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Investing In CSR Pays You Back in Many Ways! The Case of Perceptual, Attitudinal and Behavioral Outcomes of Customers

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Received: 3 January 2020; Accepted: 29 January 2020; Published: 6 February 2020



Abstract: Researchers and scholars have widely attributed corporate social responsibility (CSR) to enormous outcomes. However, the customer-specific outcomes are either less investigated or lack clarity. By focusing on perceptual, attitudinal and behavioral outcomes of CSR, this study entails that CSR influences customers' citizenship behavior (behavioral outcome) both directly and indirectly (through service quality and affective commitment—perceptual and attitudinal outcomes). Survey data collected from 669 fast-food restaurant customers were analyzed through the structural equation modeling technique. The results revealed a positive and significant relationship between restaurants' CSR efforts and customers' behavioral responses in terms of citizenship behavior. Findings also highlight that CSR does not only have a direct relation but the sequential mediation mechanism also exists. The study extends the existing literature by focusing on the ignored causal link of CSR and customer citizenship behavior (CCB) by considering the service quality and affective commitment as an explanatory mechanism, and provides certain practical implications which could also be useful for managers of the restaurant industry to devise their socially responsible practices.

Keywords: affective commitment; corporate social responsibility; customer citizenship behavior; developing country; fast-food restaurants; service quality

1. Introduction

In recent years, the global fast-food industry has seen enormous growth [1]. The trend is equally observed in developing countries [2], and Pakistan is not an exception to that. The fast-food industry is one of the most rapidly growing sectors (2nd largest industry in Pakistan), employing 16% of the manufacturing labor force and feeding 180 million consumers. This has made fast food an attractive industry and more than 1000 large scale food processing firms are currently operating in Pakistan [3]. The increased competition has made it challenging to attract and retain customers [4].

While looking at the ways of attracting new customers, the existing customers have been valued, the most, in marketing literature, as they help new customers in making a product or firm choice [5]. Though it is not the duty of customers to generate new customers, it is considered as extra-role or voluntary behavior, often termed as customer citizenship behavior [6]. Customer citizenship behaviour (henceforth, CCB) is defined as an extra-role behavior (e.g., giving suggestions to improve products/services, helping other customers) which is discretionarily offered to an organization by its customer and is not required for the production of goods and services but overall benefits an organization [7].

There has been augmented emphasis on CCB, in marketing literature, where a customer is considered as a partial employee offering knowledge and suggestions to improve products or services [8]. By managing customers like employees, one can increase service quality perceptions [9], operational efficiency [10], productivity [11] and competitive position [12]. While looking at the antecedents of CCB, past studies have reported various determinants primarily focusing on customer-specific factors, e.g., personality [13], attitude and behavior [14–17] and other customers [18]. Others have focused on organizational-level variables, primarily focusing on the role of employees in predicting CCB [6,19], organizational support [15,20] and reassurance [6]. However, there is a dearth of literature that has focused on both organizational and customer level variables in tandem. Based on the literature gap, we assume the role of CSR (corporate social responsibility) (organizational-level variable) in predicting CCB, which has largely been ignored in past studies. Moreover, the mechanism linking CSR and CCB has also been an area with the least attention in the literature [14,17,21]. Moreover, there is a dearth of literature that has focused on CCB in the food industry (especially the fast-food segment). Against this backdrop, this study entails the investigation of factors that may influence CCB in restaurants.

We draw our antecedents' model of CCB on the bases of Affect Infusion Model of Forgas (1995), attachment theory [22] and attribution theory [23]. These theories help in linking various CCB and its various determinants together. For instance, affect infusion model advocates that one's positive/negative emotions influence cognitive judgments related to gains and risks to a specific condition. CCB, being the discretionary behavior, requires high emotions towards a brand, where positive emotions can enforce one's response for improvement of brand services and overall image [16,17,19]. Attachment theory also signifies that consumer bond with a product/service or firm and determines her willingness to express in-role and extra-roles (e.g., CCB). Likewise, attribution theory suggests that individuals develop perceptions based on attributions that could be assigned to internal or external factors. Here, CSR being the external factor, may influence the perceptions, and as it is a positive attribute, it will influence it positively.

Based on the aforementioned theoretical modeling, we assumed that fast-food restaurants' (hereafter, restaurants) CSR will create a positive image. Here, we presume that CSR, being a positive action of the will, creates positive emotions (affect infusion model) and ultimately results in increased CCB towards restaurants. Such investments will attach customers with the brand (attachment theory) and they will be willing to put in effort in terms of discretionary and extra-role behavior. While looking at the empirical studies focusing on the link between CSR and CCB, the literature has largely ignored the said relation, thus, this study adds value to the existing body of knowledge.

This study also entails investigation of the mechanism between CSR and CCB through sequential mediation of service quality and affective commitment. A profound look at literature again highlights that the said explanatory mechanism has not been investigated in the past. However, the said relation can again be assumed on the bases of attachment theory, affect infusion model and attribution theory. For instance, when customers perceive that restaurant offers high CSR they believe that the brand is as per their desires and they have positive perceptions about the service quality (attachment theory). CSR may also influence the emotions of customers positively [24], thus creating a state of gain (offering high affective commitment) and positive perceptions (about service quality offered). Similarly, it may be accurate to assume that CSR, service quality perception and affective commitment, in turn, will affect

CCB. The study by van Tonder [16] directed that future studies should focus on the customers' attitudes as a determinant of CCB.

The value of the current study could also be highlighted based on the numerous calls made by recent studies. For instance, Engizek and Yasin [25] highlighted that there is a need to investigate the attitudinal and behavioral customer outcomes of CSR and should be investigated in service sectors. Xie et al. [17], while highlighting the antecedents of CCB, commented that there may exist some explanatory mechanisms that could bring a true picture and clarity. Cheng et al. [14] and Choi and Lotz [15] have also highlighted the need for studies that may explain the mechanism between contextual factors and CCB. Zoghbi-Manrique-de-Lara, Suárez-Acosta and Guerra-Báez [19] also focused on such a mechanism and investigated the effects of management's treatment of customers' influence and customers' perceptions of service quality which, in turn, influences CCB. It is thus to believe that management actions may positively influence CCB. Islam et al. [4] have also highlighted the value of studies that focus on the factors that increase the Word of Mouth (WOM) of customers, which is one of the considerations of CCB. Based on this premise, we assumed that corporate social responsibility (CSR) investments done by management may positively influence CCB. CSR investment is one of such contextual and external variables that may influence the CCB. Anaza [13] had also highlighted the role of dispositional (both personal and organizational) factors in predicting customers' responses (CCB). Here, both CSR and service quality are important organizational dispositional factors that may influence CCB, while affective commitment is an attitudinal variable. Tung et al. [21] highlighted the need for future studies focusing on the effects of repeated interactions on CCB, as such interactions have lasting effects on customers. Based on this premise, we assume that service quality would be an interactive and explanatory factor of CCB. Islam, Hollebeek, Rahman, Khan and Rasool [26] also highlighted that attitudinal and behavioral variables should be considered as outcomes of service quality, along with its antecedents, in the mechanism.

This study, thus, offers many fold contributions. The foremost is investigating the link between CSR and CCB, which has not gained due attention in the past and especially in the food industry. It also adds value in the existing literature by offering a novel explanatory mechanism between CSR and CCB through service quality perceptions and affective commitment. Additionally, it provides empirical evidence from a developing country, as it is often found that there is limited literature available covering empirical results from these countries [4]. Yet another valuable contribution of the study is based on the fact that this study investigates both organizational and individual (perceptual, attitudinal and behavioral) level variables as determinants of CCB.

2. Theorization of the Study

We draw our CSR explanatory role in predicting CCB, based on affect infusion model [27], attachment theory [22] and attribution theory [23]. These theories help in linking various CCB and its determinants together. For instance, affect infusion model advocates that one's positive/negative emotions influence cognitive judgments related to gains and risks to a specific condition. CCB, being the discretionary behavior, requires high emotions towards a brand [16,17], where positive emotions can enforce one's response for improvement of brand services and overall image. As CSR is an investment that is aimed at stakeholders, it is believed that it influences customers' emotions positively [24,28], thus influencing customers' responses in terms of CCB.

We also assumed the said association with attachment theory [22], which highlights that one (here, consumer) may develop a bond with a product/service/firm that determines her willingness to express in-role and extra-role behaviors (e.g., CCB). Past studies have also found that CSR significantly influences customers' responses. For instance, Rodrigues and Costa [29] found that a firm's investment in CSR significantly influences customer responses towards the brand and that they show love with such firm and brand. Zhu, Sun, and Chang [20] also highlighted that organizational support (both emotional and informational) influences customers' CCB. While considering CSR (as the perceived

care for others) as influencing customers' emotions, it also generates a bond and, in turn, may create high CCB [24].

Yet another theoretical premise is based on the Attribution Theory of Heider [23] which, on the other hand, proposes that humans assign and attribute causes to their attitude and behaviors. The causes could be internal or external. The internal causes cover personal attributes such as likeability, skill or motivation, while the external causes may cover any external force. We propose that CSR, being the external cause, may influence customers' behavior towards the services and service provider. Past studies also highlight that CSR is perceived to be a favorable external attribute that influences customers' positively [30,31].

3. Hypothesis Development

Customer citizenship behavior has been an area of augmented interest in service literature [18]. CCB is believed to be a discretionary customer behavior covering actions like helping other customers, providing feedback and suggestions for improvement [32]. Such behaviors are constructive, positive, voluntary and helpful towards the firm, and have three dimensions, namely: providing feedback, making recommendations and helping other customers [33]. CCB has been investigated as the source of customers' satisfaction [33] and revisits intentions [34], but its antecedents are under-investigated [14, 21].

While looking at the antecedents of CCB, past studies have reported various determinants primarily focusing on customer-specific factors, e.g., personality [13], attitude and behavior [14–17] and other customers [18]. Others have focused on organizational-level variables, primarily focusing on the role of employees in predicting CCB, e.g., [19,21], organizational support [15,20] and reassurance [21]. However, there is a dearth of literature that has focused on both organizational and customer level variables in tandem. Based on the literature gap, we assume the role of CSR (organizational-level variable) in predicting CCB, which has largely been ignored in past studies.

We assume that CSR positively predicts CCB, through the sequential mechanism of service quality and affective commitment. While looking at the literature explaining the role of the assumed mechanism in predicting CCB, very few studies highlight these associations. For instance, Roy, Shekhar, Lassar and Chen [35] found that service quality influences customers' engagement towards the product, brand and firm, and that they influence other customers to use the products/services, while such behavior is an important dimension of customer citizenship behavior. CSR investment is also found to influence customers' perceptions, attitudes, and behavior towards the firm. For instance, it is observed to influence the overall image of the firm which increases customers' responsiveness towards the firm [14].

The said association can be explained with the Affect Infusion Model of Forgas [27], which proposes that one's emotions influence cognitive judgments related to specific judgments. Here, CSR is assumed to influence the emotions of customers positively. For instance, Lee et al. [30] commented that CSR, being the external attribute, influences the customers' emotions positively. Plewa et al. [31] also commented that organizational-level positive interventions influence customers' perceptions positively which ultimately may influence their attitudinal and behavioral responses; whereas CCB, being the discretionary behavior, requires high emotions towards a brand [16,17].

Similarly, we assumed the said association with attachment theory, which highlights that one (here, consumer) may develop a bond with a product/service/firm which determines her willingness to express in-role and extra-role behavior (e.g., CCB). Past studies have also found that CSR significantly influences customers' responses. For instance, Rodrigues and Costa [29] found that the firm's investment in CSR significantly influences their responses towards the brand and that they show love with such firm and brand. Zhu et al. [20] also highlighted that organizational support (both emotional and informational) influences customers' CCB. On the other hand, the attribution theory also suggests that individuals attribute attitudes and behaviors to either internal or external forces. As CSR is an external positive attribute, it is expected to influence customers positively [36]. Based on the provided literary

support and theoretical premise, the following hypotheses are assumed for the behavioral response of customers of restaurants:

Hypothesis 1 (H1). *CSR perceptions of customers positively influences their CCB.*

As discussed earlier, CSR being the external attribute, may influence the emotions, attitude, and behavior of customers. We sought that CSR may also influence the perception of service quality as well as the affective commitment of customers, which is an assumed explanatory mechanism. Most of the studies have not linked CSR and service quality, but rather investigated them as independent variables separately in the same model [37], and looked at how CSR predicting service quality perceptions has largely been unattended. Out of few studies, Poolthong and Mandhachitra [38] found that customers' expectations of CSR positively influences customers' perceptions of service quality of banks, while there is no such study noticed that has considered the food industry as the sample. Therefore, we also assumed that the CSR perceptions of customers will positively influence their service quality perceptions, as they will perceive that a firm which performs well in serving the community is good at their services, thus the perceptions of service quality will be influenced positively. Based upon the aforementioned discussion, the following hypothesis is assumed:

Hypothesis 2 (H2). *CSR is positively related with the service quality perceptions of customers.*

Similarly, it is observed that CSR positively influences customers' attitudinal responses, for instance, customers' engagement with the firm and its business activities [39]. It is also observed that CSR may be reciprocated by customers in terms of their trust, brand identification, brand image and loyalty [37,38]. An affective commitment of customers is the emotional attachment and attitudinal response, which may thus also be assumed to exist when CSR is present.

The aforementioned associations can be assumed based on attachment theory, which proposes an enduring bond may exist between individuals (we assumed that a bond may also exist between firms and customers). According to Bowlby [22], the bond is not reciprocal but is based on cognitive, emotional and social developments. While looking at the sources of emotional relations, attribution theory [23] proposes that internal or external forces cause an emotional response. Here, we assumed that CSR (being the external cause) influences the emotions of customers and they develop a bond with the firm. This bond then influences their perceptions of services provided to them and allows them to develop perceptions about the firm and respond through positive attitudinal responses. Based on these theoretical premises and literary discussion, the following relationship is assumed:

Hypothesis 3 (H3). *CSR is positively related to the affective commitment of customers.*

Furthermore, we assumed that service quality perceptions influence affective commitment and citizenship behavior of customers. While looking at the literature, it is evident that the proposed link had not been investigated in the past and there is a dearth of literature. Past studies have focused on various organizational and product-related factors predicting the affective commitment of customers. For instance, Iglesias, Markovic, and Rialp [40] found that customers' brand experience predicts customers' attitudinal responses like satisfaction and affective commitment. Johnson, Sivadas and Garbarino [41] also highlighted that it is the level of customers' experience that influences their affection and level of commitment with that service provider. Fernandes and Pinto [42], while highlighting the experience of customers, found that customers always demand good services, as quality of interaction with service employees, healthful ambiance and provision of all such factors make them stick with the service provider, thus they remain committed by repeatedly visiting the service provider. Thus, it is to assume that service quality will predict affective commitment of customers.

Hypothesis 4 (H4). *Service quality perceptions influence customers' affective commitment positively.*

Moreover, in such cases, customers praise the brand and service provider to others and thus show a voluntary behavior towards a brand. Such environmental and service factors create a sense of ownership of customers towards the brand and service provider, and in reciprocation, customers show commitment and positive voice for the further improvement of services [43]. Aurier and Séré de Lanauze [44] also highlighted that service provided at food stores influences the customers at psychological and emotional levels, and that customers show commitment with the service provider. The psychological and emotional attachment is also found to exist by other studies, e.g., [26]. It is observed that service quality influences customers at an emotional level and thus enhances their level of affective commitment with the brand and service provider, and customers may show positive behavior responses [45]. This relation can also be assumed based on affect infusion model and attachment theory. Both the theories assume that the customers' emotions influence their judgments and decisions [27], while these emotions create an attachment with the sources of emotions [22]. These emotional responses also influence behavioral outcomes. Here, service quality influences their emotions, and customers, in response, get emotionally attached (here, committed) with the service provider and customers respond with positive behaviors. Thus, the following relationship could be assumed for the study:

Hypothesis 5 (H5). *Service quality perceptions influence customers' citizenship behavior positively.*

While looking at the link of affective commitment and CCB, it is observed that emotional and attitudinal responses of customers have a direct bearing on their behaviors. For instance, Anaza [13] found that the satisfaction level of customers is an important predictor of CCB. Choi and Lotz [15] also highlighted that affective commitment significantly predicts CCB, while customers' perceptions about the organization (e.g., justice and support perceptions) significantly predict both affective commitment and CCB. The study of van Tonder et al. [16] found that affective commitment of customers significantly influences all the dimensions of CCB, while affective commitment is dependent upon the customers' beliefs about the service provider. Based on this premise, we also assume that both CSR and service quality of customers' beliefs about an organization, which (if positive) may influence customers' affective commitment that leads to high CCB.

Hypothesis 6 (H6). *Affective commitment of customers positively influences their CCB.*

Xie et al. [17], while highlighting the antecedents of CCB, commented that there may exist some explanatory mechanisms that could bring clarity. Zoghbi-Manrique-de-Lara, Suárez-Acosta and Guerra-Báez [19] also focused on such mechanisms and investigated the effects of management's treatment of customers influences customers' perceptions of service quality which, in turn, influences CCB. It is thus to believe that management actions may positively influence CCB. Based on this premise, we assumed that corporate social responsibility (CSR) investments done by management may positively influence CCB. Cheng et al. [14] have also raised the value of studies focusing on the contextual and situational variables, as such factors influence customers' perceptions and ultimately influence their CCB. CSR investment is one of such contextual and external variables that may influence the CCB. Anaza [13] had also highlighted the role of dispositional (both personal and organizational) factors in predicting customers' responses (CCB). Here, both CSR and service quality are important organizational dispositional factors that may influence CCB. Tung et al. [21] highlighted the need for future studies focusing on the effects of repeated interactions on CCB, as such interactions have lasting effects on customers. Based on this premise, we assume that service quality would be an interactive and explanatory factor of CCB. Based on the discussion provided in the current and previous sections, Figure 1 presents and conceptual framework of the study and the final hypothesis assumes that:

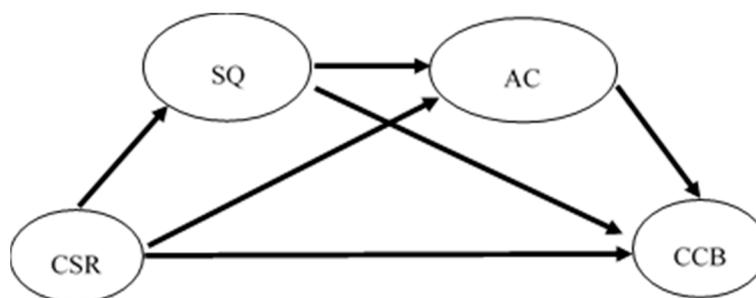


Figure 1. Conceptual Model.

Hypothesis 7 (H7). *CSR will positively influence customers' service quality perceptions, affective commitment and citizenship behavior such that both service quality and affective commitment will work as serial mediators between CSR and customer citizenship behavior.*

4. Research Methodology

Data for the current study were collected from customers of restaurants located in two major cities of Pakistan, between April – July 2019. These cities included the federal capital (Pakistan) and provincial capital (Lahore) of the largest province of Pakistan. The personally administrated questionnaire was used to elicit responses from visitors to restaurants located in both cities. To gather a relatively larger dataset, 1000 questionnaires were distributed, which is quite a large number for an unknown population. According to Cochran [46], the minimum sample size for an unknown population, with a confidence interval of 95%, is 385. We doubled the number to get better and accurate results (i.e., 770), while 669 (response rate of 87%) useful responses were received back and used to fetch results including 54% male, 79% university students, 87% unmarried, and 84% regular visitors. The average age of respondents was 20.75 years, which points out the hoteling trend is increasing in youth as compared to the older population. Moreover, young people are found to be more cooperative to volunteer for data collection than their older counterparts. Before data collection, each branch manager was informed and data was only collected after approval of the request.

The questionnaire for the study was adapted from previous studies. Perceived CSR was measured using Brown and Dacin [47] four items scale. The scale had widely been used in the past and found reliable [30]. An affective commitment was measured using Mende and Bolton [48] three items scale. Service quality was measured through two dimensional (physical quality and staff behavior) scale of Ekinici [49] and Ekinici et al. [50], covering three and four items, respectively. Customer citizenship behavior was measured using [51] six items scale. The scale had been validated and used in past studies and had been found to have high-reliability values.

5. Findings

Data analysis was carried out using the structural equation modeling technique which is widely used in social and management sciences. Hypotheses of the study were evaluated using Hayes Macros, which can investigate multiple mediators and moderators in tandem. As the conceptual model was a serial mediation mechanism, the use of this technique was justified.

Table 1 includes means and standard deviation (central tendency and variability) along with the adequacy of measures' results (convergent validity – item reliability, construct reliability and average variance extracted). To assess the adequacy of measures, confirmatory factor analysis (CFA) technique was used [52]. All the measures were designed using five points Likert scale, where the mean score shows an average of responses against each item (3.70–4.25 with SD ranging from 0.35–1.18). Item reliability was measured using items' factor loading on their constructs. All the loading, as shown, was well above the threshold value of 0.60. Construct reliability was measured using composite

reliability (CR) and Cronbach alpha values. All the values (of both Cronbach alpha and CR) were above the threshold limits (i.e., 0.70), thus indicating scales were reliable [51]. The average variance extracted (AVE) values also exceeded the threshold of 0.5, thus indicating the presence of convergent validity [53]. Furthermore, AVE values were above the threshold value of 0.5. All these values thus confirmed that the requirements of convergent validity were met [40].

Table 1. Descriptive Statistics, Reliability, Confirmatory Factor Analysis, and Validity.

Construct	Item	α	Mean	SD	Loading	CR	AVE
Perceived CSR	CSR1	0.94	4.10	0.90	0.70	0.93	0.83
	CSR2		3.90	0.89	0.94		
	CSR3		3.75	0.85	0.87		
	CSR4		4.05	0.92	0.73		
Service Quality Perceptions	PQ1	0.89	4.20	0.93	0.77	0.90	0.81
	PQ2		4.25	0.89	0.82		
	PQ3		4.15	0.88	0.79		
	SB1	0.93	4.30	0.55	0.91		
	SB2		4.45	0.35	0.93		
	SB3		4.25	0.60	0.86		
	SB4		4.38	0.54	0.90		
Affective Commitment	AC1	0.90	4.05	0.85	0.83	0.85	0.76
	AC2		3.90	0.97	0.93		
	AC3		3.87	1.01	0.89		
Customer Citizenship Behaviour	CCB1	0.82	3.87	0.96	0.78	0.90	0.83
	CCB2		3.57	1.18	0.74		
	CCB3		3.84	0.97	0.89		
	CCB4		3.90	0.85	0.90		
	CCB5		3.75	0.99	0.81		
	CCB6		3.70	1.03	0.85		

We also sought to assess the discriminant validity of constructs to ensure the adequacy of measures. It was evaluated by considering the comparative values of bivariate correlation among constructs and each construct AVE square root, and the discriminant value is found to present when the AVE square root exceeds the value of bivariate correlation [52]. Table 2 shows that all the values of AVE square root are greater than correlation values, thus the discriminant validity was held.

Table 2. Discriminant Validity.

	PCSR	SQ	AC	CCB
PCSR	0.79^a			
SQ	0.65 ^b	0.84		
AC	0.58	0.71	0.90	
CCB	0.63	0.60	0.73	0.92

^a AVE square root in diagonal. ^b Bivariate correlation among constructs.

5.1. Measurement Equivalence

We further assessed whether constructs were invariant across gender, customer status and visit intensity. Literature provides evidence of two widely accepted and used techniques for measurement equivalence, those are generalizability theory [54] and confirmatory factor analysis [40]. As the sub-sample size of each group (gender, status and visit density) was greater than 75, CFA use was considered more valuable for constructs across subgroup and structural invariance. Table 3 contains results of measurement invariance/equivalence, where it is observed that the structure of constructs

does not differ across gender, status or visit density. Thus, the equivalence of measurement does prevail ($p > 0.05$).

Table 3. CFA for measurement equivalence.

Measurement Weights	Gender (Male 361, Female 308)			Status (Students 529, Professionals 140)			Visit (Regular 562, Occasional 107)		
	χ^2	df	P	χ^2	Df	p	χ^2	df	P
Unconstrained	324.68	178	0.139	409.17	263	0.201	423.60	272	0.197
Constrained	302.24	163		387.53	246		400.21	261	
Difference	22.44	15		21.64	17		23.39	11	

5.2. Common Method Variance

As the measures were self-reported and data was collected at one point in time, we verified the data for the presence of common method variance (CMV) using Harman's single-factor test (Podsakoff et al., 2003). If the single factor explains most (i.e., >50%) variance, the CMV is noticed to be present. In our case, while using a single factor, we found that a single factor accounted for only 34.95% variance (<50%), thus the CMV was not severe [54]. Moreover, CMV is also assumed not to be severe when the correlations are not extremely high (i.e., <0.9). Table 2 shows that the correlation is not too high, thus the CMV issue was not present in our data [55].

5.3. Hypotheses Testing

Hypotheses testing results are shown in Table 4. At a confidence level of 95%, all the direct hypotheses are supported. It is evident that corporate social responsibility positively and significantly influences all of its outcomes, i.e., customer citizenship behavior (0.4298; $p < 0.001$), service quality (0.4423, $p < 0.001$) and affective commitment (0.3965, $p < 0.001$); thus, the first three hypotheses are supported (H1 – H3). Service quality is also found to influence customer affective commitment (0.2301, $p < 0.001$) and citizenship behavior (0.4291, $p < 0.01$). These results, thus, support our assumption that service quality positively influences customers' commitment and citizenship behavior towards restaurants (H4, H5). Affective commitment is also found to influence customer citizenship behavior positively (0.3921, $p < 0.01$), thus H6 is also supported. Mediation and serial mediation results are presented in Table 5 and the following section.

Table 4. Path Analysis Results.

Hypotheses	Path	Estimate	Se	P	CI	Result
H 1	PCSR–CCB	0.4298	0.023	0.0000	[0.310; 0.421]	Supported
H 2	PCSR–SQ	0.4423	0.019	0.0000	[0.293; 0.374]	Supported
H 3	PCSR–AC	0.3965	0.015	0.0001	[0.316; 0.395]	Supported
H 4	SQ–AC	0.2301	0.023	0.0000	[0.404; 0.357]	Supported
H 5	SQ–CCB	0.4219	0.027	0.0023	[0.390; 0.462]	Supported
H 6	AC–CCB	0.3921	0.017	0.0043	[0.382; 0.492]	Supported

PCSR-perceived corporate social responsibility; CCB-customer citizenship behavior; SQ-service quality; AC-affective commitment.

Table 5. Serial Mediation Analysis.

Hypothesis	Path	Effect	BootSE	Boot LLCI	BootULCI
H7	PCSR-SQ-AC-CCB	0.1405	0.0069	0.0019	0.0281

Table 5 shows the results of serial mediation analysis. It highlights the fact that the relationship between corporate social responsibility and customer citizenship behavior is serially mediated by service quality and affective commitment (0.1405; LLCI 0.0019 and ULCI 0.0281). As the relationship is

significant and a non-zero does exist, it is to assume that the relationship is partial. Thus, our H7 is also supported.

6. Discussions

This study has focused on investigating the relationship between corporate social responsibility (CSR) and customer citizenship behavior (CCB) through service quality (SQ) and affective commitment (AC) of customers in the context of fast-food restaurants. Our findings highlight that theoretically and empirically assumed relations are supported, and investment in CSR positively influences the perceptions (SQ), attitudes (AC) and behavior (CCB). The investigation thus answers the calls offered by past studies (e.g., [4,15,17,19]). The attitudinal and behavioral outcomes have also been invited in the past, e.g., [25]. Moreover, the relationship is proved both directly and indirectly (through serial mediation). The findings of the study, thus, validate the underlying premises, where it is highlighted that investments in CSR made by a firm influence its customers at emotional and psychological levels, e.g., [14]. Choi and Lotz [15] have also highlighted the need for studies that may explain the mechanism between contextual factors and CCB. Zoghbi-Manrique-de-Lara et al. [19] also focused on such a mechanism and investigated the effects of management's treatment of customers influencing customers' perceptions of service quality which, in turn, influences CCB.

The study findings also cover the mediation mechanism, which is supported significantly. The mechanism is in line with the past direction and assumptions. For instance, Tung et al. [21] highlighted the need for future studies, focusing on the effects of repeated interactions, on CCB, as such interactions have lasting effects on customers. Islam et al. [26] also highlighted that attitudinal and behavioral variables should be considered as outcomes of service quality along with its antecedents in the mechanism. The results prove that CSR also influences the perceptual and attitudinal outcomes of customers. Jarvis et al. [39] also commented that CSR not only offers the behavioral responses of customers but it also influences the customers' emotional and attitudinal response. Thus, the results are consistent with the past studies focusing on attitudinal and emotional outcomes, e.g., [37,38]. The results of our study, thus, highlight that the experience of customers with the service provider (here, CSR experience about restaurants) influences the customers' emotional level, thus influencing their attitudinal and behavioral outcomes positively [40,42]. Béal and Sabadie [43] also found that taking care of society and customers influences customers and they generate positive perceptions which ultimately influence their response. The results of the study also cover the serial mediation mechanism to predict CCB through CSR, SQ, and AC of customers. The findings again highlight that CSR does not only influence directly but a chain establishes between external organizational commitments (here, CSR) and customers' bond relating to emotional, attitudinal and behavioral perspectives [20,29]. While looking at the literature explaining the role of assumed mechanisms in predicting CCB, very few studies highlight these associations. For instance, Roy, Shekhar, Lassar and Chen [35] found that service quality influences customers' engagement towards the product, brand and firm, and that they influence other customers to use the products/services, while such behavior is an important dimension of customer citizenship behavior.

This study also entails investigation based on affect infusion model, attachment theory and attribution theory. These theories help in linking various CCB and its determinants together. For instance, affect infusion model advocates that one's positive/negative emotions influence cognitive judgments related to gains and risks to a specific condition. CCB, being the discretionary behavior, requires high emotions towards a brand [16,17], where positive emotions can enforce one's response for improvement of brand services and overall image. As CSR is an investment that is aimed at stakeholders, it is believed that it influences customers' emotions positively [24,28], thus influencing customers' responses in terms of CCB. Attachment theory also explains the relation and mechanism, as Bowlby [22] highlights that humans develop a bond with others; as restaurants display care for others, it is expected that customers will develop a bond with them, which is proved empirically in this study. The findings are also explained well by the attribution theory [23], which assumes that

humans assign attributes to the behavior, while the stimulus could be internal or external. Here, CSR being the external source, is believed to influence positively as customers attribute restaurants' behavior positively.

6.1. Theoretical Implications

This study offers a novel explanation linking CSR with CCB through a serial mediation mechanism. Past studies have largely ignored the said link. This study also adds value by considering SQ and AC as an explanatory mechanism. The said mechanism covers novel explanation as it covers perceptual, attitudinal and behavioral outcomes in tandem, while such studies have been largely unattended in the past. Most of the studies, in the past, have not linked CSR and service quality, rather investigated them as independent variables in the models [37]. Islam et al. [26] also highlighted that attitudinal and behavioral variables should be considered as outcomes of service quality along with its antecedents in the mechanism. The serial mediation model was supposed using theoretical triangulation, i.e., infusion model, attachment theory and attribution theory, and the findings of the study stand tall with the theoretical assumptions made in these studies.

6.2. Managerial Usefulness of study

With the increased competition in the food industry, it has become imperative for management to generate loyal customers who not only attend the restaurants they own but also create more loyal customers, thus increasing the value of customer citizenship behavior for restaurants [4]. Thus, CCB holds an augmented value for emerging restaurants and the food industry. While looking at the ways of winning CCB, it has been suggested that customers should be given employee-like treatment [9]. Thus, the ways of enhancing CCB are focused on the current study. The study offers a novel explanation to the managers of the restaurants, as they can improve the CCB by enlightening the CSR investments. Moreover, this study provides a complete mechanism that covers perceptual, attitudinal and behavioral outcomes offered by CSR investments. CSR, thus, holds the utmost importance in the managerial agenda, as an investment in CSR offers positive outcomes at various customers' levels. Although CSR has been widely recognized as a tool to boost profits and employees' responses, the outcomes focusing on the customers' responses have not been managerially evaluated. Against this backdrop, we highlight the value of CSR for customers for the food industry.

7. Conclusions

The current study, by offering a novel explanation for winning the positive behavior of customers, entails a way forward for managers and theorists focusing on the food industry. It brings about a mechanism that contains perceptions, attitudes and behaviors, and the role of organizational factors (i.e., CSR) in predicting these factors. The findings prove that organizational CSR investments pay them back by positively influencing customers. The data collected from millennials proves that the young customers are highly influenced by the CSR investments of food providers and they respond with their positive perceptual, attitudinal and behavioral responses. The take away of the study is, that if a firm invests in CSR activities, the customers feel positive about its services and develop a commitment level with food providers. They respond by taking up volunteer behaviors towards restaurants by recommending it to others, praising it and doing what customers are often not bound to do (i.e., voluntary behavior, CCB).

Limitations and Future Directions

Though this study offers a novel explanation along with both theoretical and practical implications, it can still be improved by overcoming certain limitations faced in the process of inquiry. The foremost is the use of cross-sectional design, as it was not possible to approach customers at various points of time (for lag or longitudinal study). Though there was not an issue of common method variance, the results could be different if a longitudinal response is obtained. The sample of the study consisted

of millennials only, which may have some unique and specific attitudinal and behavioral characteristics, thus, the results may vary across samples. As the environment and CSR have gained focus when the millennials were growing, it is assumed that they may have more value for CSR investments. Other age groups may not have the same feelings for CSR investments. This study also entails investigation of service quality through only two dimensions (i.e., physical quality and staff behavior), while SQ has been investigated through tangible and intangible service factors. Future studies should see the effects of CSR on perceptions of SQ about these factors. As this study covers attitudinal and behavioral responses and findings prove those hypotheses, future studies could cover other outcomes (e.g., engagement, patronage intentions). Future studies could also investigate the dimensions of CCB independently, as it is a multi-dimensional construct.

Author Contributions: I.A. (Ishfaq Ahmed), M.S.N. and I.A. (Imran Ali) contributed to writing the original draft of the paper. M.N. reviewed and revised the paper. A.K. and M.Z.S. helped in data collection. All authors have read and agreed to the published version of the manuscript.

Funding: This project was funded by the Deanship of Scientific Research (DSR), King Abdulaziz University, Jeddah, under grant No. (DF-667-120-1441). The authors, therefore, gratefully acknowledge DSR technical and financial support.

Conflicts of Interest: The authors have declared no conflict of interest.

Appendix A Survey Questionnaire

Physical quality

1. The décor of the restaurant is beautifully coordinated with great attention to detail.
2. The restaurant is tidy.
3. The restaurant provides a comfortable room.

Staff behavior

1. The staff of the restaurant is helpful and friendly.
2. The staff of the restaurant seems to anticipate what I want.
3. The staff of the restaurant listens to me.
4. The staff of the restaurant is talented and displays natural expertise.

Perceived CSR

PCSR1: I believe that this restaurant is considering customers' health.

PCSR2: I believe that this restaurant acts responsibly against obesity issues.

PCSR3: I believe that this restaurant has a sense of responsibility to customers' health.

PCSR4: I believe that this restaurant is socially responsible.

Customer Citizenship Behavior

CCB2: I would give constructive suggestions to this restaurant on how to improve its services.

CCB3: When I have a useful idea on how to improve service, I would communicate it to someone in this restaurant.

CCB4: When I experience a problem at this restaurant, I would let someone know so that they can improve the service.

CCB5: I would do things that make the employee's job easier.

CCB6: I would carefully observe the rules and policies of this restaurant.

Affective Commitment

I enjoy being a customer of this restaurant.

I have positive feelings about this restaurant.

I feel attached to this restaurant.

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