

p-ISSN : 2708-2474 | e-ISSN : 2708-2482

DOI(Journal): 10.31703/gmsr

DOI(Volume): 10.31703/gmsr/.2024(IX)

DOI(Issue): 10.31703/gmsr.2024(IX.I)

www.gmsrjournal.com



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Global Management Sciences Review
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GLOBAL MANAGEMENT SCIENCES REVIEW

HEC-RECOGNIZED CATEGORY-Y

VOL. IX, ISSUE I, WINTER (MARCH-2024)

Double-blind Peer-review Research Journal

www.gmsrjournal.com

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Article title

Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry

Global Management Science Review

p-ISSN: [2708-2474](https://doi.org/10.31703/2708-2474) e-ISSN: [2708-2482](https://doi.org/10.31703/2708-2482)

DOI(journal): 10.31703/gmsr

Volume: IX (2024)

DOI (volume): 10.31703/gmsr.2024(IX)

Issue: I (Winter-March 2024)

DOI(Issue): 10.31703/gmsr.2024(IX-I)

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Volume: IX (2024)

<https://www.gmsjournal.com/Current-issues>

Issue: I-Winter (March-2024)

<https://www.gmsjournal.com/issue/9/1/2024>

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Abstract

The relationship among customers' perception of Corporate Social Responsibility (CSR), Customers' Loyalty (CL), Corporate Image (CI), Customers' Satisfaction (SAT), and Positive Word-of-Mouth p(WOM) has been explored extensively in the literature, however, the mediation effect of these constructs between customers' perception of CSR and CL in a single comprehensive model has least been studied. Therefore, the instant research examined the influence of customers' perception of CSR on CL by mediating the impact of SAT, CI, and p(WOM). A comprehensive survey was conducted for the customers of different hotels in Pakistan in 2023. The data from 299 respondents was analyzed by employing PLS-SEM. The findings revealed that customers' perception of CSR positively impacted SAT, CI, and p(WOM), which in turn influenced Customers' Loyalty (CL). Furthermore, results affirmed that SAT, CI, and p(WOM) mediated the relationship between CSR and CL.

Keywords: Customers' Perception of CSR, Customers' Loyalty, Customers' Satisfaction, Corporate Image, Positive Word of Mouth, PLS-SEM, Hotels in Pakistan.

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Pages: 37-47

DOI: 10.31703/gssr.2024(IX-I).05

DOI link: [https://dx.doi.org/10.31703/gmsr.2024\(IX-I\).05](https://dx.doi.org/10.31703/gmsr.2024(IX-I).05)

Article link: <https://gmsjournal.com/article/impact-of-corporate-social-responsibility-csr-on-customer-loyalty-with-mediating-role-of-customer-satisfaction-corporate-image-and-positive-word-of-mouth-in-pakistans-hotel-industry>

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05	Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry						
	Author	Bushra Pervaiz Muhammad Qasim Manzoor Rabia Pervaiz Awan		DOI	10.31703/gmsr.2024(IX-I).05		
Pages	37-47	Year	2024	Volume	IX	Issue	I
Referencing & Citing Styles	APA	Pervaiz, B., Manzoor, M. Q., & Awan, R. P. (2024). Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry. <i>Global Management Sciences Review</i> , IX(1), 37-47. https://doi.org/10.31703/gmsr.2024(IX-I).05					
	CHICAGO	Pervaiz, Bushra, Muhammad Qasim Manzoor, and Rabia Pervaiz Awan. 2024. "Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry." <i>Global Management Sciences Review</i> IX (1):37-47. doi: 10.31703/gmsr.2024(IX-I).05.					
	HARVARD	PERVAIZ, B., MANZOOR, M. Q. & AWAN, R. P. 2024. Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry. <i>Global Management Sciences Review</i> , IX, 37-47.					
	MHRA	Pervaiz, Bushra, Muhammad Qasim Manzoor, and Rabia Pervaiz Awan. 2024. 'Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry', <i>Global Management Sciences Review</i> , IX: 37-47.					
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	OXFORD	Pervaiz, Bushra, Manzoor, Muhammad Qasim, and Awan, Rabia Pervaiz (2024), 'Impact of Corporate Social Responsibility (CSR) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry', <i>Global Management Sciences Review</i> , IX (1), 37-47.					
	TURABIAN	Pervaiz, Bushra, Muhammad Qasim Manzoor, and Rabia Pervaiz Awan. "Impact of Corporate Social Responsibility (Csr) on Customer Loyalty with Mediating Role of Customer Satisfaction, Corporate Image, and Positive Word of Mouth in Pakistan's Hotel Industry." <i>Global Management Sciences Review</i> IX, no. I (2024): 37-47. https://dx.doi.org/10.31703/gmsr.2024(IX-I).05 .					



Global Management Sciences Review

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DOI: <http://dx.doi.org/10.31703/gmsr>



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Abstract

The relationship among customers' perception of Corporate Social Responsibility (CSR), Customers' Loyalty (CL), Corporate Image, Customers' Satisfaction (SAT), and Positive Word-of-Mouth $p(WOM)$ has been explored extensively in the literature, however, the mediation effect of these constructs between customers' perception of CSR and CL in a single comprehensive model has least been studied. Therefore, the instant research examined the influence of customers' perception of CSR on CL by mediating the impact of SAT, CI, and $p(WOM)$. A comprehensive survey was conducted for the customers of different hotels in Pakistan in 2023. The data from 299 respondents was analyzed by employing PLS-SEM. The findings revealed that customers' perception of CSR positively impacted SAT, CI, and $p(WOM)$, which in turn influenced Customers' Loyalty (CL). Furthermore, results affirmed that SAT, CI, and $p(WOM)$ mediated the relationship between CSR and CL.

Keywords: [Customers' Perception of CSR](#), [Customers' Loyalty](#), [Customers' Satisfaction](#), [Corporate Image](#), [Positive Word of Mouth](#), [PLS-SEM](#), [Hotels in Pakistan](#).

Contents

- [Introduction](#)
- [Literature Review](#)
- [Research Methodology](#)
- [Situational Circumstances of the Selected Sub-registers](#)
- [Conclusion](#)

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Introduction

The hotel industry usually indulges in negatively affecting our environment by polluting air and water; creating noise pollution; disturbing biodiversity; and avoiding necessary precautions and basic rules of labor. Hence, there is an increasing realization among hotel managers and owners that the hotel industry's negative impact on the environment and society must

be reduced or eliminated (Chan, [2010](#)). Consequently, there is a realization to update organizational goals and adopt the practice of Corporate Social Responsibility (CSR).

The CSR addresses the stakeholders' concerns regarding environmental, social, and ethical aspects in order to boost both monetary and non-monetary benefits of the company (Vaaland & Heide, [2008](#)).



CSR is perceived as a strategy to get positive acknowledgment about the organization from their customers and it provides comparative advantage to the organization (Latif & Sajjad, 2018). CSR not only includes the societal effect but also the environmental responsibility toward all stakeholders (McDonald & Lai, 2011)

The research on CSR is rooted in the stakeholders theory (Latif & Sajjad, 2018) The stakeholders are generally considered as a group of people with which the company has interaction and influence while doing its operations to achieve goals. The imperative part of stakeholder theory is that it throws light on managerial decisions and is perceived from a business point of view (Jones & Wicks, 1999). Therefore, it is expected for organizations to relate their CSR activities with their customers' perception of CSR so that their choice of particular hotel and loyalty may be strengthened (Liu & Wong, 2014).

Likewise, CSR perception of customers is taken as a marketing tool to enhance customer loyalty (Kim & Ham, 2016). In the hotel industry, the customers' perception of CSR has become an important research subject. The good opinion of customers about the hotel's policies towards CSR translates into more readiness to choose that hotel (Park & Kim, 2014). The social identity theory underlines the nexus between the CSR perception of consumers and their loyalty to the company.

As per social identity theory, positive customer perception of CSR on customers' loyalty has been established in some studies (Lu et al., 2017), however, other studies reported an insignificant direct link (Chang & Yeh, 2017). These contradicting findings regarding CSR perception of customers and customers' loyalty provide justification for instant study.

The Customers' Loyalty (CL) can be referred to as consumers' behavior as well as a point of view about the product/service of an organization and it is manifested through the behavioral intentions and behaviors of patronization and recommendation (White & Schneider, 2000). The literature affirms that happy customers are loyal to their product/service providers (Ali et al., 2018).

Customers satisfaction (SAT) is the overall analysis and interaction of customers with their organization's products and services. Customer satisfaction is considered as affirmative and positive feelings about a company's product or service after gaining experience with it, inspecting and evaluating its many aspects (Van Der Wiele et al., 2002). Similarly, customer satisfaction is regarded as a parameter for evaluating the feedback from customers after they use

the products or services (Anderson, Fornell & Lehmann, 1994).

The Corporate Image (CI) refers to a set of feelings, intentions, information, and experiences gathered about a company (Arendt & Brettel, 2010). A company or an organization usually designs its image in such a way that the general public can relate and develop feelings with its sign. The hotel industry has especially recognized the importance of CL and how the customers' perception of CSR helps in creating feelings and affection for the company (Palacios-Florencio et al., 2018). The literature further noted that the corporate image helps minimize purchase risk perceived by customers (He & Lai, 2012).

The oral exchange of words among customers, their friends, relatives, and producers regarding the products of an organization has been duly explored in the literature (Chaniotakis & Lymperopoulos, 2009). This is formally called the Word of Mouth (WOM) and is an informal communication between uncommercial receivers and communicators regarding a product or service of a particular organization (Walker-Harrison, 2001). This entails both positive WOM which means good experiences, and negative WOM which may include bad rumors, complaints, and poor experiences by customers (Anderson, Fornell & Lehmann, 1994). However, this research concentrates on the positive WOM of customers about products or services.

Positive Word of Mouth or p(WOM) refers to informing others of the good aspects of a particular company (Brown & Dacin, 2005). The customers who are contented about the organization usually convey positive word of mouth. The p(WOM) happens when customers have trust in this organization (Ranaweera & Prabhu, 2003). Based on the influence of peers' opinions on other consumers' buying decisions, online as well as offline positive word of mouth is considered an inevitable marketing tool (Chen & Xie, 2008). This research is based on Social Identity Theory, Stakeholder Theory, and Signaling Theory.

In the service industry, the customers' informal communication or p(WOM) is considered an extremely important tool especially when the services are complex and it is difficult to evaluate them. The lack of p(WOM) creates customers' dissatisfaction on the one hand and widespread negative opinions about the organization on the other hand (Ranaweera & Prabhu, 2003). Likewise, the shortcoming in the spread of p(WOM) from peers about the organizational product or services negatively affects the other consumers' buying decisions about the product or to avail of any service (Chen & Xie, 2008). Therefore, it is desired to investigate the mediating

impact of p(WOM) on the relationship between customers' perception of CSR and CL.

Literature Review and Hypothesis Development

Relationship between CSR and CL

The impact of CSR on customers' loyalty as well as customer satisfaction with moderators such as corporate image between the two constructs was explored. The results confirmed the influence of CSR on customer loyalty and customer satisfaction significantly (Chung et al., 2015). Likewise, the influence of CSR on CL and its link with SAT, CI, and Service Quality (SQ) in impacting CL in the Taiwan intercity bus service context was explored and the outcome of the study revealed that CSR did not influence CL and SAT directly (Chang & Yeh, 2017). In another similar study conducted in the casinos confirmed the positive influence on CL by perceived CSR initiatives (Liu & Wong, 2014). Similarly, the influence of CSR on loyalty, SQ and repeat patronage intention was analyzed and it was found out that the CSR positively influenced CL (Mandhachitara & Poolthong, 2011).

On the other side, Nyadzayo, Leckie & McDonald (2016) depicted that CSR had not affected CL directly. Similarly, Martínez & Rodríguez (2013) studied the influence of perceived CSR on CL through mediations of trust and SAT. It was held in the contextual settings of Spanish hotel consumers. The outcome indicated that the perceived CSR influenced consumer trust and SAT, and customer trust and satisfaction positively affected customers' loyalty. Therefore, perceived CSR had an impact on customers' loyalty through significant mediations of trust and satisfaction. Therefore, the 1st hypothesis was generated i.e. H₁ = Customers' perception of CSR has a significant and positive impact on CL.

Relationship between CSR and SAT

Research held by Su, Pan & Chen (2017) revealed an affirmative influence of customer's perception of CSR on SAT and reputation. In the same way, a study was conducted by Walsh & Bartikowski (2013) to see the influence of CSR and SQ on WOM and CL directly as well as by SAT as a mediator. The findings revealed that CSR significantly affected SAT both in the USA and Germany. Therefore, the 2nd hypothesis was generated i.e. H₂ = Customers' perception of CSR has a significant and positive impact on customers' satisfaction.

Relationship between SAT and CL

The SAT has been found to have a significant impact on CL (Chou & Chang, 2014). EID (2013) studied the relationship between SAT CL and CR. The data was collected from 221 Muslim tourists. The findings depicted that SAT positively affected CL. Santouridis & Trivellas (2010) scrutinized the effect of SQ on CL via SAT. It analyzed the relation between SAT and CL, and also the mediation of SAT between SQ and CL. On the basis of the results, it was found that SQ was firmly associated with SAT. In addition to this, SAT also acted as a mediator between the SQ and CL links. Therefore, the 3rd hypothesis was generated i.e. H₃ = Customers' satisfaction has a significant and positive impact on CL.

Relationship between CSR and CI

Research conducted by Martínez et al. (2014) revealed the affirmative influence on the functional image and affective image of the brand by perceived CSR. Huang & Lien (2012) investigated that CSR positively influenced CI and the performance of the organization. Hossain et al. (2016) conducted research to analyze the effect of CSR on FP by deploying CI and CG as mediators. The aim of the study was to aid managers and other policymakers by presenting more insight into the CSR-FP link. The empirical findings depicted that CSR positively influenced CI and CG. Therefore, the 5th hypothesis was generated i.e. H₅ = Customers' perception of CSR has a significant and positive impact on CI.

Relationship between CI and CL

A study was conducted by (Lai, 2019b) to explore the effect of CI and customer reputation on creating CL in an organization. The findings depicted that image, reputation, and service quality resulted in boosting customer loyalty. A study was conducted by (Kaur & Soch, 2013) to find out the interrelationships among trust, CI, attitudinal and behavioral loyalty in the contextual settings of mobile phone companies. The results showed that the CI affected CL significantly and acted as a mediator between trust and CL. Therefore, the 6th hypothesis was generated i.e. H₆ = CI has a significant and positive impact on CL.

Relationship between CSR and p(WOM)

Han et al., (2020) found that ECSR influenced positively customers' p (WOM), service quality, and emotional attachment. In contrast, research by Supriyatno (2018) showed that CSR influenced trust, CR but it had not influenced WOM. Therefore, the 8th hypothesis was generated i.e. H₈ = Customers'

perception of CSR has a significant and positive impact on p(WOM).

Relationship between P(WOM) and CL

Research conducted by Chen (2011) showed a positive influence on CL electronic WOM, SAT, and technological readiness. In line with this research finding, the 9th hypothesis was generated i.e. $H_9 = p(WOM)$ has a significant and positive impact on CL.

Mediating Effects in the CSR-CL link

The mediating effect in the CSR – CL link was represented by developing the following assumption in the instant study:

$H_4 = SAT$ mediates the relationship between customers’ perception of CSR and CL.

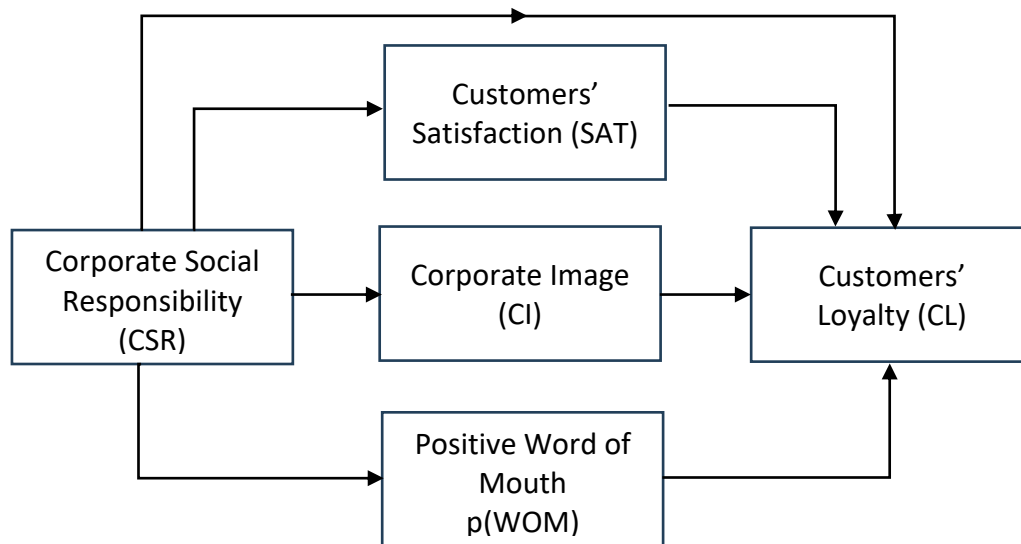
$H_7 = CI$ mediates the relationship between customers’ perception of CSR and CL.

$H_{10} = p(WOM)$ mediates the relationship between customers’ perception of CSR and CL.

Theoretical Frame Work

The theoretical framework of instant research is given below:

Figure 1
Theoretical Framework



Research Methodology

The instant research deployed PLS-SEM to test hypotheses. The convenience sampling technique was used for data collection. The respondents were the customers who paid a recent visit to a hotel. The data was collected between June 2022 to December 2022 through personal visits to hotels as well as an online questionnaire form. A total of 350 questionnaires were distributed across different cities like Lahore, Islamabad, Multan, and Peshawar to get representative data of Pakistan's population. However, a total of 310 questionnaires were returned (response rate = 88.5%) and 11 questionnaires were excluded on account of missing data. Consequently, 299 questionnaires were found to be used for analysis. The dimensions of demographics depicted 189

respondents (60%) were men whereas 126 respondents (40%) were women. The age mean was 28years approximately. The unit of analysis was individual in this study.

Demographics were asked in the first part of the questionnaire like age, education, gender, and marital status. Then, in the second portion of the instrument, items for measuring customer perceptions of CSR, CL, CS, CI, and p(WOM) were included. The items were measured on a 5-point Likert scale where 1 meant strong disagreement and 5 meant strong agreement. The measure of customers' perception of the CSR of an organization was extracted from the scale developed by Kim & Kim (2016). CSR scale was comprised of reflective items and was one-dimensional. A total of eight items were used to

measure customers' perception of CSR to check various aspects of CSR like quality of services and goods. In order to operationalize customers' loyalty, a five-item scale was derived from Zeithaml & Parasuraman (1996). In order to measure customers' satisfaction, a five-item scale was used which was established by Andaleeb & Conway (2006). The perception of customers regarding the corporate image of the hotel was evaluated by a five-item scale developed by Ladhari et al. (2011). Customers' p(WOM) about the organization was measured by a three-item scale established by (Maxham & Netemeyer, 2002).

Results and Discussions

Initially, the descriptive statistics were done by using SPSS 20. Then, the path estimation and significance, and the relationships of dependent, independent, and mediating variables were estimated through bootstrapping on Smart PLS 3.2.7.

Reliability and Validity

The researcher used Cronbach's alpha and composite reliability (CR) in order to check the reliability of the constructs. In the start, the overall item values of each construct were analyzed and those items with factor loading less than 0.600 were excluded. The values of the reliability and validity with factor loadings are depicted in Table 1. It can be seen that all the values of Alpha were more than the criterion of 0.700. Similarly, the values of average variance extracted (AVE) and CRs were more than 0.500 and 0.700 respectively which manifested convergent validity. Hence, the figures depicted that the data was reliable. The cross-loading values showed discriminant validity. The multicollinearity was also scrutinized and values are shown in Table 1. Each value of the Variance Inflation Factor (VIF) was lower than 5.

Table 1

Reliability and validity with item values factor loadings

Indicator	Loadings	Alpha	CR	AVE	VIF
Cl ₂	0.827	0.909	0.936	0.785	2.332
Cl ₃	0.867				2.642
Cl ₄	0.928				1.572
Cl ₅	0.919				1.550
CL ₁	0.927	0.953			1.216
CL ₂	0.911				1.308
CL ₃	0.882				1.181
CL ₄	0.929				1.447
CL ₅	0.935				1.584
CSR ₁	0.869	0.953	0.961	0.780	1.550
CSR ₃	0.900				1.286
CSR ₄	0.899				1.505
CSR ₅	0.847				1.468
CSR ₆	0.829				1.409
CSR ₇	0.909				1.392
CSR ₈	0.926				1.505
SAT ₁	0.927	0.937	0.960	0.888	1.468
SAT ₄	0.938				1.409
SAT ₅	0.962				1.392
p(WOM) ₁	0.932	0.810	0.913	0.839	1.864
p(WOM) ₂	0.900				1.864

The cross-factor loadings of all the items of the construct have been given in Table 2. It can be seen that the values of cross-loadings were lower than the values of factor-loadings confirming the presence of

discriminant validity. The discriminant validity was also checked by comparing it with the benchmark values of Fornell & Larcker. The results of it tests are mentioned in Table 3.

Table 2

Reliability and validity with cross-factor loadings

Construct	Corporate Image (CI)	Corporate Social Responsibility (CSR)	Customers' Loyalty (CL)	Customers' Satisfaction (SAT)	Positive Word of Mouth p(WOM)
Cl ₂	0.827	0.648	0.658	0.706	0.634
Cl ₃	0.867	0.685	0.743	0.742	0.646
Cl ₄	0.928	0.775	0.848	0.839	0.826
Cl ₅	0.919	0.763	0.863	0.833	0.838
CL ₁	0.815	0.797	0.927	0.802	0.812
CL ₂	0.791	0.772	0.911	0.790	0.781
CL ₃	0.800	0.791	0.882	0.823	0.740
CL ₄	0.808	0.811	0.929	0.819	0.820
CL ₅	0.836	0.817	0.935	0.828	0.810
CSR ₁	0.695	0.869	0.739	0.777	0.636
CSR ₃	0.759	0.900	0.821	0.801	0.736
CSR ₄	0.726	0.899	0.766	0.749	0.682
CSR ₅	0.661	0.847	0.689	0.734	0.553
CSR ₆	0.676	0.829	0.734	0.720	0.637
CSR ₇	0.720	0.909	0.781	0.797	0.662
CSR ₈	0.777	0.926	0.835	0.834	0.754
SAT ₁	0.791	0.829	0.842	0.927	0.767
SAT ₄	0.856	0.825	0.824	0.938	0.746
SAT ₅	0.849	0.825	0.840	0.962	0.786
p(WOM) ₁	0.808	0.766	0.850	0.804	0.932
p(WOM) ₂	0.720	0.609	0.726	0.676	0.900

Table 3

Reliability and validity by comparing benchmark values of the Fornell & Larcker

Sr. No.	Constructs	Corporate Image (CI)	Corporate Social Responsibility (CSR)	Customers' Loyalty (CL)	Customers' Satisfaction (SAT)	Positive word of mouth p(WOM)
1	Corporate Image (CI)	0.886				
2	Corporate Social Responsibility (CSR)	0.813	0.883			
3	Customers' Loyalty (CL)	0.884	0.870	0.917		
4	Customers' Satisfaction (SAT)	0.883	0.877	0.886	0.943	
5	Positive Word of Mouth p(WOM)	0.837	0.757	0.865	0.813	0.916

Table 4

Descriptive analysis of the perception of respondents from the hotel industry in Pakistan

Indicators	Mean	SD
CSR ₁	3.759	1.211
CSR ₂	3.753	1.165
CSR ₃	3.415	1.116
CSR ₄	3.385	1.108
CSR ₅	4.037	1.110
CSR ₆	3.224	1.136
CSR ₇	3.515	1.052
CSR ₈	3.569	1.120
SAT ₁	3.886	1.151
SAT ₂	3.726	1.170

Indicators	Mean	SD
SAT ₃	3.679	1.120
SAT ₄	3.739	1.121
SAT ₅	3.833	1.150
CI ₁	3.983	0.879
CI ₂	4.100	0.948
CI ₃	4.000	1.018
CI ₄	3.886	1.148
CI ₅	3.823	1.176
p(WOM) ₁	4.010	1.225
p(WOM) ₂	3.562	1.248
p(WOM) ₃	3.495	1.471
CL ₁	3.930	1.156
CL ₂	3.870	1.191
CL ₃	3.816	1.093
CL ₄	3.813	1.229
CL ₅	3.769	1.212

Descriptive Analysis

The descriptive analysis given in Table 4 depicted the perception of respondents from the Pakistan hotel sector in the theoretical framework of this study.

The PLS bootstrapping algorithm technique was used for path model testing in order to test the hypotheses (Dijkstra, 2015). The summary of the hypothesis accepted along with values has been reported in Table 5:

Structural Model

Table 5

Hypothesis Testing

Hypotheses	Statement	Beta	t	p	Status
H ₁	CSR has a positive impact on customer loyalty.	0.306	5.063	0.000	Accepted
H ₂	CSR has a positive impact on customer satisfaction.	0.875	50.543	0.000	Accepted
H ₃	Customer satisfaction has a positive impact on customer loyalty.	0.157	2.285	0.023	Accepted
H ₅	Customer perception of CSR has a positive impact on corporate image.	0.810	29.567	0.000	Accepted
H ₆	Corporate image has a positive impact on customers' loyalty.	0.242	4.070	0.000	Accepted
H ₈	CSR has a positive impact on p(WOM).	0.755	22.380	0.000	Accepted
H ₉	P(WOM) has a positive impact on customers' loyalty	0.302	5.182	0.000	Accepted

The H₁ states that CSR significantly and positively affects customer loyalty. It was found after the analysis that CSR had a positive impact on CL as evidenced by t and p statistics (t=5.063 and p<.05), thus H₁ was accepted. The literature also affirmed that the perceptions of customers about CSR boosts CL (Lee, Chen-Ying, 2017).

The H₂ states that CSR has a significant and positive impact on the SAT. The influence of CSR on SAT was found statistically significant as evidenced by t and p statistics (t=50.543 and p<.05). These results are supported by previous literature (Chung, Choi & Shin, 2015) that CSR practices positively affect SAT in customers of hotel industries While the value

of beta indicates that one unit change in CSR will bring 0.875 unit changes in SAT.

The H₃ states that SAT significantly and positively impacts CL. The SAT had a positive impact on CL (t=2.285 and p<.05). This finding was aligned with previous empirical findings held by Chou et al. (2014). The H₅ stated that CSR affects CI significantly and positively. After analysis, it was revealed that the CSR had a positive impact on CI (t=29.567 and p<.05). While the value of beta indicates that one unit change in CSR will bring a 0.810 unit change in CI. The significance also found in previous literature is that positive change in CSR influences the CI of that organization.

The H₆ states that CI has a significant and positive effect on CL. The CI was found to have a significant impact on CL (t=4.070 and p<.05). The significant effect of CI on CL is well supported by literature (Ka & Lai, 2019). The H₈ states that CSR has a significant and positive effect on p(WOM). The customer's perception of CSR was estimated to have a positive impact on p(WOM) (t=22.380 and p<.05). This positive effect of CSR on p(WOM) is well supported by literature (Han et al., 2020). The H₉ states that p(WOM) has a positive and significant impact on CL. The P (WOM) was evaluated to have a positive impact on CL (t=5.182 and p<.05). These results are well supported by literature (Chen, 2011).

Mediation Analysis

The results of the bootstrapping algorithm in PLS-SEM illustrated the indirect effects between CSR and CL through mediators SAT, CI, and p(WOM). The mediation was assessed by calculation of

bootstrapping and from specific indirect effect values on PLS. The H₄ states that SAT mediates the relationship of CSR-CL. The indirect effect of mediation of SAT between CSR and CL was observed to be significant (t = 2.294, p=0.022). It partially mediated the relation, therefore, the H₄ was accepted. The H₇ stated that CI mediates the relationship of CSR-CL. The value of CI mediation between the CSR-CL link was found to be significant (t= 4.018, p= 0.00), hence H₇ was supported and it showed that CI mediated the CSR-CL link.

Similarly, the H₁₀ states that p(WOM) mediates the relationship of CSR-CL. The values for third mediation p(WOM) between the CSR-CL link depicted that mediation existed (t=4.902, p= 0.00) and H₁₀ was accepted. In a nutshell, the effect of customers' perception of CSR on CL had a direct as well as indirect relationship through significant mediation of SAT and p(WOM). The mediation analysis has been summarized in Table 6:

Table 6

Mediation Analysis

Hypothesis	Path	Beta	t	p	Status
H ₄	Corporate Social Responsibility (CSR) → customer satisfaction (SAT) → customer loyalty (CL)	0.137	2.294	0.022	Accepted
H ₇	Corporate Social Responsibility (CSR) → Corporate Image (CI) → Customers' Loyalty (CL)	0.196	4.018	0.000	Accepted
H ₁₀	Corporate Social Responsibility (CSR) → Positive word of mouth p(WOM) → Customers' Loyalty (CL)	0.228	4.902	0.000	Accepted

Conclusion

This study scrutinized the influence of customers' perception of CSR in enhancing CL via deploying SAT, CI, and p(WOM) as mediators. Based on the findings of the study, it was concluded that customers' perception of CSR had a positive influence on increasing CL. As much as hotels adopted CSR practices, it increased the loyalty of their customers to that hotel. This finding was supported by Social Identity Theory. It was concluded that CSR also affected the satisfaction of customers in a positive way which had been endorsed by the Stakeholders Theory. The customers of the hotels practicing CSR would be more satisfied with that hotel. It was found that an increase in CSR also encouraged the CI of that hotel. Moreover, the findings of this study also endorsed Social Identity Theory, Signaling Theory, and Stakeholder Theory.

In other words, CSR adoption played a role in creating a good image of that organization. It showed that the CSR activities promoted p(WOM) in customers. Likewise, the CSR adoption helped in the

generation of good saying about the overall hotel working. The findings of this study also confirmed that SAT influenced CL positively or in other words satisfaction in customers generated loyalty. The more satisfied customers, the more there would be the loyalty with organization from their side. The findings also showed that CI positively affected CL or a good image of the hotel generated more loyalty in customers. Likewise, a study has also revealed that the p(WOM) positively affected CL. Similarly, if customers had a positive opinion about the hotel, it would lead to their loyalty.

It is concluded that CSR practices assist the hotel industry with good results in terms of customers' dedication. CSR can act as a strategic tool for managers to strengthen their relationships with customers. The implementation of CSR in the current world is not an option but mandatory. Any improvement in customers' perceptions of CSR increases the hotel's intangible assets like CL, SAT, CI, and p(WOM). Consequently, in the long run, these all will contribute to CL.

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