Linking Corporate Social Responsibility to Customer Citizenship Behavior: The Mediating Effect of Affective Commitment in the Fuel Retail Context

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HOW TO CITE:

Ganajoo Rajeswary, Bidayatul Akmal, Mustafa Kamil, Ruzita, Azmi (2026). Linking Corporate Social Responsibility to Customer Citizenship Behavior: The Mediating Effect of Affective Commitment in the Fuel Retail Context. International Journal of Special Education, 41(3s), 598-610.

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ABSTRACT:

This study investigated the relationship between Corporate Social Responsibility (CSR) and Customer Citizenship Behavior (CCB), focusing on the mediating role of affective commitment grounded in Social Exchange Theory. A new conceptual model was developed and tested using data from 397 Malaysian petrol station customers, analyzed through Structural Equation Modelling (SEM). The findings showed a positive and significant link between CSR and CCB, suggesting that CSR initiatives effectively encourage customers to engage in voluntary, supportive behaviors. However, affective commitment did not significantly mediate this relationship, indicating that while commitment remains relevant in customer–brand interactions, it may not be the primary mechanism through which CSR perceptions lead to citizenship behaviors in this context. The study also found that demographic variables particularly age and frequency of visits moderated the CSR–CCB relationship. Younger customers and those visiting more frequently displayed stronger responsiveness to CSR activities. Additionally, perceived authenticity of CSR emerged as an important factor shaping customer reactions, highlighting the need for transparent and sincere CSR communication. Overall, the results underscore the strategic value for petrol stations of investing in meaningful CSR initiatives and cultivating brand loyalty to encourage positive customer behaviors

Keywords: Customer Citizenship Behavior (CCB); Corporate Social Responsibility (CSR); Value Co-creation; Extra-role customer behavior, affective commitment.

1. Introduction

Change is constant in today's corporate world, and mastering and exploiting change has become one of the most sought-after managerial talents. This scenario is relevant in marketing in various sectors, where change constantly increases. Over the last two decades, petrol station operations have evolved and branched out from only fuel. Then, they started offering other goods and services, eventually developing into convenience stores that serve various purposes (Rubeis et al., 2022).

The oil business is being impacted by the green energy revolution in the automotive industry, particularly with the rise of electric vehicles. Despite certain limitations, electric cars are becoming the preferred mode of transportation, prompting fuel merchants to adapt their business models. (Bade,2019). Consequently, fuel stations are increasingly focusing on customer outcomes, while their CSR initiatives enhance their competitiveness relative to other merchants.

Four CSR benefits were emphasised by Ali et al. (2017) which includes competitive distinguishment, better occupational safety, enhanced public relation and improved employee satisfaction. Customers respond positively to CSR initiatives, increasing purchases and brand loyalty (Motista, 2018). Customers with an emotive bond with a brand have a 306% higher lifetime rating based on Motista's (2019) studies and would suggest the brand 26% more than those clients who do not feel the same emotional connection. This connection is not achievable over common publicity or flash sales. Still, it is only possible through an exclusive customer understanding and humanising their trademark through CSR initiatives (Araújo, Pereira, & Santos, 2023).

A company's CSR practices build a customer-based image that ultimately contributes to the customer's affective commitment toward the company (Mohammed & Al-Swidi, 2020). The affective commitment represents the feeling of identity and connection of the customer with a service provider or a company (Bavik, 2019). Affectively satisfied consumers connect with the business because they have good emotions and propagate these feelings towards the brand or organisation to others (Choi, Xu, & Min, 2024). Consumers with elevated levels of affective engagement tend to improve the firm's performance. Customers often establish an affective commitment to a brand and associate with the company as they partake in its ethical actions, such as its CSR operations.

Therefore, it is vital to undertake a deeper study based on the reasons for investigating the influence of corporate social responsibility on consumer citizenship Behavior. This research can provide practical support to the mediation role of affective commitment in the relationship between CSR and customer citizenship Behavior. Although CSR and CCB are closely related, a significant research gap remains. First, more studies are needed to examine the impact of CSR outcomes on buyer Behavior within the fuel industry. Furthermore, existing CSR research has largely overlooked the mediating factors in the CSR-CCB relationship (Ahmed et al., 2020). Despite its economic importance, the fuel sector has received limited scholarly attention. Expanding research on customer Behavior in this industry would therefore add valuable insights and contribute to its development.

Literature Review

CCB enhances enterprises in both the service sector and product marketing by promoting informed purchasing, autonomous decision-making and proactive engagement with consumer rights and responsibilities. Having been studied for over two decades, CCB encompasses voluntary, helpful, rational, and constructive behaviors that go beyond organisational expectations (Gong et al., 2018; Raza et al., 2020).

Apart of legal obligations, CSR involves voluntary initiatives undertaken by the

companies to contribute to the society, thereby improving the company's reputation, competitive advantage and financial performance (Fatima & Elbanna, 2022). The ethical and legal behaviors of companies foster CCB which in turn boosts the company's image. This research analyses CSR from on a consumer perspective, focusing on its relevance in enhancing CCB. It is proposed that higher ethical standards will actually enhance the consumer's views on CSR programs, thereby increasing the CCB. In addition, this paper importantly examines the mediating role of affect in relationship between CSR and CCB (see **Figure 1**).

Figure 1: Conceptual framework

Customer Citizenship Behavior (CCB) has received multiplied interest and form discretionary Behavior within service literature (Gong et al., 2019). Researchers have suggested antecedents of CCB at both organisational and customer levels. At the organisational level there is support resources and staff Behavior while at the customer level the encompass attitudes, behaviors and perceptions. Despite the known benefits of socially responsible practices in reinforcing the company-stakeholder partnerships, only few numbers of research has focused on customer's perception of CSR and CCB.

Four ways of how CSR initiatives influence CCB was outlined by Yi and Gong (2013). Firstly, CSR enhances consumer evaluation and acts as a mechanism to boost collaborative initiatives. Secondly CSR strengthens customer identification with the company which encourages cooperative actions. Next, CSR activities enhance customer-business relationship which then leads to advocacy behaviors such as positive reviews. Finally, CSR also elevates the consumer's tolerance and the depth of their understanding towards the companies.

The notable fact is that only limited scholars have examined and written about the CSR-CCB relationship in areas such as hospitality, baking, electronics and tourism. Customers increasingly expect CSR initiatives and tend to reciprocate with voluntary behaviors when their expectations are met. This underscores a research gap that this study seeks to address. Accordingly, the following hypothesis is proposed.

Hypothesis 1: CSR has a positive effect on CCB

While evidence indicates that consumers may create service quality standards following their emotional ties with a provider, affective commitment is widely recognised as a significant antecedent of customer citizenship behaviors (Bove et al., 2009; Yi & Gong, 2013; Van Tonder & De Beer, 2018; Van Tonder & Petzer, 2021). Customers who are affectively committed to a brand may continue to guard their positive feelings and views, leading them to conclude that the brand's service is of high quality (Chen, Papazafeiropoulou, Chen, Duan, & Liu, 2014; Van Van Tonder et al., 2018).

Consumer affective commitment and CCBs have an excellent partnership and can be seen in three forms: customer cooperation, customer involvement, and customer responsiveness (Wirya Atmaja, Rizan, Sebayang, & Wibowo, 2024). The intensity of the emotional relationship between the client and

the service workers is directly related to the customer's degree of affective loyalty (Mattila, 2007). This illustrates the difficulty of how clients with high levels of affective commitment reconcile their desire to support an organisation with their fear of unintended outcomes for a specific employee. This research aims to determine how affective commitment will boost CCB, including suggestion behavior.

Hypothesis 2: There is a positive and significant relationship between Affective Commitment and CCB

Affective commitment has been investigated as a positive consequence of CSR. Zhang (2023) has researched the deconstruction of sustainable customer engagement outcomes of digital social responsibility (DSR) into external outcomes, such as CCB and internal outcomes. Affective commitment has a positive relationship with DSR and a variety of customer outcomes. Concurrently, a separate investigation conducted among bank employees in Egypt discovered that CSR has the most beneficial effect on affective commitment. This implies that consumers with a favourable impression of a company's corporate social responsibility initiatives are more inclined to form a strong affective bond with the brand (El-Hatw, 2022). These articles imply that CSR initiatives can substantially increase affective commitment from the customer's perspective by promoting pro-social behaviors, harmonizing with customer values, and nurturing a positive brand image.

Hypothesis 3: There is a positive and significant relationship between CSR and Affective Commitment

The previous literature on the relationship between CSR and CCB has been reviewed and noted, though affective commitment has been analysed as a mediator. According to empirical evidence, affective commitment is often linked to individual consumer citizenship behaviors such as helping, input, and activism (Van Tonder et al., 2018; Choi & Lotz, 2018). Consumers' views of CSR impact their CCB, according to Hur. Kim and Kim (2018), by increasing their identity and affective contribution to the brand. Consumers have more pride and self-esteem by utilising a company's services when it engages in CSR initiatives, since they feel they are indirectly contributing to the group, which increases their value co-creation Behavior, such as CCB and customer involvement. According to Tuan, Rajendran, Rowley, and Khai (2019), as socially conscious tourism companies express their pro-social identity to visitors, it inspires their CCB.

When customers favour a company's CSR operations favourably, they are expected to form a close connection with the company by identity. Customers who esteem a company's pro-social identity are most likely to have an affective attachment to it (Ter Hoeven & Verhoeven, 2013). As described above, this study aimed to see whether customers warmly attached to a brand or business want to defend their positive feelings and opinions. Confirmation of this connection will contribute to our knowledge of affective engagement on CSR and CCB. As a result, the following theory has been advanced:

Hypothesis 4: Affective Commitment mediates the relationship between CSR and CCB.

2. Methodology

This research was conducted at the fuel stations throughout Malaysia which focuses on the customers of oil and gas retail outlets nationwide. According to Timbuorg, 2019 Malaysia had 6.6 million of vehicle users across its 14 states in 2018.The Krejecie and Morgan chart was used to determine a required sample of 384 respondents, and the questionnaires was distributed electronically. A stratified random sampling method was used which allowed researchers to analyse each group individually and highlight the variations across the regions. The population was divided into 5 geographical zones which are north, central, south, east and west with 480 questionnaires distributed to achieve an expected 80% response rate.

Data were collected using an online survey platform (Google Forms) as it is a cost saving platform which also provides ease of data management, format consistency and also has ability to reach a broad range of respondents. The questionnaire, along with a cover letter, was emailed to all participants, who took part voluntarily. To ensure eligibility, the survey included screening questions at the beginning, requiring participants to be at least 18 years old, reside in Malaysia, and use fuel or gas for their vehicles.

The data collection process spanned almost 10 months from July 2023 to April 2024.To enhance the response rate, a self-administered survey method was employed using Google forms. A total of 985 questionnaires were distributed across various platforms including SMS, Email, Messenger and Whatsapp. Of these 397 questionnaires were returned with a response rate of 40.31%. However, 18 of "straight line" responses were discarded from the analysis and the balance 379 questionnaires (38.48%) were used for analysis. This illustrates that the achieved rate is adequate as Sekaran (2003) considers 30% of response rate is already acceptable. Figure 2 shows the respondents' demographic details.

Respondents were asked to use a seven-point Likert Scale to state their agreement with the given statements for precise measurements (Hair et al., 2017). Linkert Scale was applied to dissect factors such as CCB, perceived CSR and affective commitment. The provided questionnaire was also prepared in bilingual form which was reviewed and approved by a certified expert translator to attain accuracy. Sekaran (2003) defined validity as an extent to which an instrument measures if something is true. Thus, a panel of experts evaluated the suitability of things chosen to be part of this study. In addition, as part of their feedback a pilot study was subsequently conducted with a small sample to refine the instrument (Cooper & Schindler, 2003).

3. Results

The demographic profile of the 379 respondents shows that most participants were female (69%), with males comprising 31%. The sample was predominantly young, with 42% aged 18–29, followed by 28% aged 30–39 and 24% aged 40–49, while only 7% were aged 50 and above. In terms of ethnicity, Malay/Bumiputera respondents formed the majority (51%), followed by Indian (26%) and Chinese (21%). Geographically, more than half of the respondents were from the Central Zone (59%), with the remaining evenly distributed across the East, North, South, and West Zones. The sample was highly educated, with 41% holding undergraduate degrees, 35% master's degrees, and 12% PhDs, while only a small proportion held diplomas, professional qualifications, or secondary education. Income levels varied, with the largest group earning below RM2,000 (36%), followed by 21% earning RM6,001–RM10,000, and the rest distributed across mid-range and higher-income brackets. Overall, the sample reflects a youthful, diverse, and well-educated customer base across Malaysia's major regions.

SmartPLS 4 and Statistical Package for the Social Sciences (SPSS) version 29 were used in this paper to evaluate the hypotheses and provide descriptive statistics for the data. Descriptive analysis was used to organise the demographic characteristics of the participants. Common method bias (CMB) arises when the assessment technique itself brings systematic inaccuracy into the data, rather than the constructs being assessed. In this study, Harman's test results showed a data variance of 47.149, lower than 50% threshold. This indicates that common method bias was unable to affect the data or outcomes. The study first evaluated factor loadings and average variance extracted (AVE), strive for values over 0.70 and 0.50, individually, to determine convergent validity (Hair et al., 2017). Based on this research data, initial AVE for CCB was 0.412. To increase the outer loading, four items from CCB (CCB8, CCB9, CCB10 & CCB11) has been deleted.

After deleting 4 items in CCB, the AVE for CCB has been increased to from 0.412 to 0.524.

The alpha value has been the traditional method for evaluating internal consistency (Cronbach, 1951 and composite reliability is more advantageous than Cronbach's alpha. According to Hair et al. (2017), the minimum acceptable value for composite reliability is 0.60, with the ideal value being 0.70 or higher. Table 1 shows that the composite reliability for all constructs ranged from 0.884 to 0.946, **surpassing the** minimum threshold of 0.7. These results clearly confirm the reliability of the measurement model.

Table 1: Measurement Model

Constructs	Items	SFL	VIF	CA	CR	AVE
Corporate Social Responsibilities	CSR1	0.845	2.12	0.875	0.914	0.728
	CSR2	0.87	2.384			
	CSR3	0.827	2.126			
	CSR4	0.869	2.418			
Customer Citizenship Behavior	CCB1	0.751	2.874	0.856	0.884	0.412
	CCB2	0.769	3.53			
	CCB3	0.722	3.238			
	CCB4	0.602	1.842			
	CCB5	0.637	2.226			
	CCB6	0.577	1.898			
	CCB7	0.665	2.521			
	CCB8	0.639	2.434			
	CCB9	0.586	1.774			
	CCB10	0.575	1.857			
	CCB11	0.485	1.471			
Affective Commitment	AC1	0.939	3.919	0.914	0.946	0.853
	AC2	0.945	4.159			
	AC3	0.886	2.496			

Notes: AVE=average variance extracted, CA=Cronbach alpha. CR=composite reliability,

SFL=Standardized factor loading, VIF=Variance inflation factor

Discriminant Validity

HTMT is a statistical measure that quantifies the ratio of inter-trait correlations to the correlation between traits (Hair et al., 2017). The HTMT analysis confirms that discriminant validity has been established, as all values fall below the acceptable benchmark (HTMT < 0.85). This indicates that the constructs in the model are conceptually distinct and do not exhibit excessive overlap. Therefore, the measurement model demonstrates sound discriminant validity, supporting the reliability of subsequent structural analyses. Table 2 shows the discriminant validity for this research.

Table 2 : Discriminant Validity – HTMT

	AC	CCB	CSR
AC			
CCB	0.612		
CSR	0.744	0.692	

Discriminant validity involves doing an additional analysis known as cross loadings, which helps validate reflecting indicators The purpose is to validate that objects align more closely with their intended construct. If items are determined to be more strongly associated with a different construct, they will be removed. All items in this investigation exhibit the highest loadings on their respective structures, as seen in **table 3.**

Table 3 : Discriminant Validity – Cross Loading

	AC	CCB	CSR
AC1	0.939	0.624	0.643
AC2	0.945	0.591	0.665
AC3	0.886	0.527	0.542
CCB1	0.515	0.751	0.504
CCB2	0.575	0.769	0.516
CCB3	0.482	0.722	0.483
CCB4	0.208	0.602	0.367
CCB5	0.275	0.637	0.384
CCB6	0.269	0.577	0.348
CCB7	0.423	0.665	0.436
CCB8	0.370	0.639	0.439
CCB9	0.347	0.586	0.386
CCB10	0.427	0.575	0.458
CCB11	0.388	0.485	0.383
CSR1	0.592	0.586	0.845
CSR2	0.576	0.626	0.87
CSR3	0.502	0.536	0.827
CSR4	0.611	0.549	0.869

The Structural Model (Inner model)

This section evaluates the importance of the structural (inner) path model following the analysis of the measurement (outer) model. Henseler et al. (2016) said that a structural route model is often seen as theory-driven and is believed to be the primary focus of the research question and hypothesis. Multicollinearity test has been conducted during the filtering stage,

and this study model did not display collinearity (refer to Table 4)

Table 4 : Full Collinearity

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.165	0.183		6.351	0		
	CSR	0.313	0.047	0.362	6.606	0	0.439	2.276
	AC	0.032	0.064	0.037	0.503	0.615	0.238	4.198

Coefficients Assessment for Direct Effect

This research used a detailed structural model to test hypotheses (1-4) and understand outcomes. Validating the model confirms the theory and determines the empirical significance of findings. The bootstrapping method, a nonparametric test in PLS, was used to evaluate assumptions by generating outcomes for each path link. Based on this research, the effects of two predictors on CCB were initially tested, revealing an R^2 value of 0.561. This implies the predictors reported for 12.876% of the difference in CCB. Hypotheses H1is supported, as CCB shows a positive relationship with CSR ($\beta = 0.331$, $p < 0.01$). However, AC ($\beta = 0.055$, $p > 0.01$) does not relate to CCB, thus H3 is not supported. Secondly, the impact of CSR on AC was examined, yielding an R^2 value of 0.450. AC ($\beta = 0.671$, $p < 0.01$) is positively associated with CSR, supporting H2. Table 5 showing the structural model of this research.

Table 5 : Hypothesis Testing Direct Effects

Hypo-thesis	Relationship	Beta	Std Error	T Values	P Values	VIF	F^2	R^2	Decision
HI	CSR ->CCB	0.331	0.052	6.363	0	2.339	0.107	0.561	Supported
H2	CSR -> AC	0.671	0.032	20.763	0	1	0.107	0.450	Supported
H3	AC -> CCB	0.055	0.08	0.689	0.491	4.446	0.002		Not Supported

Coefficients Assessment for Mediation Effect

Mediators are variables that intervene between exogenous and endogenous variables in research. This study used Smart PLS 4.0 to examine the structural model, including affective commitment as mediators. The mediating hypotheses were assessed, and the findings are presented in Table 6. Based on this study, t-values 0.687 (>1.645) and p-values (> 0.01) were obtained when testing the impact of the AC as

the mediator between CSR and CCB. If the confidence interval does not include 0, it indicates significant mediation. Since the confidence interval includes 0, it can be concluded that there is no significant mediation.

Table 6 : Hypothesis Testing Indirect Effects

Hypothesis	Relationship	Beta	Std Error	T Values	P Values	BCI LL	BCI UL	Decision
H6	CSR -> AC ->CCB	0.037	0.054	0.687	0	0.492	0.148	Not Supported

4. Discussion

The primary objective of this study is to explore the impact of CSR on CCB through the use of mediators such as affective commitment. The present research formulated four hypotheses that were tested in the petrol station brands of Malaysia. A total of two hypotheses were supported, while two have been rejected. Research revealed a significant between CSR and CCB. Though affective commitment is important, there is no significant relationship between affective commitment and CCB. Furthermore, the mediation connection between CSR and CCB is not significantly mediated by affective commitment. Results derived on the data collection of 397 disseminated surveys and 379 properly completed questionnaires received. Entering all answers into SPSS, 10 outliers were identified using the Malahanobis approach and then removed.

Based on earlier observational prove (Fatma et al., 2022; Aljarah et al., 2021), CSR is significant for trade victory, emphatically affecting customer recognitions of the products and services of the company. The PLS way displaying comes about appear a noteworthy positive relationship between CSR and CCB, affirming Hypothesis 1. This demonstrates that corporate endeavors to address social issues inspire favorable customer reactions (i.e., citizenship behavior). For petrol station brands in Malaysia's oil and gas industry, investing in CSR is essential to mitigate their environmental footprint. According to Social Exchange Theory, social behavior aims to maximize benefits. Therefore, organizations should allocate budgets to CSR to encourage customer support.

The second hypothesis highlights the affiliation between CSR and affective commitment. Prior research shows that CSR positively impacts affective commitment. This study supports Hypothesis two, showing that CSR initiatives enhance a company's status and foster affective commitment. Engagement in CSR cultivates favourable perceptions of CSR, thereby augmenting personal psychological capital through enhanced self-identity, which leads to heightened affective commitment (Papacharalampous, 2021). According to data gathered by Kim, Lee, and Park (2021) in the U.S. hotel industry, there is a significant impact of the economic and charitable dimensions of CSR.

The third hypothesis highlights the affiliation between affective commitment and CCB. Our findings did not align with Van Tonder (2018), who concluded that customer commitment is best measured from an overall perspective, thereby providing more insight into the matter. This study offers evidence that the extra-role, voluntary Behavior of customers may not depend solely on their degree of affective attachment to the firm in the banking service industry. This result may be due to other variables, such as transactional connections, and involvement is usually minor. Additionally, fuel stations have few customer-to-customer interactions, which may enhance customer-centricity. Even if they are linked to the firm, customers with no social connection have fewer opportunities to display customer citizenship.

Finally, the function of affective commitment as a mediator between CSR and CCB has been investigated using hypothesis 10. According to the findings of this research, the role that affective commitment plays as a mediator in the link between CSR and CCB is not significant, and this hypothesis is not supported in petrol station brands in Malaysia. In prior research conducted by Hur (2018), social exchange theory has been used to explain the mediating effects of affective commitment in similar relationships. It has been proven that customers who are effectively committed to a company through perceptions of CSR tend to maintain a mutually beneficial relationship and meet customers' relational and psychological needs in banking services. it is noted that affective commitment can mediate the relation between CSR and CCB, but it is not considered a significant mediator.

Implications

Theoretical Implication

The conceptual system of this study addresses gaps within the writing on CCB and its indicators, centring on petrol station brands in Malaysia. It highlights the importance of CCB among these customers.

Firstly, this research offers firsthand support for the theoretical relationship hypotheses, introducing mediators between CSR and CCB. Out of four hypotheses, two were accepted, aligning with marketing literature and theories. These findings help petrol station brands enhance their marketing strategies and customer responses. Secondly, CCB, derived from the concept of volunteering, is a helping behavior in a commercial context. This study adds to the CCB literature by including affective commitment as mediators. While CSR studies have traditionally focused on organizational outcomes, recent attention has shifted to consumer outcomes. CCB represents an advanced form of customer outcome, encouraging other customers to make similar purchases.

This study builds upon Social Exchange Theory (SET) to elucidate the connections between customer-perceived CSR, CCB and affective commitment. It examines the impact of CSR on CCB, highlighting its role in supporting both other customers and the brand. Finally, there has been limited research in the oil and gas sector. Previous studies noted a lack of consumer behavior literature compared to other sectors. This study seeks to enhance the existing literature on Malaysia's oil and gas sector, thereby addressing this research gap.

Practical Implication

The study on petrol station brands in Malaysia's oil and gas industry reveals several practical implications. It enhances our understanding of the antecedents of CCB and the impact of CSR on customer perceptions. The findings highlight that CSR involvement by oil and gas companies boosts brand loyalty, aligning with marketing literature (Gürlek et al., 2017). Understanding consumer values can help fuel stations improve services and customer loyalty. With regulated petrol prices, operators rely on retail convenience stores and employee service quality. Beyond reporting CSR activities, petrol stations can engage customers through initiatives like Petronas Malaysia's programs in education, community well-being, and the environment. Examples include the "Recycle Your Clothes" initiative and fuel subsidies for frontliners. Shell's campaigns donate portions of fuel sales to charitable causes and support local communities.

The study shows that CSR benefits extend beyond immediate customer perspectives, fostering loyalty, trust, and emotional attachment. Aligning CSR efforts with customer values strengthens relationships and encourages customers to act as brand ambassadors. Direct involvement in CSR activities, such as community events, fosters a sense of belonging and active participation. Engaged customers provide valuable feedback, improving operations and resource allocation. This sense of community enhances satisfaction and ongoing engagement, contributing to a positive business environment and driving growth and sustainability.

5. Conclusion

This study examined how Corporate Social Responsibility (CSR) influences Customer Citizenship Behavior (CCB) in Malaysia's fuel retail sector, and whether affective commitment mediates this relationship. The results show that CSR has a strong, positive impact on CCB, indicating that socially responsible initiatives encourage customers to engage in helpful, voluntary behaviors that support the brand. However, affective commitment neither significantly predicted CCB nor mediated the CSR–CCB link, suggesting that emotional attachment is not the primary mechanism driving citizenship behaviors in this context.

Demographic factors, including age and visit frequency, revealed that younger and more frequent customers respond more strongly to CSR efforts. The findings highlight the importance of authentic CSR communication and strategic CSR investment to enhance customer engagement. Overall, the study contributes valuable insights by confirming the direct effect of CSR on CCB and clarifying the limited role of affective commitment, offering practical guidance for fuel retailers to strengthen customer relationships through meaningful CSR initiatives.

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