- Weerawardena, J., & Mavondo, F. T. (2011). Capabilities, innovation and competitive Advantage. *Industrial Marketing Management*, 40(8), 1220–1223.
- Wirtz, J., & Mattila, A. S. (2004). Consumer responses to compensation, speed of recovery and apology after a service failure. *International Journal of Service Industry Management*, 15(2), 150–166.
- Xie, G. X., & Kahle, L. R. (2014). Approach or avoid? The effect of regulatory focus on consumer behavioural responses to personal selling attempts. *Journal of Personal Selling and Sales Management*, 34(4), 260–271.
- Yoon, Y., Gürhan-Canli, Z., & Schwarz, N. (2006). The effect of corporate social responsibility (CSR) activities on companies with bad reputations. *Journal of Consumer Psychology*, 16(4), 377–390.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2), 31–46.

### Further reading

- Ellen, P. S., Webb, D. J., & Mohr, L. A. (2006). Building corporate associations: Consumer attributions for corporate socially responsible programs. *Journal of the Academy of Marketing Science*, 34(2), 147–157.

### Corresponding author

Collins Kankam-Kwarteng can be contacted at: [colkann@gmail.com](mailto:colkann@gmail.com)

---

For instructions on how to order reprints of this article, please visit our website:

[www.emeraldgrouppublishing.com/licensing/reprints.htm](http://www.emeraldgrouppublishing.com/licensing/reprints.htm)

Or contact us for further details: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)