

# Building Customer Citizenship Behavior through Corporate Social Responsibility, Perceived Value, and Perceived Service Quality: The Mediating Effect of Corporate Reputation

Jalal Rajeh Hanaysha <sup>1\*</sup>, Abdallatif Abuowda <sup>2</sup>

<sup>1\*</sup> School of Business, Horizon University College, Ajman, United Arab Emirates

<sup>2</sup> Faculty of Administrative Sciences, Al-Istiqlal University, Jericho, Palestine

<sup>1\*</sup> Email (corresponding author): jalal.hanaysha@hu.ac.ae

## Article History

Received: 23 Sept 2025    Revised: 24 Dec 2025    Accepted: 27 Dec 2025    Published: 31 Dec 2025

## Abstract

This paper focuses on examining the effect of corporate social responsibility (CSR), perceived value, and perceived service quality on corporate reputation and customer citizenship behavior (CCB) in the airline industry. It further aimed to verify the mediating effect of corporate reputation among the aforementioned variables. This study adopted a quantitative research approach and a convenience sampling technique for data collection. Specifically, required data were collected through an online survey from 346 Airline passengers in the UAE. After data collection, partial least square structural equation modeling through SmartPLS 4 was used for analyzing the data. The findings showed that corporate reputation positively affects CCB. The analysis further revealed that CSR, perceived service quality and perceived value have positive effects on also corporate reputation as well as CCB. Finally, it was verified that corporate reputation mediates the link among the stated factors and customer citizenship behavior. These results enrich our knowledge about the factors that affect CCB in the airline industry. In addition, taking-into account the small number of studies that have been conducted previously about this topic in the Arab region, this article adds to the prevalent literature by investigating the influence of the selected factors on corporate reputation and customer citizenship behavior with empirical insights from the UAE.

**Keywords:** Corporate social responsibility, perceived service quality, perceived value, corporate reputation, customer citizenship behavior, airline industry.

## 1. Introduction

Customer citizenship behavior, also known as the long-term voluntary actions of customers without any kind of compensation, is gaining growing attention in extant marketing research due to its significance in enabling organizations to obtain competitive advantages (Karim & Mehzabeen, 2025; Tung et al., 2017). Customers' feedback, their eagerness to

assist other customers, and favorable endorsements have also been considered to be important for enhancing the service experience without incurring any further expenses (Aljarah & Alrawashdeh, 2020). Prior literature reveals that in comparison to employee citizenship behavior, CCB has received much less attention. Also, most of the earlier research which examined the predictors of CCB have primarily focused on customer involvement in services, customer loyalty, and customer satisfaction (Assiouras et al., 2019; Bartikowski & Walsh, 2011). Therefore, it is worthy to explore the predictors of CCB and the significance of business strategies in persuading customers to engage in positive behaviors that benefit the organization.

In earlier literature, certain scholars asserted that CCB can be driven by the perceived value and various benefits they get from the service provider (Van Tonder & Petzer, 2018). Perceived value was widely acknowledged as an imperative concept that influences consumer behavior, including assisting other customers and spreading positive words about the seller (Tsai et al., 2017). Customers tend to feel a pleasure when they reciprocate a favor that has been done for them, and feel guilty if they fail to do so, even when the favor is not requested from them (Tsaur, Yang, & Tsai, 2021). A recent study in hospitality sector by Karim and Mehzabeen (2025) reported a significant relationship between hotel atmosphere and CCB, and this link is mediated by both customer experience and perceived value. However, the impact of perceived value on CCB has not been thoroughly studied and deserves further deliberation.

Perceived service quality has also been acknowledged in the marketing literature as a key determinant of customers' satisfaction and brand loyalty. However, its impact on CCB has been overlooked. Corresponding to the social exchange theory, in order to motivate customers to participate in positive actions as acts of good citizens, a firm should initially ensure that customers receive advantages and the desired value from the services delivered to them (Tsaur et al., 2021). The perceived service quality is regarded as one of the key factors that augment the benefits and value experienced by consumers (Van Tonder & Petzer, 2018). Prior research reported that customers' assessments of service quality have a favorable impact on corporate reputation (Chang & Zhu, 2011; Wu, 2014) and CCB (Sharif & Lemine, 2021). Based on the reciprocity concept, customers' perceived service quality stimulates them to return favors, and consequently, they have higher tendencies towards engaging in extra-role behaviors which are valuable to the service providers (Liu, Cui, Wu, Cao, & Ye, 2021). However, the mechanism that underlies this process has not been thoroughly investigated, particularly regarding the mediating role that corporate reputation plays amongst service quality and CCB.

Furthermore, previous research viewed CSR as a significant factor that influences consumer behavior. CSR which refers to a firm's commitment towards improving the welfare of society, environmental protection, and economic growth of a firm (Kanji & Chopra, 2010) is a crucial factor that greatly influences behavioral outcomes, such as brand

loyalty and corporate image. Nevertheless, prior studies suggested that CSR represents a key strategy for shaping consumer behavior (Bianchi et al., 2019; Dang et al., 2020; Hur et al., 2018). It may affect the behaviors of consumers indirectly through intervening mechanisms, such as corporate reputation (Arikan et al., 2016; Le, 2023). Similarly, Mubushar et al. (2025) examined the link between CSR initiatives and both customer participation behavior (CPB) and CCB and reported a positive link among the CSR initiatives and perceived value co-creation. In prior studies, it has been shown that corporate reputation functions as a significant mediator among CSR and several outcome variables, including brand performance, financial performance, and consumer loyalty (Lai et al., 2010). Yet, there is still limited research that investigated if corporate reputation really mediates the link among CSR and CCB, mainly in the Middle East countries.

On whole, the concept of CCB has gained popularity and significance within the service industry, but empirical studies that tested its antecedents in the airline context are limited. Considering the gaps stated above, the primary goal of this research is to examine the impact of CSR, perceived service quality, and perceived value on corporate reputation and CCB in the UAE airline industry. Specifically, this paper provides a noteworthy contribution to empirical research by verifying if corporate reputation functions as a mediator among the aforementioned factors and CCB. The study also contributes to the social exchange theory by bringing novel insights about the determinants of CCB with empirical data from customers in the UAE's airline industry as previous studies which collected the data from customers in this sector, particularly in the Middle East countries are limited. The next sections start by presenting the literature review for this research.

## **2. Literature Review and Hypotheses Development**

### *2.1 Theoretical Background*

Customer citizenship behavior has been acknowledged as a key priority for continued success (Tran et al., 2025). In accordance with social exchange theory, the relationship amongst a firm and its customers is a form of social exchange. It suggests that the ongoing exchanges between the firm and its customers create a sense of obligation, which can ultimately result in a high-quality relational exchange (Lioukas & Reue, 2015). This obligation entails the act of increasing the benefits while reducing the expenses (Blau, 1964). In line with the social exchange theory, if a company engages in activities that benefit the society, such as enhancing the community's welfare, making charitable donations, and complying with the law, various positive outcomes for the community are likely to be fostered (Cropanzano et al., 2017). Customers who obtain these benefits may respond to organizations in a favorable manner, demonstrating good citizenship behavior. Empirical evidence appears to confirm this assertion. For example, Nguyen and Pervan (2020) examined the links amongst CSR and CCB and reported that customers are more inclined to exhibit citizenship behavior towards a particular organization that actively engages in CSR initiatives. Their research also contended that customers nowadays possess a heightened consciousness of CSR, which consequently serves as a strategic approach for

companies to exert a meaningful influence on their brand positioning in the eyes of consumers.

Earlier literature documented that customer citizenship behavior, also known as customer voluntary conduct, includes customers' discretionary and affirmative actions beyond transactional tasks like buying (Tsai et al., 2017). CCB refers to customers' willingness to actively participate in company or stakeholder-beneficial activities on the long-term (Gong & Yi, 2021). Building upon social exchange theory proposed by Blau (1964), individuals are likely to feel motivated to participate in certain actions if they believe that this participation will benefit them. They also tend to cognitively evaluate the benefits and drawbacks of social activities before deciding to take part in them (Ali et al., 2023). This is important for companies as their unique competitive advantages would improve brand reputation and inspire greater passion in its products and services (Wang et al., 2019). Customers tend to support a firm when they believe that the firm is actively offering greater values for them, as they expect to gain a favorable benefits in return (Rawabdeh et al., 2019). Furthermore, customers establish a connection between service quality and their evaluations of value, which are influenced by their perceptions of the associated benefits and costs (Zeithaml et al., 1996).

## *2.2 Corporate Reputation*

The term corporate reputation has received a momentous emphasis in earlier studies and was viewed as a central element in the growth and long-term viability of businesses in today's dynamic environment. Corporate reputation was defined in a variety of ways by both academics and practitioners. Lin-Hi and Blumberg (2018) defined reputation as a cognitive and emotional element that includes the overall assessment and affective reactions of stakeholders towards actions taken by a company. Similarly, Helm et al. (2010) expressed corporate reputation as a joint evaluation of a firm's distinctive offerings and its ability to provide future benefits to their stakeholders. Furthermore, Caruana and Ewing (2010) described the corporate reputation as the accumulative perception of customers towards a company, which is built upon their experience with what the company offers. Another view was provided by Wiedmann et al. (2013) who described corporate reputation the overall perception of business stakeholders towards a company that is formed based on its activities, offerings and marketing communications.

A favorable reputation can be seen as a key predictor consumers' positive reactions to a firm's marketing efforts (Lai et al., 2010; Yadav et al., 2018). Earlier literature also acknowledged that corporate reputation acts as a key factor for attracting customers and maintaining them on the long-term (Chang, 2013; Gli et al., 2024; Khan et al., 2022). Moreover, it serves as a mechanism for boosting customer citizenship behavior. It was verified to be significantly connected to customer loyalty and citizenship behavior (O'Connor et al., 2022). Bianchi et al. (2019) acknowledged the importance of corporate reputation as a key competitive strength which substantially affect the competitive

advantage of any firm. Kim et al. (2020) added that a strong reputation positively impact on consumers' behavior and their tendency to engage with the firms. Similarly, De Nicola et al. (2024) revealed that CR positively affects CCB. Consequently, it is clear that corporate reputation is deemed to have a positive influence on a number of organizational outcomes including citizenship behavior, which lead us to suggest the following research hypothesis:

H1: Corporate reputation positively affects customer citizenship behavior.

### *2.3 Corporate Social Responsibility*

The concept of CSR encompasses a broad spectrum of definitions. Alhouz and Hasouneh (2020) defined the CSR concept as a comprehensive strategy that enables a company to implement voluntary initiatives to contribute to economic and social issues alongside its core processes. To conceptualize the CSR, Armenia et al. (2019) measured it by integrating the environmental and social factors into business activities. Zuo et al. (2022) mentioned that firms engage in CSR in order to successfully encourage their clients to exert more citizenship behavior as CSR initiatives may provide considerable implications for firms. Hur et al. (2018) in their study found that companies which demonstrate moral behavior and social responsibility are more likely to secure favorable evaluations from their customers. Earlier literature outlined that airline companies integrate CSR programs into their corporate practices due to the environmental influences of air travel operation on waste generation, climate change, and air pollution as well as noise (Cowper-Smith & De Grosbois, 2011; Ioannis, 2025). According to Dannet et al. (2024), airline companies around the world have produced nearly 895 million tons of carbon dioxide (CO<sub>2</sub>) in 2018. Cames et al. (2015) also stated that the contributions of aviation companies to global CO<sub>2</sub> emissions are estimated to cross 21% by the years of 2050.

Prior research showed that CSR activities lead to CCB (Fatma & Khan, 2023; Kim et al., 2025; Norouzi et al., 2023). For instance, Alhouz and Hasouneh (2020) highlighted the significant effect of a firm's CSR programs on CCB. They reported that customers tend to foster greater citizenship behaviors based on their perceptions of a firm which is socially responsible. Also, Mohammad Shafiee and Tabaeian (2022) who examined the moderating role of a firm's reputation in the association between CSR and CCB found that CSR efforts have the potential to promote CCB, specifically when customers think positively of the firm's reputation. Similarly, Armenia et al. (2019) established that CSR both significantly and positively affect corporate reputation. These views are aligned with Bianchi et al. (2019) who found that when customers positively perceived the CSR initiatives of a firms, they tend to have greater brand engagement and make purchases. Similarly, it has also been reported in the literature that corporate reputation positively affects a firm's competitiveness (Javed et al., 2020; Wang, 2014; Xuetong et al., 2024) and customers' behavioral intentions (Helm et al., 2010). Earlier studies have further reported that a strong corporate reputation leads to numerous advantageous, such as, increasing the customer loyalty, improving brand perception, and achieving higher

financial performance (De Leaniz & del Bosque Rodríguez, 2016; Le, 2023). Dang et al. (2020) suggested that customer trust mediates the association among CSR and CCB. This suggests that trust plays a significant role in predicting CCB level. Moreover, Fatma and Khan (2023) suggest that customer engagement acts a mediator for strengthening the link between CSR initiatives and CCB. However, to date, there is very limited empirical evidence regarding whether corporate reputation really mediates the link among CSR and CCB. Consequently, we postulate the following research hypotheses:

H2: Corporate social responsibility positively affects corporate reputation.

H3: Corporate social responsibility positively affects customer citizenship behavior.

H4: Corporate reputation mediates the relationship between corporate social responsibility and customer citizenship behavior.

#### *2.4 Perceived Service Quality*

The concept of PSQ plays a strong role in determining customer behavior, the degree of satisfaction, and loyalty (Askari et al., 2024; Nguyen et al., 2024; Sann et al., 2024). Scholars have extensively studied PSQ, resulting in formulation of several definitions. For example, Parasuraman et al. (2010) defined PSQ as the comprehensive assessment made by customers in respect of the relative quality or inadequacy of a firm and its services. This concept highlights the customers' overall assessment of service quality. Also, Hu et al. (2009) conceptualized PSQ as the comprehensive assessment made by customers regarding the service' quality provided compared to their expectations. PSQ was also described by Caruana and Ewing (2010) as the assessment of received service in relation to the monetary sacrifice. This emphasizes the importance of individual's expectations, evaluation, and thus the collective perceptions of customers in evaluating the services quality. Accordingly, understanding the consumers' perception of services is essential for firms in order to determine needs and respond accordingly to satisfy them.

According to Tsai et al. (2017), the perception of customers towards a firm's service quality positively influences CCB, therefore emphasizing the importance of PSQ in shaping customer behavior. Aljarah and Alrawashdeh (2020) also outlined that customers who develop a positive perception towards an organization's service quality tend to demonstrate higher tendency for engaging in CCB, which would also affect their total satisfaction. Furthermore, Aljarah and Alrawashdeh (2020) found that the perceived quality of services positively affects corporate reputation. In earlier research, Dalal and Aljarah (2021) further investigated the association among PSQ and CCB and concluded that customers who demonstrate a positive perception of service quality tend to have higher tendency towards engaging CCB. Also, Davras, and Davras (2025) found that service quality positively affects CCB. However, the empirical research which focused on exploring the role of a

firm's reputation as a mediator among PSQ and CCB are limited. Accordingly, we propose the subsequent hypotheses:

H5: Perceived service quality positively affects customer citizenship behavior.

H6: Perceived service quality positively affects corporate reputation.

H7: Corporate reputation mediates the relationship between perceived service quality and customer citizenship behavior.

### *2.5 Perceived Value*

Perceived value has received a growing interest in the published literature considering its effectiveness in shaping brand image and consumer behavior. It was conceptualized by Hu et al. (2009) and Yang et al. (2021) as the perceived gains from purchasing a certain product or service in relations to the incurred costs. This definition considers the perspectives of customers by analyzing both the key benefits and costs allied with getting a product/service. To provide a good value for customers, it is necessary to research their needs and expectation and deliver an offer that satisfies them. The assessment of value by customers is contingent upon their specific expectations, preferences, and prior experiences (Hu et al., 2009) which means that perceived value is influenced by numerous aspects, such as quality, price, opportuneness, and emotional aspects. The influence of perceived value on customer behavior goes beyond the features of products or services, including a company's ethical and social initiatives.

Prior literature acknowledged perceived value as a key factor that influences CCB, which reflects the consumers' voluntary actions that go beyond regular purchases and contribute to a firm's profitability. As per Choi and Hwang (2019), customer tend to view a firm as socially responsible when they perceive its activities to have a valuable effect on both social and environmental matters. Thus, customers would be more likely to actively participate in CCB when they obtain the desired values from service providers. For instance, in their empirical research, Bianchi et al. (2019), and Lee and Bruvold (2003) verified that there is a robust link among CCB and corporate' reputation. Furthermore, the study of Hu et al. (2009) demonstrated that customers who actively participate in citizenship behaviors would be more satisfied with their overall experience with the company, and also tend to engage in shaping brand image. Caruana and Ewing (2010) added that corporate reputation influences the perceptions of customers towards the company's services and products. Additionally, customers who display citizenship behaviors tend to have greater brand loyalty (Ghorbanzadeh, 2024; Hur et al., 2018). Dang et al. (2020) investigated the link between perceived value initiatives adopted by service providers and CCB and concluded that perceived value significantly impacts CCB. The further reported in their empirical study that, both perceived consumer effectiveness and trust mediates the link between the relationship between retailer CSR and CCB. However, the research that has focused on investigating the mediating role of corporate reputation in

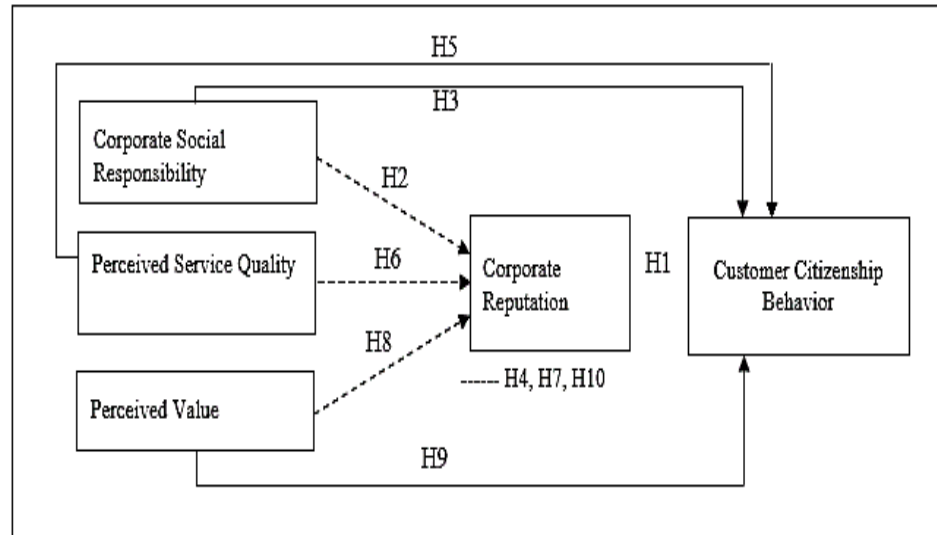
the link among perceived value and CCB are limited. Hence, the next hypotheses are proposed:

H8: Perceived value positively affects corporate reputation.

H9: Perceived value positively affects customer citizenship behavior.

H10: Corporate reputation mediates the relationship between perceived value and customer citizenship behavior.

In accordance of the literature and theories discussed above, as well as the existing gaps in understanding the connections between the chosen components, the conceptual framework is displayed below in Figure 1.



**Figure 1: Conceptual Framework**

### 3. Methodology

#### 3.1 Sample and Data Collection

The data required for conducting this research was gathered via a convenience sampling from airline passengers in the UAE. This sampling methodology was used due to its cost effectiveness and time-constraints in carrying out this research. It is normally used exploratory research which focus on obtaining initial insights, instead of generalizing the results to the entire population. Moreover, it was used in several previous studies which targeted airline passengers for data collection (Boubker & Naoui, 2022; Law et al., 2022; Rahman & Rahman, 2023). The participants were instructed to respond to questionnaire

items that were designed to assess their personal experiences in travelling with the selected airline companies. Before starting data collection, we obtained informed consent from airline passengers who have taken part in filling out the survey. They were initially informed about the purpose of current research and assured about maintaining the confidentiality their responses. All the respondents given their consents to involve in this research voluntarily without any pressure. To better understand the questionnaire's general structure, a pilot test involving 30 participants was conducted. Based on their feedback, the questions were found clear, and no issues have been detected. Also, the analysis showed that all measurement scales were reliable. Therefore, it was possible to proceed to the main data collection without changes. A total of 490 surveys were administered to the airline passengers in UAE, and 346 valid responses were obtained. The incomplete and invalid responses were eliminated. On whole, the usable responses represented 70.6% of response rate. In terms of demographics, the male population constituted the majority of respondents, accounting for 57.2% and aged between 26 and 35 years. The highest educational level among the participants is undergraduate degree (63.3%).

### *3.2 Measures*

The survey questionnaire comprised two sections. The first part encompassed the demographic data pertaining to the participants. The demographic characteristics evaluated included gender, age, educational qualification, and current occupation. The other part dealt with questions regarding the respondents' perceptions about each variable in the model. It comprised four items for measuring CSR (Hur, Kim, & Kim, 2018); four questions on perceived service quality (van Tonder & Petzer, 2021); four questions on corporate reputation (Hsu, 2012); and six questions on customer citizenship behavior (Nguyen & Pervan, 2020). To measure the construct of perceived value, four items were taken from Ryu, Lee, and Kim (2012). The scales of the aforementioned constructs were selected because they have been validated in earlier studies and attained an acceptable Cronbach's Alpha. They were also used by several studies which targeted customers for data collection. On a 5-point Likert scale, where 1 corresponds to strongly disagree while 5 corresponds to strongly agree, the participants were requested to rate their degree of agreement for the given questions and complete the survey. Revilla et al. (2014) stated that "regardless of the country, the topic, and what the information theory states, there is no gain in information when an Agree-Disagree (AD) scale with more than five categories is used. There is instead a loss of quality. That is why if AD scales must be used, we recommend that they contain no more than five response categories".

### *3.3 Data Analysis Technique*

In this research, the Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to for analyzing the data. Specifically, it was used to assess the reliability of validity of measurement scales through the measurement model. Also, the structural model was generated in order to verify the hypotheses. PLS-SEM was used in this study over CB-SEM due to its suitability for dealing with smaller sample sizes. Besides that, it is

appropriate for analysis when the data distributions are non-normal and the research model is complex incorporating both reflective and formative variables (Hair, Hult, Ringle, & Sarstedt, 2022). Finally, PLS-SEM has been widely used in similar previous studies which collected data from similar respondents using similar sample sizes.

#### **4. Data Analysis and Results**

##### *4.1 Common Method Bias*

To mitigate any possible issues related to common method bias, we followed the guidelines outlines by Podsakoff et al. (2003). Each questionnaire included a cover letter that called for an honest response and assured respondents that their personal data would not be shared anywhere. Also, in measuring the variables, we relied on established scales that were validated by prior studies in different contexts. Additionally, independent variables, dependent variable, and mediator were placed separately. In order to further mitigate the potential issue of common method bias, the single Harman test is employed. A Harman single-factor test was executed on the variables in the conceptual model of this paper which encompasses CSR, perceived value, perceived service quality, corporate reputation, and CCB. The test statistic indicates that only 37.29% of all variances can be credited to a single factor, suggesting that there is no significant issue of common method bias in the findings of this study.

##### *4.2 Measurement Model Assessment*

As mentioned above, PLS-SEM was used for data analysis in this study. Initially, the measurement model was estimated in order to assess both the validity as well as reliability of measurement scales. Specifically, the evaluation of Convergent Validity is carried by using four criteria. Among these is the value of the factor loadings, of which Hair et al. (2010) proposed that a threshold value of 0.7 should be used. Based on the results generated using SmartPLS 4 as displayed in Table 1, all factor loadings exceeded 0.5. As an added measure, Convergent Validity was calculated by looking at the values of Composite Reliability and Cronbach's Alpha. The below table illustrates that the values achieved a required threshold of 0.7, as proposed earlier by Hair et al. (2010). Finally, we looked at the AVE values to check the convergent validity. Hair et al. (2010) stated a minimum value of 0.5 is adequate for AVE. The results presented in the below table, all of the latent variables have values that exceed 0.5. Consequently, convergent validity assumptions are supported.

**Table 1: Reliability and Validity Analysis**

<b>Construct</b>	<b>Item</b>	<b>Factor Loadings</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>AVE</b>
Customer Citizenship Behavior	CCB1	0.802	0.869	0.901	0.604
	CCB2	0.807			
	CCB3	0.721			
	CCB4	0.743			
	CCB5	0.826			
	CCB6	0.756			
Corporate Reputation	CR1	0.831	0.761	0.845	0.579
	CR2	0.688			
	CR3	0.771			
	CR4	0.747			
Corporate Social Responsibility	CSR1	0.885	0.918	0.942	0.803
	CSR2	0.926			
	CSR3	0.919			
	CSR4	0.852			
Perceived Service Quality	PSQ1	0.948	0.953	0.966	0.877
	PSQ2	0.944			
	PSQ3	0.920			
	PSQ4	0.933			
Perceived Value	PV1	0.843	0.897	0.929	0.765
	PV2	0.919			
	PV3	0.885			
	PV4	0.849			

In addition, the discriminant validity assessment was conducted using the formula proposed by Fornell and Larcker (1981). According to their suggestions, the correlation among each pair of constructs should not exceed the square root values of AVE. The assessment of the Fornell and Larcker (1981) criterion is displayed in Table 2. The diagonal values correspond to the square root of AVE, while the non-diagonal values are the correlations among the constructs. The analysis indicates that all of the correlation values are significantly below the values of the square root of AVE. Therefore, discriminant validity assumptions in this research are met.

**Table 2: Discriminant Validity**

	1	2	3	4	5
1. Corporate Reputation	<b>0.761</b>				
2. Corporate Social Responsibility	0.405	<b>0.896</b>			
3. Customer Citizenship Behavior	0.566	0.387	<b>0.777</b>		
4. Perceived Service Quality	0.538	0.255	0.358	<b>0.936</b>	
5. Perceived Value	0.381	0.492	0.651	0.649	<b>0.875</b>

#### 4.3 Explanatory Power and Predictive Power

Moreover, the explanatory power and predictive power amongst the constructs of this research were determined via the calculation of R Square ( $R^2$ ) and blindfolding. The main purpose of  $R^2$  is to check the overall variance that is accounted by the exogenous/independent variables, namely: CSR, perceived values, and perceived service quality on the mediator (corporate reputation) and endogenous/ independent variable (CCB). Table 3 shows that CSR, perceived value, and perceived service quality explain nearly 77.8% of total variance in corporate reputation. Collectively, the aforementioned variables, together with corporate reputation explain 91.6% of the total variance in CCB.

Similarly, blindfolding was calculated to check the values of Q-Square ( $Q^2$ ). In general,  $Q^2$  values which exceed zero for the endogenous reflective constructs indicate an existence of predictive relevance for the respective structural model of that underlying construct. The values of  $Q^2$  which are reported at 0.5, 0.25 and 0 indicate a large, medium, and small predictive power. Conversely, any value that is reported at zero or less provides an indication of the absence of a statistical significance. The findings displayed in Table 4 exhibits that the estimated model predicts the latent endogenous constructs.

**Table 3: Predictive Relevance and R-Square**

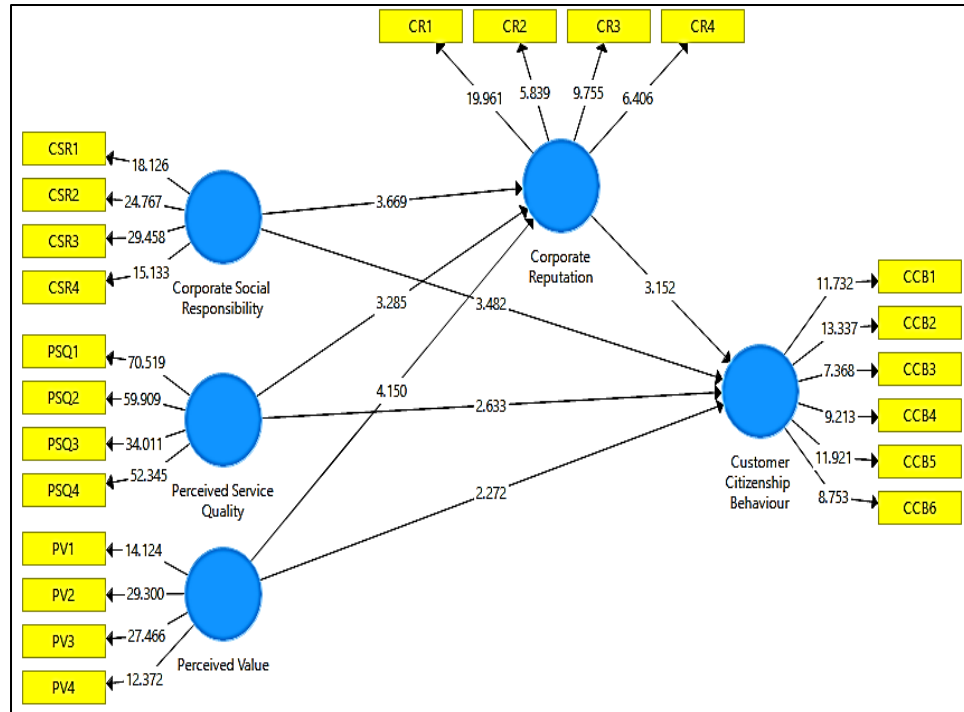
Endogenous Variable	Exogenous Variable	$R^2$	$Q^2$
Corporate Reputation	CSR	0.778	0.073
	Perceived Value		0.039
	Perceived Service Quality		0.053
Customer Citizenship Behavior	CSR	0.916	0.044
	Perceived Value		0.057
	Perceived Service Quality		0.042
	Corporate Reputation		0.068

#### 4.4 Structural Model Assessment

After attaining adequate validity and reliability results for the variables of the model with PLS-SEM, the structural model was estimated for hypotheses tests. According to the results displayed in Table 4 and Figure 2, corporate reputation has a positive impact on CCB ( $\beta = 0.281$ ,  $t = 3.152$ ,  $p < 0.05$ ), thus, H1 is accepted. The analysis also displayed that the effect of CSR positively affects corporate reputation ( $\beta = 0.584$ ,  $t = 3.669$ ,  $p < 0.05$ ) and customer citizenship behavior ( $\beta = 0.379$ ,  $t = 3.482$ ,  $p < 0.05$ ); hence, H2 and H3 are accepted. Moreover, perceived service quality positively affects corporate reputation ( $\beta = 0.287$ ,  $t = 3.285$ ,  $p < 0.01$ ) and customer citizenship behavior ( $\beta = 0.188$ ,  $t = 2.633$ ,  $p < 0.05$ ); therefore, H5 and H6 are accepted. Lastly, perceived value positively affects corporate reputation ( $\beta = 0.591$ ,  $t = 4.150$ ,  $p < 0.05$ ) and customer citizenship behavior ( $\beta = 0.228$ ,  $t = 2.272$ ,  $p < 0.05$ ), hence, H8 and H9 are accepted.

**Table 4: Results of the Hypotheses**

Hypotheses			Original Sample	Sample Mean	t-value	P-Value
Corporate Reputation	→	CCB	0.281	0.278	3.152	0.002
Corporate Social Responsibility	→	Corporate Reputation	0.584	0.548	3.669	0.000
Corporate Social Responsibility	→	CCB	0.379	0.362	3.482	0.001
Perceived Service Quality	→	Corporate Reputation	0.287	0.262	3.285	0.001
Perceived Service Quality	→	CCB	0.188	0.200	2.633	0.009
Perceived Value	→	Corporate Reputation	0.591	0.605	4.150	0.000
Perceived Value	→	CCB	0.228	0.235	2.272	0.024



**Figure 2: Structural Model**

This study estimates the mediating effects through the bootstrapping method which was pioneered by Preacher and Hayes (2008). In order to confirm the indirect, direct, and total path coefficient estimates, the bootstrapping method was used with 5000 samples and 95% confidence intervals. Bootstrapping is a non-parametric method for examining mediation effects or indirect influences that relies on resampling. In general, the results provide credence to the hypotheses by demonstrating that corporate reputation mediates the connection among CSR, perceived service quality, and perceived value, and CCB. As per the suggestions of Preacher and Hayes (2008), the mediation effect is supported when the 95% confidence interval does not include 0 between its lower and upper bounds. The results outlined that CSR ( $\beta = 0.508$ , LL = 0.220, UL = 0.796), perceived service quality ( $\beta = 0.250$ , LL = 0.109, UL = 0.391), and perceived value ( $\beta = 0.514$ , LL = 0.283, UL = 0.746) indirectly influence CCB via corporate reputation; hence, H4, H7, and H10 are accepted. Table 5 also shows that the confidence intervals do not have a zero between lower bound and upper bound; thus, we confirm that the indirect effect is supported.

**Table 5: Mediation Test**

	<b>Hypotheses</b>	<b>Indirect Effect</b>	<b>SE</b>	<b>t-value</b>	<b>95% LL</b>	<b>95% UL</b>	<b>Decision</b>
H4	CSR→CR→CCB	0.508	0.147	3.458	0.220	0.796	Supported
H7	PSQ→CR→CCB	0.250	0.072	3.476	0.109	0.391	Supported
H10	PV→CR→CCB	0.514	0.118	4.360	0.283	0.746	Supported

## 5. Discussions

The central motivation for this research was to explore the impact of CSR, perceived service quality and perceived value on CCB and corporate reputation in the airline industry. This paper also aimed to test the mediating impact of corporate reputation among these variables. The findings confirmed that corporate reputation positively affects CCB. This result aligns with De Nicola (2025) who reported a positive link among corporate reputation CCB. Furthermore, the analysis revealed that CSR directly and indirectly affects customer citizenship behavior. It also positively influences corporate reputation. In particular, the analysis verified that corporate reputation fully mediates the link between CSR and CCB. The analysis of our study corresponds with previous literature which indicated positive effect of CSR on corporate reputation (Arikan et al., 2016; Javed et al., 2020; Yadav et al., 2018) and customer citizenship behavior (Kim, Yin, & Lee, 2020; Nguyen & Pervan, 2020; Hur et al., 2018). Mubushar et al. (2025) also acknowledged that CSR initiatives play a key role in affecting CCB. This result suggests that consumers are inclined to prefer firms that demonstrate social responsibility and tend to develop positive impressions towards them. To put it simply, when customers attach themselves to socially responsible airline firms, they tend to develop favorable impression towards it and become inclined towards participation in citizenship behaviors that yield advantages for them. When customers are satisfied, they are more likely to tell others about it, which in turn helps service staff, gives airlines useful feedback, and helps other customers (van Tonder et al., 2018). In light of this, our study contributes to the literature and social exchange theory on the topic regarding the direct and indirect connection among CSR and customer citizenship behavior in the airline industry.

The outcomes further demonstrate that perceived service quality is positively associated with both corporate reputation and CCB. The full mediating effect of corporate reputation among them was also confirmed. This aligns with the social exchange theory and earlier studies which verified the positive effect of perceived service quality in predicting corporate reputation (Chang & Zhu, 2011; Caruana & Ewing, 2010; Engizek & Yasin, 2017) and customer citizenship behavior (Qiu, Wang, & Li, 2021; van Tonder & Petzer, 2021; Woo, 2019). Davras and Davras (2025) also confirmed that service quality positively affects CCB. This means that when customers get the desired support from service providers, they tend to reciprocate by providing assistance to service staff or helping other

customers who encounter difficulties. Furthermore, they will be willing to offer comments regarding the quality of service or propose beneficial ideas to expedite service delivery and spread favorable messages about the service provider through various channels. Ultimately, this would lead to a favorable brand reputation and positive customer responses. On whole, these results suggest that airline companies can motivate consumers to take part in voluntary actions and disseminate positive information that benefits them by delivering reliable services. In addition, airline companies should prioritize consumer feedback on the quality of employee service and work to enhance it through different means, such as efficient service operations and a system to facilitate better communication between staff and customers. By delivering the desired services to customers, the brand can build and maintain its reputation and encourage customers to display positive reactions towards its marketing activities.

Finally, the outcome confirmed that perceived value directly and indirectly affects customer citizenship behavior through corporate reputation. In particular, the analysis verified that corporate reputation fully mediates the link between perceived value and CCB. This result aligns with the social exchange theory (Liu & Mattila, 2015) and was reinforced by prior literature which demonstrated the positive influence of perceived value on corporate reputation (Caruana & Ewing, 2010; Özkan et al., 2020) and customer citizenship behavior (Tsai, Wu, & Huang, 2017; Tsaur et al., 2021; Woo, 2019). Accordingly, perceived value has a significant role in determining corporate reputation and encouraging airlines passengers to exhibit citizenship behaviors. By assuring customers that the company provides them with the expected value, they tend to have a sense of obligation for reciprocation and become interested in engaging in acts of kindness, offering advice to sales personnel, and assisting other passengers who need any help. Tsai et al. (2017) added that customers' perceptions of the service value may motivate them to exhibit more citizenship behaviors, such as expressing advocacy intentions and providing assistance to others. In the e-ticketing setting, customer advocacy intentions could be useful since satisfied customers spread positive words about an airline company and help to boost its reputation. Therefore, perceived value is positively correlated with corporate reputation and CCB.

## **6. Conclusion and Implications**

### *6.1 Theoretical Implications*

This research provides meaningful theoretical implications. It provides a unique contribution to the documented literature by exploring the effect of CSR, PSQ, and perceived value on CCB in the airline industry. Despite an increasing number of studies exploring the importance of these variables in influencing consumer behavior, the current study offers new insights by verifying their effects on customer citizenship behavior via corporate reputation. Beyond testing the direct impacts of CSR, perceived service quality, and perceived value on customer citizenship behavior, the serial mediation procedure

provides a more accurate description of how the stated criteria influence it at a deeper level. In the prior literature, the selected variables were examined separately and have not been integrated together in one model. The findings confirmed that CSR, PSQ, and perceived value on customer citizenship behavior positively affect CCB and corporate reputation. The analysis also confirmed that corporate reputation plays a key mediating role between them. Unlike earlier research, the results of our study imply that passengers' perceptions of CSR, service quality, and perceived value not only affect CCB directly, but also indirectly via corporate reputation, which may suggest that a mediating mechanism is important.

Moreover, the paper build upon the current literature by examining the model in Middle Eastern environments, specifically the UAE, while previous research on this topic has primarily focused on Western countries. Lastly, by demonstrating how social exchange theory links the study's constructs, this research expands the theory's applicability. In other words, the social exchange theory which represents the foundation for this research enriches it by providing theoretical support for comprehending how customers view perceived value, corporate social responsibility, and service quality as relational benefits. The theory supports the findings and posits that customers tend to feel both socially and morally obliged to reciprocate via citizenship behavior, hence enhancing corporate reputation and continued growth. In addition, the findings indicate that when airline passengers feel that the service providers provide them with supervisor services and benefits, they are likely to engage voluntarily in positive behaviors that benefit the company and reinforce its reputation.

#### *6.2 Practical Implications*

This research also has noteworthy practical implications for airline service providers in the UAE. First, the results verified that CSR positively impacts both CCB and corporate reputation. Therefore, business managers in the airline industry are advised to engage in socially responsible initiatives, as such actions can enhance the firm reputation and lead to customer citizenship behavior. The prior literature emphasized CSR initiatives and considered them to be a beneficial marketing tactic. Customers exhibit higher satisfaction levels towards corporations that demonstrate greater social responsibility, since they perceive them more positively and therefore disseminate positive words about them. Business managers should also provide information regarding their CSR contributions to the public and different stakeholders. They can utilize social media for advertising and spreading information to build their reputation and foster trust among customers. When customers have confidence in the airline firms' good reputation for CSR, they are likely to demonstrate respect and concern for them. Furthermore, they will be inclined to participate in long-term citizenship behavior that is advantageous for them.

Additionally, in order to enhance the credibility of CSR practices, airline companies can establish beneficial partnerships with sustainable development and climate bodies for the purpose of conveying to their passengers that the offset programs of their carbon maintain

high international standards and are accredited by international bodies like the Carbon and Gold Standards. After completing the process of carbon offsetting, marketers should show the relevant certificates to customers as proof of achieving their level of zero-carbon travel. Further assurance of compliance can be communicated to the customers by adopting some marketing tactics that are based on evidence for supporting their claims of emphasis on green and environmental practices.

The analysis of this research further confirmed the critical role of perceived service quality and perceived value in affecting both corporate reputation and customer citizenship behavior. Therefore, enhancing customers' perceptions of value and impressions of overall service quality should be the primary goals of the management in airline industry. In today's business, increased competitiveness is linked to elevated levels of quality, enhanced perceived value, and a favorable brand image. Hence, it is imperative for service providers to consistently enhance both the quality of service and the perceived value. Decision-makers must establish quality benchmarks that ensure the excellence of services, such as conducting training programs for all corporate staff and fostering a culture of customers first via employee's empowerment in order to quickly solve any issues faced by customers at any time. Furthermore, collecting and analyzing customers' feedback, reviews, and social media mentions regularly are vital for improving the service. It is also vital to customize the services to various segments of customers and enhance in-flight service (e.g. seat arrangement, meals, any other entertainments). Continuous monitoring of service provision is also essential to provide uninterrupted client access to services. Furthermore, to differentiate themselves from those of their rivals, it is imperative for management in airline industry to consistently advertise the advantages that customers get from using their services. Finally, a crucial advertising purpose should be to persuade customers that they are receiving substantial value that is worth the money.

### *6.3 Limitations and Future Research*

While the hypotheses of this paper are confirmed, there are still a few limitations that could offer possible avenues for further research. First, this study tested the proposed hypotheses based on primary data from airline passengers in the UAE; therefore, it is recommended to reexamine the model in other contexts to verify the findings. Second, the data were gathered using a convenience sample which could hinder the generalizability of the findings. Also, this sampling methodology may not represent the entire population accurately due to the possibility of limited diversity among the sampled respondents; hence, upcoming research can re-examine the model using random samples in other settings. Furthermore, only three predictors of corporate reputation and CCB were examined in this research; therefore, future studies could incorporate other factors, such as website quality and customer reviews. Fourth, a cross-sectional survey was employed for data collection; thus, using a mixed method or in-depth interview in upcoming studies can boost the credibility of the findings. Fifth, Harman's single-factor test was employed for

assessing CMB. Thus, forthcoming studies can consider some more robust statistical approaches, such as the common latent factor (CLF) and unmeasured latent method construct (ULMC). Moreover, in forthcoming research, the moderating role of cultural orientation or customer involvement can be examined. Finally, conducting a cross-cultural study that compares the Eastern setting with the Western context can be a significant research opportunity.

### **Research Funding**

The authors received no research grant or support for this research study.

### **Availability of Data**

The data set is available on reasonable request from the corresponding author.

### **Declaration of AI Use**

It is declared that no generative AI tools / LLMs were used in writing this manuscript. Only Grammarly was used for improving grammar and clarity of the paper.

## **REFERENCES**

- Alhouz, F., & Hasouneh, A. (2020). The impact of corporate social responsibility on customer citizenship behavior: The mediating role of customer-company identification and moderating role of generation. *Journal of Sustainable Marketing*, 1(1), 10-21. <https://doi.org/10.51300/josm-2020-13>
- Ali, H., Yin, J., Manzoor, F., & An, M. (2023). The impact of corporate social responsibility on firm reputation and organizational citizenship behavior: The mediation of organic organizational cultures. *Frontiers in Psychology*, 13, 1100448. <https://doi.org/10.3389/fpsyg.2022.1100448>
- Aljarah, A., & Alrawashdeh, M. (2020). Boosting customer citizenship behavior through corporate social responsibility: does perceived service quality matter? *Social Responsibility Journal*, 17(5), 631-647. <https://doi.org/10.1108/SRJ-03-2019-0098>
- Arikan, E., Kantur, D., Maden, C., & Telci, E. E. (2016). Investigating the mediating role of corporate reputation on the relationship between corporate social responsibility and multiple stakeholder outcomes. *Quality & Quantity*, 50, 129-149. <https://doi.org/10.1007/s11135-014-0141-5>
- Armenia, S., Dangelico, R. M., Nonino, F., & Pompei, A. (2019). Sustainable Project Management: A Conceptualization-Oriented Review and a Framework Proposal for Future Studies. *Sustainability*, 11(9), 2664-2664. <https://doi.org/10.3390/su11092664>

- Askari, S., Javadinasr, M., Peiravian, F., Khan, N. A., Auld, J., & Mohammadian, A. K. (2024). Loyalty toward shared e-scooter: Exploring the role of service quality, satisfaction, and environmental consciousness. *Travel Behaviour and Society*, 37, 100856. <https://doi.org/10.1016/j.tbs.2024.100856>
- Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, 78, 102742. <https://doi.org/10.1016/j.annals.2019.102742>
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44. <https://doi.org/10.1016/j.jbusres.2009.09.018>
- Bianchi, E., Bruno, J. M., & Sarabia-Sanchez, F. J. (2019). The impact of perceived CSR on corporate reputation and purchase intention. *European Journal of Management and Business Economics*, 28(3), 206-221. <https://doi.org/10.1108/EJMBE-12-2017-0068>
- Blau, P. M. (1964). Exchange and power in social life. New York: John Wiley.
- Boubker, O., & Naoui, K. (2022). Factors affecting airline brand love, passengers' loyalty, and positive word-of-mouth. A case study of Royal Air Maroc. *Case Studies on Transport Policy*, 10(2), 1388-1400. <https://doi.org/10.1016/j.cstp.2022.05.006>
- Cames, M, Graichen, J, Siemons, A & Cook, V (2015) Emission Reduction Targets for International Aviation and Shipping Study for the ENVI Committee Directorate General for Internal Policies Policy Department a: Economic and Scientific Policy European Parliament. Available (09/06/18) at: <http://www.europarleuropa.eu/studies>
- Caruana, A., & Ewing, M. T. (2010). How corporate reputation, quality, and value influence online loyalty. *Journal of Business Research*, 63(9-10), 1103-1110. <https://doi.org/10.1016/j.jbusres.2009.04.030>
- Chang, K. C. (2013). How reputation creates loyalty in the restaurant sector. *International Journal of Contemporary Hospitality Management*, 25(4), 536-557. <https://doi.org/10.1108/09596111311322916>
- Chang, T. L. S., & Zhu, W. (2011). Enhancing corporate reputation for market expansion in China: customer orientation and the mediating effect of product and service quality. *Journal of Strategic Marketing*, 19(02), 153-170. <https://doi.org/10.1080/0965254X.2011.557738>
- Choi, L., & Hwang, J. (2019). The role of prosocial and proactive personality in customer citizenship behaviors. *Journal of Consumer Marketing*, 36(2), 288-305. <https://doi.org/10.1108/JCM-01-2018-2518>

- Cowper-Smith, A., & De Grosbois, D. (2011). The adoption of corporate social responsibility practices in the airline industry. *Journal of Sustainable Tourism*, 19(1), 59-77. <https://doi.org/10.1080/09669582.2010.498918>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
- Dalal, B., & Aljarah, A. (2021). How brand symbolism, perceived service quality, and CSR skepticism influence consumers to engage in citizenship behavior. *Sustainability*, 13(11). <https://doi.org/10.3390/su13116021>
- Dang, V. T., Nguyen, N., & Pervan, S. (2020). Retailer corporate social responsibility and consumer citizenship behavior: The mediating roles of perceived consumer effectiveness and consumer trust. *Journal of Retailing and Consumer Services*, 55. <https://doi.org/10.1016/j.jretconser.2020.102082>
- Dannet, G., Boucher, O., & Bellouin, N. (2024). Features and evolution of civil aviation CO2 emissions based on ADS-B data for the period 2019-2024. *Metascience in Aerospace*, 1(4), 346-370. <https://doi.org/10.3934/mina.2024016>
- Davras, Ö., & M. Davras, G. (2025). The influences of coffee shops' service quality on customer citizenship behavior through flow experience. *Journal of Foodservice Business Research*, 1-28 [Published online: 20 Jul 2025]. <https://doi.org/10.1080/15378020.2025.2533803>
- De Leaniz, P. M. G., & del Bosque Rodríguez, I. R. (2016). Corporate image and reputation as drivers of customer loyalty. *Corporate Reputation Review*, 19(2), 166-178. <https://doi.org/10.1057/crr.2016.2>
- De Nicola, M., Arrigo, E., & Anees, U. (2024). The strategic effect of corporate reputation on customer citizenship behavior: an empirical verification. *Review of Managerial Science*, 18(1), 181-208. <https://doi.org/10.1007/s11846-023-00618-z>
- Engizek, N., & Yasin, B. (2017). How CSR and overall service quality lead to affective commitment: mediating role of company reputation. *Social Responsibility Journal*, 13(1), 111-125. <https://doi.org/10.1108/SRJ-09-2015-0135>
- Fatma, M., & Khan, I. (2023). Impact of CSR on Customer Citizenship Behavior: Mediating the Role of Customer Engagement. *Sustainability*, 15(7). <https://doi.org/10.3390/su15075802>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.2307/3151312>

- Ghorbanzadeh, D. (2024). An examination of corporate citizenship on customer loyalty in the banking industry: a PLS-SEM analysis. *Social Responsibility Journal*, 20(8), 1413-1436. <https://doi.org/10.1108/SRJ-05-2023-0273>
- Gli, D. D., Tweneboah-Koduah, E. Y., Odoom, R., & Kodua, P. (2024). The effect of corporate reputation on customer loyalty in the Ghanaian banking industry: the role of country-of-origin. *African Journal of Economic and Management Studies*, 15(1), 73-87. <https://doi.org/10.1108/AJEMS-12-2022-0492>
- Gong, T., & Yi, Y. (2021). A review of customer citizenship behaviors in the service context. *The Service Industries Journal*, 41(3-4), 169-199. <https://doi.org/10.1080/02642069.2019.1680641>
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. (2010). *Multivariate Data Analysis: A Global Perspective*, seventh ed. Pearson, Upper Saddle River, NJ.
- Hsu, K. T. (2012). The advertising effects of corporate social responsibility on corporate reputation and brand equity: Evidence from the life insurance industry in Taiwan. *Journal of business Ethics*, 109, 189-201. <https://doi.org/10.1007/s10551-011-1118-0>
- Hu, H. H., Kandampully, J., & Juwaheer, D. D. (2009). Relationships and impacts of service quality, perceived value, customer satisfaction, and image: An empirical study. *Service Industries Journal*, 29(2), 111-125. <https://doi.org/10.1080/02642060802292932>
- Hur, W. M., Kim, H., & Kim, H. K. (2018). Does customer engagement in corporate social responsibility initiatives lead to customer citizenship behaviour? The mediating roles of customer-company identification and affective commitment. *Corporate Social Responsibility and Environmental Management*, 25(6), 1258-1269. <https://doi.org/10.1002/csr.1636>
- Ioannis, P. Φ. (2025). Sustainability in Aviation: CSR and Air Transportation. In *Sustainability in Global Companies: Theory and Practice* (pp. 55-71). Cham: Springer Nature Switzerland. [https://doi.org/10.1007/978-3-031-77971-8\\_3](https://doi.org/10.1007/978-3-031-77971-8_3)
- Javed, M., Rashid, M. A., Hussain, G., & Ali, H. Y. (2020). The effects of corporate social responsibility on corporate reputation and firm financial performance: Moderating role of responsible leadership. *Corporate Social Responsibility and Environmental Management*, 27(3), 1395-1409. <https://doi.org/10.1002/csr.1892>
- Kanji, G. K., & Chopra, P. K. (2010). Corporate social responsibility in a global economy. *Total Quality Management*, 21(2), 119-143. <https://doi.org/10.1080/14783360903549808>
- Karim, R. A., & Mehzabeen, M. (2025). Fostering customer citizenship behavior of upscale hotels: the role of hotel atmosphere, customer experience, perceived value and staff-customer interaction. *Journal of Hospitality and Tourism Insights*, 8(5), 1764-1782. <https://doi.org/10.1108/JHTI-10-2024-1086>

- Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. *Journal of Relationship Marketing*, 21(1), 1-26. <https://doi.org/10.1080/15332667.2020.1840904>
- Kim, M., Yin, X., & Lee, G. (2020). The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation. *International Journal of Hospitality Management*, 88, 102520. <https://doi.org/10.1016/j.ijhm.2020.102520>
- Kim, S., Kim, A., Huh, K., & Park, S. (2025). The effects of corporate social responsibility on member loyalty: The mediating effect of psychological ownership and customer citizenship behaviour in Korean consumer cooperatives. *Annals of Public and Cooperative Economics*, 96(1), 99-120. <https://doi.org/10.1111/apce.12485>
- Lai, C. S., Chiu, C. J., Yang, C. F., & Pai, D. C. (2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics*, 95(3), 457-469. <https://doi.org/10.1007/s10551-010-0433-1>
- Law, C. C., Zhang, Y., & Gow, J. (2022). Airline service quality, customer satisfaction, and repurchase intention: Laotian air passengers' perspective. *Case Studies on Transport Policy*, 10(2), 741-750. <https://doi.org/10.1016/j.cstp.2022.02.002>
- Le, T. T. (2023). Corporate social responsibility and SMEs' performance: mediating role of corporate image, corporate reputation and customer loyalty. *International Journal of Emerging Markets*, 18(10), 4565-4590. <https://doi.org/10.1108/IJOEM-07-2021-1164>
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981. <https://doi.org/10.1080/0958519032000106173>
- Lioukas, C. S., & Reuer, J. J. (2015). Isolating trust outcomes from exchange relationships: Social exchange and learning benefits of prior ties in alliances. *Academy of Management Journal*, 58(6), 1826-1847. <https://doi.org/10.5465/amj.2011.0934>
- Liu, L., Cui, T., Wu, J., Cao, R., & Ye, Y. (2021). Encouraging tourist citizenship behavior through resource uniqueness and service quality: The mediating role of emotions. *Journal of Vacation Marketing*, 27(1), 45-60. <https://doi.org/10.1177/1356766720952101>
- Liu, S. Q., & Mattila, A. S. (2015). "I want to help" versus "I am just mad" how affective commitment influences customer feedback decisions. *Cornell hospitality quarterly*, 56(2), 213-222. <https://doi.org/10.1177/1938965515570939>
- Lin-Hi, N., & Blumberg, I. (2018). The Link Between (Not) Practicing CSR and Corporate Reputation: Psychological Foundations and Managerial Implications. *Journal of Business Ethics*, 150(1), 185-198. <https://doi.org/10.1007/s10551-016-3164-0>

- Mubushar, M., Cerchione, R., Rasool, S., Centobelli, P., & Morelli, M. (2025). The effect of corporate social responsibility on customer engagement and citizenship behavior. *Corporate Social Responsibility and Environmental Management*, 32(1), 580-598. <https://doi.org/10.1002/csr.2960>
- Nguyen, H. V., Vu, T. D., Saleem, M., & Yaseen, A. (2024). The influence of service quality on student satisfaction and student loyalty in Vietnam: the moderating role of the university image. *Journal of Trade Science*, 12(1), 37-59. <https://doi.org/10.1108/JTS-12-2023-0032>
- Nguyen, N., & Pervan, S. (2020). Retailer corporate social responsibility and consumer citizenship behavior: The mediating roles of perceived consumer effectiveness and consumer trust. *Journal of Retailing and Consumer Services*, 55, 102082. <https://doi.org/10.1016/j.jretconser.2020.102082>
- Norouzi, H., & Teimourfamian Asl, R. (2023). Investigating the effects of corporate social responsibility on customer citizenship behavior with the mediating roles of corporate image and perceived service quality. *Social Responsibility Journal*, 19(10), 1885-1899. <https://doi.org/10.1108/SRJ-10-2022-0461>
- Özkan, P., Süer, S., Keser, İ. K., & Kocakoç, İ. D. (2020). The effect of service quality and customer satisfaction on customer loyalty: The mediation of perceived value of services, corporate image, and corporate reputation. *International Journal of Bank Marketing*, 38(2), 384-405. <https://doi.org/10.1108/IJBM-03-2019-0096>
- Podsakoff, P., MacKenzie, S., Lee, J., & Podsakoff, N. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
- Ryu, K., Lee, H. R., & Gon Kim, W. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. *International Journal of Contemporary Hospitality Management*, 24(2), 200-223. <https://doi.org/10.1108/09596111211206141>
- Qiu, H., Wang, N., & Li, M. (2021). Stimulating customer citizenship behavior with service climate: The mediating role of customer psychological empowerment. *Sage Open*, 11(1), 1-15. <https://doi.org/10.1177/21582440211006065>
- Rahman, F., & Rahman, M. M. (2023). Analyzing service quality of domestic airlines in an emerging country-Bangladesh by structural equation models. *Journal of Air Transport Management*, 107, 102346. <https://doi.org/10.1016/j.jairtraman.2022.102346>

- Rawabdeh, M., Nawafleh, S., Alsari, H., & Melhem, M. B. (2019). The mediating influence of organisational citizenship behaviour on employee job performance and staff incentive's relationship. *International Journal of Management Practice*, 12(2), 200-227. <https://doi.org/10.1504/IJMP.2019.098655>
- Revilla, M. A., Saris, W. E., & Krosnick, J. A. (2014). Choosing the number of categories in agree-disagree scales. *Sociological Methods & Research*, 43(1), 73-97. <https://doi.org/10.1177/0049124113509605>
- Sann, R., Pimpohsakun, P., & Booncharoen, P. (2024). Exploring the impact of logistics service quality on customer satisfaction, trust and loyalty in bus transport. *International Journal of Quality and Service Sciences*, 16(4), 519-541. <https://doi.org/10.1108/IJQSS-07-2023-0110>
- Shafiee, M. M., & Tabaeian, R. A. (2022). The impact of corporate social responsibility on relationship quality and customer citizenship behavior: hotel reputation as a moderator. *Journal of Quality Assurance in Hospitality & Tourism*, 23(5), 1136-1158. <https://doi.org/10.1080/1528008X.2021.1955238>
- Tran, D. V., Nguyen, D. M., & Nguyen, T. (2025). Fostering green customer citizenship behavioral intentions through green hotel practices: the roles of pride, moral elevation, and hotel star ratings. *Journal of Sustainable Tourism*, 33(1), 122-142. <https://doi.org/10.1080/09669582.2024.2316296>
- Tsai, C. Y. D., Wu, S. H., & Huang, S. C. T. (2017). From mandatory to voluntary: consumer cooperation and citizenship behaviour. *Service Industries Journal*, 37(7-8), 521-543. <https://doi.org/10.1080/02642069.2017.1337099>
- Tsaur, S. H., Yang, T. L., & Tsai, C. H. (2021). Tour leader likeability and tourist citizenship behaviours: Mediating effect of perceived value. *Current Issues in Tourism*, 24(18), 2628-2642. <https://doi.org/10.1080/13683500.2020.1849044>
- Tung, V. W. S., Chen, P.-J., & Schuckert, M. (2017). Managing customer citizenship behaviour: The moderating roles of employee responsiveness and organizational reassurance. *Tourism Management*, 59, 23-35. <https://doi.org/10.1016/j.tourman.2016.07.010>
- van Tonder, E., & Petzer, D. J. (2021). Affective commitment, service quality and selected sub-dimensions of customer citizenship behaviour: a study of ride-hailing services. *The TQM Journal*, 33(6), 1263-1280. <https://doi.org/10.1108/TQM-08-2020-0185>
- Van Tonder, E., & Petzer, D. J. (2018). Perspectives on "other" customers' roles in citizenship behaviour. *International Journal of Bank Marketing*, 36(2), 393-408. <https://doi.org/10.1108/IJBM-02-2017-0042>

- Wang, C. H. (2014). How relational capital mediates the effect of corporate reputation on competitive advantage: Evidence from Taiwan high-tech industry. *Technological Forecasting and Social Change*, 82, 167-176. <https://doi.org/10.1016/j.techfore.2013.06.009>
- Wang, X.-H., Yang, J., Cao, R., & Lee, B. Y. (2019). Corporate social responsibility and collective OCB: A social identification perspective. *Frontiers in Psychology*, 10, 1-11. <https://doi.org/10.3389/fpsyg.2019.02720>
- Wiedmann, K. P., Hennigs, N., Schmidt, S., & Wuestefeld, T. (2013). Brand heritage and its impact on corporate reputation: Corporate roots as a vision for the future. *Corporate Reputation Review*, 16(3), 187-205. <https://doi.org/10.1057/crr.2013.10>
- Woo, M. (2019). Assessing customer citizenship behaviors in the airline industry: Investigation of service quality and value. *Journal of Air Transport Management*, 76, 40-47. <https://doi.org/10.1016/j.jairtraman.2019.02.006>
- Wu, H. C. (2014). The effects of customer satisfaction, perceived value, corporate image and service quality on behavioral intentions in gaming establishments. *Asia Pacific Journal of Marketing and Logistics*, 26(4), 540-565. <https://doi.org/10.1108/APJML-03-2014-0049>
- Xuetong, W., Hussain, M., Rasool, S. F., & Mohelska, H. (2024). Impact of corporate social responsibility on sustainable competitive advantages: The mediating role of corporate reputation. *Environmental Science and Pollution Research*, 31(34), 46207-46220. <https://doi.org/10.1007/s11356-023-28192-7>
- Yadav, R. S., Dash, S. S., Chakraborty, S., & Kumar, M. (2018). Perceived CSR and corporate reputation: The mediating role of employee trust. *Vikalpa*, 43(3), 139-151. <https://doi.org/10.1177/0256090918794823>
- Yang, F., Tang, J., Men, J., & Zheng, X. (2021). Consumer perceived value and impulse buying behavior on mobile commerce: The moderating effect of social influence. *Journal of Retailing and Consumer Services*, 63, 102683. <https://doi.org/10.1016/j.jretconser.2021.102683>
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, 60(2), 31-46. <https://doi.org/10.1177/002224299606000203>
- Zuo, W., Tiantian, M., Abdul Majid, A. Z., Guangyu, Z., & Yang, X. (2022). Exploring the role of antecedents of product innovativeness and corporate social responsibility in extending customer citizenship behavior. *Economic Research-Ekonomska Istrazivanja*, 35(1), 4759-4777. <https://doi.org/10.1080/1331677X.2021.2017319>