

Exploring the Role of Corporate Social Responsibility and Customer Satisfaction in Fostering Brand Loyalty in Beijing Tourism Service Industry

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Abstract: The rapid expansion of Beijing's tourism industry has intensified competition, prompting companies to adopt Corporate Social Responsibility (CSR) as a strategic tool to enhance customer satisfaction and foster brand loyalty. This study aims to examine the influence of CSR on customer satisfaction and brand loyalty in Beijing's tourism service sector, while also exploring the mediating role of customer satisfaction. A quantitative research design was employed, utilizing structured surveys to gather data from customers of major tourism companies, followed by Structural Equation Modeling (SEM) analysis to evaluate the relationships among the variables. The findings indicate that CSR has a significant positive effect on both customer satisfaction and brand loyalty, with customer satisfaction mediating the relationship between CSR and brand loyalty. These results underscore the importance of integrating CSR into core business strategies to enhance customer experiences and build a loyal customer base. The study contributes to the existing literature by providing empirical evidence on the dual role of CSR in shaping consumer perceptions and behavior in the context of Beijing's tourism market.

Keywords: Corporate social responsibility, customer satisfaction, brand loyalty, tourism service industry, Beijing city

1. Introduction

The tourism industry has become one of the most critical economic drivers globally (Khan et al., 2020), with cities like Beijing leading the way due to their rich cultural heritage, historical landmarks, and vibrant urban experiences. As one of China's top tourist destinations, Beijing's tourism service industry is a vital component of the city's economic infrastructure (Songling et al., 2019). The rapid development of the tourism sector has intensified competition among service providers, making customer satisfaction and brand loyalty key performance indicators for businesses aiming to sustain long-term profitability and growth (Chen & Yu, 2023). Within this highly competitive environment, companies are increasingly turning towards Corporate Social Responsibility (CSR) as a strategic tool not only to enhance their reputation but also to differentiate their brands and foster customer trust (Wang et al., 2024).

Corporate Social Responsibility in the tourism industry encompasses various initiatives that focus on environmental sustainability, community engagement, and ethical business practices (Goffi et al., 2022). These initiatives are not merely driven by legal obligations but also by a growing awareness of the importance of sustainable development (Kojo, 2024). In Beijing, where environmental concerns and social issues are becoming more prominent, the implementation of CSR has been seen as a critical response to these challenges (Zhang et al., 2023). Companies in the tourism sector are adopting CSR strategies to build a positive brand image, which, in turn, contributes to enhanced customer satisfaction and loyalty (Liu et al., 2024).

Customer satisfaction has long been recognized as a key determinant of brand loyalty (Marcos et al., 2022), especially in service industries like tourism, where experiences and perceptions play a pivotal role in shaping consumer behavior. When customers feel that a company is committed to societal and environmental well-being, they are more likely to perceive the brand positively (Yu et al., 2024). This positive perception can lead to higher satisfaction levels and, ultimately, increased loyalty (Agu et al., 2024). Therefore, understanding the influence of CSR activities on customer

satisfaction and brand loyalty is essential for tourism service providers in Beijing, as it can help them develop effective strategies for sustaining competitive advantage.

The tourism service industry in Beijing faces significant challenges in maintaining brand loyalty, particularly as consumer preferences continue to evolve towards businesses that demonstrate a commitment to ethical and socially responsible practices. Despite the growing body of literature exploring the effects of CSR on customer perceptions and behavior, there is limited research that specifically examines how CSR initiatives influence customer satisfaction and brand loyalty within the context of Beijing's tourism service industry. This gap is critical because, as competition increases, businesses need to identify effective ways to enhance customer loyalty, which is a key driver of long-term success.

Although CSR has been acknowledged as a powerful tool for improving brand image and customer trust, its direct impact on customer satisfaction and subsequent loyalty remains ambiguous in the Beijing tourism context. There is a need to investigate whether customers in this specific market perceive CSR activities as genuine efforts to contribute positively to society or merely as marketing tactics. Furthermore, while customer satisfaction is widely considered a precursor to brand loyalty, the role of CSR as a moderating factor in this relationship has not been thoroughly explored, particularly in the rapidly evolving Chinese tourism market.

Despite the extensive research on CSR and its general impact on customer behavior, there is a notable gap in the literature concerning its specific influence on brand loyalty within Beijing's tourism service industry. Most existing studies have focused on Western contexts or industries outside of tourism, leaving a gap in understanding how local cultural factors in Beijing may affect customer perceptions of CSR activities (Cheng & Liu, 2022). Additionally, there is limited empirical evidence on how customer satisfaction, influenced by CSR initiatives, contributes to brand loyalty in this specific market. The study aims to fill this gap by examining the direct and indirect effects of CSR on customer satisfaction and how these factors collectively influence brand loyalty. By addressing this research gap, the study seeks to provide practical recommendations for tourism businesses in Beijing to develop effective CSR strategies that enhance customer satisfaction and loyalty.

2. Literature Review

2.1 Studies on Corporate Social Responsibility and Brand Loyalty

In the exploration of the positive relationship between Corporate Social Responsibility (CSR) and brand loyalty, research has consistently shown that CSR initiatives enhance consumer perception, which translates into stronger brand loyalty.

Moon et al. (2024) conducted an empirical study that examined consumer reactions to brands engaging in CSR activities and found a significant positive influence on brand loyalty. The study indicated that consumers tend to develop a deeper emotional connection to brands that are perceived as socially responsible. By integrating CSR into their core strategies, companies not only meet societal expectations but also foster a sense of trust and commitment among their customers. The study further emphasized that when consumers recognize a brand's efforts in addressing social and environmental issues, they are more likely to become repeat buyers and recommend the brand to others, demonstrating a clear link between CSR engagement and enhanced brand loyalty.

Shafiq et al. (2023) presented findings that underscore the positive impact of CSR on brand loyalty by examining consumer attitudes towards brands that prioritize ethical practices. The study employed a large-scale survey to gather data on consumer perceptions of CSR activities and the resulting loyalty behaviors. The findings revealed a robust positive correlation between CSR and brand loyalty, driven by the belief that companies engaging in CSR are more ethical and trustworthy. Consumers who were aware of a brand's CSR initiatives expressed higher levels of satisfaction, which in turn led to increased loyalty. The study highlighted that the positive effects of CSR on brand loyalty are not limited to specific aspects of CSR, such as environmental efforts or philanthropy, but are instead a result of the overall perception of the brand as socially responsible. The study suggested that when brands are perceived as genuinely caring about societal well-being, consumers are more likely to show strong brand loyalty, as they feel aligned with the brand values.

Lacap et al. (2021) analyzed how CSR engagement influences consumer loyalty, emphasizing the emotional bond created between the brand and its customers through CSR activities. The research involved qualitative interviews with consumers to gain insights into their experiences with brands known for their CSR initiatives. The study found that CSR efforts play a crucial role in shaping brand loyalty by creating a positive brand image and fostering consumer trust. The study observed that consumers often view CSR as a reflection of a brand's character and integrity, which enhances their emotional attachment to the brand. This attachment is key to developing long-term brand loyalty, as customers are more inclined to remain loyal to a brand they perceive as making a positive impact on society. The study concluded that CSR is an effective strategy for cultivating consumer loyalty, as it aligns the brand's activities with consumer values and expectations, leading to a deeper and more enduring connection.

In summary, these studies reinforce the notion that CSR has a consistently positive effect on brand loyalty. By engaging in CSR activities, brands not only fulfill their societal obligations but also establish a strong emotional connection with their customers, which in turn strengthens brand loyalty. These studies provide a solid foundation for understanding the integral role of CSR in fostering lasting consumer loyalty, underscoring the strategic importance of

CSR initiatives in building a loyal customer base.

2.2 Studies on Corporate Social Responsibility and Customer Satisfaction

Much research has focused on exploring the positive influence of corporate social responsibility (CSR) on customer satisfaction. Scholars in the field have consistently identified a direct, favorable relationship between these two concepts, underscoring the importance of ethical and socially responsible business practices.

Gezahegn et al. (2024) investigated the impact of CSR activities on customer perceptions and satisfaction. The study emphasized that CSR efforts such as ethical business practices, philanthropic contributions, and environmental responsibility significantly enhance customer satisfaction. The findings suggested that customers often perceive companies engaging in CSR as more trustworthy and aligned with their values, leading to a stronger emotional connection and a positive evaluation of the company. The research concluded that CSR initiatives contribute to creating a favorable brand image, which in turn elevates customer satisfaction levels. Customers tend to develop a higher sense of loyalty and positive sentiment towards firms they perceive as socially responsible, thus highlighting the substantial role of CSR in shaping customer experiences.

Jiang & Fang (2024) provided evidence supporting the positive relationship between CSR and customer satisfaction. The study highlighted that customers view socially responsible companies as more credible and committed to ethical values, which enhances their overall satisfaction. According to the study, customers not only appreciate the direct benefits of CSR efforts but also value the indirect social impacts, such as community development and environmental sustainability, which contribute to a more favorable perception of the company. The study indicated that when companies effectively communicate their CSR activities, it boosts customers' trust and satisfaction. The study argued that CSR activities help bridge the emotional gap between companies and customers, resulting in higher satisfaction rates as customers feel that their purchase decisions align with their own ethical beliefs and social values. This alignment was found to be a critical factor in fostering a positive customer experience, reinforcing the notion that CSR plays a vital role in customer satisfaction.

Ghaderi et al. (2024) explored how CSR practices contribute to enhanced customer satisfaction by examining customer responses to companies' socially responsible actions. The findings revealed that CSR initiatives, particularly those focusing on environmental sustainability and social welfare, resonate well with customers, leading to heightened levels of satisfaction. The study pointed out that customers tend to favor companies that demonstrate a genuine commitment to social and ethical causes, which enhances their overall perception of the company. According to the study, CSR activities create a sense of goodwill among customers, leading to positive word-of-mouth and increased satisfaction. Their research emphasized that CSR is not just an additional business function but a core strategy that can enhance the emotional and psychological aspects of customer relationships. The positive association between CSR and customer satisfaction, as demonstrated in the findings, suggests that companies can benefit from adopting a proactive approach to CSR, leveraging it to build stronger customer loyalty and satisfaction.

These studies indicate that there is a robust, positive influence of CSR on customer satisfaction. The consistent findings across various research efforts highlight that CSR activities contribute significantly to customer perceptions, satisfaction, and overall experience with a company. By engaging in socially responsible behavior, companies can foster a more positive image and build a deeper connection with their customers, ultimately leading to greater satisfaction and brand loyalty.

2.3 Studies on Customer Satisfaction and Brand Loyalty

The relationship between customer satisfaction and brand loyalty has been explored within the field of marketing, consistently demonstrating a positive connection.

Achmadi et al. (2023) conducted a comprehensive study examining customer satisfaction as a primary predictor of brand loyalty. The study posited that when customers are satisfied with a product or service, they are more likely to develop a sense of attachment to the brand, leading to increased loyalty over time. The findings confirmed that higher levels of customer satisfaction result in a stronger emotional connection to the brand, which subsequently manifests as loyalty behaviors such as repeat purchases and positive word-of-mouth communication. The study highlighted the notion that satisfied customers tend to view the brand more favorably, thus creating a sense of trust and commitment that fosters long-term loyalty. Furthermore, the study pointed out that the influence of customer satisfaction is not merely limited to repeat buying behavior but also extends to the overall perception of brand reliability and value, making satisfied customers more likely to choose the brand consistently over its competitors.

Bakri et al. (2023) explored the direct relationship between customer satisfaction and brand loyalty, emphasizing the underlying psychological mechanisms that bind these two constructs. The research argued that customer satisfaction serves as a key antecedent to brand loyalty by building a foundation of positive experiences that strengthen the customer's overall perception of the brand. The study found a clear, positive correlation between satisfaction levels and loyalty behaviors, indicating that as customer satisfaction increases, so does the likelihood of brand loyalty. The findings suggest that satisfied customers exhibit greater attachment to the brand and are more inclined to forgive occasional service failures, reinforcing their commitment to the brand. The study also noted that customer satisfaction creates a positive feedback loop wherein satisfied customers engage more deeply with the brand, thus enhancing their loyalty even further.

By focusing solely on the relationship between these two variables, the study demonstrates that enhancing customer satisfaction is a crucial strategy for cultivating long-term brand loyalty.

Malia & Setiadi (2023) further corroborated the positive link between customer satisfaction and brand loyalty through an analysis of customer feedback data. The research aimed to isolate the effects of customer satisfaction from other potential influencing factors, thereby providing a clear examination of its direct impact on brand loyalty. The findings revealed a strong, positive relationship, indicating that higher levels of customer satisfaction are directly associated with increased brand loyalty. The study highlighted that satisfied customers are not only more likely to repurchase but also to engage in behaviors that signify deeper loyalty, such as recommending the brand to others and defending it against criticism. The study emphasized that customer satisfaction enhances the overall brand experience, creating a sense of goodwill that strengthens the customer's emotional attachment and loyalty. Additionally, the research underscored that while other factors may influence loyalty, customer satisfaction stands out as a predominant driver, consistently leading to enhanced loyalty outcomes across different contexts.

These studies reinforce the well-established notion that customer satisfaction plays a pivotal role in fostering brand loyalty. By focusing exclusively on this direct relationship, they contribute to the broader understanding of how satisfaction serves as a key determinant of loyalty, highlighting its importance for brand managers seeking to cultivate a loyal customer base.

3. Research Methodology

3.1 Research Design

To examine the influence of Corporate Social Responsibility (CSR) and customer satisfaction on brand loyalty within Beijing's tourism service industry, this study adopts a quantitative research methodology. The quantitative approach is selected for its ability to provide measurable, objective data that can be statistically analyzed, allowing for generalization of the findings across the broader population.

This study employs a quantitative research method, which involves the collection and analysis of numerical data to identify patterns and relationships among the variables of interest: CSR, customer satisfaction, and brand loyalty. The decision to use a quantitative approach is grounded in its suitability for testing hypotheses, measuring variables objectively, and providing empirical evidence. By using structured survey instruments, the study can gather large-scale data from customers of selected tourism companies in Beijing, enabling a comprehensive analysis of the relationship between CSR, customer satisfaction, and brand loyalty.

The quantitative research method is relevant for this study due to the nature of the research questions, which aim to assess the direct and indirect effects of CSR initiatives on customer satisfaction and subsequent brand loyalty. Quantitative analysis allows for statistical testing of these relationships, making it possible to determine the significance and strength of the observed effects. Additionally, quantitative research facilitates the use of structural equation modeling (SEM), a robust statistical technique that is suited for exploring complex relationships between multiple variables and identifying potential mediating effects.

The choice of a quantitative approach is based on several key considerations. Firstly, the research aims to provide a generalizable understanding of customer behavior within the context of Beijing's tourism service industry. Given the large customer base and the need for statistically significant findings, a quantitative method enables the study to capture a broad spectrum of customer responses and perceptions related to CSR activities. Secondly, the quantitative approach allows for systematic measurement of constructs such as customer satisfaction and brand loyalty, which are essential for examining the hypothesized relationships. Finally, the use of quantitative data supports the application of sophisticated statistical techniques like SEM path analysis, which can identify direct, indirect, and mediating effects, thereby offering deeper insights into the dynamics between CSR, customer satisfaction, and brand loyalty.

Based on the Fig. 1 the research process, the study aims to analyze the role of corporate social responsibility and customer satisfaction on brand loyalty in Beijing tourism service industry.

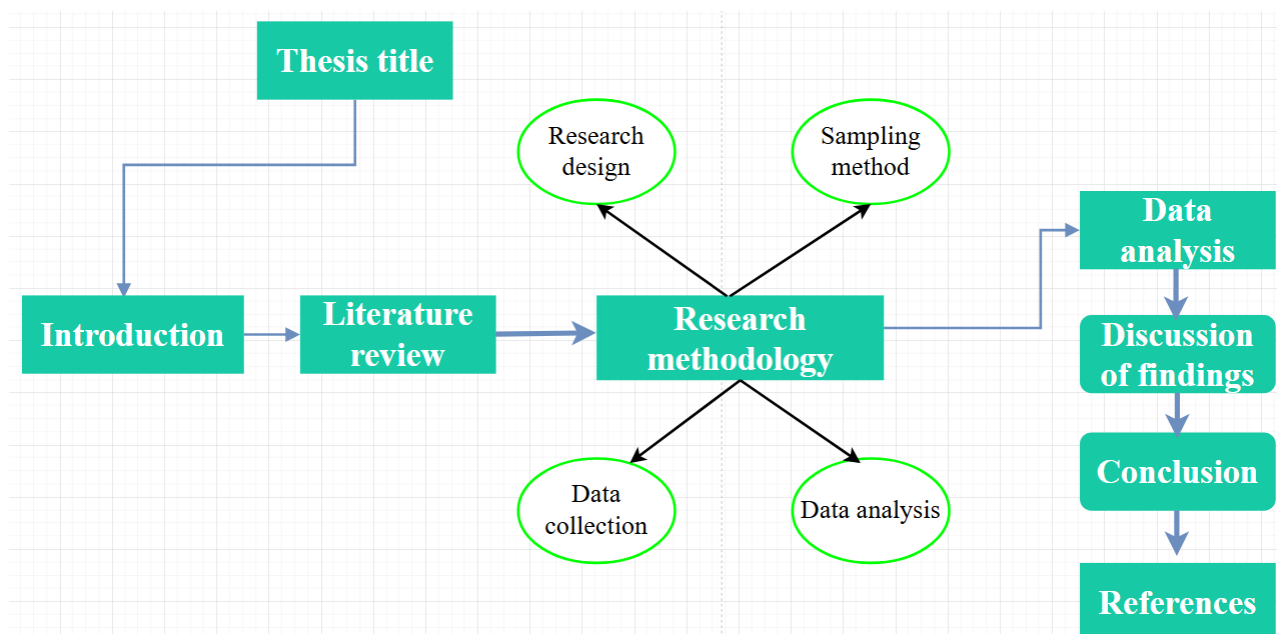


Figure 1. Research process

3.2 Sampling strategy

To ensure a representative sample, the study focuses on 20 large tourism companies operating in Beijing, China. These companies were selected based on their significant market presence and active engagement in CSR initiatives, as reported in industry assessments and corporate reports. According to internal data provided by these companies, the combined customer base for 2023 amounts to 241,972 customers. Given the size of this population, a careful sampling process is necessary to obtain a sample that is both manageable and statistically reliable.

Using the Raosoft sample size calculator, which considers the desired confidence level and margin of error, the study determined an appropriate sample size of 400 customers. The selection of participants follows a random sampling method, which helps to minimize selection bias and ensure that the sample is representative of the broader customer population. Random sampling was chosen for its ability to provide each customer an equal chance of being included in the study, thus enhancing the validity of the findings.

The study distributed 400 questionnaires to tourists who have interacted with the 20 tourism companies in Beijing for a month from October 29 to November 29, 2024. Upon completion of data collection, a total of 393 responses were received, representing a high response rate. After organizing and reviewing the collected data, the study identified and removed 3 invalid questionnaires that failed to meet the inclusion criteria, such as incomplete responses or errors. As a result, the final dataset comprised 390 valid questionnaires, which provided a robust foundation for conducting the subsequent statistical analyses.

3.3 Instrumentation

The instrument used in this study is a structured survey questionnaire featuring Likert-5 scale items, which were adapted and designed from established measures used in previous research studies on CSR, customer satisfaction, and brand loyalty. The Likert-5 scale ranges from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express the degree of their agreement with each statement.

3.4 Data Analysis Techniques

The collected data were analyzed using a combination of descriptive statistics and Structural Equation Modeling (SEM). Descriptive statistics will be employed to provide a summary of the sample characteristics and to offer an initial overview of the respondents' perceptions of CSR activities, satisfaction levels, and brand loyalty. Measures such as mean, standard deviation, and frequency distributions will help to illustrate the general trends and patterns in the data.

The primary analytical technique used in this study is SEM path analysis, which is well-suited for examining complex, multivariate relationships. SEM allows for the simultaneous analysis of multiple dependent and independent variables, making it an effective tool for testing the hypothesized relationships among CSR, customer satisfaction, and brand loyalty. By using SEM, the study can assess both direct and indirect effects, providing insights into the mediating role of customer satisfaction in the relationship between CSR and brand loyalty.

4. Data analysis

The study employs AMOS 28.0 and SEM path analysis to explore the influence of corporate social responsibility and customer satisfaction on brand loyalty in Beijing tourism service industry. Through data analysis of collected data, the study obtains the following analysis results in Fig. 2 and Table 1.

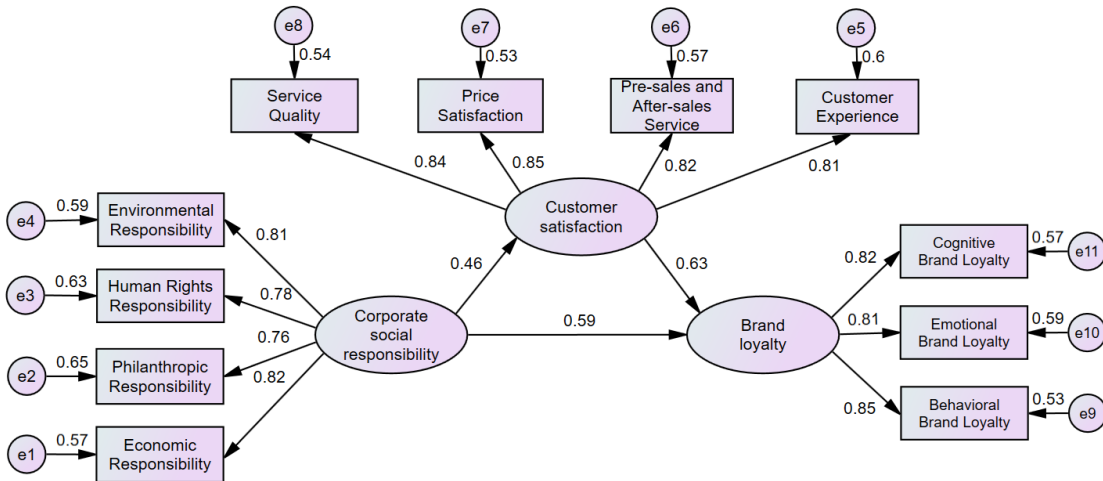


Figure 2. SEM results of research model

Table 1. SEM path analysis results

Path	Estimate	S.E.	C.R.	P-value	Std Path coefficient
Corporate social responsibility--->Brand loyalty	0.691	0.061	11.328	***	0.587
Corporate social responsibility--->Customer satisfaction	0.567	0.059	9.610	***	0.462
Customer satisfaction---> Brand loyalty	0.728	0.064	11.375	***	0.626

The direct effects of Corporate Social Responsibility (CSR) on Brand Loyalty and Customer Satisfaction, as well as the direct effect of Customer Satisfaction on Brand Loyalty, are key elements in understanding the dynamics of the relationships between these constructs within Beijing's tourism service industry.

The analysis results reveal a significant direct relationship between CSR and Brand Loyalty, as indicated by a standardized path coefficient of 0.587 ($p < 0.001$). This suggests that CSR activities play a substantial role in enhancing Brand Loyalty. The positive path coefficient demonstrates that when tourism companies in Beijing engage in socially responsible practices, it leads to increased customer loyalty. The significant direct impact of CSR on Brand Loyalty underscores the importance of CSR as a strategic tool for businesses aiming to cultivate long-term customer loyalty, especially in competitive markets like Beijing's tourism sector. It indicates that customers not only recognize and appreciate CSR efforts but also that these efforts contribute directly to their loyalty towards the brand, bypassing the need for other mediating factors.

The standardized path coefficient of 0.462 ($p < 0.001$) between CSR and Customer Satisfaction indicates a positive and significant direct effect, suggesting that CSR initiatives have a strong influence on how satisfied customers feel with the company's services. This finding highlights the critical role of CSR in shaping customer perceptions and satisfaction levels. When companies demonstrate a genuine commitment to ethical and socially responsible practices, customers are more likely to view the company favorably, which in turn enhances their overall satisfaction. The relatively high standardized coefficient suggests that CSR is a major determinant of customer satisfaction, reinforcing the idea that modern consumers in Beijing's tourism market are becoming increasingly aware of and responsive to the ethical behavior of businesses. As companies invest in CSR activities that align with customer values, such as reducing their carbon footprint or contributing to local community development, customers perceive a higher level of corporate responsibility, which translates into increased satisfaction. This direct effect highlights the need for businesses in the tourism sector to prioritize CSR as a core element of their service strategy to meet the evolving expectations of their customers.

Customer Satisfaction has a strong direct effect on Brand Loyalty, with a standardized path coefficient of 0.626 ($p < 0.001$). This result indicates that satisfied customers are significantly more likely to become loyal to the brand. The strength of this direct relationship confirms well-established marketing theories suggesting that satisfaction is a critical predictor of loyalty. In the context of Beijing's tourism industry, this finding suggests that when customers have positive experiences and are satisfied with the services provided, they are more likely to continue patronizing the brand, engage in repeat purchases, and advocate for the brand through positive word-of-mouth. The high coefficient value reflects the

importance of customer satisfaction as a key driver of brand loyalty, suggesting that it is one of the most influential factors in maintaining a loyal customer base. This direct effect underscores the need for tourism service providers to focus on enhancing the overall customer experience, as it not only increases immediate satisfaction but also contributes to stronger long-term loyalty.

In summary, the direct effects observed in the SEM analysis demonstrate that both CSR and Customer Satisfaction are crucial for fostering Brand Loyalty in Beijing's tourism service industry. CSR directly influences both Customer Satisfaction and Brand Loyalty, indicating its dual role as a differentiating factor and a driver of positive customer perceptions. Meanwhile, Customer Satisfaction emerges as a critical antecedent to Brand Loyalty, reinforcing the importance of consistently delivering high-quality service to maintain customer allegiance in this competitive market. These findings provide valuable insights for tourism companies looking to leverage CSR and enhance customer experiences to build a loyal customer base.

Besides, the study also checks the mediating effect of customer satisfaction through bootstrapping method with results shown in Table 2.

Table 2. Mediating effect analysis results of customer satisfaction

Standard effect	Path	Effect coefficient	95% confidence interval		S.E.	P-value
			Lower	Upper		
Total effect	Corporate social responsibility--->Brand loyalty	0.876	0.827	0.925	0.025	***
Direct effect	Corporate social responsibility--->Brand loyalty	0.587	0.544	0.630	0.022	***
Indirect effect	Corporate social responsibility--->Customer satisfaction--->Brand loyalty	0.289	0.250	0.328	0.020	***

The mediating effect analysis results reveal critical insights into the relationship between Corporate Social Responsibility (CSR) and brand loyalty within Beijing's tourism service industry. The analysis results, as summarized in Table 2, indicate that customer satisfaction plays a significant mediating role, enhancing the overall influence of CSR on brand loyalty. Specifically, the total effect of CSR on brand loyalty is 0.876, which includes both the direct and indirect effects. This total effect suggests a strong, positive relationship between CSR activities and customer loyalty, underscoring the importance of socially responsible practices as a key strategy for businesses aiming to cultivate a loyal customer base.

When examining the direct effect, the path coefficient between CSR and brand loyalty is 0.587 ($p < 0.001$), indicating a substantial direct relationship. This strong coefficient suggests that CSR initiatives independently contribute to increased brand loyalty, even without considering other mediating factors.

The indirect effect, which is mediated by customer satisfaction, has an effect coefficient of 0.289 ($p < 0.001$). This finding implies that a considerable portion of the positive impact of CSR on brand loyalty operates through its influence on customer satisfaction. In other words, CSR activities first enhance customer satisfaction, which in turn strengthens brand loyalty. The significance of the indirect effect highlights the importance of customer satisfaction as a bridge connecting CSR initiatives to loyal customer behaviors. This mediating role indicates that when companies engage in CSR practices that align with the values and expectations of their customers, it leads to heightened levels of satisfaction. Satisfied customers, in turn, are more likely to exhibit loyalty behaviors such as repeat purchases and positive word-of-mouth.

The analysis results demonstrate that customer satisfaction mediates the relationship between CSR and brand loyalty, given that both the direct and indirect effects are significant. This mediation suggests that while CSR directly influences brand loyalty, its impact is amplified when it simultaneously enhances customer satisfaction. The mediating effect underscores the importance of prioritizing customer satisfaction in CSR strategies. For businesses in the competitive tourism industry in Beijing, this finding indicates that investments in socially responsible initiatives should focus not only on enhancing the brand's ethical image but also on improving customer experiences. By doing so, companies can maximize the benefits of their CSR efforts, ultimately leading to a stronger, more loyal customer base.

5. Discussion of findings

The findings reveal that CSR has a significant positive impact on both customer satisfaction and brand loyalty, and that customer satisfaction plays a critical mediating role in strengthening the relationship between CSR and brand loyalty.

5.1 CSR and Brand Loyalty

The analysis reveals a significant direct relationship between CSR and brand loyalty, with a standardized path coefficient of 0.587 ($p < 0.001$). This indicates that CSR activities directly contribute to enhanced brand loyalty among customers of tourism companies in Beijing. The result supports previous research that has highlighted the positive impact of CSR

on brand loyalty (He & Lai, 2014). He & Lai (2014) found that consumers tend to develop stronger emotional bonds with brands that are perceived as socially responsible, which aligns with the current findings of the study.

The strong direct effect observed in this study suggests that customers in Beijing's tourism market value the ethical and socially responsible actions of companies. Given the heightened awareness of environmental and social issues among Chinese consumers, particularly in major urban centers like Beijing, it is likely that CSR initiatives resonate well with customers who are increasingly prioritizing ethical consumption. CSR engagement creates a positive emotional bond between the brand and its customers, fostering loyalty. Therefore, the direct effect of CSR on brand loyalty highlights the strategic importance of integrating socially responsible practices into core business strategies for tourism service providers aiming to build a loyal customer base.

5.2 CSR and Customer Satisfaction

The findings indicate a strong, positive relationship between CSR and customer satisfaction, as evidenced by a standardized path coefficient of 0.462 ($p < 0.001$). This result is consistent with prior studies that have demonstrated the favorable impact of CSR on customer satisfaction. McDonald & Rundle-Thiele (2008) found that customers perceive companies engaging in CSR activities as more trustworthy, which leads to enhanced satisfaction.

In the context of Beijing's tourism industry, the positive relationship between CSR and customer satisfaction can be attributed to the growing consumer awareness and demand for sustainable and ethical practices. When tourism companies demonstrate a genuine commitment to addressing these concerns, customers are likely to feel more satisfied with their services. This finding highlights the importance of aligning CSR activities with the values and expectations of customers, as doing so can enhance customer satisfaction and contribute to a favorable brand image.

5.3 Customer Satisfaction and Brand Loyalty

Customer satisfaction is shown to have a substantial direct effect on brand loyalty, with a standardized path coefficient of 0.626 ($p < 0.001$). This strong relationship confirms well-established marketing theories that identify customer satisfaction as a key predictor of brand loyalty. The findings of the study are in line with Ahmed et al.'s (2014) assertion that satisfied customers are more likely to develop a strong emotional attachment to a brand, leading to repeat purchases and positive word-of-mouth.

In the competitive tourism service industry in Beijing, customer satisfaction plays an even more crucial role in driving brand loyalty. The high coefficient value observed in this study suggests that satisfied customers are significantly more likely to remain loyal to the brand, engage in repeat purchases, and recommend the brand to others. By delivering high-quality services that meet or exceed customer expectations, tourism companies can enhance the overall customer experience, thereby fostering long-term loyalty.

5.4 Mediating Role of Customer Satisfaction

The mediating effect analysis demonstrates that customer satisfaction plays a significant role in the relationship between CSR and brand loyalty. The indirect effect of CSR on brand loyalty through customer satisfaction has an effect coefficient of 0.289 ($p < 0.001$), indicating that a substantial portion of the positive impact of CSR on brand loyalty is mediated by customer satisfaction. This finding suggests that CSR initiatives enhance customer satisfaction, which in turn leads to increased brand loyalty. The result aligns with previous studies that have identified customer satisfaction as a key mediator in the relationship between CSR and brand loyalty (Chung et al., 2015).

The significance of the mediating effect highlights the importance of focusing on customer satisfaction as a strategic outcome of CSR activities. When companies engage in CSR practices that align with customer values, such as supporting local communities or reducing their environmental footprint, it leads to higher satisfaction levels. Satisfied customers are more likely to exhibit loyalty behaviors, such as repeat patronage and positive recommendations, which ultimately enhance the brand's market position.

6. Conclusion

This study underscores the critical role of Corporate Social Responsibility (CSR) in fostering customer satisfaction and brand loyalty within Beijing's tourism service industry. The findings demonstrate a strong, positive influence of CSR on both customer satisfaction and brand loyalty, highlighting the strategic importance of socially responsible practices in today's competitive market. The direct effects indicate that customers recognize and appreciate CSR efforts, viewing them as an indicator of a brand's ethical commitment, which directly enhances their loyalty. Moreover, the significant mediating effect of customer satisfaction emphasizes its role as a bridge between CSR and brand loyalty. The results suggest that while CSR activities independently boost loyalty, their impact is amplified when they concurrently elevate customer satisfaction. This aligns with the growing consumer trend favoring brands that embody ethical values and sustainability, especially in culturally rich and environmentally aware markets like Beijing. The strong relationship between customer satisfaction and brand loyalty further reinforces the idea that positive customer experiences are paramount for cultivating enduring loyalty. For tourism businesses, these insights underline the importance of integrating CSR into core strategies, not only to meet consumer expectations but also to leverage it as a tool for enhancing satisfaction.

and securing a loyal customer base. The study provides empirical evidence that CSR, when executed authentically, contributes to a virtuous cycle of satisfaction and loyalty, offering a sustainable path to competitive advantage in the dynamic landscape of Beijing's tourism sector.

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Conflict of Interest

The authors declare no conflicts of interest.

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