

FACTORS INFLUENCING SWITCHING BEHAVIOR OF CUSTOMERS IN THE TELECOMMUNICATION INDUSTRY OF JORDAN: THE MEDIATING ROLE OF CSR

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Abstract

In the telecommunications sector in Jordan, significant growth has spurred heightened competition among service providers. This study delves into the dynamics of customer switching behavior within the telecommunications industry, with a focus on the factors influencing it and the mediating role of Corporate Social Responsibility (CSR). This research explores the impact of factors like competition, brand image, quality, social groups, pricing, and switching costs on customer switching behavior, as well as how CSR mediates this behavior. The findings highlight the influence of these determinants and CSR on customer switching behavior, offering valuable insights for industry stakeholders to refine their strategies, prioritize these determinants, and enhance market share while improving customer retention. Additionally, this study contributes to

our understanding of these factors and suggests potential avenues for future research across various industries and their link to organizational performance.

Keywords: Telecommunications, Customer Switching Behavior, Corporate Social Responsibility, Jordan.

1. Introduction

The Jordanian communication industry has experienced growth over the last few years. This increased demand has resulted in fiercer competition among companies in the industry. For instance, Jordan has three telecommunications service providers that compete for a higher market share. The rise in competition has resulted in higher bargaining power for customers, as there are various products and services in the market to achieve customer satisfaction.

The reason behind the telecommunications industry's growth is not limited to the increased number of subscribers; however, it is due to the larger variety of services offered to customers. Previously, the company's primary goal was to acquire new subscribers; however, recently, the emphasis has diverted towards retaining current customers. Boadu (2019) stated that gaining new customers is more complex and costlier than keeping existing customers, mainly because service providers obtain crucial information on current customers and enable them to build a whole database, which helps the company to assess and analyze this valuable information to understand customer behavior and preferences better. Moreover, in mature economies, acquiring new customers is achieved by taking other companies' customers, which requires more compensation to convince them to switch. Consequently, it is more reasonable for an organization to dedicate its efforts to retaining existing customers.

Customer switching behavior is considered a major threat and opportunity to achieve long-term relationships (Salawati et al., 2020). Therefore, companies should deliberately study strategies, processes assessing customer switching behavior, and knowledge of their willingness to successfully oversee their customer base (Pérez et al., 2017).

The telecommunications industry's booming era is motivated by customers' desire to own a mobile phone with minimal costs. Despite the popularity of the mobile industry, it has a number of problems such as billing errors, dropped calls, and a multitude of calling plans, all of which make it challenging to keep customers satisfied and prevent their switching behavior. This industry faces a crucial challenge in that the customer leaves one mobile service provider for another. Hence, customer switching behavior is one of the major setbacks to the company's present and future profits. Besides switching behavior and losing profits, the company is required to adopt new strategies to attract new customers in order to replace those left through intensive marketing activities, namely, advertising, promotion, and partial discounts (Reinartz et al., 2019; Yaseen et al., 2016). Consequently, investing in strategies to improve the loyalty of existing customers is more attractive than attracting new ones. There are several factors impacting the customer's choice or ability to switch their current mobile operator, as it is not convenient for the customer and limits their freedom of choice to move from one operator or offer to another.

Competition in the telecom sector shifted throughout the years from attracting new customers to retaining and building long-term relationships, which in turn led to a stable, unchanged market share among the three telecom companies (Orange, Zain, Umniah) in Jordan.

This study shows the exact behavior of Jordanian customers in the telecommunications market as, over the years, the competition between companies has risen to the top with no specifications on how the competition got so high or why Jordanian customers are interested in such concern. This study shows the factors affecting consumer switching behavior and the factors that telecom companies should focus on when building relationships with their customers.

This study examines the factors affecting consumer switching behavior in the Jordanian telecommunications industry. An investigation of this type can help telecom companies develop effective strategies and investigate the effect of CSR on consumer-switching behavior.

2. Literature Review

2.1 Competition

The Jordanian telecommunication sector acts in a way that has been previously defined as an oligopolistic market. An oligopoly is a form of imperfect competition in which a few companies dominate a particular market. They would interact with each other, resulting in aggressive competition, while each company controls a good market share (Valášková et al., 2019). In the Hashemite Kingdom of Jordan, there are three telecom companies: the Orange Jordan Telecommunication Group, the Umniah Telecommunication Company, and the Zain Jordan Telecommunication Company. All three carriers have a robust network covering all regions in Jordan effectively, which makes the competition between them severe and at the same time effective as the prices are low (Al-Khatib & Al-Ghanem, 2021).

Intense competition among Jordan's telecommunications carriers has driven them to innovate and improve their products and services by entering new markets, using new tools, and implementing new methods. To gain customer loyalty, these carriers changed their approach to managing and advertising the purchasing process (Shajrawi, 2020).

According to (Magatef et al., 2023), an increase in customer satisfaction often leads to increased customer retention. Because of this, telecom carriers frequently analyze and compare their customers' satisfaction levels with those of their competitors.

On a list of reasons, customer dissatisfaction with the current telecom carrier is not the only reason why they switch to a different provider, and the availability and attractiveness of other telecom carriers play a huge role in customer switching behavior. For example, telecom companies may offer different services such as higher network coverage in certain locations, which can attract customers and result in switching between companies. This has led to increased competition among telecom companies (Salhieh, 2019).

Telecom companies have tried and used several ways in their Pursuit of retaining their customer's, one famous way they are currently using is the "lock-in" strategy, which is used by telecom companies in order to prevent customer switching issue. There are two types of lock-in strategies: The first is the hard lock-in strategy, which embraces financial and contractual agreements that

aim to increase the complexity of switching carriers for regular customers. The second is the soft lock-in strategy, which relies on providing customers with various benefits depending on the length of customer subscription (Salhieh, 2019).

Despite the factors that can lead to customers switching telecom providers, this problem is limited in the Jordanian market because of the absence of mobile number portability (MNP), a service that allows users to switch telecom providers while keeping their current phone numbers. This means that customers cannot maintain their phone number if they switch providers, which can discourage them from switching. As a result, the lack of MNP in the Jordanian telecom industry helps limit competition and prevents customers from switching providers. (Salhieh, 2019).

The Jordanian telecommunications industry has faced several challenges, such as market saturation and a decline in cell phone subscriptions, which have negatively impacted the industry (A. salloum, Alghizzawi, & Habes, 2019). According to research reported by the three main telecommunication companies in Jordan (Orange, Zain, & Umniah), which indicates that since the third quarter of 2018, the telecommunication industry in Jordan has been impacted by a 12% decrease in cell phone subscriptions and between 30%-40% in combined profits, the telecommunication industry in Jordan must pay more attention to utilizing techniques and providing better products and services in all areas of the industry in order to achieve an impulsive increase in customer purchase intention and an increase in customer subscriptions (Alghizzawi & Alghzawi, 2020).

2.2 Price

It is undeniable that price plays a major role in consumers' purchase decisions along with other factors (Shah & Husnain, 2018). Price is the main influence on people's switching behavior from one service provider to another (Lemon & Verhoef, 2016). In his research, in the telecom industry, among other value-added services, price has the most significant influence on consumer switching behavior among telecom service providers. Additionally, price has a positive influence on consumer purchase decisions, along with satisfaction and trust. According to Awwad & Neimat (2010), their research has stated that there's a huge impact of price on consumers switching behavior in mobile services companies, furthermore, they came to a result that Jordanian consumers switch from one provider to another when they feel that there is price discrimination, and they got manipulated, which means that they are highly willing to switch when there is a better alternative in terms of price and this came in parallel with (Grace & O'Cass, 2001) study, which revealed that the third largest switching motivation was price.

Many Scholars (Mannan et al., 2017) have proven that price influences customer satisfaction to some extent and revealed that price and customer satisfaction have a big influence on each other and that customer satisfaction in the telecom sector is highly impacted by financial aspects, along with value-added services. Furthermore, the success of any telecommunications industry is providing services at an adequate price and ensuring customer satisfaction. Price has a positive influence on customer satisfaction through buying intentions and decision processes (Jabbar, 2018). The findings of Sikander et al. (2019) indicate that consumer switching behavior is highly

influenced by the prices of telecom services, and they search for alternatives to find cheaper service providers. Moreover, it is stated that youth are one of the primary markets for telecom service providers; hence, companies should take this into consideration and offer packages according to their needs and capabilities.

Not all customers are equally concerned about price. Some, particularly business organizations and company types of customers, may be willing to pay a higher price for higher quality or better features. These customers may prioritize quality over price because they want to ensure that their business runs smoothly and ultimately generates more revenue. (Joyonegoro, & Gunawan, 2020). To satisfy the needs of all customers, telecom companies should provide a range of services and target the right markets. This can be achieved by conducting research and continuously innovating to meet the evolving consumer needs. By offering a diverse range of services and tailoring them to the right audience, telecommunication companies can ensure that they meet the needs of as many customers as possible.

Several studies (Mannan et al., Makwana et al., Wollenberg et al., Ulubasoglu et al.) were conducted regarding the telecom industry and the influence of price on consumer choice. A study on the telecom industry in Bangladesh (Mannan et al., 2017) suggests that people are more likely to be satisfied with their telecom services if they perceive it to be a good value for money. This highlights the importance of offering competitive pricing and transparent billing to telecom industry customers. Another study (Makwana et al., 2014) was published about the Indonesian market, and it stated that customer satisfaction is highly influenced by the price of services in the telecom industry. Moreover, Makwana et al. (2014) investigated the Indian telecom sector, which stated that price holds huge control over consumer behavior and switching behavior. Regarding the Vietnamese market, Wollenberg et al. (2014) found that price has both direct and indirect effects on consumer purchase decisions. In Turkish telecom markets, Ulubasoglu et al. (2017) investigated price as having a major role in customer switching behavior from one service provider to another, and considered it to be an important criterion in the decision-making process.

2.3 Brand Image

Nowadays, companies are not only interested in providing high-quality product offerings, but are also more interested in comprehending a long-lasting relationship with the customer, which results in more profit. The telecommunications industry has no expectations of the case stated above. Brand image is an important factor that affects consumer loyalty to a particular brand. A strong brand image can make customers more likely to stick with a brand, whereas a weak brand image may lead them to switch to a different brand. Additionally, a positive brand image can increase the overall value of an organization by increasing its perceived worth in the eyes of consumers. Therefore, many companies invest in building and maintaining a strong brand image. Brand image is the overall perception set by the consumer of a particular product or organization. This influences the consumer on how much they are willing to buy at a specific price tag. Moreover, the brand image is a significant factor influencing how much a consumer would be loyal to such an organization. This highlighted how much the brand image influences how much customers are

loyal to such a brand and how much they are committed to paying for it at a specific price tag (Thi & Thu, 2022).

In the telecommunications industry, brand image is an essential factor influencing whether customers stay with a particular brand or switch to a competitor. Research has shown a positive relationship between brand image and customer retention in the telecom industry. This means that companies with a strong brand image are more likely to retain their customers than those with a weak brand image. In terms of the telecommunication sector, such a relationship stated above makes sense. Consumers tend to be highly loyal over time; especially when the organization has a good brand image. When customers have a positive experience with a brand, they may be more likely to attribute any mistakes or shortcomings to external factors rather than the brand itself. This is because the customer's overall perception of the brand will likely favorably influence how they interpret their experiences with the brand. If they have a positive view of the brand, they may be more likely to give the brand the benefit of the doubt and attribute any negative experiences to external factors. On the other hand, if they have a negative view of the brand, they may be more likely to attribute any positive experiences to luck or coincidence. Consumers generally have a hard time choosing a specific telecommunications provider and the winning card in such a situation would affect the company's overall brand image (Das, Prakash, and Khattri, 2016). Another study has highlighted the positive relationship between overall customer satisfaction & the business's overall brand image (Fu et al., 2022).

Brand image is an essential factor in the telecommunications industry because it can influence customers' decisions about which company to choose. From a consumer perspective, brand image is often a key consideration when choosing a telecom provider. This is because the brand image can provide valuable information about the quality and reliability of a company's services, as well as its overall reputation and customer service. Customers who are satisfied with a brand's image are likelier to choose that brand over competitors, so telecom companies must invest in building and maintaining a solid brand image. Many factors concerning the brand image can perceive switching behavior, especially in the telecommunication industry. Such factors include specific perceived values or brands being personalized. A personalized brand can be associated with many elements; such elements might be political or even religious. Such points are nowadays highly integrated within the corporate brand. A study has argued that a brand associated with a religious factor in corporate strategy would highly impact the switching behavior in the telecommunication industry. Customers would likely switch to such an alternative (Mostafa & Ibrahim, 2020). Further research has concluded that a well-established brand has a much lower switch behavior. In other words, customers are less likely to convert to a reputable brand.

2.4 Quality

There is a strong relationship between service quality, customer perception, and expectation. Customers have certain expectations regarding the quality of service they will receive, and their perceptions of the service can either meet or fail to meet those expectations. Research has shown that when customers' expectations are met or exceeded, they are more likely to be satisfied with

the service they received and are more likely to return in the future. On the other hand, if a customer's expectations are not met, they may be disappointed and may not return to the business in the future. Therefore, businesses must strive to provide high-quality service that meets or exceeds customers' expectations.

Quality is an essential characteristic of goods and services, and it plays a significant role in determining whether they are helpful and meet or exceed consumers' expectations. Consumers often have certain expectations regarding the quality of the products or services they purchase. If those expectations are met, they may be satisfied and may not continue to do business with that company (Caruana, 2002). The quality of mobile services is regarded as an essential factor in evaluating a provider's performance because it gives a general image of the relative efficiency and effectiveness of the provider's services. Even if other factors, including cost, are kept constant, customers usually prefer service quality. Evaluating the quality of the services is challenging because different clients may relate distinctive aspects with quality. (Boyer, Hult, 2005) The level of availability, for example, how many regions the company covers, has been linked to mobile service quality. Furthermore, the quality of the provider's voice services, which include voice clarity, network coverage, and the rate of transfer delay, can be used to assess mobile service quality (Salhieh, 2019).

2.5 Switching cost

Customer switching, also known as churn, happens when a client decides to stop using the services of one organization & starts using the services of another (Dauda, Maiyaki, 2019). Switching costs are the expenses involved when consumers shift from a provider to the other; these costs are mainly monetary in nature, but they also include the emotional and psychological cost of being a new customer, as well as the time and effort spent seeking out information to change the service provided (Nguyen 2016). Also switching cost were defined as the difficulties that customer faces when switching service providers. We can also say that Switching costs are barriers that prevent consumers from changing service providers. This researcher continued by asserting that switching costs may also be viewed as lock-in costs, as they prevent customers from deciding to leave their current company. Switching costs are also utilized as a protective marketing tool to bring a competitive advantage to the company. Switching costs can affect whether or not customers can easily switch service providers; if the costs are low, customers can switch easily to another company. Further added that the costs also can hold them in and make it difficult for them to switch service providers (Chigwendea & Govender, 2021).

Switching is a behavior that signifies a person's intention to switch or change their current company with another competitor. It is typically motivated by frustration, higher costs, poor quality, absence of features, as well as privacy issues. There are many factors that can prevent customers from switching to a different company, such as the quality of service, the level of satisfaction they will receive, & the barriers they will face, such as the cost. Providing high-quality service and ensuring customer satisfaction can help prevent customers from switching to a different company (Salhieh, 2019).

Switching costs can be defined as barriers to switching, creating barriers to switching, such as high switching costs, can also prevent customers from leaving. By addressing these factors, businesses can help retain their customers and prevent them from switching to a competitor. Customer switching, also known as churn, happens when a client stops using the services of one organization and starts using the services of another (Dauda, Maiyaki, 2019). Switching costs are the expenses involved when consumers shift from one provider to another; these costs are mainly monetary, but they also include the emotional and psychological cost of being a new customer, as well as the time and effort spent seeking out information to change the service provided (Nguyen 2016). Also, switching cost are defined as the difficulties that customer faces when switching service providers (Nguyen, 2016). Switching costs are barriers that prevent consumers from changing service providers. This researcher continued by asserting that switching costs may also be viewed as lock-in costs, as they prevent customers from deciding to leave their current company. Switching costs are also utilized as a protective marketing tool to bring a competitive advantage to the company (Sharnim, 2017). Switching costs can affect whether or not customers can easily switch service providers; if the costs are low, customers can switch easily to another company. They further added that the costs also could hold them in and make it difficult for them to switch service providers (Chigwendea & Govender, 2021).

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According to research conducted by (Peter et al., 2000), additional reductions in call charges, the upkeep of high-quality services, and client service are critical for not switching providers or retaining customers (Waal, R. et al. 2020)

The costs of switching to another company are complex and can include psychological, physical, and economic factors. These costs can be challenging to quantify and may vary depending on the situation both tangible and intangible costs, including the cost of sharing information about the change, the cost of gaining new lines, the cost of canceling current relationships with the company, the cost of understanding and implementing new procedures, and the cost of recognizing telecommunications companies possibly providing a more efficient value proposition for customers than the existing company must all be considered when calculating switching costs (Malhotra & Batra, 2019).

2.6 Social groups

The reference group affects how customers perceive themselves behave. Also, it can have a massive influence on users' buying behavior, as many individuals tend to ask their family members or friends before purchasing a particular product or service.

Consumers are compared through their behavior, way of life, or habits by the reference group according to the comparison points. Most of the time, there are numerous smaller reference groups of family, close friends, and neighbors (Lautiainen, 2015).

Family members might have an impact on a consumer's purchasing decisions. A person's values, development, and personality are shaped by the environment in which they are raised. This atmosphere allows one to form attitudes and beliefs about various topics, including politics, social relations, and society.

Families can, to a great extent, influence the first impression of individuals regarding their view of companies, goods, and purchasing patterns. For example, customers who developed brand perceptions as children may choose the same brands as adults without realizing that their families had a hand in their decisions (Lautiainen, 2015).

Consumers do information searches as part of the purchasing decision-making process. Consumers can sometimes make decisions without any information; other times, they must carefully search for information to find all available options (Solomon, 2019). The consumer can access various information sources, including interacting with friends and family, reading newspapers, and doing an Internet search. The consumer's motivation, success in finding the information, and satisfaction with the search will all have a significant impact on how much they search. Consumers today receive a lot of information from commercial sources that are under the authority of marketers. Even so, the most valuable sources are frequently private, such as friends or family. Consumers can learn more and become more aware of the brands that are accessible. When making their final brand choice, consumers can eliminate some brands using this information (Lautiainen, 2015).

When picking a network, customers better always consider whether their family or friends are using it. One reason for switching from one network to another is if a family member is in that network. In order to prevent switching behavior, researchers advise cellular providers to make investments in network coverage, do more substantial FNF offers (family friends packages), and ultimately, get user feedback (Shah et al., 2018).

Relatives, close friends, and family people who responded to the survey said they preferred a cellular network provider that offered more affordable packages for family, friends, and other close relatives. It is challenging to stay with a network of family, and friends cannot be accommodated, according to four respondents. One of the respondents stated that one of the reasons they would keep using the current service provider is because they wanted to help their family, friends, and relatives with a more affordable price structure (Shah et al., 2018).

Malhotra Batra (2019) suggested that the telecommunications industry may plan to create fresh, creative offerings for the relatives and friends of the firm's current consumers in order to grow its customer base. The approaches would assist in promoting customer un-switching behavior in the global telecommunications industry.

2.7 Corporate Social Responsibility (CSR)

According to Veersalu (2011), corporate social responsibility (CSR) refers to how far businesses go to uphold their moral obligations to a community and adhere to legal requirements. The phrase "corporate social responsibility" (CSR) is typically seen as being broad and including a variety of stances that a company may take on conscious societal charity and sustainability concerns. According to Werther and Chandler (2005), all businesses should participate in CSR activities to demonstrate an unquestionable reputation and a respectable public relations (PR) apparatus, which may subsequently improve the brand image and overall performance of an organization.

CSR initiatives are associated with improvements in employees' emotional and physical health at work, according to Turker (2009). It is also known as taking into account factors including the workforce's health, participation in decision-making, ongoing training, and accessibility to equitable opportunities. Previous research indicates that internal CSR (I-CSR) has primarily been overlooked, while external CSR (E-CSR) activities have received the majority of attention (Cavazotte & Chang, 2016). A community is a collection of people with various characteristics linked by social connections who have comparable perspectives and engage in shared activities in various geological settings or surroundings. In other terms, the community refers to the public that is aware of, intrigued by, or in some way influenced by a firm's operations and results. Even though a community is a crucial pillar to concentrate on, it is typically ignored unless a crisis or disaster occurs. As a result, it is connected to both labor and human rights. Notably, businesses focus their CSR efforts on problems currently crucial to a community. According to this study, environmental CSR refers to a group of issues that a business addresses to minimize its harm to the environment while also promoting its sustainability. As stated by the European Commission (2005), the most important CSR contributions that are ecologically connected focus on conserving resources and avoiding all forms of waste, pollution, and contamination.

Environmental CSR has been defined differently by several academics. For example, it has been described as the degree to which social responsibility and environmental concern are integrated into a firm's operational activity (Jayachandran et al., 2013). Furthermore, Jayachandran et al. (2013) defined environmental CSR as the degree of optimism while dealing with the environment and natural resources. The focus of market-oriented CSR in this study is taken from marketplace CSR, where customers are the main topic of conversation. Market-oriented CSR, according to the European Commission (2011), takes the form of initiatives that guarantee high standards of product safety quality to their recipients, volunteer customer services, reasonable prices, satisfactory marketing, and moral supply chains, and encourage the growth of regional start-up businesses. In addition, market-driven CSR is stated to support the company over the long term by continuously acquiring and retaining customers. Customer loyalty is impacted by market-oriented CSR initiatives.

H7: Corporate social responsibility (CSR) mediating the relationship between factors and consumer switching behavior.

2.8 Theoretical Framework

In order to understand the switching behavior of the consumer in the telecom industry, multiple frameworks have been studied and applied within the existing literature. Many factors that might affect consumer behavior, leading them to switch providers, are identified in these frameworks.

(Awwad & Neimat, 2010) They stated that mobile users in Jordan tend to switch providers due to inconvenience, price, switching costs, quality, customer service, and the attractiveness of other providers.

Based on a study in the Pakistan telecom sector, affordable prices have a significant impact on customer satisfaction, leading customers to switch to another telecom provider offering the same services at lower prices (Jahanzeb, S., Fatima, T. and Khan, M. B. 2011)

The following study (Dick & Basu, 1994) pointed out that mobile users face costs associated with the switching process in order to receive a better service at more affordable prices. (Lee & Murphy, 2005) the study considered the price as the main factor for customer switching behavior. (Kim, Park, & Jeong, 2004; Hauser et al., 1994) the study concluded that the relationship between switching costs and the consumer satisfaction level is an inverse relationship; therefore, if the switching cost increases, the consumer becomes less sensitive to the satisfaction level.

Another factor that attracts customers to switch service providers is the brand image of the provider. Therefore, the service provider must keep a high satisfaction level for their existing customers and provide attractive offers to new customers (Gunjan & Kumar, 2019).

The study states that customers who consider the quality of the services are less likely to switch brands (Jun & Bin, 2005). Therefore, it concluded that the relationship between the quality of the service and the satisfaction level of the consumer is positive. In contrast, if the quality of the service increases, the satisfaction level of the consumer increases (Gunjan & Kumar, 2019).

The study investigated the impact of corporate social responsibility (CSR) on the brand and equities of telecom providers in Jordan. (Ahmad, Shattal, Rawashdeh, Ghasawneh, & Nusairat, 2021).

2.9 Model development

This model consists of the most significant variables that influence the Switching Behavior of customers in the telecommunication industry (dependent variable). The independent variables were competition, brand image, quality, social groups, price, and switching cost—also, the CSR as the mediator.

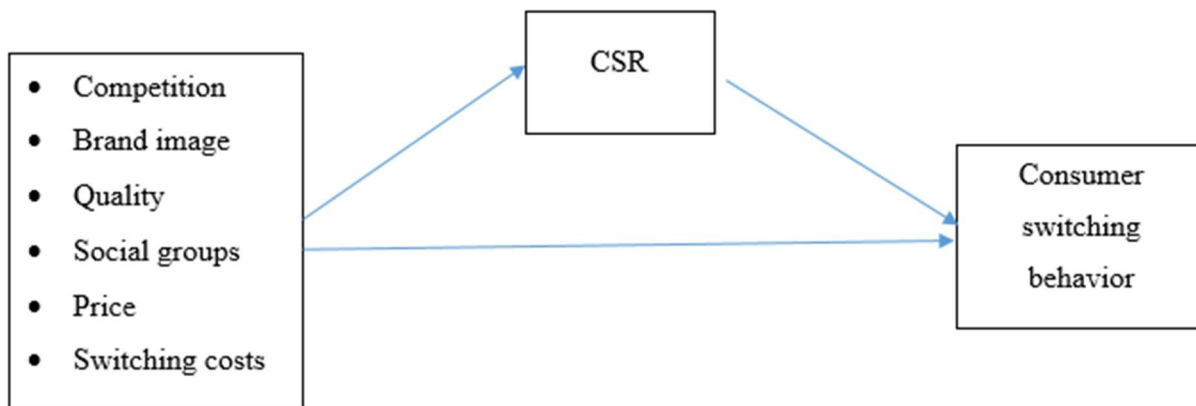


Figure 1: Research model

3. Research Methodology

3.1 Sample & Data Collection Process

The overall research goal is to highlight the factors influencing the switching behavior of consumers in the telecommunication industry of Jordan. The main target of this research was to focus specifically on Jordanians above the age of eighteen and with minimum experience with Jordan's telecommunications services. A set of questions were set to make sure that participants met the research criteria. Such questions concerned ensuring participants were inhabitants of Jordan above eighteen. Moreover, the second question would focus on the filtration of consumers who have passed through negative or positive experiences with a local telecommunication company in Jordan.

According to the current situation of this research, the best, most suitable method to be used is the convenience sampling method due to the ability to gather a complete set of potentials that fit the criteria of this research's approach. However, such an approach under the umbrella of non-probability proved to be less reliable, especially when compared to approaches such as probability sampling. Various studies have concluded that such an approach tends to be simpler, cost-friendly, and even time-efficient to gather data.

3.2 Measurements and scale

A seven-point Likert scale assessed respondents' agreement with each Measurement item. Participants were asked to rate how strongly they agreed with each statement on a scale of strongly disagree (1) to strongly agree (7), with a middle point representing a neutral level of agreement. Revised items are stated in Table 1.

3.3 Data Analysis Process

This research's primary purpose is to discover the Jordanian consumer behavior towards the telecommunication industry. The data collected from the respondents was analyzed and presented

as descriptive statistics. Throughout the analysis process, various software applications were applied, and each software was meant to achieve a specific outcome. Microsoft Excel, 2016, was employed to organize, code, and filter the data, while SPSS 28 was used to provide the data analysis for descriptive statistics. In addition, partial least squares structural equation modeling was conducted using AMOS 26 software. This software was chosen because it is freely available, efficient, and effective in terms of use.

It is worth mentioning that AMOS software was also chosen for its suitability with this research model; in addition, SEM can be implemented through it. The structural Equation Model (SEM) is a set of statistical methods that examine and assess the correlations of observed variables. SEM analysis is considered one of the most popular software due to its flexibility and precise outcome regarding sample size, complex data, and research models.

3.4 Questionnaire Dimensions: Table 1: Research Questionnaire

Variable	items	Adopted from
Consumer switching behavior		
Quality of service has significant impact on switching to another telecom company.		(Awwad & Neima, 2010); Bataneh, 2022)
Price of service has significant impact on switching to another telecom company.		
Social group of service has significant impact on switching to another telecom company.		
Switching cost of service has significant impact on switching to another telecom company.		
Competition		
Affordable prices are provided by this service supplier, in comparison to other suppliers.		(Awwad & Neima, 2010)
better job performance is provided by this service supplier in comparison to other suppliers		
Better offers are provided by the current service provider, in comparison to other service providers.		

<p>If I switch providers, I wouldn't be as satisfied as I am with my current provider.</p>	
<p>A better attitude is provided by the current service provider, in comparison to other service providers</p>	
<p>Brand image</p>	
<p>Over the next few years, I am willing to continue ordering from my current service provider.</p>	
<p>I am interested in ordering more services from my current service provider.</p>	
<p>The locations of the service providers are acceptable.</p>	<p>(Awwad & Neima, 2010)</p>
<p>The current service provider is up to date with the developments in technology in mobile communications</p>	
<p>Services provided by the current service provider depend on advanced technology.</p>	
<p>Quality</p>	
<p>From the overall service I experienced, I am satisfied.</p>	
<p>Enough consideration is shown by my current service provider.</p>	
<p>Availability is provided by the service provider.</p>	
<p>The personnel of the company assisted me at an acceptable time.</p>	<p>(Awwad & Neima, 2010)</p>
<p>No mistakes are included in the service provided by the provider.</p>	
<p>Service employees are easy to deal with.</p>	
<p>The company's employees seemed to help me as soon as they Could</p>	
<p>Social groups</p>	
<p>My current service provider serves most of the people whom I deal with.</p>	
<p>All of my friends and family use this provider, therefore I use this provider</p>	<p>(Awwad & Neima, 2010)</p>
<p>Family offers are provided as packages.</p>	

	If I recommend my service provider, I get discounts on services	
Price		
	In comparison to expectations, I am satisfied with the current price	(Awwad & Neima, 2010)
	Discounts on other services are present from my service provider	
	In comparison to other service providers, the prices are acceptable	
Switching costs		
	If I switched my current service provider, a lot of money will be spent by me	(Awwad & Neima, 2010)
	In comparison to other service providers, the fees charged are considered low.	
	If I switched my current service provider many efforts will be spent by me	
	If I switched my current service provider, a lot of time will be spent by me	
Corporate social responsibility (CSR)		
	My current service provider donates to a social cause	(Otto Afiuc, 2020); (Ahmad et al., 2022).
	My current service provider sponsor health, environment, or community well-being campaigns	
	My current service provider advertises social causes.	

1. 4. Data analysis

In this section, the researcher used (SPSS) V.28 & (AMOS) V26 for the analysis of data by conducting descriptive analysis, validity and reliability tests, confirmatory factor analysis (CFA), and structural equation modeling to test the research’s hypotheses.

4.1 Demographic Analysis

In the process of conducting our study, we received a total of 389 responses from participants. However, it is important to note that for the purpose of our analysis, only 367 of these responses were included and considered. This selection process ensured that the data used in our demographic analysis was representative and met the quality standards required for our research.

Table 2: Demographic Data

Item		Frequency	Percent
Gender	Female	133	36.5
	Male	234	63.5
	Total	367	100.0
Age	18-29	62	16.1
	30-49	208	54.2
	50-59	102	26.6
	More than 60	12	3.1
	Total	367	100.0
Monthly Income	Less than 200JOD	33	8.9
	200-400	45	12.2
	401-600	124	33.7
	More than 600	165	44.9
	Total	367	100.0
Education Level	High school or less,	28	7.6
	College degree,	145	39.5
	Bachelor's degree,	165	44.9
	Master's degree,	18	4.9
	Ph.D.	11	2.9
	Total	367	
Service Provider	Zain	133	36.2
	Orange	135	36.7
	Umniah	99	26.9
	Total	367	100.0

In table 2, the demographics details of the analyzed sample are listed. The demographics data revealed that most of the responders were male, males were approximately 63 percent of the responders. Nearly 80 percent of the respondents were aged from 30-49 and 50-59. Regarding the income level the majority of respondents were 401-600 and more. The education level the majority distributed between collage and bachelor degree. The lowest number of respondents were used Umniah Telecom provider.

1.2 4.2 Descriptive Analysis

Descriptive analysis was conducted for each item in the research's variables, as in the following table:

Table 3: Descriptive Statistics of all variables

Variable	No.	Mean	Std. Deviation
Competition	367	3.4943	.60177
Brand image	367	3.3668	.59312
Quality	367	3.2830	.53696
Social groups	367	3.6022	.52151
Price	367	3.4605	.68963
Switching Cost	367	3.4693	.69609
Corporate social responsibility	367	3.5804	.60317
Consumer switching behavior	367	3.8481	.41189

1.3 Based on the results of the descriptive analysis, as shown in Table 3 for all variables, Consumer switching behavior has the highest mean with a value of 3.85, and quality has the lowest mean with a value of 3.28.

1.4

1.5 4.3 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was conducted using (AMOS) software to test the convergent validity, discriminant validity, and composite reliability of all research variables.

4.3.1 CFA of the independent variables

CFA was conducted for all independent variables to estimate the loading factors between each item and its related variable and correlation between variables to validate data and check its reliability; Figure 2 shows the results of CFA of the independent variables.

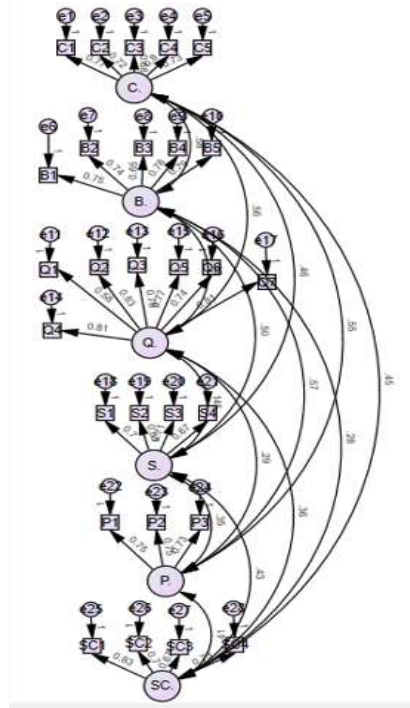


Figure 2: CFA of the independent variable

4.3.2 CFA of the dependent variable

Also, CFA was conducted for the dependent variable (Switching of Consumer Behavior) to check its convergent and composite reliability based on the values of loading factors for its four items, as shown in Figure 3.

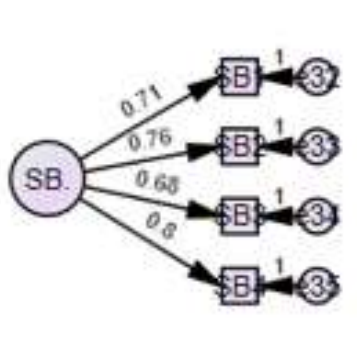


Figure 3: CFA of the dependent variables

4.3.3 CFA of the mediating variable

Also, CFA was conducted for the mediating variable (Corporate Social Responsibility) to check its convergent and composite reliability based on the values of loading factors for its three items, as shown in Figure 4.

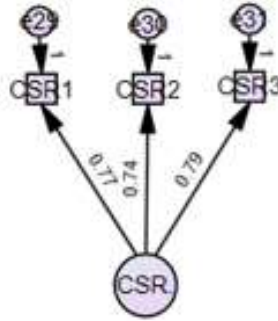


Figure 4: CFA of the dependent variables

4.3.4 Reliability & Validity

Convergent validity, Discriminant validity, and composite reliability were estimated based on the results of (CFA), in table 4:

Table 4: The Average Variance Extracted (AVE) & Composite Reliability (CR)

Variable	Items	Factor Loading	AVE (Above 0.5)	CR (Above 0.7)	\sqrt{AVE}
Competition	C1	0.77	0.55	0.85	0.74
	C2	0.71			
	C3	0.68			
	C4	0.80			
	C5	0.73			
Brand Image	B1	0.75	0.55	0.83	0.74
	B2	0.74			
	B3	0.65			
	B4	0.78			
	B5	0.79			
Quality	Q1	0.81	0.58	0.88	0.76
	Q2	0.58			
	Q3	0.83			
	Q4	0.78			
	Q5	0.77			
	Q6	0.74			
	Q7	0.81			
Social Groups	S1	0.70	0.52	0.77	0.72
	S2	0.71			
	S3	0.81			
	S4	0.67			
Price	P1	0.75	0.55	0.80	0.74
	P2	0.75			
	P3	0.73			

Switching Cost	SC1	0.83	0.54	0.83	0.73
	SC2	0.70			
	SC3	0.67			
	SC4	0.73			
Corporate Social Responsibility	CSR1	0.77	0.56	0.87	0.75
	CSR2	0.74			
	CSR3	0.79			
Consumer Switching Behavior	SB1	0.71	0.55	0.71	0.74
	SB2	0.76			
	SB3	0.68			
	SB4	0.80			

Based on values of table 4, all convergent validity, and composite reliability for all variables were sufficient.

4.3.5 Assessment of Discriminant Validity

Table 5: The Discriminant Validity Index Summary for all Variables

Variable	Competition	Brand Image	Quality	Social Groups	Price	Switching
Competition	0.74					
Brand Image	0.50	0.74				
Quality	0.56	0.44	0.76			
Social Groups	0.45	0.50	0.41	0.72		
Price	0.55	0.57	0.29	0.56	0.74	
Switching Cost	0.45	0.26	0.36	0.43	0.41	0.73

The values of the root square of (AVE) for all variables are more than the values of correlation between variables as shown in table 4. Accordingly the discriminant validity for all variables reliability was sufficient.

1.6

1.7 4.4 Structural Equation Modeling

Structural Equation Modeling (SEM) was used for path analysis and to estimate the standardized regression weight between each of the independent variables (competition, Brand image, Quality, Social groups, Price, &Switching cost) &the dependent variable (Consumer switching behavior), between each of the independent variables (competition, Brand image, Quality, Social groups, Price, &Switching cost) &the mediating variable (Corporate social responsibility), &between the mediating variable (Corporate social responsibility) &dependent variable (consumer switching behavior).

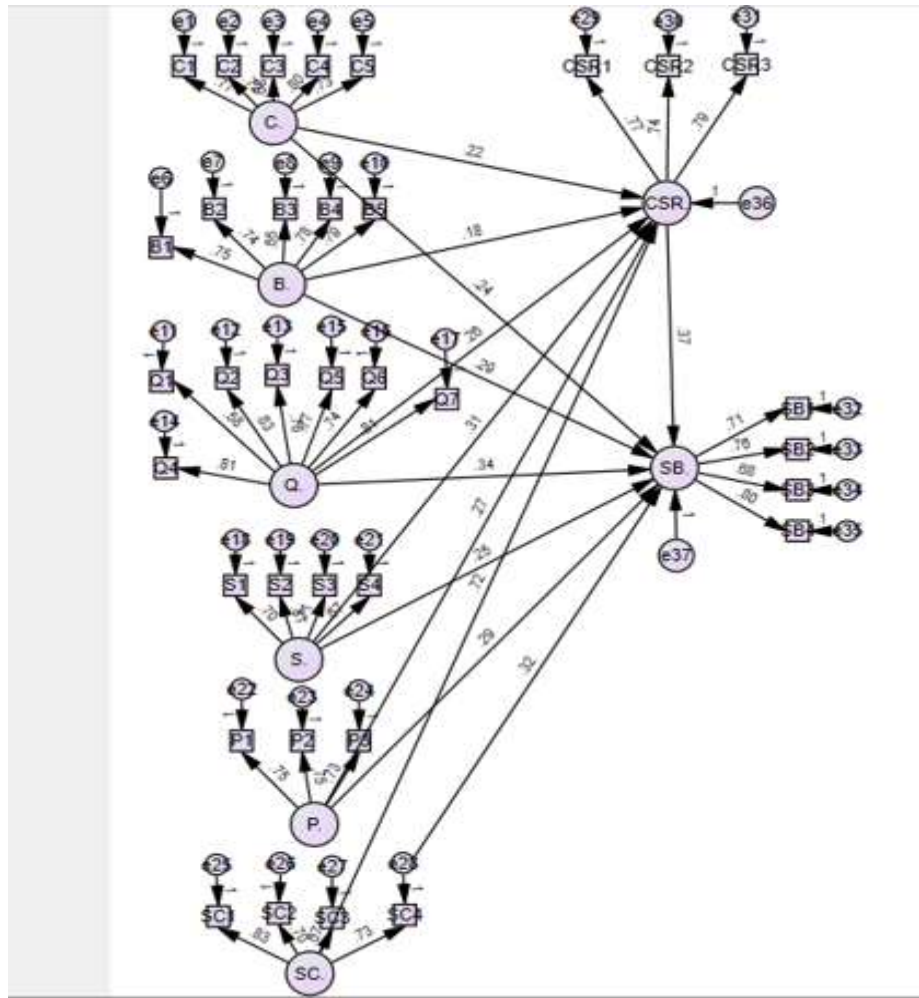


Figure 5: Standardized path analysis of SEM

The output of path analysis by (SEM) is shown in figure 5 & described in table 6, all paths between independent variables & dependent variable, between all independent variables & mediating variable, & between the mediating & dependent variable.

Table 6: Regression Path Coefficient between Variables & its Significance

Variable	path	Variable	Estimate	S.E.	C.R.	P	Result
Consumer Switching Behavior	<---	Competition	0.24	0.031	4.726	< 0.001	Sig
Consumer Switching Behavior	<---	Brand Image	0.29	0.026	5.376	< 0.001	Sig
Consumer Switching Behavior	<---	Quality	0.34	0.042	4.542	< 0.001	Sig
Consumer Switching Behavior	<---	Social Groups	0.25	0.058	3.654	0.003	Sig
Consumer Switching Behavior	<---	Price	0.29	0.039	7.221	0.011	Sig

Consumer Switching Behavior	<---	Switching Cost	0.32	0.263	7.863	0.002	Sig
Corporate Social Responsibility	<---	Competition	0.22	0.033	3.626	< 0.001	Sig
Corporate Social Responsibility	<---	Brand Image	0.18	0.056	5.677	< 0.001	Sig
Corporate Social Responsibility	<---	Quality	0.26	0.052	3.346	< 0.001	Sig
Corporate Social Responsibility	<---	Social Groups	0.25	0.412	4.256	0.002	Sig
Corporate Social Responsibility	<---	Price	0.29	0.321	7.365	0.021	Sig
Corporate Social Responsibility	<---	Switching Cost	0.32	0.022	3.108	0.004	Sig

1.8 4.5 Testing of Hypotheses

Table 7: Hypothesis Testing Results

	Direct Effect Hypothesis	P-	Decision
H1	competition has a significant influence on consumer switching behavior	< 0.001	Supported
H2	brand image has a significant influence on consumer switching behavior	< 0.001	Supported
H3	quality has a significant influence on consumer switching behavior	< 0.001	Supported
H4	social groups have a significant influence on consumer switching behavior	0.003	Supported
H5	price has a significant influence on consumer switching behavior	0.011	Supported
H6	switching costs has a significant influence on consumer switching behavior	< 0.001	Supported
H7	corporate social responsibility (CSR) mediating the relationship between factors & consumer switching behavior	----- --	Supported

Based on the results of path analysis, which was implemented by (SEM), all direct effect hypotheses were supported at a significance level < 0.05, So all independent variables in this research (competition, Brand image, Quality, Social groups, Price, and switching cost) have a significant influence on consumer switching behavior. Also, the mediating-related hypothesis was supported due to the significant influence of corporate social responsibility (Mediating variable)

on consumer switching behavior (Dependent variable) and the direct influence of all independent variables on consumer switching behavior.

2. 5. Discussion & Conclusion

2.2 5.1 Discussion

This research aims to tackle the main factors influencing the switching behavior of consumers regarding the telecommunication sector in Jordan. Furthermore, such research aimed to tackle an enormous sector in the Jordanian market and dig deeper into the factors involved in losing customer retention. The seven main factors derived in this research are (DSB), competition, corporate social responsibility, quality, price, switching cost, brand image, and social groups. All the factors stated above are independent variables except corporate social responsibility, which is a mediating variable. Furthermore, the research has concluded that all independent variables and the mediating variable have a positive significant relationship with the overall switching behavior in the telecommunication sector in Jordan. The study mentioning the previous parts of the research has mentioned the struggle of communication companies to retain customers with the increased competition (salhieh, 2019). This study has backed the argument that competition has a direct influence on the switching behavior of consumers in the telecommunication industry. On the other hand, (Alghizzawi & Alghzawi, 2020) have agreed regarding the claim of the influence of competition on switching behavior. The study has further discussed tactics to adapt to handle such a matter.

In terms of price, according to another study, it has been claimed that price is indeed a vital factor influencing switching behavior overall (Shah, husnian, 2018). Another scholar who focused on the telecommunication industry of Jordan has mentioned that price has an enormous impact on the switching behavior of customers in the telecommunications of Jordan (Awwad & Neimat, 2010). This research has concluded that price as an independent variable has a positive relationship with the switching behavior of consumers in the telecommunications sector of Jordan. Following brand image and its impact on the switching behavior, it was mentioned above that brand image does have a positive relationship with the overall switching behavior.

Further scholars have mentioned the importance of brand image on the overall retention of customers. Nasser (2017) has claimed that both brand image and customer retention have a positive relationship in the telecommunication industry. Furthermore, it was stated that a stronger brand image results in better customer satisfaction (Fu et al., 2022). Therefore, the weaker the brand image, the more likely customer retention is lost. According to (Mostafa & Ibrahim, 2020), their research has derived that customers are more likely to switch to stronger brands, especially in the telecommunication sector, which will result in both brand image and switching behavior having a positive relationship.

Furthermore, this part will discuss how previous research backed up the argument that quality has a positive relationship with the overall switching behavior of consumers in the telecommunication sector, specifically in Jordan. The quality provided by a brand influences consumer switching behavior overall (salhieh , 2019). A customer is more likely to stay with a particular brand when

quality in correlation with the price is high and vice versa (Boyer, Hult,2005). In terms of switching costs and their impact on the switching behavior, it was stated above that the switching cost has a positive relationship with the switching behavior. According to van Merwi (2015), he has highlighted that the overall switching behavior from one service provider to the other is often a barrier. As a result, customers will be less likely to switch. As a result, such a positive relationship makes sense. Yin (2014) also agreed with the study's claim and van's claim that added costs involved in switching from one provider to another are a barrier overall. On the other hand, Van Merwi (2015) continued discussing that having lower switching costs would increase the ability likeliness for customers to switch.

Social Groups tend to have a direct positive relationship in accordance with the switching behavior. According to Solomon (2004), social groups tend to influence switching behavior with certain brands or increase overall loyalty. Furthermore, consumer commitment or the decision to change to a different alternative is highly influenced by the social aspect (Iautanen, 2015). Per the findings above, the study has concluded that social groups have a positive impact on the switching behavior in Jordan concerning the telecommunications sector.

2.3 Lastly, the research has concluded that corporate social responsibility as a mediating factor has a positive relationship with the switching behavior in the telecommunications industry in Jordan. CSR is proven to support the overall organization in both maintaining and even acquiring new customers (Ali et al., 2010).

2.4 5.2 *Practical implication*

Because of the critical influence of consumers' switching behavior on the market share and the customer base of firms, this research spots the light on the importance of consumer switching behavior's determinants: competition, brand image, quality, social groups, price, and switching cost, & their impact on switching behavior, the results of this study support the impact of these factors on switching behavior. So, the managers and decision-makers in any services-related industry have to be concerned with these determinants and employ strategies to improve these factors, which contributes to increasing the market share. They should continuously seek the customer's feedback related to these determinants, develop related key performance indicators, and accordingly modify their strategies in a way that strengthens these factors. Also, corporate social responsibility is a significant factor affecting switching behavior, so forms should focus on it and activate their policies in a way that enhances their corporate social responsibility.

2.5 *5.3 Theoretical implication*

2.6 The developed conceptual model includes the main factors that affect consumer switching behavior; also, the research investigates the relationships between these factors, corporate social responsibility, and the relationship between corporate social responsibility and consumer switching behavior. The researchers can benefit from the results of this study to develop their model hypotheses and to find suitable measurement tools for the determinants of switching behavior (competition, brand image, quality, price, switching cost), corporate social responsibility, and switching behavior.

2.7

2.8 *5.4 Limitation & recommendations*

2.9 This research opened the scope more on the factors involved in affecting the switching behavior in the telecommunication industry of Jordan. Further research is required that would focus on data more focused on the business's effect rather than the approach used in this research. The research focused on collecting data from consumers themselves. As a result, it is recommended to tackle this issue from different dimensions. Furthermore, it is recommended to adapt the same research problem to other developing countries to support the findings collected above. Numerous studies exist highlighting such factors that influence the changing behavior of customers, but with emphasis on the telecommunication industry. The telecommunication industry in Jordan is considered the market's backbone.

2.10

2.11 *5.5 Future Research*

Future research endeavors may seek to transcend the boundaries of industry specificity, expanding the investigation of customer switching behavior and CSR mediation into a broader spectrum of economic sectors within Jordan. Furthermore, it is imperative to delve deeper into the intricate relationships between customer switching behavior determinants and organizational performance indicators. Such investigations should encompass the dimensions of profit margins, market share, and customer satisfaction. Additionally, the incorporation of a more comprehensive set of determinants, including after-sales service quality, customer relationship management, and other pertinent variables, can offer a holistic view of customer decision-making. By embracing these multidisciplinary and cross-industry perspectives, researchers can provide valuable insights that transcend the scope of the telecommunications industry, offering a more comprehensive and nuanced understanding of the mediating role of CSR in customer switching behavior, and its implications for businesses across various domains.

2.12

2.13 *5.6 Conclusion*

In this part of the research, we will recap everything discussed in the research. Furthermore, the aim of the research was to tackle the issue concerning the factors involved in influencing the

switching behavior of consumers. The focus of the research was on the telecommunication industry of Jordan. Moreover, throughout the research, six determinants (DSB) were derived in addition to one mediating variable. The seven total variables were the following: competition, brand image, quality, social groups, price, switching costs, and CSR. All the variables stated before are independent, while on the other hand, CSR is the only mediating variable. The study has proved that all variables have a positive significant relationship with the switching behavior, specifically in the telecommunication industry of Jordan. This research contributes highly to the telecommunication industry, highlighting strengths and weaknesses that could be exploited to perform better. In conclusion, the telecommunication industry is considered to be a vital backbone of the Jordanian economy. As a result, the study was dedicated to such an industry.

3.

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