

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Corporate Social Responsibility and  
Consumer Citizenship Behavior; The  
Moderating Roles of Perceived  
Consumer Effectiveness and Mediating  
Role of Customer Loyalty**

by

**Seemab Naseem**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Management & Social Sciences**

**Department of Management Sciences**

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*I want to dedicate this achievement my parents, teachers and friends who always  
encourage and support me in every crucial time*



## CERTIFICATE OF APPROVAL

### Corporate Social Responsibility and Consumer Citizenship Behavior; The Moderating Roles of Perceived Consumer Effectiveness and Mediating Role of Customer Loyalty

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## *Abstract*

The hotel often faces pressure from stakeholders to deal with social and environmental issues. The purpose of this the study is investigating the impact of hotel corporate social responsibility (CSR) on consumer perceptions and behavior. It uses the theoretical foundations of social identity theory and signing theory, this study presents and validates a unique model that examines the intermediate effects of consumer perceived performance and the effect of mediating customer loyalty in the relationship between hotel CSR and consumer citizenship behavior. Using the sample 170 consumer of Islamabad, results of structural equation modeling show that hotel CSR is positively associated with consumer citizenship behavior. Additionally, perceived consumer effectiveness insignificant effect and consumer trust positively mediate this association. Taken, these findings provide support for hotel to develop CSR programs that remind and reinforce consumers' perceptions about socially responsible behaviors.

**Keywords: Corporate Social Responsibility, Consumer Citizenship Behavior, Perceived Consumer Effectiveness, Customer Loyalty, Islamabad and Hotel.**



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# Abbreviations

<b>CSR</b>	Corporate Social Responsibility
<b>CCB</b>	Consumer Citizenship Behavior
<b>CL</b>	Customer Loyalty
<b>PCE</b>	Perceived Consumer Effectiveness

# Chapter 1

## Introduction

### 1.1 Background of Study

The research focus is in the hotel industry. Hospitality and tourism have become major industries worldwide for consumers and manufacturers around the world. Due to lifestyle changes (including changes in work patterns, travel needs, dietary habits, and international community development), the services provided by tourist businesses are now considered a necessity, rather than a luxury. So, over the previous years, there has been a dramatic growth in the hospitality business that has to meet growing market demands. This has provided consumers with many types of simultaneous competition options in the market place. Therefore, tourist organizations today face intense competition, as well as the accompanying challenge to keep growing in a competitive environment. In addition, it has been difficult for firms to assume that there is no customer limit designed to maintain support.(Kandampully & Suhartanto, 2003) The hotel industry has played a major role in the global service economy.

In Pakistan, the hotel and industry are home to about 30,000 industry, producing more than \$ 90 billion a year. The tourism industry in the Asia-Pacific area, particularly in China, has been rapidly expanding. In contrast to other industries, the hotel industry's principal product is an intangible service. To a manufacturer, delivering a high-quality hotel service is just as vital as giving a high-quality product, because providing a high-quality service is the first step toward producing

delighted consumers. In exchange, delighted clients are more likely to purchase additional products and become loyal hotel guests. Return customers and oral manufacturers boost hotel earnings and market share by increasing room prices. So building a high quality service is important to the success of any hotel.(Ma & Qu, 2011). Considering the overworked employees, hotel industries are often divided by poor working situations and employee stress, leading to lower commitment and higher pay levels in the industry. (H. Kim et al., 2020).

In addition, the hotel is one of the major recipients of CSR development due to the economic, social and environmental impacts of this method. Quality in the hotel industry is an important feature in achieved competitive advantage and market separation. It may declaration customer loyalty, customer satisfaction, productivity and savings(Benavides-Velasco et al., 2014). Corporate social responsibility (CSR) is defined as the interest on the business that ultimately meets the interest rate. (Windsor, 2001). CSR industries communications are defined as the company's planned and communicated messages about its CSR struggle. (De Grosbois, 2012). In recent years, researchers and practitioners have become increasingly interested in corporate social responsibility (CSR).

The concept implies a desire on the part of businesses to acknowledge and exercise duties other than those of a commercial character, such as those related to socio-cultural and environmental issues. However, there is frequently a disconnect between rhetoric and reality, with varying levels of true commitment and success that aren't always easily assessed. Fundamental contradictions can arise between the pursuit of profit and income and the promotion of society's and the environment's wellbeing. The civil aviation industry's goal to raise demand for air travel, which ends up, illustrates the dilemmas. In the face of ever-increasing emissions.

These are widely decided to contribute to international Warming and the sustainability reporting brought with the aid of several airways has little effect on resolving the problem (2021). CSR is a company's social responsibility to society, which includes financial, criminal, ethical, and philanthropic components. The majority of researchers looked at CSR as a macro-level issue, with a micro-stage perspective receiving less attention. Employee responses to organizational

or employee-level CSR in terms of organizational citizenship behavior, work engagement, identification, dedication, overall performance, and customer satisfaction have been studied in the motel Enterprise. Employees in the in Enterprise have an instantaneous dating with the customer. A contented employee Approach a happy customer. Entrepreneurial happiness Subjects accommodations aim to keep and attract high-performing and forward-thinking employees.

There is no well-known agreement a few of the scholars in defining happiness and its constructs Happiness is often connected with subjective well-being, first-class of existence, Emotional properly-being, and high quality have an effect on it shows that the meaning Of happiness is contextual Subjective happiness is a worldwide evaluation of Lifestyles satisfaction, and subjective nicely-being is a existence best assessment Properly-being is considered a much broader idea than happiness. Researchers measured happiness as unidimensional and multidimensional constructs dependent entirely on the study's setting and objective.

Hedonic happiness, or subjective well-being, is linked to lifestyle pride and good and negative sentiments. Float, energy, meaningfulness, intrinsic motivation, determination, and thriving are all eudemonic happiness constructs. Scholars looked into the connections between CSR and network happiness, social happiness, and subjective well-being at work CSR, enjoyment, and innovativeness, on the other hand, are less examined at Workplace (Bibi.S, 2021).

The statistical model is tested using data obtained for a sample of 43 hotels in Mauritius, a small island in the Western Indian Ocean with a developing economy, from 2007 to 2018. In 2009, the government passed legislation requiring businesses, including motels, to donate up to 2% of their gross sales to CSR projects. The government created a national CSR foundation in 2016, which is co-managed by the corporate sector and the government and manages the CSR programs. Areas of interest that have been identified CSR efforts address concerns such as education and schooling, the environment, socioeconomic development, poverty alleviation, and health. It is noteworthy that the hotel area has been contributing a significant quantity to this fund for the past decade (Babajee, 2021). Not only for customer happiness, employee ethics and standards, and government relations,



CSR operations may improve the product image. Corporate social responsibility is an important concept. CSR has become increasingly integrated into corporate business strategies in order to gain a competitive advantage and improve employee engagement, and this study predicts that CSR will increasingly focus on resources available to employees in order to encourage them to engage in consumer citizenship behavior. (Bavik, 2019).

The purpose of the study was to identify the impact of customer loyalty mediation between CSR operations and strong performance (S. Lee & Heo, 2009). Despite the agreement that CSR has a positive impact on customer behavior that includes a commitment to satisfaction and verbal communication (Aljarah, 2020).

The hospitality industry is one of the world's fastest growing industries, with an important role in tourism as travelers go farther and farther away at ever-increasing expenses. (Martínez & Rodríguez del Bosque, 2013). There are a number of community-focused contributions to the topic of the impact of corporate strategy on customer purchasing alternatives. There is a relationship between corporate social responsibility and consumer loyalty to these businesses and their products, according to new research. (Boccia et al., 2019).

This study aims to contribute to a better understanding of the relationship between responsible leadership and CCB by employing the mediating influence of the corporate social responsibility and organizational identification, as well as the principles of social identity and stakeholder theory. In addition, there is a lack of research on the variables that may act as mediators in the relationship between perceived consumer effectiveness and CCB. As a result, this research proposes a model that examines the impact of hotel front line employees' perceptions of the importance of social responsibility, as well as the impact of employees' company identification, both of which serve as mediators in the relationship between perceived consumer effectiveness and CCB.

Ferier, (2021), despite the fact that reading CSR sports and its behavioral outcomes has been frequently mentioned in hospitality research, the link between CSR, relationship excellence, and CCB from the client's perspective is no longer

certain. As a result, this study provides a novel perspective into how clients' perceptions of CSR activities can influence the quality of dating between clients and a motel. It might be argued that a high level of relationship excellence will pave the way for a better and more broader interplay between carriers and their customers. It also appears that CSR informal are influential in shaping consumer citizenship behavior (CCB) but, there may be still a lack of understanding of the connection between CSR and CCB in an included type from the customer attitude within the in industry. (shafiee, 2021).

PCE is seen as a personality characteristics, indicating the degree to which the consumer believes that their use will assist to the solution of the problem or have an impact on the general public (Currás-Pérez et al., 2018). Such problems are a major challenge for hoteliers in attracting and retaining a culture of social and customer concern for corporate social responsibility processes (CSR) and business processes (Mohammed & Al-Swidi, 2019).

If the PCE believes it supports diversity (i.e., when conduct is collaboratively managed), its role may be suggestively reduced, depending on the specific particular behavior. Several theories, varying from hypothetical theory to social dilemma theory to perceived behavioral control theory, have been used to maintenance the following proposal: If one feels that a specific task (such as recycling aluminum cans) can address an environmental problem, then belief should have a significant influence effect on a person's willingness to participate in that activity, but not in other environmental actions. To put it another way, PCE is not an effective way to predict natural behavior. Furthermore, from a practical perspective, environmentalists are rarely interested in promoting natural behavior. They generally wish to encourage specific behaviors, therefore they use well-designed communications to do so. Eillen, (1991), Customers respond positively to CSR positive practices under certain situations and negatively to a lack of CSR acts or bad or effective CSR practices, according to different data. (Liu et al., 2014). Today, stability has become a major operational and operational problem for the tourism industry, and it is seen as a sensitive topic. In the early 1990s, the term "sustainability" initially surfaced in the hotel industry and has since grown in popularity. Although

the majority of customers have expressed a willingness to stay in hotels, growing sustainability concerns appear to be producing both uncertainty and continuous concern for the creation of successful promotional strategies. (D, 2021).

Customer loyalty is hard to define. In general, there are three different ones ways to measure reliability:

1 ethical standards

2 attitude measurement

3 compound scales.

Moral values are logical, consistent, and repeatable purchasing actions that serve as a show of loyalty. Today's businesses face an unexpected puzzle: in a struggle to increase market share and profitability, the company risks (and frequently loses) a large number of high-limit clients, hence boosting profits rather than improving them. A firm that is passionate about building a solid, dependable customer base takes a different strategy than one that is only interested in gaining market share. Building trust necessitates a company emphasizing the value of its products or services, as well as demonstrating a desire in developing customer relationships. The company realizes that its business is to build a maintainable customer foundation can make a single sale.

Instead of focusing only on increasing services, falling prices, or long hours, he himself his staff began to do everything possible to turn the jumpers for the first time - those who did not I've never been on the boards before - to be a loyal customer. Often plan includes which helps tourists who are skiing for the first time at his resort appreciate the experience so much that they want to do it again.

Griifin, (1995) Because it identifies persons who have already reached at least the second phase of the Promo revenue Generator cycle, the most recent list of your present customers is one of the most important lists you may have. You can utilize the list to encourage your existing clients to buy more frequently and spend more money when they do. To put it another way, your customer website transforms you from a purely functional role in business development to a busy one. (Reinretz.W, 2002).

The hospitality industry is an important aspect of the global economy and forms part of the general service sector. International travel has increased dramatically in both developed and developing countries following the global economic recovery from the global economic downturn. In this highly competitive global market system, applications for excellent hotel services have received attention as the desire for efficient service continues to grow. (P, 2021).

## 1.2 Gap Analysis

In a previous study customer loyalty was not like a mediator; this may be due to certain other factors not considered in this study, making significant contributions to the literature by introducing and estimating a model that raises the direct and indirect influence of the CSR and CCB hotel. The discovery confirms the good relationship between the CRS hotel and the CCB and the good role of the presidency and the good and good customer trust in this relationship. The study did not use as a consumer loyalty as a mediator (Dang et al., 2020).

In previous studies, data was collected on paper, however in this study, data was collected online. Because Pakistan has the best hospitality in the world, environmental and social issues have become highly important. Exploring the beliefs and behavior of Pakistan consumers in environmental issues and ethics may benefit the environment as well as international traders in Pakistan, given the country's distinctive cultural traits and big number of customers around the world. That proves that situation specificity should be considered in assessing the impact of corporate social responsibility processes on customer loyalty and actual purchasing behavior.

Consumers in Pakistan are particularly active in disseminating vendor information throughout their social groups. As a result, the goal of this research is to investigate this research gap to help hotel managers deepen their understanding of the special effects of CSR jobs from the point of view of top employees, very common, but often unnoticeably, linked to strong performance and social well-being.

### 1.3 Problem Statement

Although studies previously focused on the CSR impact on customer loyalty and focused on consumer citizenship behavior. Previous studies have shown that consumer more loyal to aboard hotel, where the effects are less likely to be comparable to less developed countries, such as Pakistan. Although less experimental research has been done on hotel industries.

Further complex difficulties, including as repeated terrorist attacks in the country, poor economic growth, and severe social conditions, have harmed the business in recent years, making it a viable issue in terms of sustainability. With an emphasis on Pakistan, current study aims to improve CSR-related behavior and citizen behavior in emerging hotel markets. Such problems are a major challenge for hoteliers in attracting and maintaining a culture of socially responsible clients related to corporate social responsibility (CSR) activities and business processes in Pakistan.

That proves that situation specificity should be considered in assessing the impact of corporate social responsibility processes on customer loyalty and actual purchasing behavior.

### 1.4 Research Questions

Following of this study questionnaire are:

**RO-1** How does corporate social responsibility (CSR) influence consumer citizenship behavior (CCB)?

**RO-2** How does customer loyalty mediate the relationship between CSR and CCB?

**RO-3** How PCE strongly impact customer loyalty?

**RO-4** How significant impact of CSR on customer loyalty?

**RO-5** How PCE changes the effect of customer loyalty on CCB?

## 1.5 Research Objective

Overall, the main objective of this study is to assess and determine the proposed model, as well as to recognize the link between hotel corporate social responsibility and consumer citizenship behavior, as well as to mediation customer loyalty and moderator the role of perceived consumer effectiveness as a moderator. The study's specific objectives are as follows:

- To explore that Corporate social responsibility has strongly impact on consumer citizenship behavior.
- To investigate that Corporate social responsibility has significant impact on consumer loyalty.
- To investigate that PCE has strongly impact on consumer loyalty that enhance the CCB
- To explore that PCE changes the consumer loyalty that influence the CCB
- To investigate that Customer loyalty use as a mediator that increase intensity of CCB

## 1.6 Significance of Study

The purpose of this research is to better understand the relationship between hotel CSR and CCB. As a result, both perceived consumer effectiveness (PCE) as a moderator variable and customer loyalty as a key mediating variable are investigated. The purpose of this study is to see if hotel CSR initiatives have an impact on hotel visitor loyalty and brand positioning. As a result, the current research will look into the impact of satisfaction and identification, loyalty, and hotel brand positioning on the desire to return to a hotel. Because the tourist business in general, and the hotel industry in particular, is particularly complex

to tourism, the hotel industry was chosen as the study's focus. The importance of the study is corporate social responsibility, which is most significant for any society. This study provide the guidelines to practitioner's, academia, and also for decision makers whose connected with hospitality & hotel industry.

## 1.7 Supporting Theory

In a context of uncertainty, signaling theory is used to describe how humans interact with information. (Spence, 1973). Senders can provide information through a number of signals that influence the receiver's awareness, decision-making process, and ethical purpose. (Wells et al., 2011). Signaling theory has been widely used in the fields of management, marketing, and e-commerce to describe how firms use external indicators to communicate information about product and service quality to customers in order to remove perceived ambiguity. (Li et al.2015).

Marketers can use various signals to influence and change buyers' views and attitudes, according to the social identity theory. (Pecot et al., 2018). Consumers are more concerned about corporate social responsibility in today's business environment. According to CSR, hotel management that can disseminate signals about connected services to consumers can gain from their reputation and trustworthiness. (Oberseder et al., 2014). As a result, customers are more likely to trust these hotels since they believe they are more concerned with the environment and society. (Mohr et al., 2001; Pecot et al., 2018).

## 1.8 Operation Definition

### 1.8.1 Corporate Social Responsibility

CSR is a broad and complex concept for which researchers have offered a variety of explanations. ( (Dahlsrud, 2008) For example, (Carroll, 1979) The CSR should collect four aspects of liability: economic, legal, social, and ethical liability. The

perspective was broadened, and five components of CSR were suggested: economic, social, stakeholder, environmental, and commitment. Some have gone so far as to define CSR as a system of principles, ethics, and values that govern corporate behavior. ( (Sherwin, 1983).

For example, (Hatch, 2007) recommended that corporate liability should pass a background for profit as long as (Devinney) Both a contracted and a broad interpretation of the CSR are supported. The first focused on businesses' responsibility to produce a profit within the legal framework over time, while the second revealed a comprehensive set of requirements (e.g. public obligations, environmental obligation, legal obligation, etc.). Recently, (Vitell) CSR was mentioned in terms of exchange types, referring to both size and magnitude: active and voluntary participation. Strong involvement means that businesses are fully engaged in actions that benefit society.

Firms that engage in intentional participation avoid practices that are damaging to the environment and society. Since 1950, academic students and industrial workers in local organizations, national, and international levels have been interested in community commitment (CSR). Many recent studies in the retail and banking industries have attempted to broaden the scope of CSR by connecting it to organizational behavior such as commitment, ethics, and employee attitude.

Despite the increase of CSR research, very little is known about CSR roles in organizational ethics and the impact of CSR on employees' attitudes and behavior infrequently a power test CSR research in the hospitality business sector is mainly focused on CSR activities and their types performed in the industry.(M. Lee & Kim, 2013).

### **1.8.2 Consumer Citizenship Behavior**

The concept of consumer national ethics (CCB) was particularly prevalent in the nationality of organizational behavior (OCB), which refers to "this person's behavior visually, not without delay or clearly detected by using an official praise



machine, and that, inside combines, promotes dynamic business performance.”  
”(Organ, 1988). In the context of other consumers and a firm, the CCB is usually personal willingness to seek unsolicited, helpful, and positive behavior. Every researcher defines CCB differently; this article summarizes all CCB safeguards and the contributions of past academics who have and have not completed the task. (Putra H, 2020).

### 1.8.3 Perceived Consumer Effectiveness

In the literature, various definitions of PCE have been presented. This section explains some of these criteria and, as we'll see later, highlights different scales that might be used to evaluate customer performance. One such size, regardless of whether PCE is considered a stable Personal factor in overall outcome domains (i.e. standard) or as a feature that varies between result domains Our definition is an attempt to bring together those ideals that we believe are necessary for the PCE to function properly. PCE has been described by many authors as a domain-specific, consumer-oriented design theory for achieving achievements in a certain field of work. The most frequently mentioned result domain in these definitions is conservation. Because for example, (al, 1974). PCE is defined as a level of belief ”that each consumer can work successfully to minimize pollution” by the person who coined the term. While one definition relates to a specific impact (i.e., lowering land pollution), others refer to a broader range of effects. (Roberts) The PCE is defined as ”the subject’s standard judgement of each consumer’s ability to manage natural resource challenges.” Some definitions, on the other hand, define PCE as domain-specific construction without referring to a specific domain; for example, ”Consumer performance is defined as the direct belief in a domain that individual efforts may make a difference in the solution problem.”

### 1.8.4 Customer Loyalty

According to (al P. e., 2016) Customers aren’t aware of the concept of customer loyalty. In many companies, a customer problem or product loyalty is nothing more than a repeat purchase in terms of ethics. Many of the company’s initiatives

are geared at raising the percentage of current consumers who make recurrent purchases. Marketing strategists have built reliable models that demonstrate considerable profit margins to enhance recurrent purchasing power among existing clients to assist this effort.

Customer loyalty has become a prominent issue in corporate offices, and there has been an increase in interest in customer loyalty in recent years, thus it has become a more widely investigated topic on the marketing site. Integrity is a noble confidence in the company's value, which leads to a gradual growth in purchases. "Faith that is good by faith, as evidenced by a series of transactions involving the company and its products or services, which leads to continuing collaboration and the purchase of more time." However, there are still significant disparities between the two dimensions of honesty in the corporate sector.

## **1.9 The Plan of Study**

There are five chapters in the thesis. The following is how the research is organized: Chapter 2 offers a review of prior textbooks as well as research suggestions. The data and technique for current study are described in Chapter 3. The fourth chapter combines the finding and the results. Section 5 concludes with a discussion, conclusion, recommendations, and limitations of existing research and future approaches.

# Chapter 2

## Literature Review

A literature review is the foundation of several concepts and associated literature valuable to researchers, scientists, and academics in this study. This is a necessity for a thorough investigation, and it provides guidance and thinking for the inquiry in the manner indicated. It begins with the theoretical foundations of hotel service excellence before moving on to consumer citizenship and corporate social responsibility. An empirical study on the relationship between perceived consumer effectiveness, customer loyalty, consumer citizenship behavior, and corporate social responsibility is also included in this section.

### 2.1 Corporate Social Responsibility

CSR "is a plan that can be implemented at recognizing and encouraging good effects on the environment, consumers, employees, communities, stakeholders, and all other members of the public sector who may be measured stakeholders". (Bohn, 2014) For example, (Schwartz & Carroll, 2003) It is proposed that CSR include four categories of liability: economic, legal, social, and ethical. To begin with, it is not a new concept; but, the buzz that surrounds it nowadays is. Second, while there is a clear distinction between CSR that reflects a clear self-reflection of the company's reasons for engaging in CSR and CSR that reflects a clear self-reflection of the company's reasons for engaging in CSR, CSR that reflects a clear self-reflection of the company's reasons for engaging in CSR may indicate a combination of these

motives. Third, while there is broad agreement that the CSR pertains to public business obligations, the nature and potential of these commitments are far from clear. (Smith N Craig, 2003). In these circumstances, the same method might be used as an example of CSR and not CSR at the same time. Third, as we explain below, there is a common misunderstanding that a non-compliant corporation that develops a CSR over-compliance strategy to mitigate the threat of future government regulations, and a company that develops a CSR strategy to address an environmental or social concern. Rest assured, both tactics have the potential to yield significant results. changes in policies, however their underlying motives may reveal very different reasons for them support and long-term prospects change.(Auld et al., 2008) . CSR has grown into an international idea as a result of the interaction of thought and action. As the participants have already indicated, modern organizations are expected to do more than make money and follow the law. CSR represents words and a principle that is broadly acknowledged and has always been significant. Today, modern enterprises seeking for sustainability in a competitive, dynamic, global market place rely on ethics and philanthropy to help them meet community expectations. Companies that are socially responsible make an extra effort to include the interests of other stakeholders in their policies, choices, and work. Other compatible competing and complementary concepts such as business ethics, corporate citizenship, stakeholders Management, and sustainability are at stake social acceptance. Idea for Creating Shared Value he is also in the conversation. All of these are related and consistent terms combined in CSR, which is a benchmark and domain for a community-conscious business movement.(Carroll, 2015) Customers have changed their traditional roles to look for tailored products / services for knowledge, awareness, and technology in fast changing surroundings. Building relationships with stakeholders as consumers is a significant responsibility for any firm in this setting, and corporations are under enormous pressure to find innovative methods to contribute to secure development while still meeting ethical standards..(Mubushar et al., 2020). Some studies focus at essential research in the field of CSR and highlight significant research needs. The most recent issue of the International Journal of Management The ideas and studies on CSR have emerged in two ways, according to the review study.

The researchers moved away from macro social discussion results in organization CSR organizational theory as well as its impact on the organization's plans and operations, according to the analysis level. Researchers have changed from open-ended and ethically oriented arguments to open-ended and practical-focused management courses, according to the field's theoretical perspective. (Lindgreen, 2010)

Is that, however, what corporate social responsibility (CSR) entails? Who is responsible for this, and for whom are you requesting that businesses behave appropriately in the community? This article examines the diverse variety of ideas that underpin CSR in books and other recent attempts to define social corporate business responsibility. It starts with a discussion on the nature of corporate responsibility and current efforts to define CSR. Then we look at stakeholder theory, public contract theory, and fitness theory to see how and why a company might engage in CSR. (Reich, 2011).

The title concludes with a description ways to assess business community performance from industry and academic textbooks. The need for companies to do that it may be considered a social restraint discussed in the literature and be the subject of academic studies for decades. Cannon, (1992) Discusses the historical evolution of prominent business involvement in postwar re-examination of the sort of interaction between company, community, and government in order to establish social responsibility. CSR is frequently viewed through the lens of management philosophy, a comprehensive approach to business that can be characterized as the integration of social and environmental issues into firm performance, as well as voluntary stakeholder consultation.

CSR should be ingrained in an organization's culture. According to this observation, women follow social standards, and the company is regarded the correct way to do things in every case, regardless of financial worry. CSR encourages acts that appear to benefit societal cohesiveness in ways that go beyond industrial interests and legal requirements. There are various motivations to employ CSR: to provide feedback on specific needs, to improve business performance, to improve company reputation, to generate consumer loyalty, or to promote legislation. (Benavida)

At the same time, how employees' perceptions of CSR affect their attitudes and behavior was investigated in the tourist business, despite the promised CSR benefits for employees (e.g. higher morale). Employees' perspectives on CSR programmers may have an impact on how workers react to the firm, which is a dynamic attitude toward workers and ethical support to help achieve company goals, given that CSR programmers are generally representative of company values and practices. The hospitality business is frequently portrayed as a labor-intensive, people-centered service industry in which important workers are vital to a company's success. Employee attitudes and performance have been demonstrated in numerous studies to have a major impact on how customers view service quality, value, satisfaction, and loyalty. Furthermore, the service chain model demonstrates that employee attitudes and behavior in the ministerial industries are eventually linked to high earnings. Employees contribute to the identification of the numerous CSR duties of their companies by fulfilling them on a daily basis, and they are impacted by work policies that engage the community and the location where they exist. This is critical for the hotel industry, whose staff turnover was 76.8% per year between 2001 and 2010, compared to 56.2 percent in the sales services sector. It is critical to comprehend the high degree of asset acquisition in the hotel industry, as well as the possible benefits of CSR for employees how employees' perceptions of CSR can affect their attitude towards it company, which is yet to be tested. As such, this study aims to examine this research gap to help hotel managers deepen their understanding of the effects of CSR jobs from the point of view of top employees, very common, but often invisibly, linked to strong performance and social well-being.

(Park, 2014) This paper suggests that it does exist. CSR tactics varies greatly and are unrelated to business and obfuscation strategies for a plethora of excellent options for businesses to improve the community. Instead, if businesses examine their public service opportunities using the same processes that govern their major commercial decisions, they may discover that CSR can provide a competitive edge. Porter and Kramer believe that business is not inherently anti-social, and that CSR should be expressed in the plural form suited to each company's strategy. In reality, the four components of CSR, economic, legal, ethical, and social

obligations, can be understood as a process through which management recognizes and accepts the interests of those who are affected by their actions. Therefore, the decision to choose the right CSR plans are not that the reason is justified but that we are offering an opportunity to create social benefits at the same time is valuable to businesses (W. H. Tsai et al., 2010) Public responsibility (CSR) lies in the pre-paradigmatic phase where there is little contract definitions and terms and no agreement has been reached as to what it covers and does not include boundaries (Punitha & Mohd Rasdi, 2013). In fact, the meaning of this concept has been emerging definition and practice. (Punitha & Mohd Rasdi, 2013) There are 37 different definitions of CSR, according to. CSR, among other phrases, is a chance for social business, corporate responsibility, responsible business, and corporate citizenship, according to him. Given that the term "corporate social responsibility" has the word "community" in its definition, this has a clear connotation. He claimed that CSR "the social responsibility of the corporation incorporates the economic, legal, ethical, and social expectations of the corporate community over time," recognizing that CSR is always linked to "social" business obligations. He then created the "Pyramid of Corporate Social Responsibility," which encompasses all four divisions of action. discretionary and later referred to philanthropic in his study. This pyramid is used widely and is one of the best known and most widely quoted texts within the CSR documents.

Corporate social responsibility (CSR) has become a growing business problem. The appearance of CSR is emphasizes international standards as set by the International Standardization Organization and the United Nations Global Impact, guidelines, and global pressures, the context of the tourism and vacation industry, concerns in the CSR is a response to the guidelines established by the Earth The Travel and Tourism Council and the United Nations World Tourism Organization (UNWTO), as well as the Green Hotels Association, have improved environmental awareness. They were introduced to debates and discussions on the subject of CSR. Administration and conference rooms (Porter and Kramer, 2006). In public discussions and media discussions, company leaders were keen to respond to the issue by proving their understanding of CSR jargon. Customers and investors are among the company's stakeholders, who are complex, educated, and

well-informed. As a result, they demand greater standards in a variety of areas, including excellent corporate citizenship. When making investment decisions or deciding whether or not to acquire products from the company, these participants may take the company's actions into account. Companies are becoming more and more involved in making public commitments to their business due to the increasing challenges of CSR and stakeholder expectations. A increasing number of businesses, including hotels, are donating to and engaging in community projects, and they frequently publicize their voluntary CSR efforts in annual reports and on company websites to portray themselves as socially responsible companies.(H. Tsai et al., 2012).

Social responsibility (CSR) has developed as a key concept in the hotel sector, where it is valued in both competition and day-to-day operations, owing to its impact on customer satisfaction. However, studies on the association between CSR size (economic, romantic, legal, and ethical) and customer happiness are scarce, particularly in the Malaysian hotel industry. Furthermore, some research have suggested that CSR activities might influence customer satisfaction indirectly, and that some qualities may be able to mediate the impacts of CSR operations on satisfaction. As a result of the current study, a conceptual model has been developed to explain the relationship between CSR size, product image, and customer happiness. The scale of the CSR, according to the proposed model, can have a positive impact on customer satisfaction, with a product image that mediates relationships. (Mohammad, 2018).

The hotel sector is one of the fastest growing in the world, and it plays a vital part in tourism, as tourists travel to far-flung areas at ever-increasing prices. It is frequently regarded as a provider of social and economic benefits due to its support of leisure and business travel, employment development, and information sharing. (De Grosbois, 2012). Over the last decade, corporate social responsibility (CSR) has become the most important topic in the corporate world, and the hotel industry has been active in this issue in a variety of ways. I'm curious about the financial impact of such CSR operations on a company's bottom line.(S. Lee & Heo, 2009).



## 2.2 Consumer Citizenship Behavior

Customer citizenship behavior is a collection of voluntary, extra role activity that a customer performs that has a positive impact on the organization's overall performance. (Z. Wang, 2021) Customer behavior is defined as a targeted and voluntary act by individual customers that is neither directly or indirectly expected or rewarded, but that can be gathered to improve service quality and help service organizations operate more efficiently. Customer behavior is not essential in order for a firm to manufacture or supply a service, but it can help the company and improve its performance. As a result, consumer nationality and co-production differ. Customer nationality is defined as customers behaving thoughtfully as limited employees and cooperating with employees in ways that benefit the organization. Customers, like imperfect employees, contribute to the creation and delivery of factory service quality by taking actions that are similar to those taken by the company's employees..(Fowler, 2013).

Customer citizenship activities add a lot of value to a company's bottom line. Customer citizenship behaviors, according to the survey, include good word-of-mouth (WOM) communication, constructive participation in service improvement suggestions, and other polite and respectful activities. Consumers are more likely to express their support for an entire organization (e.g., participate in a brand community) by engaging in in-role behaviors like purchasing products from the company and extra-role behaviors like making recommendations to others and engaging in positive WOM, according to the theory of organizational citizenship behavior. Recent research have looked into and employed customer citizenship behaviors in the context of online conduct. (Ho, 2014) . Culture has a significant part in shaping an individual's identity. Cultural identity is a combination of one's cultural background and self-awareness that is unique from one's birthplace, race, religion, or nationality.(S. H. Kim et al., 2019) Some scholars have investigated the previous ones CCB. For example, (Choi, 2006) Customer self-esteem promotes citizen behavior in the service environment, according to a study. Customers wait in partnership for various services, sharing time, location, or service tool, which creates the environment in which they connect with one another. Given

that consumers can be used as human resources or quasi-employees, it's critical to understand how a firm encourages customers to work and participate in ethical behavior planning, also known as customer citizenship behavior.

Customers may replace staff to do particular activities at service-based organizations or voluntarily perform acts that benefit the firm in the case of a service.. (Halbesleben & Buckley, 2004). Fortunately, hotel staff are often willing to go "above and beyond" to please customers. A front desk employee who treats a sick customer with additional care; a housekeeper who assists a new assistant in finishing his or her assigned rooms; and a grocery shop waiter who assists in keeping leftovers in the fridge are just a few instances of "consumer citizens." All of these are instances of organizational citizenship behaviors (CCB), which are non-performance achievement rewards and individual contributions to the workplace that go beyond the role requirements. We see optimism for overcoming the problems of providing exceptional service to clients in these "citizens of the corporation."

"However, not every hotel employee is willing to go "above and above" the bare requirements. So, what makes employees want to join the CCB in the first place? Although CCB research has been general in corporate governance and conduct for a few decades, the hospitality business, particularly the hotel industry, has received very little attention. In order to completely comprehend CCB in a hotel setting, a number of theoretical and empirical concerns must be addressed. (Ma & Qu, 2011). The focus of this research was to see if there was a link between visitor engagement, relationship quality, and hotel behavior for tourist residents. Recently, there has been a surge in interest in the CCB field. Consumers' CCB can be viewed as a voluntary and social effort that is valued by service providers and other customers. According to research done in this area, citizen behavior can have a favorable impact on product satisfaction, reliability, and consistency. (Shafiee et al., 2020). While (Gong & Yi, 2021) Customer satisfaction and CCB were also found to have a positive association.

The voluntary and voluntary behavior that is not essential for successful production and/or service delivery but that, by coming together, assists the universal

service organization,” according to the definition of CCB. Customers with a high level of CCB play the function of the second employee since their behavior is such a valuable asset to the company’s growth as an employee. To put it another way, high-quality customers. The CCB level is dedicated to assisting in the development of the company through volunteerism.

According to (Yi & Gong, 2008) there are the following four stages of the CCB: (1) response (2) representation (3) assistance and (4) tolerance. (Curth, 2014) Interestingly, little research has been conducted to date on how retailer CSR influences this type of consumer voluntary and discretionary behavior. (Yi & Gong, 2008) CCB is a single dimension of customer value co-creation behavior, according to the authors. The study’s key contribution is to demonstrate that our fellow customers can be an essential customer target, resulting in a commitment that improves customer-service provider interactions and outcomes in CCB.

In this regard, the research responds to a number of recent calls from books to examine the outcomes of customer-customer connections in customer-firm partnerships. These writers also looked at the literature and came to the conclusion that discretionary conduct, assisting the service organization, and voluntary feedback are all common elements of CCB. (Ustulin et al., 2019) shown that service quality and perceived value have an impact on CCB. Despite this, no previous research has looked into the relationship between hotel CSR and CCB. The theoretical and practical importance of the CCB has been studied in a few research, but few experimental experiments have been undertaken in its stead.

Interest in the CCB area has lately surged in the services tourist business. The CCB might be considered a customer-driven, community-based endeavor that is well-liked by service providers and other customers. The TCB correctly underlines visitors’ immoral behavior. These are additional role behaviors willingly expressed by consumers visits through time, information, and thoughts, as well as physical participation during or after services feel that customers can be regarded corporate members in this regard. Citizenship behavior appears to have a favorable impact on satisfaction, reliability, and product equality, according to research in this field. It can also lead to a high level of dedication and loyalty to the company, as well as

a reduction in the likelihood of customers using competitors' products or services. As a result, they strive to maintain and improve client satisfaction as a result of high levels of perceived value. the advantages of a business by participating in citizenship behavior (Shafiee et al., 2020).

External influences influence corporate citizenship behavior, which is an automatic and supplementary employee duty. Employees who are subjected to client abuse during the service process may raise organizational issues, file grievances, and express their discontent with the organization. Customers who continue to abuse employees might have major ramifications for other employees. The link between customer behavior and employee retaliation / service failure was confirmed by the researcher. Employees who are subjected to client abuse are more likely to disrupt the service transfer process or react against the customer in order to escape the cause of their pain, according to the findings. Customer misbehavior depletes an individual's emotional resources and causes emotional exhaustion. It then has a negative impact on the employee's additional role. (A. S. Lee & Luo, 2015). Researchers have studied backgrounds of CCB. (Yang & Qin Hai, 2011) found a positive impact of customer satisfaction, customer promise, and perceived support on CCB. (Gruen et al., 2000) reported a positive influence of affecting commitment on CCB. (Zhang, 2010) found that positive affect influences CCB. (Hossain et al., 2020) revealed that service quality and perceived value affect CCB. Despite previous study perspectives, few pieces of research have discovered CCB in a hotel sense (Hossain et al., 2020). Nevertheless, none of previous studies have observed the relationship between hotel CSR and CCB.

## **2.3 Corporate Social Responsibility Relate with Consumer Citizenship Behavior**

Due to the obvious positive impact of CSR operations, an increasing number of hotels have launched CSR-related services and communicated this to the general public and their customers in recent years. Consumers are prepared to help promote CSR efforts by paying more for ethical items, so the company can gain from

notifying them of its CSR operations..(Li et al., 2017). The current study accepts the assumptions provided by (al., 2014) focused on the CSR functions of traders. These writers emphasize the four aspects of CSR hotel, namely environmental friendliness, community support, employee fairness and the provision of local products. (al., 2014) proposed that non-customer information (two previous items) and customer information be collected during these actions (two recent items).

Given that the last two tasks are basic, use the product list as well as employee and customer interaction, which is uniquely related with selling context, to affect the customer's shopping experience. Previous studies had been done in the production industry; however, unlike production companies, performance firms place a high value on their reputation.. This is because of the service visibility and consistency between service delivery and consumption, and customers remain difficult accurately check service quality before purchase. Then, the company's reputation as a signal, it provides certain foundations customers before making decisions, including decisions purchasing and displaying CCBs (L Jinfeng, 2014).

Despite the fact that CSR has a good impact on consumer behavior, such as commitment, contentment, trust, and verbal communication, there is disagreement. Customers feel more valuable and confident in using their services in a hospital-ity setting when the company participates in CSR initiatives because they believe they are indirectly contributing to the community and enhancing their value-added behavior, such as CCB and customer participation. In summary, some scholars have proposed that, rather than examining the direct impact of CSR on an individual's or merchant's outcomes, mediation, or the process of balancing CSR and its results, be explained. Following these recommendations, this study looks at PCE and consumer trust as two intermediary variables in the CSR-CCB hotel relationship. By ignoring these putative mediators, earlier research was constrained and causality concerns remained unanswered. To the best of our knowledge, Previous studies have examined PCE mediation roles and consumer confidence in the link between CSR and CCB vendor. So, this research provides a new understanding of the relationship between the CSR and CCB vendor and helps to clarify

PCE mediation method and consumer confidence is the link between the CSR and CCB vendor. When socially responsible tourist companies communicate pro-social identity to tourists, it encourages their CCB (Aljarah, 2020).

Authors, (2015) argues that participating in CSR at the destination level might help to boost economic tourism by fostering positive relationships with local residents. In addition to community values and performance, CSR can bring emotional value to customers, according to the study. Customers expect businesses to use the well-known CSR method. argues that participating in CSR at the destination level might help to boost economic tourism by fostering positive relationships with local residents. In addition to community values and performance, CSR can bring emotional value to customers, according to the study. Customers expect businesses to use the well-known CSR method. (Aljarah, 2020) and when such desires are met, they may reciprocate by involving themselves in beneficial behaviors, such as CCB.

***H1: Corporate social responsibility has positive impact on to Consumer Citizenship Behavior.***

## **2.4 The Moderator as Perceived Consumer Effectiveness**

PCE is defined as “assurance that a person can have a positive impact on solving social and environmental problems (Webb et al., 2008). It has to do with how consumers and ethical people feel about ethical and environmental issues. Consumers will be more concerned about the environment if they believe their involvement in decreasing emissions is significant. (Majláth, 2010). PCE is believed to promote a variety of behaviors (i.e., where behavior is collectively managed) then its role may be higher or lower, depending on the specific behavior included. (Ellen et al., 1991). Customers’ beliefs have been suggested to be important in combating environmental destruction, and attempts to empirically investigate the extent to which, or how, PCE influences environmentally conscious consumer behavior have revealed that PCE, in addition to having faith in others, is highly correlated with

the contribution leading to environmental problem solutions..(Sharma & Sharma, 2017). PCE has been shown to be a reliable predictor of pro-environmental behavior. Although previous research has shown that PCE can predict knowledge, intentions, and aggregated behaviors, few studies have specifically looked at the relationship between PCE and recycling behavior, making PCE an attractive attitudinal variable for our model. As a result, we anticipate an indirect effect involving spillover effects, in which the acceptance of one behavior can lead to the beginning of another related action (even accidentally).(Arias & Trujillo, 2020).

PCE has a minimal impact on behavior when compared to other variables, particularly attitudes. Consider a group of people who are worried about the environment but are swayed by the notion that only major firms, governments, or "others" can frequently come up with effective solutions.(Berger & Corbin, 1992). The concept of consumer performance perception (PCE) is widely used to describe the causes of natural behaviors and attitudes. According to (young, 2018)people tend to expect and try to build a positive society. It reflects people's views, values, values, and beliefs about a developing country and a better world (Mills). Environmental concerns do not always lead to desirable behaviors, such as the purchase of sustainable products locally.(Kang et al., 2013)For example, Butler and Francis (1997) Consumers feel that the environment should be addressed while purchasing materials and clothing, but they do not do so in actual shopping circumstances, according to the study.

Many environmental studies, as well as customers who are socially responsible in the context of the fabric, as well as the use of clothing and other product categories, have reported on the difference between environmental concerns and buying behavior. In order to bridge the gap between natural and manly worries about environmentally sustainable conduct, he discovered that one of the most essential elements in defining environmentally friendly consumer behavior is consumer efficiency (PCE). PCE is a metric for assessing a topic's ability to handle environmental resource challenges by individual customers. For example, when consumers think too much about the social impact of their purchase, they believe they are expanding their ability to do something by lowering pollution. Consumers

are encouraged to communicate their positive opinions in continuous items with genuine consumer behavior when using high-quality PCE. In reality, PCE has been discovered to have a direct impact on the environment and/or society's long-term sustainability. PCE was found to be favorably connected with customers' inclination to buy organic food. We discovered that PCE had a direct impact on energy efficiency and reuse behavior in this study. PCE was also found in a study conducted by Webb et al. (2008).

PCE was also prevalent, and significant changes in social responsibility behavior were discovered. Furthermore, a responsible society's aspirations and goals will be realized, encouraging and directing people's thoughts and action toward their values. PCE is frequently linked to social and environmental information by researchers. PCE is defined as the extent to which a customer believes that his or her efforts can make a difference and help to the resolution of social and environmental issues..(Ghvanidze et al., 2016). Consumer opinions of their abilities to enhance the critical and social environment are represented by perceived consumer effectiveness (PCE). It has been proven to be a powerful motivator for customers to engage in appropriate social behavior. For example, (al C. e., 2014) PCE has been established to have a positive impact on consumer and behavioral reuse habit buying behavior, indicating that PCE is an important determinant of green buying intent. (Chen, 2019)found that PCE is positively correlated with consumer intent to buy fair trade products. (al Z. e., 2014) suggested that PCE is an organization an important decision of consumer perception and ethical purpose for products with carbon labels. people understand that they are significant and they are to be influenced by society, because they are an important part of society (Haller, 2012).

People are more likely to respond positively and replicate other people's behavior when they see it is right and helpful for the community. Stories about ethics and the environment are crucial components of a healthy society. As a result, this study evaluates the extent of customer psychographics, consumer success (PCE), and environmental concerns. Altruism is described as a care for other people's well-being. Both altruism and egoism have a significant impact on our conduct. PCE is characterized as a consumer's perspective on the amount to which their



actions, such as purchasing raw materials, recycling, and participating in paper-based services like e-billing, may help solve environmental concerns.. According to consumers, consumers will take immediate action if they feel that their actions can save the environment successfully. Many studies have included PCE as an important predictor of eco-friendly behavior (Mas'od & Chin, 2014).

Natural attitudes are supposed to influence a wide range of natural actions. It appears logical to assume that individuals will be concerned about their location in order to become stakeholders in environmental issues. Despite occasional inadequacies in the link between psychological and environmental factors, the results of several investigations have offered support for this organization. Some research, on the other hand, have found no evidence of a link between innate attitudes and environmental behavior. This contradictory evidence appears to be the case, implying that, while a natural attitude is crucial, it is not sufficient for a natural action to occur. People with positive views, for example, may be more interested in nature since they believe their individual efforts do not function effectively in issue solving. People's self-confidence views may encourage them to take part in reflective actions related to environmental issues. As a result, some studies considered PCE as president among them in an attempt to bridge the gap between attitude and conduct. Consumers are not seen efficiency (PCE) received as much attention as natural circumstances as a major predictor of environmentally friendly consumer behavior.

The wording differs in PCE, which is defined as "personal examination in context." an attitude that reflects the topic and foreshadows a consumer who is concerned about the environment Behavior.(Y. Kim, 2011). The concept of PCE was first described by (Tan, 2011) One argues that as a standard metric, it can be beneficial in lowering pollution. According to researchers in the recent part, the idea of PCE is linked to the concepts of perceived behavioural control and internal control. The internal control environment refers to a person's belief that the results are tied to his or her actions or personal investment, as defined by the locus of control researcher (time or effort). Even more intriguing, the term PCE is only used in environmental studies and relates to an individual's supposed self-confidence in his

own ability to solve environmental problems. PCE is measured as part of a set of human characteristics to anticipate environmental stress and natural use patterns. On the basis of earlier records, the function of PCE in connections between the CSR and the CCB hotel is unclear. As a result, the study investigates PCE's mediating role in the intermediary relationship among CSR and CCB.

"According to CSR, "a comprehensive set of policies, practices, and programs that are integrated across the company operation and decision-making processes and are designed to ensure that the firm maximizes the positive effects of its operations on society." (Singh, 2016). It reflects people's ideas, values, customs, and beliefs about a innovative society and a better world (Mills, 2018). Individuals understand they apply influence on and are influenced by society, because they are an integral part of society (Haller, 2012). Climate change is the most famous example of how environmental issues have grown increasingly global. As a result, environmental organizations like Greenpeace operate on a worldwide scale, with their call to arms ringing in multiple nations at the same time. As a result, people all over the world are responding to similar messages. (Hadler & Haller, 2011). More importantly, most developing countries face plenty of social, economic, environmental, and political difficulties on a regular basis. In terms of sustainability, Pakistan is a unique example. For example, the country is dealing with a slew of social, economic, and environmental difficulties, including political unrest, shaky economic growth, widespread corruption, social unrest, and, most importantly, terrorism, which has wreaked havoc on the country's whole socioeconomic fabric. These difficulties have an impact on the business sector, particularly the performance of local tourism and the hotel industry, whether directly or indirectly. The topics of corporate social responsibility (CSR) and sustainability are particularly understudied in Pakistan. Previous literature suggests that sustainability is a relatively new phenomenon in Pakistan but the significance and awareness of sustainability are steadily improving in the country (Sajjad et al., 2018). The information on sustainability was presented in a variety of ways on the corporate websites of all global international hotel chains, but data collecting was guided by the simple threefold classification of environment, society, and economy mentioned earlier. The authors used a loose stakeholder approach as a simple template for

data gathering and analysis, understanding that hotel chains have essential commercial relationships with consumers, staff, suppliers, and local communities.

Jones et al., (2014) In conclusion, it is suggested that hotel CSR improves consumer PCE, which increases customer loyalty. The reason for this is that consumers' perceptions of their power to alter and improve socio-environmental problems may be influenced by socially responsible hotels. As a result, consumers who have high expectations for an ideal society will actively engage in civic behaviors, believing that socially responsible behavior from hotels and individuals will help to construct a better world. Another hypothesis for PCE's mediation role is that those who rank high on this individual difference are more likely to learn vicariously, resulting in increased behavior likelihood. (Ellen et al., 1991).

***H2: In the relationship between hotel CSR and customer loyalty, PCE has a positive moderating effect.***

## 2.5 The Mediating Role of Customer Loyalty

Customer loyalty is a difficult concept to describe. Ethical standards, attitudes, and compound values are three different approaches to gauge loyalty in general. Consistent, repetitive shopping actions are an indicator of loyalty, according to ethical norms. For instance, a traveler might choose to stay in a hotel because of its convenient location. They change when a new hotel opens across the street because the new hotel provides a better price. (John T. Bowen & Shiang-Lih Chen, 2001). The widely accepted definition of fidelity is (McMullan & Gilmore, 2008) he made the statement explain honesty as a mental function (e.g. decision making, evaluation) process that is exhibited over time by a particular decision-making unit in respect to one or more other types of products in a collection of those types, and it is a bias (i.e. random) moral reaction (i.e. buying). The first strategy is to increase client behavioral loyalty so that low-cost bidding is less appealing. The second phase is to erect transition barriers, such that the costs of switching providers (financial, time, and psychological) act as a deterrent to quitting. The outflow is a metric that measures a company's client base turnover, which has

an effect on customer retention..(Dick & Basu, 1994) Customer loyalty is a complex, multi-faceted concept. The difficulty of customer loyalty is reflected in the variation of definitions within the academic field. Focusing on the attitude of the consumer (Gee et al., 2008). Customer loyalty is therefore not compromised in a different way by repeated purchases and the complexity of purchasing (moral size) of one type over another, rather as the situation or opportunity arises..(McMullan & Gilmore, 2008).

Hotel and manufacturers can use loyalty programs to entice customers to stay loyal by offering discounts, cash, free items, or special services (such as free magazines with special articles of interest to members of the loyalty program). During the sale, cooperatives start loyalty programs by providing benefits to members based on their annual acquisition; modern use of loyalty programs began with Raleigh's tobacco coupons and stamp-based programs like S&H Green Stamp Company (which provided buyers' points based on purchases; these points could be applied to a wide range of sales options). He ended by performing a series of research studies demonstrating that members value loyalty programs and that standards systems lead to the seller and product's loyalty.

According to three experts in a big academic study, acquisition rates and relationship length may have little impact on the usefulness of fidelity systems. 10 Another large study discovered that long-term customers are less likely to squander money, have lower service expenses, and are less sensitive to price reductions. The authors conclude that high-value clients are always appealing, regardless of the length of the relationship. A numbers of other academic and business disciplines have also asked the effectiveness of many customer loyalty programs. Among the conditions for that can be used to evaluate program effectiveness the impact of loyalty programs consumer opportunities to buy in a particular store or use of a particular brand, to continue the membership program, to increase the use of the store / product, the higher the market sharing, increased sales, or higher profits. (Program, 2006).

Service reliability refers to the extent to which a consumer exhibits repeat purchase behavior from a service provider, has a positive opinion toward the provider, and

considers using only this provider if the need for this service arises. A loyal client is defined by this definition as someone who is not only a repeat customer but also has a positive attitude toward the ministry supplier. (for example, by recommending others to shop at firm)(Kandampully & Suhartanto, 2003). The second definition of honesty is morality. Examples of loyalty include the patience to buy resources from the same supplier, to increase the scale and / or the scope of the relationship, or the act of recommendation.(Roger, 1996). Inertia-based customer loyalty, when a product is purchased without training simply because this takes a little effort and the consumer will not hesitate to switch to another brand if there is a good reason to do so.

Beerli et al., (2004), Customer loyalty, according to marketing letters, can be described in two different ways. The first considers loyalty to be a state of mind. The perfect human attachment to a product, service, or organisation is created through a variety of emotions. These emotions represent a person's level of honesty (full comprehension). Morality is the second definition of honesty. Continuing to purchase services from the same source, expanding the extent and/or scope of the connection, or commending someone are examples of honest behavior.

The moral concept of honesty is analogous to the concept of honesty as articulated in service management letters. Indonesia's hotel industry continues to attract both domestic and international investors, resulting in an increase in the number of hotels. As a result, retaining customer loyalty is difficult and challenging, especially because new hotel services are introduced on a regular basis.

Customers who are satisfied with hotel services are more likely to stay in a hotel. Customers with a sincere attitude were expected to make a mistake if they discovered a better route with better service and a lower price. At the time, moral integrity was referred to be a strong customer commitment to buy a product or service despite the market's availability of alternatives. In general, customer commitment, commitment (and readiness to acquire, repurchase, and promote service to others) is defined by both sincerity of attitude and behavior. As a result, this research believes customer honesty to be a combination of attitude and moral integrity. As an Indonesian hotel industry continues to attract investors to the area

as well internationally, the number of hotels continues grow from time to time. Therefore, to keep customer loyalty is very difficult and challenging as other hotel amenities appear regularly. Customers who are satisfied with hotel services are more likely to stay in a hotel. Customers with a sincere attitude were expected to make a mistake if they discovered a better route with better service and a lower price. Moral integrity was once referred to as a strong customer commitment to acquire a product or service despite the market's availability of alternatives.

In general, customer commitment, commitment (and readiness to acquire, repurchase, and promote service to others) is defined by both sincerity of attitude and behavior. As a result, this research believes customer honesty to be a combination of attitude and moral integrity.(Priyo et al., 2019) This research looks at how people behave, how they don't have a bad attitude, and how honest they are (similar to the purpose of repurchase). This path is designed to bring ethical integrity into the consideration of customer loyalty as it relates to customer satisfaction, and to make the satisfaction / loyalty relationship more available to managers interested in customer behavior as it relates to great performance (Hallowell, 1996).

Customer loyalty is essential if a company is to retain its current customers. However, Many discussions focus on customer loyalty, such as (Gee et al., 2008)says, "Customer loyalty is a complex, multifaceted concept". The topic of study uses a range of concepts to represent the complexity of consumer loyalty. When it comes to consumer attitudes, loyalty is defined as "a definite intention to acquire or repurchase a chosen product or service in the future, notwithstanding the influence of status and competent marketing efforts that promote behavior change." Some customer loyalty definitions place a premium on the previous purchase function's pattern.

According to the abundance of data, many consumers are illegal and loyal to a product portfolio within a product category. This has given rise to a new definition of consumer loyalty: "the continuing desire to acquire a species, usually as one of the few." In his analysis of the 50 functional definitions, he discovered that the central concept runs through all of them. That loyalty is partly tied to the costs associated with a specific product or store. (Gee et al., 2008) .First,

a customer's attitude about a company or product, and second, the customer's intention to purchase that product or company again. As a result, the strength of the relationship between attitude and conduct determines consumer loyalty in this model. In practice, honesty is more typically associated with moral excellence because it is at the heart of what consumers do..(H. Jones & Farquhar, 2003).

The basic goal of customer satisfaction and loyalty measurement is to provide information and communication with customers. In fact, thoughts are frequently assessed by a series of short questions as well as client complaints and suggestions. Customers should be given a list of questions at the end of their experience after acquiring a product or service. Over the last decade, a few studies have been conducted to add to our understanding of customer satisfaction and loyalty. Hotels, street parties, tourist centers, mobile operators, banks, restaurants, research firms, insurance companies, ski resorts, and resorts were among the places where ideas were reviewed.(Rijeka, 2010).

Customer loyalty, in general, increases profit and growth in a variety of methods. Increasing the percentage of loyal customers by just 5% can boost earnings by 30 to 85 percent, depending on the business. On the web, the complicated ratio is expected to be considerably higher. (al K. e., 1974).

As a consequence, commercial organizations must work to enhance consumer loyalty. Experts have emphasized the importance of service quality in establishing client loyalty in the relationship marketing paradigm. In the context of the hotel business, however, Cole once Scott disagrees that the quality of service alone is not adequate to affect customer loyalty as it applies to service performance solely at this level feature. Scholars have proposed that getting quality as a forerunner to consumer loyalty as a way to better their understanding. (Hussein et al., 2018). Indeed, the ability of some well-known websites to sustain a high level of customer loyalty can be credited in part to their success. Part of Amazon success, as a top online book-selling site, is due to its high level of customer loyalty, with 66 percent of returns made by returning customers. Reliable consumers are also more likely to refer the seller to their friends and family, resulting in a larger customer base without the need for more promotion. The capacity of other well-known websites,

such as eBay, to lower the cost of acquiring new clients through a transmission system may be part of their success. Indeed, one of the ways trust is developed is through a transfer process in which people begin to trust strangers through secrecy others trust someone they trust. The impact of the quality of the experience on customer loyalty in the context of the hotel industry was ideally proposed by (Hussein et al., 2018).

According to the research, the quality of the experience incorporated into the physical environment and interaction has a significant impact on hotel customer loyalty. These earlier research, on the other hand, did not properly explain how a good hotel experience increases consumer loyalty. These research focused solely on the direct impact of customer loyalty quality. To address this problem, our research developed a comprehensive model that combines the concept of a hotel image with the amount of visuals. In the world of hospitality research, previous study has established the value of a hotel image and its importance. In the hotel sector, a snapshot of the hotel is regarded a significant component because it influences the entire consumer evaluation of the property. Experts have suggested that CSR produces more precision customer loyalty, without requiring the interference of flexible mediation (Markovic) Companies' CSR efforts are a longer-term investment than their financial costs. These services are more profitable for businesses than advertising, and CSR efforts can draw customers' attention. Clients who are concerned about social and environmental issues aim to conserve the historical and cultural heritage of the locations they visit. In the hospitality industry, customer loyalty and brand image are critical. Given that each loyal customer refers around 12 individuals to the hotel for word-of-mouth marketing, and a positive corporate image provides a competitive advantage. (Nijhof, Andre HJ Jeurissen, 2017). In recent decades, the role of corporate social responsibility (CSR) has been a hot topic among both academics and doctors. CSR refers to a business's commitment to its social responsibilities. CSR has recently been incorporated into behavioral trust models by researchers.

A product with a socially conscious image can be contentious and increase client loyalty. The link of business communication contributes to the hospitality and customer service industry's long-term viability. Overall, CSR is regarded to be a



positive indicator that will increase consumer trust in businesses. When consumers develop dependence on accountants who are responsible for the community. The CCB may be one of a kind behavior (Ho, 2014). In addition, Morgan and (Hunt, 2018) According to the author, loyalty is a key mediator that connects the predecessors to the establishment of customer relationships. (Ho, 2014) . The third hypothesis for examining the mediating role of loyalty is produced in light of the first hypothesis and the above-mentioned debate. CSR systems are included into a hotel customer loyalty model, but only a few academics have looked into whether they have a direct impact on the customer loyalty business.(S.-B. Kim & Kim, 2016). CCB may be an indicator of consumer willingness to progress a long-term relationship with companies(Zhu et al., 2016).

***H3: Customer loyalty mediate the positive relationship between the corporate social responsibility and consumer citizenship behavior.***

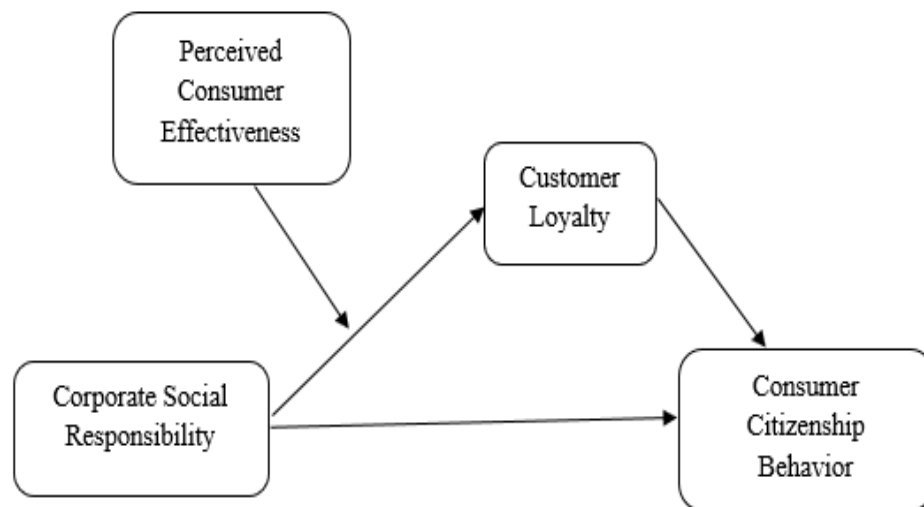


FIGURE 2.1: Research Model

## 2.6 Hypotheses of the Study

**H1:** : Corporate social responsibility has positive impact on to Consumer Citizenship Behavior.

**H2:** PCE has a positive moderator effect on the relationship between hotel CSR and customer loyalty.

**H3:** Customer loyalty mediate the positive relationship between the corporate social responsibility and consumer citizenship behavior.

# Chapter 3

## Research Methodology

It's crucial to understand the difference between research methods and research methods because they're really distinct. Each approach or method utilized to make the instruments research is referred to as a research method. The researcher's procedures for making research decisions are referred to as research methods or techniques. In other words, research methods refer to the many subject tactics used by the researcher while reviewing research issues. Study practice, on the other hand, is a methodical approach to solving investigative problems in any research domain.

The research methodology that has been completed is more comprehensive than the research methodology that has been completed. So, when we talk about how to do anything, we're referring to both the methods and the logical concept that underpins the methods investigation and explanation. the use of one method or method over another to make research more effective they can be tested by another or the researcher himself.

The strategy taken by current research to analyze the function of customer loyalty mediation and consumer perception of consumer relationships in the relationship between hotel company responsibility and consumer behavior is discussed in this chapter. The researcher's strategy for determining the validity of proposed ideas is described in the study methodology. It is critical that the researcher explicitly state the methodologies utilized, as they contribute to the research's overall dependability. This category contains approaches for determining the validity of

presented concepts such as research design, population / space, sample design, analysis unit, horizontal, tool creation, data collection, and data analysis.

## **3.1 Research Design**

A research method was used to adapt current research and evaluation principles to a research framework that was presented as a low-cost and widely accepted method in the subject field. For the time being, the investigation is an experimental study, as there was previously an organization that occurs in the available information that better service quality has direct communication to the delight of consumers, that relationship is better and more positive communication, and that customer loyalty is better. The most acceptable method is to collect data from a large number of people using an opinion poll design. Data is gathered from a sample, and broad recommendations are given for the majority of people.

### **3.1.1 Research Philosophy**

Social norms science refers to a variety of philosophical perspectives that promote and support scientific investigation. It's been described as a fundamental viewpoint or a guide to exploration by academics. Any particular ideology that may impact the decision-making process is embraced by the researcher's choice. Data gathering and interpretation are two different things.

The current research was supported by the speculative research approach, which employed existing theories and past research to support and research illustrate our idea, which has been formally tested on the proposed confirmation hypotheses. The expected image of the scientific process was the hypothetical method or model. In this approach, scientific testing begins with the formation of ideas in a way that I can understand. Surprisingly, they were created by analyzing visual data. Researchers contend that philosophy entails more than just hypothesis testing and analysis. Current research, on the other hand, embraces positivist philosophy since it aids in the identification and verification of organised connections. This study's methodology is ideal for our research since it encourages us to believe that the

truth is yet to be disclosed. The scholars are attempting to eliminate prejudice that may affect the study's conclusions by sacrificing themselves from an event that will be seen and continued as a goal as far as possible.

As a result, when the study hypotheses of theory have been formed, data has been collected, and analysis and interpretation have been completed,. According to (Neuman & Neuman, 2006), all this increases the reliability of the collected data

### **3.1.2 Type of Study**

The current study also explains that according to ( (Jack, 2008), researchers used this term in finding the answer to the question. The purpose is to discuss the causal relationship between the translations. This is a causal study / relationship in which the impact of consumer citizenship behavior on hotel corporate social responsibility evaluated based on respondent reporting of these changes. The study was a way to collect quantitative data from previous experiments and the structure of the data. Data is collected from a sample and a vision made for all people. Or the sample should follow a scientific research method. Research has two types; descriptive related. Because the results are entirely based on data received from respondents via questionnaire, the current study is empirical in nature. The target audience are Islamabad consumer acquire to needed the data to obtain genius results.

### **3.1.3 Time Horizon**

The length of time that data is collected under the perspective is represented by the horizon. The research may change, be more regular, over time, or continue over years, depending on the scope and purpose of the study. The current study had a variety of components, which meant that the data was only collected and handled once by the respondents. It took about 4 months to acquire all of the data. The choice of a cross-sectional method was motivated by a shortage of time, as time is limited throughout the thesis graduation process, and one must complete the thesis within the allotted time.

### **3.1.4 Research Interference**

This represents the researcher's part in causing research disruption. For study aims and research features, researchers' influence can be minor, moderate, or severe. The researcher in this study did not make any external adjustments to the conditions in which the data was obtained from respondents (consumers) using a research questionnaire, indicating that researcher involvement was limited. As a result, the researcher got preliminary data from research participants in natural situations.

### **3.1.5 Unit Analysis**

The analysis unit is responsible for integrating the data needed for the analysis. Based on the research objectives and scope, the researcher selects the suitable analytical unit. The audience for the analysis unit can be anyone. The analytical unit in this study was designed for a broad readership. The most crucial features of the unit analysis in the current research study. As a result, a unit of measurement might relate to either people or things. The research should take into account the size and attributes of the object. It's possible that the researcher gathered data from an individual, a pair, a group, an industry, a country, an organization, or a culture.

## **3.2 Population and Sampling**

The study's target population is a citizen of Islamabad, Pakistan's capital. Islamabad has a diversified population because it is the country's capital and most developed city, and people from all across the country dwell here. As a result, social diversity can be found in Islamabad and Rawalpindi. The sample is drawn from Islamabad and Rawalpindi's general public Pakistan.

The approach utilized is a simple random sampling procedure. There will be a list of self-contained questions chosen. The program also includes online questionnaires.

### **3.2.1 Sample Size**

The purpose of the samples in a comparable study was consistently to get a group of people who indicate a big group of people or who supply specific information that was needed for final analysis. The usage of a sample is strongly recommended in the social sciences of research since it connects to the overall study and the quantity of persons in the study. The reason for this is that a small sample of resources, money, and time is employed, and the odds of data dependability and consistency are high. Both forms have advantages and disadvantages, however data collecting is solely dependent on study objectives, research types, and data types. If the experts have complete knowledge of the population, opportunities for samples are effective and acceptable; otherwise, non-probability samples should be used for sampling. Data was obtained from 170 responders, and a questionnaire was requested. This is a study of 170 respondents. (Yoon et al., 2019).

The purpose in the first phase was to come up with 200 questions, but only 180 of them were true. The total number of valid responses was 170, which was used in the final analysis. The sample size for this study was calculated to be representative of Islamabad's population. This has resulted in the results received from the sample being simplified for all people.

## **3.3 Data Collection Procedure**

Data was acquired from mobile service-based enterprises on the advice of teachers, families, and friends. In fact, without social contacts, data collecting in Pakistan is incredibly impossible. Every effort was made, however, to reach out to as many people as possible. Respondents were invited to help and provide their agreement to the data collection. To preserve the confidentiality of the information provided by participants, a cover letter was attached to the questionnaire. The research is being done for scholarly objectives, according to the cover letter. Respondents were guaranteed that their names and responses would be kept confidential, so they were not hesitant to finish the survey at the end. In all variables, only data from mobile service-based enterprises is collected. The main process of the current

study is to learn about the service of mobile service providers, as well as quality and client feedback, as stated by management of various firms. Finally, many measures were taken to verify that the answers were anonymous and accurate.

### **3.4 Handling the Received Questionnaire**

To check for missing data, the accepted questionnaire was briefly picked. There were deficiencies in the list of accepted questions, which means that some of the questions on the list of questions not answered by respondents still exist.

Capturing missing data is critical in a quantifiable inquiry because it causes severe issues. Another starts with data power and numbers. The ability to examine mathematical procedures to find any significant influences on a specified data collection is referred to as mathematical power. (Switzer, '995) Furthermore, missing data has an impact on the precision of the limited variables. The missing data management documents contain guidelines. There are a number of useful non-verbal data management strategies.(Switzer, '995) implies replacement, downtime declaration, and deregistration For a non-response, the average value is subtracted from the list. The retrospective figure is improved in the retreat attribute based on the linked variables of assigning and measuring shortages. If there is any missing data after removing the listing, all of this type of data is destroyed first, according to participants.

### **3.5 Contribution of Study & Expected Result**

The present study to examine the mediating role customer loyalty and moderating role of perceived consumer environment in the relationship between hotel corporate social responsibility and consumer citizenship behavior (Dang et al., 2020). The research is being conducted in the hotel industry, and the research questionnaires are being collected on an online platform.

As a result, the current study will look into the function of satisfaction and identity, as well as the reliability and prestige of hotel brands, in the decision to return to



a hotel. The hotel industry was chosen as the study's focus because the tourist industry in general, and the hotel industry in particular, is more sensitive to tourism.

### **3.5.1 Instrument**

The information will be gathered using certified questionnaires on several basis. The nature of the elements included in the questionnaire is such that all of them must be completed by the teams/subordinates, including hotel corporate social responsibility, customer loyalty, perceived consumer effectiveness, and consumer citizenship behavior. In the same way, questionnaires have three demographic variables that include information about the respondent's experience, age, and gender.

#### **3.5.1.1 Hotel Corporate Social Responsibility**

By adopting a sustainable development concept, we developed a measurement scale for CSR in the hospitality industry. The scale has three dimensions: economics, society, and the environment. (Fung Wong & Kim, 2020). The firm makes an effort to assist the underprivileged." A five-point Likert-type scale was used to collect responses, ranging from "strongly disagree" at the low end to "strongly agree" at the high end.

After deleting five items, a reliability test of instrumental CSR produced an Alpha of.82, and voluntary CSR activities produced an Alpha of.84 after deleting four items. (H. Kim et al., 2020). Sample are items "We closely monitor employee's productivity" five-point scale, from 5= Strongly Agree, 4= Agree, 3= Neither Agree/nor Disagree, 2= disagree, 1= strongly disagree.

#### **3.5.1.2 Consumer Citizenship Behavior**

To measure the CCB, we used adaptations of previous research and design to cover both the organization- and customer-directed dimensions of construction.(Curth et

al., 2014). There were five more questions. The constructs were measured using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5) strongly disagree. "I recommended (hotel name) to others," for example. "(Y. B. Wang & Ho, 2017) and "I give advice to other customers" (Aljarah & Alrawashdeh, 2020).

### **3.5.1.3 Perceived Consumer Effectiveness**

Furthermore, PCE was measured with four items accepted from (Straughan & Roberts, 1999). This measurement scale has been validated with high reliability and validity in prior marketing literature. (Jaiswal & Kant, 2018). (Freestone & McGoldrick, 2008) were included in the survey with a 5-point Likert scale anchored by 1 (strongly disagree) and 5 (strongly agree). (Wesley et al., 2012) using a 5-point Likert scale ranging from 1 (never true) to 5 (always true). Sample items are "Each consumer's behavior can have an effect on how companies treat their employees" (Wesley et al., 2012).

### **3.5.1.4 Customer Loyalty**

The questionnaire was created using data from qualitative research and loyalty scales from other marketing research studies. (Bobâlcă et al., 2012). (Behara et al., 2002) Using 1- 5 Likert scale from 5= Strongly Agree, 4= Agree, 3= Neither, Agree/nor Disagree, 2= disagree, 1= strongly disagree. Sample items are "I feel that my experience with this hotel has been enjoyable".

## **3.6 Data Analysis Tools**

SPSS software was used to evaluate the data (student version). The data was analyzed using reliability, correlation, regression, mediation, and moderation tests. Cronbach's alpha was tested for all variables using reliability analysis. The variable relationships were assessed using correlation analysis. The regression analysis was conducted to see if the variables were interdependent. To assess mediation and moderation, the Way of Preach and Hayes were utilized.

### 3.7 Scale Summary

TABLE 3.1: Instruments

<b>Variables</b>	<b>Sources</b>	<b>Items</b>
Hotel corporate social responsibility	(H. Kim et al., 2020)	8
Consumer citizenship behavior	(Y. B. Wang & Ho, 2017)	6
Perceived consumer effectiveness	(Freestone & McGoldrick, 2008)	20
Customer loyalty	(Behara et al., 2002)	3

# Chapter 4

## Data Analysis and Discussion

### 4.1 Characteristics of Sample

Following are characteristics of sample

#### 4.1.1 Gender

Gender is the first demographic characteristic considered in this study, and the sample is explained in relation to gender in the table below.

TABLE 4.1: Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	34	20%	20%	80%
Female	136	80%	80%	100%
Total	170	100%	100%	

**Table 4.1** shows the establishment of a gender-specific population type. The table showed that the sample was gender sensitive, as males and females were in the sample and 80% of the respondents were female, while 20% of respondents were male. The table also shows that women were 60% more likely than men.

### 4.1.2 Age

Age is an additional age of the population that can be adjusted in the study. In many cases, age is used as a control variable and its relationship to dependent and independent variables is assessed.

TABLE 4.2: Age Distribution

Age	Frequency	Percent	Valid Percent	Cumulative Percent
15-20	113	67.10%	67.10%	0.664705882
21-30	52	31.40%	31.40%	0.970588235
31-40	5	1.4	1.40%	100
41-above	0	0	0	
Total	170	100	100	

### 4.1.3 Qualification

TABLE 4.3: Qualification Distribution

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	28	15.70%	15.70%	15.70%
Bachelor	102	69%	69%	60%
MS/PHD	22	12.90%	12.90%	23.80%
Other	18	11.40%	11.40%	100
Total	170	100	100	

**Table 4.3** in terms of qualification, represents the demographic composition of the sample. The table shows those 15.7% respondent were intermediate, 60.0% respondents were bachelor, 12.9% respondents had MS/PHD degree and 11.4% respondent are other.

## 4.2 Correlation

CCB and CSR: Correlation between CCB and CSR is .735\*\*( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables. CCB and CL: Correlation between CCB and CL is .742\*\* ( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables. CCB and PCE: Correlation between CCB and PCE is .323\*\* ( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables. PCE and CL: Correlation between PCE and CL is .472\*\*( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables. PCE and CSR: Correlation between PCE and CSR is .463\*\*( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables. CL and CSR: Correlation between CL and CSR is .669\*\*( $p < .001$ ) that is significant. This value is explaining the significant positive relationship between two variables.

TABLE 4.4: Correlation Analysis

Variable	Mean	SD	1	2	3	4
CSR	536*	102	1			
CCB	.655*	.061*	.735*	1		
PCE	.337*	.135*	.463*	.323*	1	
CL	271*	103*	.669*	.742*	.442*	1

### 4.3 Summary of Scale Reliability

This value indicates the reliability of all variables. All variables were verified to be reliable using reliability analysis.

TABLE 4.5: Reliability

Variable	Reliability	Items
CSR	0.797	8
CCB	0.911	6
PCE	0.839	20
CL	0.932	3

The corporate social responsibility reliability is .797, consumer citizenship behavior reliability is .911, perceived consumer effectiveness reliability is .839 and customer loyalty reliability is .932.

### 4.4 Regression

Simple linear is used to calculate and estimate the relationship between variables in regression analysis. From the values of X, the regression analysis shows the forecast of Y. It aids in determining the degree to which one variable is dependent on another. Results of the regression analysis shown in **Table 4.6**.

TABLE 4.6: Regression

Model	Sum of Squares	Df	Mean Square	F
Regression	0.909	1	0.912	0.056

- a. Dependent Variable: CCB mean
- b. Predictors: (Constant), CSR mean

The model's correlation is shown in Table 4.6. It reveals that the significance value is .001, indicating that our model fits the data. Total deviations in the dependent variable are calculated using the Sum of Squares method.

TABLE 4.7: Sum of Squares Method

$R^2$	Adjusted $R^2$	B	Sig
0.826	0.824	0.909	4.734

The value of R square, which is the proportion of variation in the dependent variable explained by variation in the independent variable, is shown in **Table 4.7**. The adjusted  $R^2$  indicates how much variance in the dependent variable was explained by changes in the independent variable. Because the significance value is less than 0.05, we can conclude that the estimate in column 'B' is correct.

## 4.5 Mediation Analysis

Mediation analysis was performed to assess the mediating role of CL on the linkage between CCB and CSR. The result (see table 4.8) revealed that total effect of CSR and CCB was significant.

(H:  $b=2.66$ ,  $t=6.005$ ,  $p<.001$ ) with the indicator of mediating variable (CL), the impact of CSR and CCB became significant ( $b=.201$ ,  $t=1.207$ ,  $p=.001$ ). The indirect effect of CSR on CCB through CL was found significant ( $b=.166$ ,  $t=1.005$ ,  $p=.001$ ). The relation between the CSR and CCB are fully mediating.



TABLE 4.8: Mediation Analysis

Total effect		Direct effect		Indirect Effect				
Coefficient	P-Value	Coefficient	p-Vale	Coefficient	SD	T-value	p-value	B1(25%-97%)
0.266	1	0.201	0.001	H:CCB>CL>CSR0.266	0.165	1.005	.001	0.129 -0.518

## 4.6 Moderation Analysis

A moderation analysis was run using the bootstrapping method by (hayes, 2008) For this analysis, 5000 bootstrap resamples were performed with 95% confidence intervals. **Table 4.9**, Moderation Analysis.

TABLE 4.9: Moderation Analysis

$R^2$ Change	F	Sig
0.100	0.111	0.000

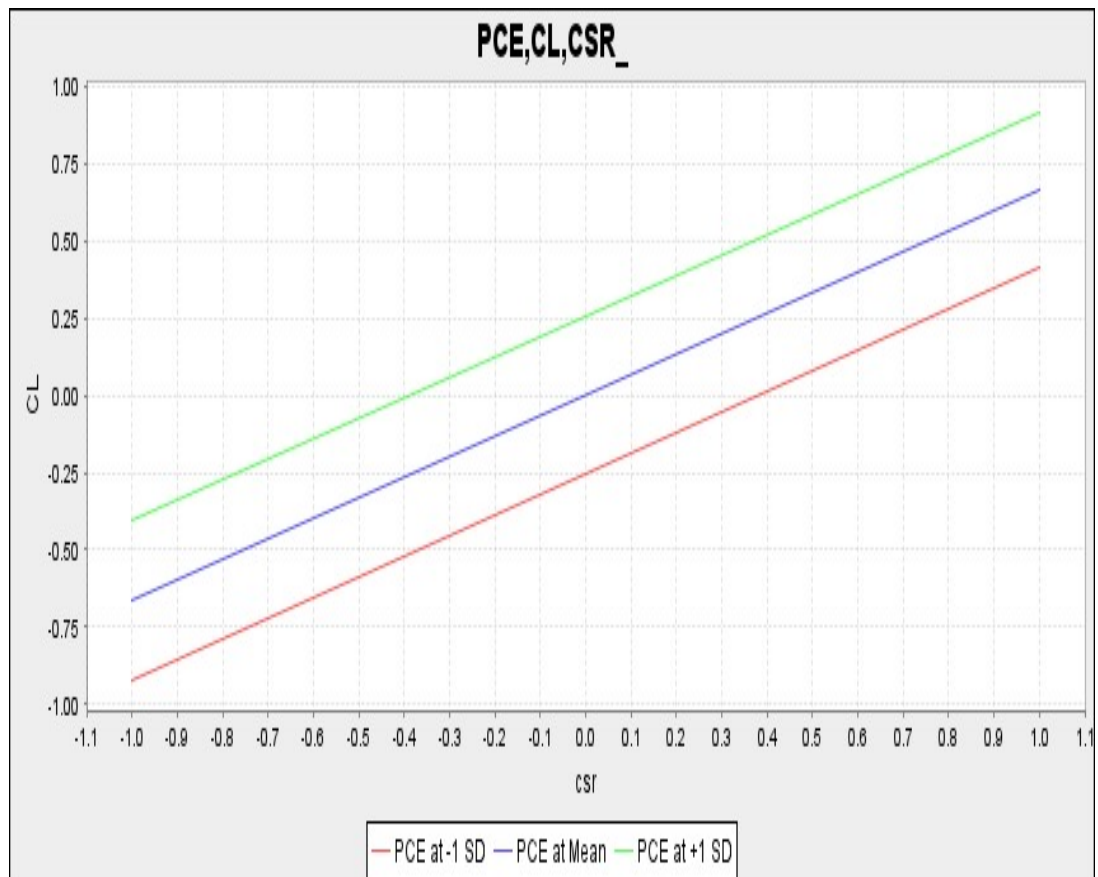


FIGURE 4.1: Interaction Graph

**Table 4.9** indicates the results of moderation analysis taking PCE as a moderator between CSR and CL. Value of R square is .100 with Significant p-value i.e., 001. As a result, third hypothesis has been accepted as PCE as a moderate the relationship between CSR and CL.

## 4.7 Hypotheses Summary

TABLE 4.10: Hypothesis Summary

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<b>Hypothesis</b>	<b>Statement</b>	<b>Results</b>
H1	Corporate social responsibility has positive impact on to Consumer Citizenship Behavior.	Supported
H2	PCE has a positive moderator effect on the relationship between hotel CSR and customer loyalty	Supported
H3	Customer loyalty mediate the positive relationship between the corporate social responsibility and consumer citizenship behavior.	Supported

---

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The main purpose of this chapter is to go over the reasoning behind the outcomes. The development of reasons supporting the study's output effect is critical. It is required that research questions be answered in a rational manner.

H1 is allowed because the findings indicate that the CSR has a positive impact on the CCB. In recent years, a rising number of hotels have established CSR-related services and publicized this to the general public and their clients, owing to the positive impact of CSR activities. Consumers are prepared to help promote CSR efforts by paying more for ethical items, so the company can gain from notifying them of its CSR operations. (Li et al., 2017).

Despite wide agreement that corporate social responsibility has a beneficial impact on customer behavior, such as commitment, satisfaction, trust, and verbal communication. When a company engages in CSR programs, customers feel more valuable and confident in utilizing their services because they believe they are indirectly contributing to the community, and their value-added behavior, such as CCB and customer engagement, improves.

H2 is acceptable meanwhile the findings show that PCE has a positive and partially moderating effect on the relationship between hotel CSR and customer loyalty. We've heard that hotel CSR increases customer PCE, which promotes client

loyalty. This is because a socially responsible hotel may impact consumers' perceptions of their ability to solve and improve social and environmental challenges. As a result, consumers who expect an equal society will actively involve in citizenship behavior, because they believe that responsible social action from hotels and people may help to make the world a better place. Another reason for the PCE mediation's role is that individuals at the top of each difference have more possibilities to learn thoroughly, which leads to higher moral opportunities. (Ellen et al., 1991).

Customer loyalty has a negligible impact on corporate social responsibility and consumer citizenship behavior, according to the findings.

Despite the fact that the hypothesis (H1,H2,H3) recognizes that consumer citizenship behavior has a significant positive effect on corporate social responsibility, the role of customer loyalty to hotel in mediating the relationship between consumer citizenship behavior and corporate social responsibility, and perceived consumer effectiveness in mediating the relationship between consumer citizenship and customer loyalty was found to be insufficient.

## **5.2 Implication**

The findings of this study are also useful for corporate executives. The hotel's CSR was favorably associated to the CCB, according to the findings. As a result of this finding, executives should develop CSR initiatives that remind and reinforce consumer ideas of ethical behavior in society. This will encourage customers to behave in a way that benefits both the hotel and the neighborhood. Customers may be invited to engage in the hotel's environmental and community initiatives.

When customers connect with hotel employees, they will have a deeper knowledge of the hotel's CSR. As a result, when tourists are aware that hotel staff are good community members, they may be able to support hotel employees and engage in citizen behavior. As a result, hoteliers should employ CSR as a viable technique for encouraging customers to engage in more citizenship behavior.

Furthermore, knowing how consumers feel about a hotel's CSR relates to PCE and the CCB can aid managers in developing customer satisfaction results through marketing activities. Hotel management can begin marketing initiatives that promote individuals' and marketers' socially responsible actions in order to create a better society. These marketing campaigns will improve consumers' perceptions of their ability to explain environmental and societal complications, as well as motivate them to take activities that will benefit marketers (e.g., recommending hotels to friends, saying wonderful things about hotels, or assisting other customers).

Advertisers, for example, may create and conduct advertising campaigns in order to affect customer opinions of a experienced society. The advertising will indicate that the most significant contributors to environmental and social problems are hotel employees and customers. Managers may inspire consumers to engage in socially responsible conduct and provide social responsibility support vendors by engaging in citizenship behavior by using CSR advertising to generate consumer feedback about CSR for hotel employees.

Business leaders should participate in CSR and adopt a marketing plan to communicate information about their CSR to the community and the community, according to the findings. CSR tags assist marketers in establishing a positive brand image and gaining consumer confidence. Consumers will respect and care about a hotel with a great reputation for CSR when tourists trust it. They're also committed to behaving in a way that favors businesspeople. Hotels, for example, can share information about their CSR through social media and advertising initiatives. Utilize social media sites (e.g., Facebook, Twitter, Instagram, etc.) to identify and encourage consumer interests, as well as to encourage consumers to discuss hotel CSR initiatives. Marketers can affect the mood and image of the hotel by using the social media platform and marketing initiatives to send CSR signals to consumers. Furthermore, because consumers are becoming increasingly worried about raw materials and hotel social behavior in today's world, managers should incorporate CSR functions into their products and services. Managers can develop a good reputation with their employees and earn more trust from their consumers by including the CSR element into their tourist business.

### **5.3 Limitation**

The sample size was the key constraint. Despite attempts to collect data at the correct distance, it has been challenging due to the difficulties of data collecting time for many respondents. A suitable sampling procedure was also adopted. Furthermore, research is being carried out in Islamabad, but it can also be carried out in other cities in Pakistan, and research can be carried out in more than one city at the same time. And, because it was a research of several categories, a longitudinal can be formed and other information can be represented.

Despite the importance of research and its outcomes, there are certain limitations to research. To beginning, the survey was done by questionnaire, with a sample size of 170 participants, which is a small sample size for obtaining a good image of corporate social responsibility and its impact on consumer citizenship behavior. The second limitation was a lack of time, as the data was acquired via a research questionnaire, which took time and required me to regulate the biased response to a specific issue. The research is focused on hotels in Rawalpindi and Islamabad. However, investigations with a large number of clients across Islamabad may yield different and more general results.

### **5.4 Conclusion**

Based on the preceding discussion, it can be inferred that consumers in Islamabad are involved in hotel corporate social responsibility. The goal of this research is to better understand the relationship between hotel CSR and CCB. As a result, both perceived consumer effectiveness (PCE) as a moderator variable and customer loyalty as a key mediating variable are investigated. Customers who understand the link between environmental management and the purchasing of natural object ideas. Currently, this study reveals that H1 has been adopted, as evidenced by the findings. He demonstrated that hotel patronage has a favorable impact on corporate social responsibility. The hotel's corporate social responsibility improves as a result of increased client loyalty.

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# Appendix-A

## Questionnaire

**Dear Respondent**

I am student of MS/M-Phil Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on a topic titled “thesis title”. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

**name,**

**MS Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (26-33), 2 (34-41), 3 (42-49), 4 (50-above)
Qualification	1 (MS/M.Phil.), 2 (PhD)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-15), 4 (16-21), 5 (22-above)
Designation	1 (Lecturer), 2 (Assistant Professor), 3 (Associate Professor), 4 (Professor)

## Section 2: Corporate Social Responsibility

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Statement				
1	1- A confidential procedure is in place for employees to report any misconduct at work	1	2	3	5
2	2- The corporation tries to improve its corporate image	1	2	3	5
3					
	3- The corporation tries to improve perception of its business conduct				
4					

## Section 3: Consumer Citizenship Behavior

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Statement					
1	1- I recommend other people	1	2	3	5	6

2	2- I give advice to other people	1	2	3	5	6
3	I encouraged friends and relatives to use hotel's of Islamabad	1	2	3	5	6

## Section 4: Customer Loyalty

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Statement					
1	I am satisfied with my decision to visit Islamabad's hotel	1	2	3	4	5
2	I feel that my experience with this hotel has been enjoyable	1	2	3	4	5
3	I am proud to belong to Islamabad's hotel	1	2	3	4	5

## Section 5: Perceived Consumer Effectiveness

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Statement					
1	Each consumer's behavior can have an effect on how companies treat their employees.	1	2	3	4	5
2	Each consumer can have a positive effect on society by purchasing products sold by socially responsible companies	1	2	3	4	5
3	Since one consumer cannot have any effect on how companies behave toward the community, it does not make any difference	1	2	3	4	5