



Volume and Issues Obtainable at the Department of Tourism and Hospitality
Management- The Islamia University of Bahawalpur, Bahawalpur, Pakistan 63100.
Journal of Tourism, Hospitality, and Services Industries Research

ISSN: 2958-5570 ; ISSN (E): 2958-5589

Volume 4, No.1, June 2024

Journal homepage: <https://journals.iub.edu.pk/index.php/jthsir>

DOI: 10.52461/jths.v4i01.2846

Assessment of Corporate Social Responsibility on Customer loyalty through moderating role of Servant Leadership and Customer Commitment

Muhammad Aqib Shafiq, *Department of Business Administration, Ghazi University, Dera Ghazi Khan*

Muhammad Sajjad Khan, *Department of Business Administration, Ghazi University, Dera Ghazi Khan*

ARTICLE DETAILS

ABSTRACT

History

Received: Feb, 2024

Online: June, 2024

Keywords

Corporate Responsibility, Social Servant leadership, Co-Creation, Customer Satisfaction, Customer Commitment, and Customer Loyalty

This quantitative research inspects the complicated dynamics of Corporate Social Responsibility (CSR) in Pakistan's telecommunications business and its impression on consumer loyalty. This research uses a comprehensive theoretical framework that accounts for mediating and moderating factors from a 408-person survey. The complicated affiliation between CSR and customer loyalty is examined in this exploration. It examines co-creation, customer satisfaction as mediators and servant leadership and customer commitment as moderators. Pakistan's telecoms business relies on the above factors to link CSR and customer loyalty. Servant leadership and customer commitment have been shown to strengthen these connections, emphasizing the significance of ethical leadership and customer loyalty in maximizing the benefits of corporate social responsibility. This research paper provides a complete framework for integrating CSR with leadership and customer engagement for Pakistani telecommunication enterprises. This paper contributes to scholarly debate on CSR in poor nations. In particular, the research examines CSR, customer loyalty, and leadership dynamics in Pakistan's telecommunications industry.



© 2024 The authors, under a Creative Commons Attribution Non-Commercial 4.0

*Corresponding author: mastoiqib@gmail.com

Introduction

Consumers in this digital and open world are pressuring businesses to undertake specific CSR and co-creation initiatives (Iglesias et al. 2018). Consumers provide among the most crucial chances for creativity and value co-creation. Thus, a company must communicate with its consumers to comprehend their requirements and desires (Grott et al., 2019). Co-creation is "an engaged, innovative, and dynamic method for creating service innovations via cooperative conversations with consumers and connections" (Markovic & Bagherzadeh, 2018). According to service-dominant logic (SDL), customers are potential sources of co-creation and rather than being recipients of goods; they should collaborate and co-create. When firms adopt co-creation, it offers numerous benefits, including lower expenses, lower risk, an edge over rivals, and enhanced insights (Iglesias et al. 2018). CSR and co-creation are both examples of social and cooperative endeavors. Consumer's sense business values via CSR, and once customers comprehend key corporate concepts; they demonstrate favorable business reactions through co-creation (Luu, 2019; Hur et al. 2018). Businesses may co-create with consumers via product creation, reorganization, and even influencing consumer tastes (Mainardes et al. 2017). Scholars like Prahalad and Ramaswamy (2004) identified four co-creation-related criteria in the banking sector: discussion, availability, risk evaluation, and openness. These four variables, often known as the DART framework for co-creation, allow businesses to connect with consumers more effectively. Similarly, honest sharing of knowledge in Italian grocery stores leads to co-creation (Markovic and Bagherzadeh, 2018). According to the author's expertise, while a few studies have been undertaken in Western nations (Cambra-Fierro et al., 2017; Iglesias et al., 2018), no investigation has examined this association in an Asian environment.

In the telecommunications industry, organizations should prioritize CL and customer satisfaction (Belwal and Amireh, 2018). In the telecommunications sector, consumer loyalty is crucial for long-term profitability. Customer loyalty and long-term relationships with clients are affected by customer satisfaction (Poulose et al., 2018). Plans to buy may be used to gauge CL, which mostly rely on how well-made a company's goods and services are in comparison to those of its rivals (Saroaha and Diwan, 2020). Due to the expense of switching, a pleased consumer will stay loyal even when transferring prices are minimal (Hadi et al., 2019). Investigators have shown that committed clients with low shifting propensities only sometimes test out alternative networks (Jacob and Subramoniam, 2021). In addition, the previous investigation has connected co-creation to affective commitment, and preliminary empirical analysis has associated co-creation with consumer cognitive features, especially customer loyalty (Iglesias et al. 2018). Additionally, no direct proof relating co-creation to identify the company-client has been discovered. According to the writer's expertise, no research evaluates CSR, SQ, co-creation, and CS and consumer loyalty jointly.

Khizindar et al. (2015) researched the telecommunications business and described the elements that impact customer loyalty. Several factors influence customers' decision to transfer cell carriers, including pricing, brand image, service quality and trends. Previous work by Hafez & Naznin (2017) looks at what makes customers loyal to their telecom providers in Bangladesh. Primary data is often collected via a process of convenience sampling by investigators. This

research shows that CL is linked to service quality, customer happiness, trust, and business image, but not switching costs. Hiram et al.'s (2020) research into the Malaysian mobile communications industry intentions to identify the mediating part of CS and trust by examining the consequence of company image, price, superiority in service, and system excellence on customer loyalty. The investigation showed by Samarakoon et al. (2021) aimed to examine the influence of service quality on the loyalty of telecom customers as well as the mediating role of price perception in the affiliation between service quality and loyalty.

This research explores the affiliation of CSR on customer loyalty in Pakistan Telecom industry to solve the gaps in existing knowledge. Similarly, this investigation makes a valuable contribution to adding the corpus of writing that already exists by examining the moderating influence of servant leadership on the link between CSR and co-creation using social identity theory. This study also evaluates the mediating effect of co-creation and CS on the affiliation between CSR and CL.

Literature Review

CSR and Co-Creation

Clients want unique, customized experiences (Mainarddes et al., 2017). Co-creation explains client-business relationship. This concept encompasses manufacturing client contact (Mainarddes et al. 2017). Co-creation allows consumers to design products or services, according to Prahalad & Ramaswamy (2004). Due to this model, consumers, like companies, are concerned with making the globe an improved place, directed by their moral and ecological beliefs, and their buying choices depend on the item's sustainability and responsible usage (Martínez et al., 2016). Customers want solutions with conscious usage and delight. Businesses that are environmentally and socially conscious, fair, and protective have loyal customers. Consumers and businesses also benefit from the environment. Environmental dynamics include demographics, cultural norms, government regulations, and technology advancement (Ge et al., 2019). These natural forces will push enterprises to stick to their tactics or face disaster. Chen et al. (2017). Environmentally friendly institutions must adapt to changing conditions. These changes have forced banks to find new ways to work with clients. institutions that are capable of swift societal transformation are more open to new co-creational activities. Environmental factors like technology adoption affect co-creation in every industry (Chen et al. 2017). Conferring to Vitell (2015), CSR and co-creation are intertwined because consumers prefer initiatives that benefit the community and environment and prevent actions that could harm them. A socially aware company's products and services may enhance consumers' self-esteem and pleasure because they think they are indirectly helping society and the environment (Tuan et al., 2019; Hur et al., 2018) and co-creation (Iglesias et al. 2018). Given the theoretical and empirical basis, we offer.

Hypothesis H1. *The impression of CSR on co-creation is substantial and beneficial.*

CSR and Customer Satisfaction

The organization's most influential investors are its consumers, concerned about its financial and moral conduct (Polonsky et al., 2005). Consequently, a company's clients are happier

and more loyal if it engages in moral actions such as Corporate Social Responsibility programs (He et al., 2011). He and Li (2011) explored the affiliation among CSR efforts and consumer satisfaction. Therefore, consumer satisfaction is enhanced when a business practices CSR projects. Another sort of CSR activity, corporate philanthropy activities, provide the path for customer satisfaction, clear brand intention to buy (Sen, Bhattacharya, & Korschun, 2006), favorable influence on the company's image, and more desired customer actions (Latif, Pérez, et al., 2020). Moreover, sustainable activities are crucial characteristics that help consumers evaluate a business and be satisfied its offerings and facilities (Bhattacharya & Sen, 2003). Bhattacharya and Sen (2004) established a correlation between CSR and customer satisfaction.

Hypothesis H2. *The impact of CSR on CS is substantial and favorable.*

CSR and Customer Loyalty

Social exchange theory explains CSR-customer loyalty. Eisingerich, et al. (2011) stated that generic cooperation may clarify the effects of corporations' CSR actions on buyer behavior. CSR initiatives produce generalized reciprocity since corporations often don't directly benefit consumers. As a citizen, the client responds these responsible actions (Eisingerich et al., 2011). CSR may improve customer connections (Uhlir et al., 2020). CSR has also affected consumer loyalty in supermarkets as well as medical insurance brands in Spain (Iglesias et al., 2018; Cuesta-Valiño et al., 2019). Khan et al. (2015) and Raza et al. (2018) discovered that CSR increases customer loyalty in Pakistani banks. CSR increases purchasing and customer connection intentions (Cuesta-Valiño et al., 2019). Because Pakistan is an unindustrialized and emerging nation with unique ideas, traditions, and values, this study may provide different findings than studies in industrialized nations.

Hypothesis H3. *CSR has a beneficial impression on CL.*

Co-Creation and Customer Satisfaction

Co-creation of value will result in a final product that meets client requirements, enhancing consumer satisfaction with the given items. A sense of ownership causes customer satisfaction with a product that was co-created (Hunt et al., 2012). During value co-creation, the evolution of consumer behavior may also boost CS (Assiouras et al., 2019). This is corroborated by prior investigations on the connection between Co-Creation and CS (Yang et al., 2019; Kim, Tang et al., 2019; Navarro et al., 2016).

Hypothesis H4. *Co-creation expressively and completely increases customer satisfaction.*

Co-Creation and Customer Loyalty

CL is the client's willingness to buy again and refer friends (Markovic et al. 2018). An earlier investigation has shown a connection between a subjective component (affective commitment) and a logical variable (trust) and loyalty. However, the connection between loyalty and the interacting value (co-creation) has yet to be well investigated and remains unresolved (Iglesias et al. 2018). An insufficient investigation examines the correlation between co-creation and customer-related results in several industrial contexts. As far as the researchers know, studies

have yet to explore the relationship between customer loyalty and COC in the financial conveniences area. Kaufmann et al. (2016) hypothesized that co-creation generates brand loyalty via the mediation of BT in the context of product networks. Hosseini and Hosseini (2013) demonstrate that integrating consumers into the co-creation process in the finance sector creates healthy shopper conduct in the arrangement of loyalty. We postulate, based on evidence from numerous situations, that:

Hypothesis H5. *CC has a good and substantial impact on CL.*

Customer Satisfaction and Customer Loyalty

Consumer satisfaction leads to consumer loyalty (Hosseini & Shahmoradi, 2016). Clients are more likely to recommend providers to friends and family if they enjoy what they offer (Mulyono & Situmorang, 2018). Buyer gratification is considered a prelude to allegiance among consumers (Kamath et al., 2019). Client happiness is considered to be among the finest influential aspects in determining client devotion (Akbari, Mehrali et al. 2019). Customer loyalty increases when clients think that their banks acknowledge their demands and deliver the optimal explanation (Tahir, 2020). Previous research on the OFD sector has shown that consumer satisfaction improves the desire to continue using OFD applications (Zhao & Bacao, 2020; Alalwan, 2020; Al-Amin et al., 2021b).

Hypothesis H6. *CS boosts customer loyalty substantially.*

Servant leadership as a Moderator

Servant leadership matters (Van Dierendonck, 2011). Servant leaders help subordinates (Van Dierendonck, 2011). Justice, confidence, civic conduct, and cooperation are promoted through servant leadership (Parris and Peachey, 2013). 2015 (Jaramillo et al.). Customers who recognize the servant leader's customer orientation in customer service favor a company's CSR actions toward stakeholders (Schwepker, 2016; Perez and Rodriguez del Bosque, 2015). The servant leader's impartiality increases the brand's customer connection (Schwepker, 2016). Consumers may distrust a leader's CSR if they don't serve stakeholders. Non-CSR-friendly customers may not wish to become "limited associates" (McColl-Kennedy et al. 2012). Service-dominant thinking requires consumers to feel like they belong to generate value together (Gohary and Hamzeli 2016). Servant leadership improves customer-business connections through promoting internal service, according to Tung et al. (2014). Therefore, SL may boost CSR's influence on customer company identification, allowing consumers to co-create value with the enterprise. Under servant leadership, stakeholder-focused CSR projects increase client value co-creation (Abugre & Nyuur, 2015). Servant leadership promotes ethics and helping customers, workers, and societies (Liden et al., 2008). Like their employer, employees want to serve stakeholders, especially consumers, selflessly (Liden et al. 2008). Stakeholder service is encouraged by servant leadership in CSR. Customers exhibit a greater inclination to involve in value co-creation with the company when they view the servant leader actively investing in stakeholders, including customers. Chen et al. (2015) originate that SL increases consumer identification with CSR principles and value co-creation by promoting customer-focused

citizenship and pro-social behavior among frontline staff. Servant leadership may reduce CSR's beneficial influence on customer value co-creation.

Job happiness impacts whether a person stays and performs effectively. Satisfaction, development, and promotion are linked to productivity, success, and happiness (Altuntaş, 2014). Because servant leadership inspires, the above are needed. High job satisfaction motivates workers to actively participate, improving productivity and performance (Rao, 2010). Leadership style affects faculty job satisfaction most, according to Thomson (2002). Drury (2004) evaluated servant leadership and university job satisfaction. Leadership greatly affected work outlook. The author advises a more concentrated sample to better understand job-related employee differences. Through administrative staff service, this study examines how servant leadership influences student satisfaction. Alonderiene and Majauskaite (2016) discovered that servant leadership increased work satisfaction more than transformational, transactional, authoritarian, or visionary leadership. Although comparable, servant and transformational leadership vary in motivation and engagement (Liden, et al., 2008).

Instead of earning high profits on expenditures, servant leadership emphasises long-term viability and corporate social responsibility through establishing a fantastic workplace (Van Dierendonck, 2011). By embracing the company's societal duties, being open, honest, loyal, and eager to grow, servant leadership styles encourage corporate responsibility. CEOs value professional progress, diversity, and justice (Hind, 2009).

***Hypothesis H7.** CSR and CC are favorably moderated by SL.*

***Hypothesis H8.** CSR and CL are favorably moderated by SL.*

***Hypothesis H9.** CSR and CS are favorably moderated by SL.*

Customer Commitment as a Moderator

Customer commitment is how clients see the target business's product's worth and usefulness (Cheung and To, 2011). When a service provider's services are relevant, substantial, valuable, and necessary, customers will cherish their interactions. Due to their positive experiences, people want to work with the company and are willing to exchange knowledge with service staff, make more suggestions for service improvements, and co-create offerings (Behnam et al., 2021). Andrades and Dimanche (2018) also believed commitment was vital to co-creating products.

Knowledge-sharing and consumer expectations change with trust and commitment (Prahalad and Ramaswamy 2004). Customer-specific goods and services have replaced industrial manufacturing (Vargo and Lusch 2004). This tight connection requires trust (Moliner et al. 2007), which is fostered through easy interaction with other network actors including consumers, rivals, as well as close relationships (Prahalad and Ramaswamy 2004). Based to client COC worth, a consumer who believes a service enterprise is untrustworthy won't commit to the connection or produce anything with the company (Randall et al. 2011). Consumers need competence and willingness to co-create (Rayne et al. 2007).

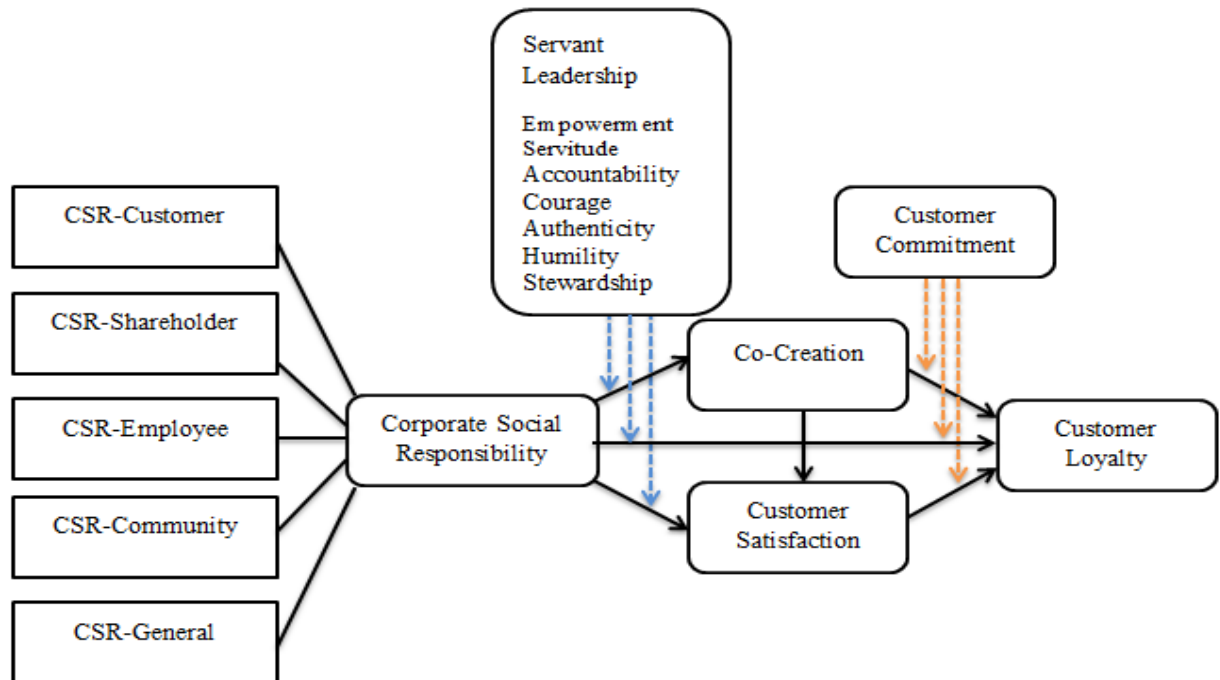
According to studies, consumers reward socially responsible organizations and CSR activities with their company or positive attitudes. Shopper commitment is important to retailers because high client acquisition expenses are hard to recoup without consumer commitment and recurring business (Amine, 1998). Thus, commitment boosts buying intent and reduces the risk of losing clients to better offers. This is supported by empirical evidence (Davis-Sramek et al., 2009). Consumers' CSR impressions positively affect their firm loyalty. Socially responsible conduct may improve brand loyalty (Osakwe & Yusuf, 2021). Social responsibility, an aspect of a company's image based on customer satisfaction, affects customer's commitment, according to Bartikowski and Walsh (2011). For theorizing this model and reviewing the literature, our paper has followed, the literature review writing style outlined in the previous related research (Anser et al., 2020; Gulzar, Ahmad, Hassan, & Rasheed, 2022; Hong, Rasheed, Sigala, & Ahmad, 2024; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Khalid, Weng, Luqman, Rasheed, & Hina, 2021b; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Masood, Feng, Rasheed, Ali, & Gong, 2021; Moin, Omar, Ali, Rasheed, & Abdelmotaleb, 2024; Murtza & Rasheed, 2023; Naeem, Weng, Hameed, & Rasheed, 2020; Rasheed, Saleem, Altaf, Leong, & Okumus, 2024).

A successful collaboration requires commitment (Morgan & Hunt, 1994). Fidelity, self-connection, and future concern are its qualities (Garbarino & Johnson, 1999). The psychological road to CL is commitment (Izogo, 2017). In their study, Pool et al. (2018) discovered that commitment significantly affected loyalty. The 2019 Han et al. research found a connection between dedication and customer loyalty. client pleasure greatly increases client loyalty (Ganiyu, 2017). According to Clemes et al. (2013), client happiness is the foundation of CL in New Zealand foreign information advertising. Yasa and Kerti (2018) found that e-satisfaction boosts e-loyalty. In their grocery retail business study, Rasmianti and Yasa (2019) found that client pleasure positively affected consumer loyalty.

Hypothesis H10. *Customer Commitment helpfully moderates the affiliation among co-creation and customer loyalty.*

Hypothesis H11. *Customer Commitment favorably moderates the affiliation between CSR and customer loyalty*

Hypothesis H12. *Customer Commitment attentively moderates the affiliation between customer satisfaction and customer loyalty*



Research Methodology

This research highlights the significance of organizational factors in shaping and sustaining customer loyalty in Pakistan. The research scoured various scholarly works to identify such elements, including databases, publications, theses and dissertations articles, and theoretical and practical investigations. This inquiry aimed to investigate the role of co-creation and CS as mediators between CSR and loyalty among current users of telecommunication. Because of the specifics of the investigation at hand, a quantitative methodology was used. (i.e., deductive method). In this probe, we utilized the deductive approach. In this investigation, the investigator randomly gathered information from participants from Telecommunication companies (i.e., Ufone, Zong, Telenor, and Jazz), developed hypotheses, and collected data. The appropriate acceptance or rejection of hypotheses was made to arrive at the desired outcome. Overall, we have followed research method chosen in the top quality research papers in our field (Gulzar, Ahmad, Hassan, & Rasheed, 2021; Khalid, Weng, Luqman, Rasheed, & Hina, 2021a; Moin et al., 2024; Peng, Liang, Fatima, Wang, & Rasheed, 2023; Pitafi, Rasheed, Islam, & Dhir, 2023; Pitafi, Rasheed, Kanwal, & Ren, 2020; Rana, Gaur, Singh, Awan, & Rasheed, 2022; Rasheed, Hameed, Kaur, & Dhir, 2023, 2024; Rasheed et al., 2020; C. Wang, Ilyas, Ni, & Rasheed, 2023; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022).

Measurement Scales

The proposed model's components have been measured using previously developed and validated measures in this research, with answers collected on a five-point Likert scale. The client-centered framework planned by Perez et al. (2013) was used to examine how diverse communities interact to see the corporate social responsibility of people. The 21-item scale included five aspects

(Shareholders, employees, customers, generic and community dimensions, identifying moral and regulatory concerns) and was seen as having a reflective, formative quality. Items in the corporate social responsibility framework represented the five constructive components of CSR. There are 24 measures used to assess servant leadership seven dimensions (empowerment, servitude, accountability, courage, authenticity, humility, stewardship) adopted from (Rodríguez-Carvajal et al. 2014). The three-question co-creation scale is based on work by Dong et al. (2008) and Ho et al. (2013). The questions on customer satisfaction are modified from the investigation of Lee et al. (2001) (Four Items). 3 questions were taken over from earlier investigations of Bansal et al. (2004) and Meyer et al. (1990) to evaluate customer commitment. A three-item measure modified from Dagger et al. (2011) is used to assess customer loyalty.

Data Collection

Using users of telecommunications companies, a sample size of 500 was calculated. The researchers surveyed 500 individuals using a non-probability method due to its benefits. The investigation drew on data collected from customers of many mobile network providers in Pakistan, including Ufone, Zong, Telenor, and Jazz. The study draws information from four different regions of Pakistan (I.e., Rajanpur, Dera Ghazi Khan, Multan and Lahore). The researcher in this study initially set out to collect 500 responses to the questionnaires, but ultimately only 420 completed the questionnaire. The inappropriate numbers meant that 12 of the 408 received surveys could not be included in the analysis. About 408 mobile phone users in Pakistan were used to compile the primary information for this exploration. A five-point Likert scale with one representing a strong disagreement, two opposing views, three neutral views, four agreeing views, and five highly agreeing views was used to gather the data. The researcher made the decision to use a random sample strategy in this experiment.

Analysis

Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM) were utilized to assess the suggested model. Discovering previously unseen patterns in the data is the starting point for EFA. In addition, SEM analyzes the current model of interaction in electronic settings. A structural equation model's statistical goal, in distinction to regression examination and other reliance investigations, is to investigate a set of connections that point to multiple possibilities (Hair et al., 2020). Both SPSS (version 26) and Smart PLS (version 4) implementations of the studies will be analyzed.

Data Analysis

Respondent's Profile

The survey population included both males and females. The data reveals the sample size and percentage of each gender that participated in the research. Out of 408 respondents, males constituted a majority, representing 73.5% of the total, while females accounted for 26.5%. The age distribution of participants showed that 47.8% were aged 18 to 30 years, 38.5% were aged 31 to 45 years, and 13.7% were aged 46 to 60 years. The educational background of respondents was also varied. Those with a bachelor's degree or lower made up 23.5% of the sample, those with

master's degrees represented 37%, and individuals with M.Phil. degrees or higher constituted 39.5%. Geographically, 22% of participants were from Dera Ghazi Khan, 19.5% from Bhakkar District, 17% from Kot Adu, 19.5% from Layyah, 6.5% from Muzaffargarh District, and 15.5% from Rajanpur District.

Explanatory Factor Analysis (EFA)

To evaluate a reflective measurement model, factor loadings are examined. The construct should explain more than 50% of the variance in the measure and show reliability with loadings of 0.708 or higher. Internal consistency reliability is assessed using Cronbach's Alpha and Composite Reliability (CR). This study employed CR for accuracy and item weights (Werts, Rock, Linn, & Jöreskog, 1978). Convergent validity is indicated by AVE values of 0.50 or higher (Werts et al., 1978). Collinearity between formative factors is evaluated using VIF values. VIF values over 5 suggest significant collinearity issues, while even values below 3 can be concerning. Ideally, VIF values should be below 3 to minimize collinearity (Becker et al., 2013). Table 1 displays favorable VIF values. Instrument reliability refers to its ability to reduce random error. Using a reliable tool increases the likelihood of obtaining accurate, error-free results (Kirby, 2011). In this study, internal consistency tests on the instruments yielded values between 0.722 and 0.832.

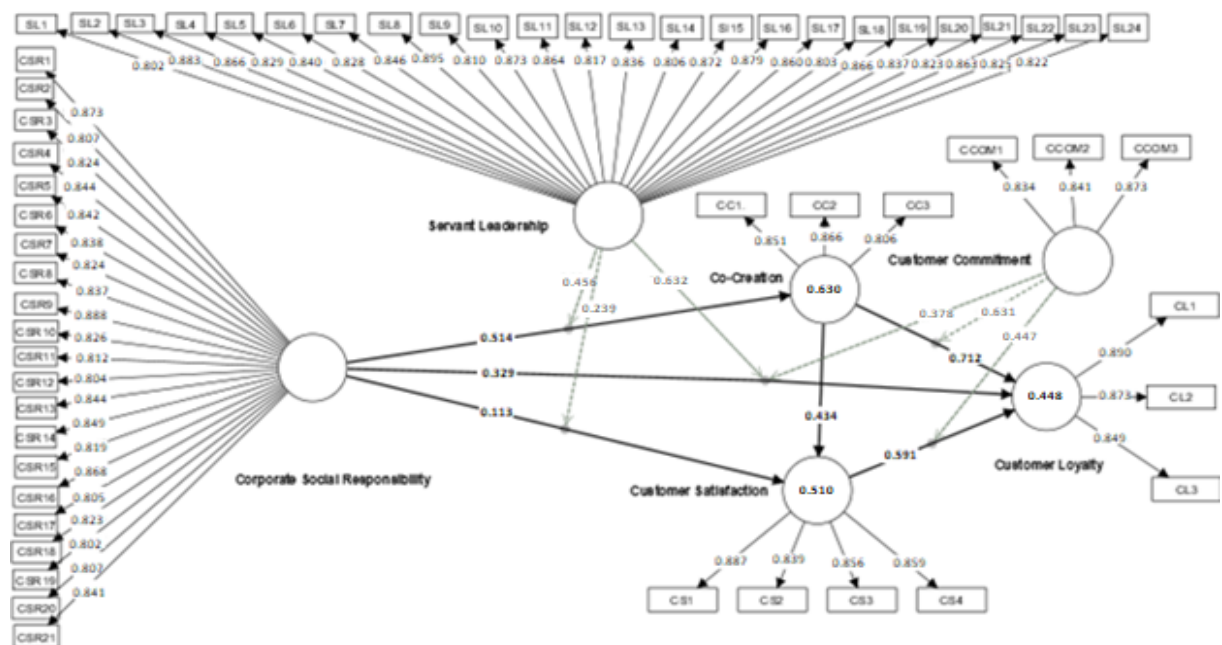
The reliability of corporate social responsibility is .825, the reliability of servant leadership is .722, the reliability of co-creation is .804, and the reliability of CS is .749. the reliability of CC is .832, and the reliability of customer loyalty is .789. The dependability of a scale is considered to be greater when the values of Cronbach's alpha approach 1.00. Hair et al. (2006) have shown that a least alpha value of 0.6 is required. The concepts of mean, standard deviation (SD), correlation, and dependability of conceptions are elucidated. The study examined the mean and standard deviation values for several factors, including corporate social responsibility, servant leadership, co-creation, CS, customer commitment and CL. The mean, standard deviation of corporate social responsibility (m = 3.74, SD = 1.64), servant leadership (m = 3.22, SD = 1.76), co-creation (m = 3.41, SD = 1.89), CS (m = 3.88, SD = 1.56), customer commitment (m = 4.10, SD = 1.92), and customer loyalty (m = 3.67, SD = 1.64).

Structural Equation Model (SEM)

The conceptually sophisticated concepts are evaluated and assessed in this part using a structural equation model (SEM). The greatest possibility calculation was utilized in the SEM. According to Hu et al. (1999), the subsequent parameter estimates show good data fit: $\chi^2/df = 2.576$, SRMR = 3.198 and NFI = .957, the structural model's links demonstrate the validity for every of the major model predictions. The path coefficient (β), coefficient of determination (R^2), and consequence scope (f^2) were considered as per Hair et al.'s (2019) requirements for evaluating structural models. The hypothesis testing is shown in Table 3. CSR has influence on co-creation, CS and CL, so H1, H2, H3 were accepted. Servant leadership positively influence the impression of CSR on co-creation, CS and CL, so H4, H5, H6 were accepted, whereas co-creation has significant influence on CS, co-creation and CS has important inspiration on CL, so H7, H8 and H9 were accepted, customer commitment positively influences the importance of CSR, co-creation and customer satisfaction on customer loyalty ($\beta = 0.514$; $\beta = 0.329$; $\beta = 0.113$; $\beta = 0.343$; $\beta = 0.712$; $\beta = 0.591$; $\beta = 0.456$; $\beta = 0.239$; $\beta = 0.632$; $\beta = 0.378$; $\beta = 0.631$; and $\beta = 0.447$). For the coefficient of determination, co-creation was explained at the rate of 63% by CSR ($R^2 = 0.630$), customer satisfaction was explained at the rate of

51% by CSR and co-creation ($R^2 = 0.510$), and customer loyalty was explained the rate of 44% by CSR, co-creation and customer satisfaction ($R^2 = 0.448$).

Figure 2: Structural Model



1. Discussions

CSR is now a strategic gadget for stakeholder interactions. Beyond compliance with laws and ethics, CSR affects co-creation, customer satisfaction, and loyalty. CSR helps organizations develop strong consumer connections by raising awareness of their social effect. Co-creation—the generation of value between businesses and customers—works best in an ethical environment. Socially responsible enterprises establish community and cooperation by encouraging consumer participation in a collective purpose. Collaborating improves products and services and strengthens brand-customer ties. Financial success depends on customer pleasure, which is tied to corporate social responsibility (CSR). Modern customers care more about their social and environmental implications. Sustainable and ethical companies are more likely to create significant consumer connections. Environmental preservation, fair labor standards, and community development are CSR projects that promote brand image. A company's reputation influences customer satisfaction because customers identify with organizations that share their ideals and suit their needs. CSR impacts consumer loyalty. Brands that help society beyond transactions have loyal customers. Ethical or environmental ideals align with consumers' values, providing an emotional tie beyond commerce. Emotional resonance from CSR promotes consumer loyalty and may transform consumers into brand advocates who promote the company's values. Ahmad et al. (2021), Mubushar et al. (2021), Iglesias et al. (2020), Raza et al. (2020), Sun et al. (2020), Bello et al. (2021), Phillips et al. (2019), Eldin & Alhassan (2023), Kartsonakis & Grigoroudis (2023), Olazo, Abbasi, and Phan & Hoang (2023) found that CSR increases co-creation, CS, and loyalty.

The intertwined forces of co-creation and customer satisfaction serve as catalysts for enhancing customer loyalty within the contemporary and intricate corporate environment. The synergistic process of generating value and ensuring customer satisfaction fosters a positive feedback loop of

enduring relationships and unwavering loyalty. This particular process operates on the principle of co-creation, whereby both enterprises and consumers actively contribute to the development and refinement of value propositions. Customers have a sense of ownership and emotional attachment when they actively participate in the co-creation and enhancement of goods and facilities. Participatory engagement facilitates the transformation of customers into engaged contributors, establishing a connection that extends beyond just transactional interactions. Customer loyalty and commitment to a business are enhanced when customers see that their recommendations are included into the firm's offerings. The degree to which an item or facility fulfills or surpasses the demands of the consumer is known as CS, is an essential aspect of this mutually beneficial relationship. From the first interaction through the subsequent stages leading up to the final purchase, the customer's journey significantly influences their level of satisfaction. Business enterprises that prioritize and regularly provide exceptional experiences transcend the anticipations of consumers, hence cultivating a positive reputation. The probability of customer loyalty is enhanced when customers experience satisfaction, leading to a higher possibility of their return. Previous results of Scott et al. (2023); Ye et al. (2023); Meeprom et al. (2023); Shaikh et al. (2023); and Venkatakrisnan et al. (2023) confirmed that co-creation and CS has beneficial influence on CL.

Servant leadership transforms CSR's inspiration on co-creation, CS, and customer loyalty. Servant leadership, based on putting others first, easily integrates with CSR, upgrading it from a compliance exercise to a true commitment to social well-being. Servant leadership encourages different viewpoints and unique ideas through co-creation. This strategy improves co-created goods and services and assures social responsibility in the process. In addition, servant leadership improves company culture, encouraging and engaging staff to provide excellent customer service. As consumers seek firms with true social values, servant leadership's authenticity boosts CSR's effect, boosting customer loyalty. A complete and virtuous loop where CSR programs are not simply strategic undertakings but fundamental parts of a culture that encourages co-creation, CS, and enduring customer loyalty is created through servant leadership.

Customer commitment is crucial to the deep inspiration of CSR on CL, co-creation, and satisfaction. Clients that are devoted to a business are inclined to see CSR actions as part of their values, producing resonance and alignment. A devoted client base is more responsive to a business's ethical and socially responsible policies, building a deeper relationship beyond transactional encounters. This dedication enhances co-creation as engaged and committed consumers share thoughts, ideas, and preferences. Additionally, dedicated consumers frequently find higher enjoyment from experiences that match with their beliefs, emphasizing the beneficial influence of CSR on CS. Our results are discussion is in line with the previous research in the social sciences research (Rasheed, Weng, Umrani, & Moin, 2021; Q. Wang, Azam, Murtza, Shaikh, & Rasheed, 2023; Yousaf, Rasheed, Hameed, & Luqman, 2020; Zhang, Rasheed, & Luqman, 2020; Zhang, Wu, & Rasheed, 2020).

Conclusion

The evaluation of the inspiration of CSR on CL in the telecommunications sector in Pakistan reveals a complex interaction of interrelated elements. The study reveals that co-creation and CS show an important character in mediating the relationship between CSR activities and customer loyalty. These factors are crucial in understanding how CSR initiatives impact consumers and contribute to their increased loyalty. The concept of co-creation, fostered by CSR initiatives, is recognized as a collaborative force that influences both product development and the shared values of firms and their customers. Concurrently, the happiness of customers plays a crucial role, since favorable experiences with corporate social responsibility (CSR) make a substantial contribution to

the total level of satisfaction, hence strengthening the probability of long-term loyalty. Additionally, the inclusion of servant leadership and customer dedication introduces further intricacies to this relationship. The sympathetic and values-driven nature of servant leadership enhances the beneficial effects of corporate social responsibility (CSR), fostering an atmosphere that promotes collaboration and contentment. Likewise, the steadfast position of consumers, influenced by a collective commitment to ethical principles, amplifies the propensity of CSR to foster customer loyalty. Within the ever-changing and complex environment of the telecommunications sector in Pakistan, this extensive evaluation sheds light on the complicated dynamics that are in motion. It places particular emphasis on the strategic significance of CSR, co-creation, servant leadership, and customer commitment in fostering enduring customer loyalty.

Practical Implications

Take CSR seriously, not only as a charity. Recognize that CSR projects benefit society and foster co-creation, consumer pleasure, and loyalty. CSR initiatives should reflect target audience values and expectations to optimize consumer results. Promote servant leadership in the company. Leaders should emphasize team well-being, cooperation, and ethics. The results imply that servant leadership positively moderates CSR's effects on co-creation, customer satisfaction, and loyalty. These ideas may be taught at all management levels via training and leadership development. Use co-creation to innovate. Engage consumers in product or service development to learn their preferences. This boosts product quality and consumer loyalty by fostering ownership and connection. Consider tactics that regularly boost client satisfaction. Promote CSR activities to consumers by emphasizing their beneficial effects on society and the environment. This communication may boost consumer satisfaction and loyalty by promoting the company's social responsibility. Promote brand loyalty via initiatives. This might include loyalty programs, individualized communication, and ongoing brand-customer alignment. Customer commitment and CSR are linked, with dedicated consumers responding better to CSR programs. Continuously evaluate CSR, leadership, and customer engagement efforts. Regularly measure consumer happiness, commitment, and loyalty. Be flexible and receptive to feedback and market fluctuations to maintain co-creation, satisfaction, and loyalty. Pakistani telecommunication companies may establish a comprehensive framework that boosts CSR, co-creation, customer pleasure, and loyalty by pragmatically using these findings.

References

- Abbasi, S., Aghakhani, H., Azizi, S., Peikanpour, M., & Mehralian, G. (2023). Corporate social responsibility and customer loyalty during the Covid-19 pandemic: Evidence from pharmacy practice. *Social Responsibility Journal*, 19(2), 249-263.
- Abugre, J. B., & Nyuur, R. B. (2015). Organizations' commitment to and communication of CSR activities: Insights from Ghana. *Social Responsibility Journal*, 11(1), 161–178.
- Ahmad, N., Scholz, M., Ullah, Z., Arshad, M. Z., Sabir, R. I., & Khan, W. A. (2021). The nexus of CSR and co-creation: A roadmap towards consumer loyalty. *Sustainability*, 13(2), 523.
- Akbari, M., et al. (2019). "Corporate social responsibility, customer loyalty and brand positioning." *Social Responsibility Journal*. 16 (5), 671-689.
- Al Amin, M., Arefin, M.S., Sultana, N., Islam, M.R., Jahan, I. and Akhtar, A. (2021b), "Evaluating the customers' dining attitudes, e-satisfaction and continuance intention toward mobile food ordering apps (MFOAs): evidence from Bangladesh", *European Journal of*

- Management and Business Economics, 30 (2), 211-229.
- Alalwan, A.A. (2020), "Mobile food ordering apps: an empirical study of the factors affecting customer e-satisfaction and continued intention to reuse", *International Journal of Information Management*, 50, 28-44.
- Alonderiene, R., & Majauskaite, M. (2016). Leadership style and job satisfaction in higher education institutions. *International Journal of Educational Management*, 30(1), 140-164.
- Altuntaş, S. (2014). Factors affecting the job satisfaction levels and quit intentions of academic nurses. *Nurse Education Today*, 34(4), 513-519.
- Amine, A. (1998). Consumers' true brand loyalty: the central role of commitment. *Journal of strategic marketing*, 6(4), 305-319.
- Andrades, L., & Dimanche, F. (2018). Co-creation of experience value: a tourist behaviour approach. In *Creating experience value in tourism* (pp. 83-97). Wallingford UK: CAB International.
- Anser, M. K., Zaigham, G. H. K., Imran Rasheed, M., Pitafi, A. H., Iqbal, J., & Luqman, A. (2020). Social media usage and individuals' intentions toward adopting Bitcoin: The role of the theory of planned behavior and perceived risk. *International journal of communication systems*, 33(17), e4590.
- Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research* 78, 102742.
- Bansal, H. S., Irving, P. G., & Taylor, S. F. (2004). A three-component model of customer to service providers. *Journal of the Academy of marketing Science*, 32(3), 234-250.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.
- Behnam, M., Hollebeek, L.D., Clark, M.K., Farabi, R., 2021. Exploring customer engagement in the product vs. service context. *J. Retailing Consum. Serv.* 60, 102456.
- Bello, K. B., Jusoh, A., & Md Nor, K. (2021). Relationships and impacts of perceived CSR, service quality, customer satisfaction and consumer rights awareness. *Social responsibility journal*, 17(8), 1116-1130.
- Belwal, R. and Amireh, M. (2018), "Service quality and attitudinal loyalty: consumers' perception of two major telecommunication companies in Oman", *Arab Economic and Business Journal, Korea Institute of Oriental Medicine*, 13 (2), 197-208.
- Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of marketing*, 67(2), 76-88.
- Bhattacharya, C. B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California management review*, 47(1), 9-24.
- Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening stakeholder-company relationships through mutually beneficial corporate social responsibility initiatives. *Journal of Business ethics*, 85, 257-272.
- Boone, L. W., & Makhani, S. (2012). Five necessary attitudes of a servant leader. *Review of business*, 33(1), 83-96.
- Cambra-Fierro, J., Pérez, L., & Grott, E. (2017). Towards a co-creation framework in the retail banking services industry: do demographics influence? *Journal of Retailing and Consumer Services*, 34, 219-228.
- Chen, J. S., Kerr, D., Chou, C. Y., & Ang, C. (2017). Business co-creation for service

innovation in the hospitality and tourism industry. *International Journal of Contemporary Hospitality Management*, 29, 1522–1540.

Cheung, M. F. Y., & To, W. M. (2012). How does customer motivational orientation affect satisfaction? *Journal of Financial Services Marketing*, 17, 135-147.

Cheung, M. F. Y., & To, W. M. (2021). The effects of customer involvement on perceived service performance and word-of-mouth: the mediating role of service co-creation. *Asia Pacific Journal of Marketing and Logistics*, 33(4), 1014-1032.

Clemes, M., A. Cohen, D., & Wang, Y. (2013). Understanding Chinese university students' experiences: An empirical analysis. *Asia Pacific Journal of Marketing and Logistics*, 25(3), 391-427.

Conclusion

Cuesta-Valiño, P., Rodríguez, P. G., & Núñez-Barriopedro, E. (2019). The impact of corporate social responsibility on customer loyalty in hypermarkets: A new socially responsible strategy. *Corporate Social Responsibility and Environmental Management*, 26(4), 761-769.

Dagger, T. S., David, M. E., & Ng, S. (2011). Do relationship benefits and maintenance drive commitment and loyalty?. *Journal of services marketing*. 2011, 25, 273–281. [CrossRef]

Davis-Sramek, B., Droge, C., Mentzer, J. T., & Myers, M. B. (2009). Creating commitment and loyalty behavior among retailers: what are the roles of service quality and satisfaction? *Journal of the Academy of Marketing Science*, 37, 440-454.

Dong, B., Evans, K. R., & Zou, S. (2008). The effects of customer participation in co-created service recovery. *Journal of the academy of marketing science*, 36(1), 123-137.

Drury, S. (2004). Employee perceptions of servant leadership: Comparisons by level and with job satisfaction and organizational commitment. Regent University.

Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61–94.

Eisingerich, A. B., Rubera, G., Seifert, M., & Bhardwaj, G. (2011). Doing good and doing better despite negative information? The role of corporate social responsibility in consumer resistance to negative information. *Journal of Service Research*, 14(1), 60-75.

Eldin, H. N., & Alhassan, A. (2023). The Effect of Corporate Social Responsibility on Customer Trust, Customer Satisfaction and Customer Loyalty: Uber Service in Egypt. *Arab Journal of Administration*, 43(4), 227-246.

Ganiyu, R. A. (2017). Customer satisfaction and loyalty: A study of interrelationships and effects in Nigerian domestic airline industry. *Oradea journal of business and economics*, 2(1), 7- 20.

Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of marketing*, 63(2), 70-87

Ge, J., Xu, H., & Pellegrini, M. M. (2019). The effect of value co-creation on social enterprise growth: Moderating mechanism of environment dynamics. *Sustainability*, 11(1), 250.

Gohary, A., & Hamzulu, B. (2016). Modeling customer knowledge management to make value co-creation. *Business Information Review*, 33(1), 19–27.

Grott, E. M., Cambra-Fierro, J., Perez, L., & Yani-de-Soriano, M. (2019). How cross-culture affects the outcomes of co-creation. *European Business Review*., 31, 544–566

Gulzar, M. A., Ahmad, M., Hassan, M., & Rasheed, M. I. (2021). How social media use is related to student engagement and creativity: investigating through the lens of intrinsic motivation. *Behaviour & Information Technology*, 1-11.

- Gulzar, M. A., Ahmad, M., Hassan, M., & Rasheed, M. I. (2022). How social media use is related to student engagement and creativity: investigating through the lens of intrinsic motivation. *Behaviour & Information Technology*, 41(11), 2283-2293.
- Hadi, N.U., Aslam, N. and Gulzar, A. (2019), "Sustainable service quality and customer loyalty: the role of customer satisfaction and switching costs in the Pakistan cellphone industry", *Sustainability*, 11 (8), 2408.
- Hafez, M., & Akther, N. (2017). Determinants of customer loyalty in mobile telecommunication industry in Bangladesh. *Global Journal of Management and Business Research*, 17(A1), 141-148.
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Hair, J.F., Black, W.C., Babin, B. J., Anderson, R. E. and Tatham, R. L. (2006), *Multivariate Data Analysis*. Sixth Edition, Upper Saddle River, NJ: Pearson Prentice Hall
- Han, H., Kiatkawsin, K., & Kim, W. (2019). Traveler loyalty and its antecedents in the hotel industry: Impact of continuance commitment. *International Journal of Contemporary Hospitality Management*, 31(1), 474-495.
- Hashim, K. F., and F. B. Tan. (2015). "The Mediating Role of Trust and Commitment on Members' Continuous Knowledge Sharing Intention: A Commitment-Trust Theory Perspective." *International Journal of Information Management* 35 (2): 145–151.
- He, H., & Li, Y. (2011). Corporate social responsibility and service brand: The mediating effect of brand identification and moderating effect of service quality. *Journal of Business Ethics*, 100(4), 673-688.
- He, Y., Li, W., & Keung Lai, K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23(5), 592-607.
- Hind, P., Wilson, A., & Lenssen, G. (2009). Developing leaders for sustainable business. *Corporate Governance: The International Journal of Business in Society*, 9(1), 7- 20.
- Hiram T., Kim-Lim T., Xin-Jean L. and Jun-Hwa C., Qian-Hui T., Hui-Bun T. (2020). What determines customers' loyalty towards telecommunication service? Mediating roles of satisfaction and trust. *International Journal of Services, Economics and Management*, 11(3), 234-255.
- Ho, H., & Ganesan, S. (2013). Does knowledge base compatibility help or hurt knowledge sharing between suppliers in cooperation? The role of customer participation. *Journal of Marketing*, 77(6), 91-107.
- Hong, S., Rasheed, M. I., Sigala, M., & Ahmad, M. (2024). Is there a bright side of COVID-19? The influence of conscientiousness and extended TPB on the tourists' eco-friendly behaviour. *Current issues in Tourism*, 27(5), 696-700.
- Hosseini, M. H., & Hosseini, V. S. (2013). The impact of co-production on customer loyalty in banking services: A case of Saman Bank. 6, 105–129.
- Hosseini, S. S., & Shahmoradi, B. (2016). Study the impact of Customers' Loyalty and Satisfaction on Bank's Financial Performance (A case study of Resalat Bank). *British Journal of Economics, Management and Trade*, 12(4), 1–11.
- Hunt, D. M., Geiger-Oneto, S., & Varca, P. E. (2012). Satisfaction in the context of customer

- co-production: A behavioral involvement perspective. *Journal of Consumer Behaviour*, 11(5), 347–356.
- 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.
- Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020). Co-creation: A key link between corporate social responsibility, customer trust, and customer loyalty. *Journal of Business Ethics*, 163(1), 151-166.
- Izogo, E. E. (2017). Customer loyalty in telecom service sector: The role of service quality and customer commitment. *The TQM Journal*, 29(1), 19-36.
- Jacob, R., & Subramoniam, S. (2021). Identifying the critical success factors of telecom switching barriers using the AHP. *Global Business Review*, 22(3), 767-779.
- Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions. *Journal of Personal Selling & Sales Management*, 35(2), 108–124.
- Kanwal, S., Rasheed, M. I., Pitafi, A. H., Pitafi, A., & Ren, M. (2020). Road and transport infrastructure development and community support for tourism: The role of perceived benefits, and community satisfaction. *Tourism Management*, 77, 104014.
- Kamath, P., Pai, Y., & Prabhu, N. (2019). Building customer loyalty in retail banking: A serial-mediation approach. *International Journal of Bank Marketing*, 38(2), 456–484.
- Kartsonakis, S., & Grigoroudis, E. (2023). Corporate Social Responsibility, Customer Satisfaction, and Customer Loyalty in Banking Institutions: A Literature Review. *Sustainable Finance and ESG: Risk, Management, Regulations, and Implications for Financial Institutions*, 47-70.
- Kaufmann, H. R., Loureiro, S. M. C., & Manarioti, A. (2016). Exploring behavioural branding, brand love and brand co-creation. *Journal of Product & Brand Management*, 25, 516–526
- Khalid, J., Weng, Q. D., Luqman, A., Rasheed, M. I., & Hina, M. (2021a). After-hours work-related technology use and individuals' deviance: the role of interruption overload, psychological transition and task closure. *Kybernetes*.
- Khalid, J., Weng, Q. D., Luqman, A., Rasheed, M. I., & Hina, M. (2021b). After-hours work-related technology use and individuals' deviance: the role of other-initiated versus self-initiated interruptions. *Information Technology & People*.
- Khan, Z., Ferguson, D., & Pérez, A. (2015). Customer responses to CSR in the Pakistani banking industry. *International Journal of Bank Marketing*, 33(4), 471-493.
- Khizindar, T.M., Al-Azzam, A. F., & Khanfar, I. A. (2015). An empirical study of factors affecting customer loyalty of telecommunication industry in the kingdom of Saudi Arabia. *British Journal of Marketing Studies*, 3(5), 98-115.
- Kim, E., Tang, L., Rebecca, & Bosselman, R. (2019a). Customer perceptions of innovativeness: an accelerator for value co-creation. *Journal of Hospitality and Tourism Research*, 43(6), 807–838
- Latif, K. F., Pérez, A., & Sahibzada, U. F. (2020). Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study. *International Journal of Hospitality Management*, 89, 102565.
- Lee, J., Lee, J., & Feick, L. (2001). The impact of switching costs on the customer satisfaction-loyalty link: mobile phone service in France. *Journal of Services Marketing*, 15 (1), 35-48.

- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
- Luqman, A., Masood, A., Weng, Q., Ali, A., & Rasheed, M. I. (2020). Linking excessive SNS use, technological friction, strain, and discontinuance: the moderating role of guilt. *Information Systems Management*, 37(2), 94-112.
- Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of marketing*, 70(4), 1-18.
- Luu, T. T. (2019). CSR and customer value co-creation behavior: The moderation mechanisms of servant leadership and relationship marketing orientation. *Journal of Business Ethics*, 155(2), 379-398.
- Masood, A., Feng, Y., Rasheed, M. I., Ali, A., & Gong, M. (2021). Smartphone-based social networking sites and intention to quit: self-regulatory perspective. *Behaviour & Information Technology*, 40(11), 1055-1071.
- Moin, M. F., Omar, M. K., Ali, A., Rasheed, M. I., & Abdelmotaleb, M. (2024). A moderated mediation model of knowledge hiding. *The Service Industries Journal*, 44(5-6), 378-390.
- Mainard Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, 18(3), 5-14.
- Mainardes, E. W., Teixeira, A., & da Silveira Romano, P. C. (2017). Determinants of co-creation in banking services. *International journal of bank marketing*, 35, 187-204.
- Markovic, S., & Bagherzadeh, M. (2018). How does breadth of external stakeholder co-creation influence innovation performance? Analyzing the mediating roles of knowledge sharing and product innovation. *Journal of Business Research*, 88, 173-186.
- Martínez-Cañas, R., Ruiz-Palomino, P., Linuesa-Langreo, J., & Blázquez-Resino, J. J. (2016). Consumer participation in co-creation: an enlightening model of causes and effects based on ethical values and transcendent motives. *Frontiers in psychology*, 7, 793.
- McCull-Kennedy, J. R., Vargo, S. L., Dagger, T. S., Sweeney, J. C., & van Kasteren, Y. (2012). Health care customer value cocreation practice styles. *Journal of Service Research*, 15(4), 370-389.
- Meepprom, S., Jaratmetakul, P., & Boonkum, W. (2023). Examining the effect of consumer experience on co-creation and loyalty for healthy meat consumption. *Frontiers in Sustainable Food Systems*, 7, 1123984.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Moliner, M. A., Sánchez, J., Rodríguez, R. M., & Callarisa, L. (2007). Perceived relationship quality and post-purchase perceived value: An integrative framework. *European Journal of Marketing*, 41(11/12), 1392-1422.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of marketing*, 58(3), 20-38.
- Mubushar, M., Rasool, S., Haider, M. I., & Cerchione, R. (2021). The impact of corporate social responsibility activities on stakeholders' value co-creation behaviour. *Corporate Social Responsibility and Environmental Management*, 28(6), 1906-1920.
- Murtza, M. H., & Rasheed, M. I. (2023). The dark side of competitive psychological climate: exploring the role of workplace envy. *Journal of Hospitality and Tourism Insights*, 6(3), 1400-1418.

- Mulyono, H. & Situmorang, S.H. (2018). E-CRM and loyalty: a mediation effect of customer experience and satisfaction in online transportation of Indonesia. *Academic Journal of Economic Studies*, 4(3), 96-105
- Navarro, S., Llinares, C., & Garzon, D. (2016). Exploring the relationship between co-creation and satisfaction using QCA. *Journal of Business Research*, 69(4), 1336–1339.
- Naeem, R. M., Weng, Q., Hameed, Z., & Rasheed, M. I. (2020). Ethical leadership and work engagement: A moderated mediation model. *Ethics & Behavior*, 30(1), 63-82.
- Olazo, D. B. (2023). Measuring the impact of CSR practices on customer satisfaction during pandemic: a quantitative study in the Philippines. *Social Responsibility Journal*.
- Osakwe, C. N., & Yusuf, T. O. (2021). CSR: A roadmap towards customer loyalty. *Total Quality Management & Business Excellence*, 32(13-14), 1424-1440.
- Parris, D. L., & Peachey, J. W. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of Business Ethics*, 113(3), 377–393.
- Payne, A. F., K. Storbacka, and P. Frow. 2007. “Managing the co-Creation of Value.” *Journal of the Academy of Marketing Science* 36 (1): 83–96.
- Perez, A., & Rodri’guez del Bosque, I. (2015). Corporate social responsibility and customer loyalty: Exploring the role of identification, satisfaction and type of company. *Journal of Services Marketing*, 29(1), 15–25.
- Pérez, A., Martínez, P., & Rodríguez del Bosque, I. (2013). The development of a stakeholder-based scale for measuring corporate social responsibility in the banking industry. *Service Business*, 7, 459-481.
- Peterson, J., McGillis Hall, L., O'Brien-Pallas, L., & Cockerill, R. (2011). Job satisfaction and intentions to leave of new nurses. *Journal of Research in Nursing*, 16(6), 536-548.
- Peng, M. Y. P., Liang, Z., Fatima, I., Wang, Q., & Rasheed, M. I. (2023). The nexus between empowering leadership, job engagement and employee creativity: role of creative self-efficacy in the hospitality industry. *Kybernetes*.
- Pitafi, A. H., Rasheed, M. I., Islam, N., & Dhir, A. (2023). Investigating visibility affordance, knowledge transfer and employee agility performance. A study of enterprise social media. *Technovation*, 128, 102874.
- Pitafi, A. H., Rasheed, M. I., Kanwal, S., & Ren, M. (2020). Employee agility and enterprise social media: The Role of IT proficiency and work expertise. *Technology in Society*, 63, 101333.
- Phan Thanh, H., & Hoang Anh, T. (2023). The mediating impact of airlines’ image in relation of corporate social responsibility and customers’ loyalty: An empirical in Vietnam. *Cogent Business & Management*, 10(1), 2188641.
- Phillips, S., Thai, V. V., & Halim, Z. (2019). Airline value chain capabilities and CSR performance: The connection between CSR leadership and CSR culture with CSR performance, customer satisfaction and financial performance. *The Asian Journal of Shipping and Logistics*, 35(1), 30-40.
- Polonsky, M. J., Maignan, I., Ferrell, O., & Ferrell, L. (2005). A stakeholder model for implementing social responsibility in marketing. *European Journal of Marketing*, 39(9/10), 956-977.
- Pool, A. K., Pool, M. K., & Manjiri, H. (2018). Effect of brand community commitment on loyalty and brand outcomes in Iranian Samsung mobile users. *The Journal of Behavioral Science*, 13(1), 56-67.
- Poulose, J., Sharma, V. and Joseph, S. (2018), “Determinants of consumer retention strategies

- for telecom service industry in Central India”, *Problems and Perspectives in Management*, Vol. 16 No. 2, pp. 306-320.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, 18(3), 5-14.
- Randall, W. S., M. J. Gravier, and V. R. Prybutok. 2011. “Connection, Trust, and Commitment: Dimensions of Co-creation?” *Journal of Strategic Marketing* 19 (1): 3–24.
- Rana, J., Gaur, L., Singh, G., Awan, U., & Rasheed, M. I. (2022). Reinforcing customer journey through artificial intelligence: a review and research agenda. *International Journal of Emerging Markets*, 17(7), 1738-1758.
- Rasheed, M. I., Hameed, Z., Kaur, P., & Dhir, A. (2023). Too sleepy to be innovative? Ethical leadership and employee service innovation behavior: A dual-path model moderated by sleep quality. *Human Relations*, 00187267231163040.
- Rasheed, M. I., Hameed, Z., Kaur, P., & Dhir, A. (2024). Too sleepy to be innovative? Ethical leadership and employee service innovation behavior: A dual-path model moderated by sleep quality. *Human Relations*, 77(6), 739-767. doi:10.1177/00187267231163040
- Rasheed, M. I., Malik, M. J., Pitafi, A. H., Iqbal, J., Anser, M. K., & Abbas, M. (2020). Usage of social media, student engagement, and creativity: The role of knowledge sharing behavior and cyberbullying. *Computers & Education*, 159, 104002.
- Rasheed, M. I., Saleem, S., Altaf, M., Leong, A. M. W., & Okumus, F. (2024). Workplace hazing and employee turnover intention in the hospitality industry: a person-environment fit perspective. *The Service Industries Journal*, 1-30.
- Rasheed, M. I., Weng, Q., Umrani, W. A., & Moin, M. F. (2021). Abusive supervision and career adaptability: The role of self-efficacy and coworker support. *Human Performance*, 34(4), 239-256.
- Rao, S. (2010). *Happiness at work*. McGraw-Hill Professional Publishing.
- Rasmiati, D., & Yasa, N. N. K. (2019). The Effect Of Retail Service And Store Image On Customer Satisfaction And Loyalty In Nirmala Supermarket Jimbaran-Bali. *European Journal of Business, Economics and Accountancy*, 7(3), 38-52.
- Raza, A., Saeed, A., Iqbal, M. K., Ahmed, F., & Faraz, N. A. (2018). Customer expectations of corporate social responsibility initiatives and customer loyalty: a mediating role of service quality. *Journal of Business and Management*, 20, 1-8.
- Raza, A., Saeed, A., Iqbal, M. K., Saeed, U., Sadiq, I., & Faraz, N. A. (2020). Linking corporate social responsibility to customer loyalty through co-creation and customer company identification: Exploring sequential mediation mechanism. *Sustainability*, 12(6), 2525.
- Rodríguez-Carvajal, R., de Rivas, S., Herrero, M., Moreno-Jiménez, B., & Van Dierendonck, D. (2014). Leading people positively: Cross-cultural validation of the Servant Leadership Survey (SLS). *The Spanish journal of psychology*, 17, E63.
- Samarakoon, S. M. A. K., Dahanayake, P., & Karunarathne, A. (2021). Service Quality and Customer Loyalty in the Telecommunication Industry in Sri Lanka: The Mediating Role of Perceived Value. *Journal of Business and Technology*, 05(1), 75-89.
- Saroha, R., & Diwan, S. P. (2020). Development of an empirical framework of customer loyalty in the mobile telecommunications sector. *Journal of Strategic Marketing*, 28(8), 659-680.
- Schwepker, C. H., Jr. (2016). Servant leadership, distributive justice and commitment to customer value in the sales force. *Journal of Business & Industrial Marketing*, 31(1), 70–

82.

- Scott, D. O., Hezekiah, O., & Folake, B. (2023). The impact of paid promotions on customer satisfaction with the mediating role of co-creation of customer value and moderating role of customer loyalty. *Dinkum Journal of Economics and Managerial Innovations*, 2(06), 340-351.
- Sen, S., Bhattacharya, C. B., & Korschun, D. (2006). The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment. *Journal of the Academy of Marketing Science*, 34(2), 158-166.
- Shaikh, E., Watto, W. A., Brahmi, M., Tunio, M. N., & Lighari, S. N. (2023). Customer satisfaction and Customer loyalty: An empirical case study on the impact of benefits generated through Smartphone applications. *International Journal of Public Sector Performance Management*, 12(1-2), 119-139.
- Sun, H., Rabbani, M. R., Ahmad, N., Sial, M. S., Cheng, G., Zia-Ud-Din, M., & Fu, Q. (2020). CSR, co-creation and green consumer loyalty: Are green banking initiatives important? A moderated mediation approach from an emerging economy. *Sustainability*, 12(24), 10688.
- Tahir, H. S. (2020). Antecedents of customer satisfaction in e-service transactions. *International Journal of Innovation, Creativity and Change*, 11(2), 363–379.
- Thompson, R. S. (2002). *The Perception of Servant Leadership Characteristics and Job Satisfaction in a Church-Related College*. Terre Haute: Indiana State University.
- Tuan, L. T., Rajendran, D., Rowley, C., & Khai, D. C. (2019). Customer value co-creation in the business-to-business tourism context: The roles of corporate social responsibility and customer empowering behaviors. *Journal of Hospitality and Tourism Management*, 39, 137-149.
- Tung, W., Liang, A. R. D., & Chen, S. C. (2014). The influence of service orientation and interaction orientation on consumer identification. *The Service Industries Journal*, 34(5), 439–454.
- Uhlig, M. R. H., Mainardes, E. W., & Nossa, V. (2020). Corporate social responsibility and consumer's relationship intention. *Corporate Social Responsibility and Environmental Management*, 27(1), 313-324.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261.
- Vargo, S. L., and R. F. Lusch. 2004. "Evolving to a New Dominant Logic for Marketing." *Journal of Marketing* 68 (1): 1–17.
- Venkatakrishnan, J., Alagiriswamy, R., & Parayitam, S. (2023). Web design and trust as moderators in the relationship between e-service quality, customer satisfaction and customer loyalty. *The TQM Journal*, (ahead-of-print).
- Vitell, S. J. (2015). A case for consumer social responsibility (CnSR): Including a selected review of consumer ethics/social responsibility research. *Journal of business ethics*, 130, 767-774.
- Werts, C. E., Rock, D. R., Linn, R. L., & Jöreskog, K. G. A general method of estimating the reliability of a composite. *Educational and Psychological Measurement*, 38(4), 933-938
- Wang, C., Ilyas, B., Ni, G., & Rasheed, M. I. (2023). Leveraging employee engagement and creativity through ethical leadership: the role of employee ambidexterity in the hospitality industry. *Kybernetes*.

- Wang, Q., Azam, S., Murtza, M. H., Shaikh, J. M., & Rasheed, M. I. (2023). Social media addiction and employee sleep: implications for performance and wellbeing in the hospitality industry. *Kybernetes*.
- Yousaf, S., Rasheed, M. I., Hameed, Z., & Luqman, A. (2020). Occupational stress and its outcomes: the role of work-social support in the hospitality industry. *Personnel Review*, 49(3), 755-773.
- Yousaf, S., Rasheed, M. I., Kaur, P., Islam, N., & Dhir, A. (2022). The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting. *Journal of Business Research*, 143, 81-93.
- Yang, A. J. F., Huang, Y. C., & Chen, Y. J. (2019). The importance of customer participation for high-contact services: Evidence from a real estate agency. *Total Quality Management and Business Excellence*, 30(7–8), 831–847
- Yasa, C., & Kerti, N. (2018). The Influence of corporate image and E-Service Quality on Esatisfaction and E-loyalty of shopee application users in Denpasar. *J. Mark. Consum. Res*, 42.
- Ye, X. M., Batool, H., & Huang, S. Z. (2023). The Effect of Physical Cues on Customer Loyalty: Based on the Mediating Effect of Customer Engagement and Value Co-creation. *Emerging Science Journal*, 7(4), 1332-1348.
- Zhao, Y. and Bacao, F. (2020), “What factors determining customer continuingly using food delivery apps during 2019 novel coronavirus pandemic period?”, *International Journal of Hospitality Management*, Vol. 91, p. 102683.
- Zhang, Y., Rasheed, M. I., & Luqman, A. (2020). Work–family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140-1156.
- Zhang, Y., Wu, S., & Rasheed, M. I. (2020). Conscientiousness and smartphone recycling intention: The moderating effect of risk perception. *Waste Management*, 101, 116-125.