Impact of CSR On Customer Value Co-Creation Behavior: The Investigation of Moderation Mechanisms

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ABSTRACT

Purpose: This study focuses on evaluating the contribution CSR activities have in encouraging the customers to co-create value for the organization. This study also assesses the moderation of ECI and OCB between CSR and customer VCC behavior.

Design/Methodology/Approach: Using the purposive sampling technique data from 304 employees, managers, and customers simultaneously from the telecom industry in southern Punjab Pakistan. Data analysis were performed through structural equation modeling (SEM) in AMOS v23.

Findings: The findings of the quantitative data show the significant and positive relationship between CSR and customer VCC behavior. ECI and OCB also strengthens the relationship of CSR and VCC. As data was collected only from the telecom sector therefore for the generalizability future research can be conducted towards other stakeholders' orientations in other sectors as health, tourism, and hospitality etc. Moreover, through ECI initiatives, the organization can enhance customer role clarity and perceived value of co-creation, which drive customers to further engage in VCC behavior.

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Introduction

In this modern era organizations are encountering severe challenges from the market forces particularly consumer market diversifications, rapid modification of their lifestyles and buying behavior, more elegant demands in term of customization, innovation, lower cost products with higher quality expatiations from the customers end (Ernst et al., 2011). For organizations with complex structures and resistance to change these customer forces present a serious threat and organizations with sustainable strategic stature can convert these forces into value. Service-

dominant (SD) logic viewpoint in service systems is considered as the core concept (Vargo & Lusch, 2008) and Vargo & Lusch (2004) uncovered that apart from the conventional roles the customers also act as a value co-creator for the organizations. According to Zhang et al. (2015) co-creation is all about a dynamic and collaborative relationship between the customer and the organization. Customers act as product or service partners as well as co-creators (Vargo & Lusch, 2004). This broadens the organizational boundaries by utilizing and outsourcing the creativity and value addition on to customers.

Based on Vargo & Lusch (2004) SD logic customers possesses the traits of an operant resource by having both tacit and explicit knowledge for value co-creation (VCC) (Gohary & Hamzeli, 2016; Vargo & Lusch, 2008). Nevertheless, based on the social identity theory, this behavioral conversion may not happen until the customers have social identification with the organization (Ashforth & Mael, 1989). This identification can be understood by the degree to which the members and organization assume themselves to share the similar characteristics (Dutton et al., 1994). Such customers exhibit not only devotion, but also organization's offerings more positively (Bhattacharya & Sen 2003) and play a positive role as co-creator with the organization.

Organizational practices such as corporate social responsibility (CSR) is one of many ways to indicate the stakeholders orientation and address special issues (La Rosa et al., 2017). CSR is considered as the activities where the organizations go beyond their self-interests and legal obligation and do something for the benefits of the society (Mc Williams & Siegel, 2018). CSR, with a focus on customer-oriented Organizational Citizenship Behavior (OCB) toward its stakeholders (Abugre & Nyuur, 2015), are found to be attractive for its customers to establish an identity with. (Woodroof et al., 2019). Furthermore, Moosmayer et al. (2019) extended the societal and ethical dimension of SD-logic utilizing business scenarios where VCC and value-in-use are critical elements of CSR (Tilaye, 2019). Thus, deducting from SD logic (Vargo & Lusch, 2004) and social identity theory (Ashforth & Mael, 1989), active participation of customers in VCC is rooted into CSR.

The close relationship between frontline service employees (FLSEs) and customers, deemed "employee-customer identification" (Korschun et al., 2014), customers being the operant resource can significantly increase their co-creation behavior (Trong Tuan Luu, 2019). Furthermore, employees' organizational citizenship behavior (OCB) can increase the outcome of CSR activities resulting more customers' VCC behavior with the organization (Hogan et al., 1984). Thus, highlighting the importance of customer's OCB mechanism to co-create.

Previous studies of Luu (2019) and Tuan (2016) considered CSR and Customer VCC Behavior from the servant leadership and relationship marketing Orientation point of view and recommended that future analysis may include moderator variables, like customer-oriented OCB. Bharadwaja et al. (2018) mentioned that self-reported data might be vulnerable to CMV threat. Nonetheless, CMV bias proved to be not a serious risk in their research but still recommended the data collection from multiple sources (i.e., employees, managers, and customers). Furthermore, lack of empirical evidence has been noted linking co-creation to employee-customer identification (ECI) and customers' VCC behavior. To the best of the author's knowledge, no study simultaneously examines CSR, co-creation, with the moderating effects of ECI, and customer-oriented OCB.

Our research is an attempt to evaluate the intensity, CSR have in generating customers' VCC behavior. Current study enriches the scholarly attention as mentioned by Karaosmanoglu et al. (2016) and Raza et al. (2020). It also explores the moderation mechanisms of ECI and OCB in the relationship of CSR and customer VCC behavior. As far as managerial implications are concerned, this study enhance the importance of orientation towards stakeholders for CSR activities which instill identification in customers and lead them to become value co-creator for the organization. This will also allow them to personally witness the CSR activities of the organization and they play their role to increase the performance of the organization.

Literature Review

Corporate Social Responsibility (CSR)

Aguinis (2010) defined CSR as “context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance”. CSR represents the ethical values in practice in any organization (Nielsen & Neergaard, 2018). CSR activities cover the economic, social, and environmental obligations of an organization which are aligned with the ethical theories (Garriga & Melé, 2013). CSR is a vital element of corporate reputation and has influence on improved financial performance of the company (Reputation Institute, 2015). 22nd annual global CEO survey also concluded that 64% of CEO says that the CSR is the core element of their corporate strategies and actions (Profile et al., 2017). Additionally, 45% agreed that in upcoming 5 years their stakeholders expect them to make incremental investments in CSR activities. These managerial intentions are due to increased significance customers are giving to brand's social involvement and socially responsible consumptions (Osei-Frimpong et al., 2019).

Customer VCC Behavior

The benefit attained through resource integration, activities and interactions with partners in the customer's service network is called customer VCC behavior (McColl-Kennedy et al., 2012 p. 1). People buying the products/services are not only the buyers and users of products or services but also contributes to their delivery and design (Halvorsrud et al., 2016). They go beyond in involvement levels and create value for the organization (Shamim et al., 2016). This VCC behavior takes the forms of both tacit as well as explicit knowledge (Chathoth et al., 2016; Xu et al., 2018). In light of SD logic (Vargo & Lusch, 2004), customers are always co-creators of value. In this relational exchange they create value for the organizations by active engagement throughout the service value chain (Yi & Gong, 2013).

Customers are vital actors in service delivery and recognition of its benefits (VCC) (Vargo & Lusch, 2004). In this way they can be involved in activities, conventionally attached to the company, such as do-it-yourself (Mills & Morris, 1986), idea generations for service improvements (Bettencourt, 1997), even becoming part-time employees to the organization by co-creating the services (McColl-Kennedy et al., 2012). In SD logic (Vargo & Lusch, 2004), resource integration could be method of executing VCC.

Customization of new services can generate higher values in a way that customers can directly give their input and create a distinctive personal experience (Chathoth et al., 2016; Xu et al., 2018). Resulting in a higher customer satisfaction (Prebensen & Xie, 2017; Xu et al., 2018), perceived value of customers' experience (Prebensen & Xie, 2017), and new services evaluations by the customers (Xu et al., 2018).

Employee-Customer Identification

Social identity theory assists in explaining causes why individuals create associations with the organizations (Maechler et al., 2016). Keeping in mind that frontline service employees (FLSEs) are at the forefront of interaction with the customers, they are the target of the identification (Hogg & Terry, 2000). Still in highly job relevant organizations this employee-customer identification (ECI) remains untapped (Ashforth & Mael, 1989; Buil et al., 2019). This employee-customer identification induces a sense of belongingness to a social group of customers (Tajfel & Turner, 2019).

ECI represents the degree to which employees consider customers as their social group fellow members who are most relevant to define their self-concept therefore, it goes beyond conventional perceptions of customer attitude and their traits. This is because only the FLSEs provides the opportunities to evaluate the service homogeneity and associations with the customers (Xu et al., 2018). Other types of ECI can coexist in other professional identities (e.g., accountant, physician) (Cardador & Pratt, 2018).

Customer Oriented OCB

Organizational citizenship behavior (OCB) is coined as an organizationally unrecognized volunteer behavior of an individual that affects the functional performance of an organization (Battal et al., 2020). OCB is categorized as organizational citizenship behavior-individual (OCBI) and organizational citizenship behavior-organization (OCBO) (Williams & Anderson, 1991). OCBI translates into an allusively beneficial behavior to the organization for example courteous behavior with colleagues or helping co-workers in their work-related challenges. On the contrary, OCBO is translated as the behaviors signifying diligence, job commitment, and faithfulness clearly effecting the organizational productivity and accomplishment, for instance, individual's change management or organizational publicity beyond its boundaries (Williams & Anderson, 1991).

On the bases of OCB (Bies, 1989), customer-oriented OCB is the volunteer behavior of employees which goes beyond their job descriptions and is not recognized by formal appraisal systems (Zoe, 2007), based on Williams & Anderson (1991) OCB employees exercising OCB will facilitate and support the colleagues to deliver higher customer services, use innovative ways to help customers in fixing their service related problems, and provide feedbacks for service sustainability (Zoe, 2007).

CSR and Customer VCC Behavior

S-D logic and social identity approach are used to explain the relationship of CSR and customer VCC. SD logic is widely accepted marketing theory in services sector where the intangible resources, VCC and social connections are key determinants of marketing exchanges (Navarro et al., 2014). Here the prime objective is to enhance the good relations with all the stakeholders by ensuring its alignment with their interests with the organizational objectives (Abela & Murphy, 2008).

SD logic, as opposed to the value in exchange in goods-dominant logic, stressing upon the value-in use and co-creation of value and resultantly encourage customers and other value creators to market the organization in the market (De Chiara, 2012). CSR activities mainly covers the customer's interests, along with other stakeholders (Buil et al., 2019), results in closer ties between them and more value co-creation for the organization (De Chiara, 2012). In SD logic service in exchange of service is the crucial point (Vargo & Lusch, 2004) and the organizations practicing CSR incorporate the social concerns to their business operations on volunteer basis (De Chiara, 2012) and thus CSR activities provide an opportunity for VCC.

Karaosmanoglu et al. (2016) has used the social identity theory (Ashforth & Mael, 1989) to check the effects of CSR on customer behavior. Social identity theory says that individuals struggle to enhance their positive self-esteem by improving their social identity. Social identity approach was used by Ahearne et al. (2005) to develop a model for customer-company identification. Though without formal membership this group identification can still happen (Reed, 2002). Customers without the formal membership can still identify themselves with the organizations only if they find it attractive and competent enough in improving their social identity (Ahearne et al., 2005). Ahearne et al. (2005) mentioned that in this modern age certain organizations do propose such attractive, profound social identities to their consumers so that their self-concept need is fulfilled. Martínez & Rodríguez del Bosque (2013) found that CSR is imparting appealing and profound social identities for customers. This identification increases when value of CSR activities is aligned with the customer's perceived values. Therefore, whenever the organizations are going beyond their ethical or legal requirements, they feel esteemed and tends to behave positively (VCC behavior) towards the organization due to higher level of identity. Therefore, we can propose that:

H1: CSR is positively related to customer VCC behavior.

Moderating Effects Customer-oriented OCB

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This new type confirms related studies who advocated for the introduction of customer-oriented citizenship behavior, especially in companies where staff have direct relationships and need to represent the company against external parties (Bettencourt, 1997; Podsakoff et al., 2012). Customer OCBs are in fact highly appropriate for the hospitality industry (Qiu et al., 2019; Zoe, 2007), and are particularly significant in enhancing the level of service to customers, loyalty for customers and, thus, the effectiveness of hospitality.

H2: Customer-oriented OCB has moderating effect on the relationship between CSR and customer VCC behavior.

Moderating Effects employee customer identification

Organizational identification is termed as the feelings of togetherness with or sense of affiliation to the organization (Ashforth & Mael, 1989). Another finding from the identification literature is the concept that people usually develop multiple group affiliations and can have dual group identifications simultaneously (Reed, 2002; Van Vaerenbergh & Orsingher, 2016). Such dual identifications do not prevent the identification with other group, denoting that an employee synchronically can identify him/herself with organization as well as with customers (Hogg & Terry, 2000). The core job of the employees is to satisfy the customer needs by offering quality services, organizational identification motivated them to practice positive customer oriented behavior (Hughes et al., 2019). Ashforth et al. (2007) pointed out that many organizational psychologists are of the opinion that employees who strongly identify themselves with the organization, when working for the organization, may establish deeper connections with their customers (Ashforth et al., 2007). Additionally, it had also been found that FLSEs who deal their customers with higher level of responsibility play a vital role in organizational success (Garcia et al., 2018). This identification is a source of employee motivation to be responsible and consistent in helping the customer and helps paving the ways of organizational success, therefore this may define the established identification between employees and customers. Therefore, we propose that:

H3: ECI has moderating effect on the relationship between CSR and customer VCC behavior.

Figure 1 Theoretical Framework

Research design

The research of this study is descriptive research and cross sectional in nature. The population of this study was urban adults of Southern part of the Punjab province who are customer, front line manager and front-line employee of telecom sector between the age of 16 to above 45. Participants were users of U-Phone, Jazz/Warid, Zong and Telenor mobile service providers, the majority of the customer, front line manager and front-line employee are involved in telecom sector aging between fifteen to above forty-five and there are five cities (i-e: Multan, Bhawalpur, Rahimyar Khan, D.G Khan, and Jhang). As per the recommendations of Podsakoff et al. (2012) to reduce the chances of potential common method variance (CMV) bias, using the survey questionnaire, we collected the data at three different time intervals. Initially (T1), we collected the data related to CSR & ECI, along with their demographic data, from the FLSEs of telecom companies. Second, after one month time period (T2) we contacted the managers to collect the data on customer-oriented OCB. Lastly, after one month (T3), customer VCC behavior responses from the customers were collected. The respondents aged 15 to higher than forty-five years were selected due to subsequent reasons: (1) this cluster tends to emphasize diversity (2) this cluster has long been the target of firms needs to develop customer VCC behavior.

We employed purposive sampling technique, from southern Punjab and collected data of 15-above 45 years old customers – Multan (23.07%), Bhawalpur (21.37%), Rahimyar Khan (19.72%), D.G Khan (20.39%) and Jhang (15.45%). The general response rate was male (65.1%) and female (34.9%). Based on the interaction with the FLSEs respondents were asked to choose the most appropriate answer from the 5-point Likert scale, whereas 1 was “strongly disagree” and 5 was “Strongly disagree. Finally, out of 400 collected questionnaires, 304 (76%) were valid for further analysis.

Measurement Instruments

A nine (9) items scale from Turker (2009) for measuring CSR was adopted which was divided into three CSR social and non-social, CSR to customers and CSR to employees dimensions respectively. **Customer VCC Behavior** was measured using a 19 items scale from Yi & Gong (2013). **Customer-oriented OCB** was measured using seven adapted items from Zoe (2007) to the managers. **Employee-Customer Identification** was measured adapting a five-items scale of Homburg et al. (2009). Whereas employee age (years), employee gender, employee qualifications, and service-tenure (years) were taken as the control variables.

Data Results analysis and interpretation

We used SPSS V23 for preliminary analysis at the same time AMOS version 23 for structural equation modeling (SEM). Using four latent variable and 41 observed variables confirmatory factor analysis (CFA) was conducted in AMOS 23. As per the recommendations of Tabachnick & Fidell (2012) model fitness indices shown in Table 1.

Table 1 the goodness-of-fit of the CFA measurement model

	Absolute Fit				Incremental Fit				
	χ^2/df	GFI	AGFI	RMSEA	NFI	RFI	IFI	TLI	CFI
Recommendation Levels	<3	>0.8	>0.8	<0.08	>0.9	>0.9	>0.9	>0.9	>0.9
Original Model	1.947	0.86	0.828	0.056	0.802	0.936	0.903	0.916	0.922
Structural Model	1.455	0.932	0.91	0.039	0.902	0.939	0.967	0.96	0.967

Table 2 shows that the reliability and validity of the constructs, and the loadings were greater than the cross-loadings without any considerable cross-loadings that confirms the discriminant validity.

Table 2 Reliability and Validity – Construct

Codes	Factor Loadings	SMC	Mean	SD	α	CR	AVE
Corporate social responsibility				0.681	0.824	0.702	0.521
CSR_STK1	0.770	0.540	3.800				
CSR_STK2	0.950	0.765	3.940				
CSR_STK3	0.730	0.630	3.740				
CSR_CUS1	0.900	0.849	3.850				
CSR_CUS2	0.460	0.370	3.430				
CSR_CUS3	0.560	0.488	3.550				
CSR_EMP1	0.940	0.786	3.960				
CSR_EMP2	0.920	0.691	3.950				
CSR_EMP3	0.880	0.700	3.910				
Customer VCC Behavior				0.683	0.846	0.777	0.628
Inf_SE_VCC1	0.920	0.773	3.960				
Inf_SE_VCC2	0.900	0.818	3.990				
Inf_SE_VCC3	0.870	0.736	3.990				
Inf_SH_VCC1	0.680	0.463	3.620				
Inf_SH_VCC2	0.873	0.710	3.391				
Res_VCC1	0.772	0.658	4.187				
Res_VCC2	0.760	0.714	3.968				
PI_VCC1	0.871	0.740	3.659				
PI_VCC2	0.700	0.667	3.954				
PI_VCC3	0.841	0.671	4.968				
FB_VCC1	0.927	0.676	4.427				
FB_VCC2	0.848	0.716	4.450				
FB_VCC3	0.754	0.652	3.866				
AD_VCC1	0.400	0.281	3.910				
AD_VCC2	0.780	0.673	4.130				
HP_VCC1	0.920	0.775	4.030				
HP_VCC2	0.980	0.811	4.070				
Tol_VCC1	0.930	0.757	4.000				
Tol_VCC2	0.930	0.792	4.030				
Customer-oriented OCB				0.736	0.778	0.731	0.589
OCB1	0.900	0.671	3.960				
OCB2	0.910	0.615	3.880				
OCB3	0.940	0.647	4.050				
OCB4	0.880	0.563	3.920				
OCB5	0.790	0.535	3.910				
OCB6	0.650	0.489	3.930				
OCB7	0.850	0.436	3.320				

Employee customer identification				0.723	0.708	0.724	0.566
ECI1	0.470	0.791	3.850				
ECI2	0.890	0.780	3.830				
ECI3	0.800	0.678	3.830				
ECI4	0.650	0.561	3.720				
ECI5	0.850	0.182	3.560				

Additionally, discriminant validity was achieved as the AVE value of each construct surpassed its correlations with the other constructs (Fornell & Larcker, 1981) (Table 3). The reliabilities of the scales were assessed through the composite construct reliability coefficients and AVE (Table 3). Composite reliabilities values of 0.702 (CSR) to 0.777 (VCC), are above the standard limit of 0.70 (Bagozzi & Yi, 1988). AVE values of 0.521 (CSR) to 0.628 (VCC), are also more than the threshold value of 0.50 (Fornell & Larcker, 1981). Furthermore, as the discriminant validity condition were fulfilled therefore multicollinearity was not a threat in our data analysis (Fornell & Larcker, 1981) and the highest values noted were between CSR and customer VCC behavior ($r=0.792$).

Table 3 Discriminant Validity Model – constructs

	CR	AVE	CSR	VCC	OCB	ECI
CSR	0.702	0.521	0.721			
VCC	0.777	0.628	0.113	0.792		
OCB	0.731	0.589	0.056	0.597	0.764	
ECI	0.724	0.566	0.074	0.189	0.256	0.752

Note: CSR= Corporate social responsibility; VCC= Value co-creation; OCB= Customer oriented OCB; ECI= Employee customer Identification

Hypotheses Testing

This study uses AMOS 23.0 software for analysis, and the maximum likelihood method is used to analyze the structural model of the conceptual model. The results are shown in Table 5. H1: It had been hypothesized that significant relationship exists between consumer's corporate social responsibility (CSR) and consumer oriented VCC. It's proven from the results that $\gamma = 0.39$ with $p < 0.01$, is showing the significantly positive relationship between CSR and VCC. The results show that CSR has significant and direct impact on VCC. The interaction value of CSR and OCB was significantly positive ($b = 0.28$, $p < 0.01$), which proves our hypothesis H2. The interaction value of CSR and ECI was significantly positive ($b = 0.24$, $p < 0.01$), which corroborated hypothesis H3.

Table 4 Results of Hypothesis

Hypothesis	Structural Path	(γ)	t-Values	p - Values	Decision
H1	BL<--- BE	0.392	5.639	***	Accepted
H2	VCC<--- CSR_X_OCB	0.282	4.918	***	Accepted
H3	VCC<--- CSR_X_ECI	0.24	4.18	***	Accepted

Note: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Moderating effects of customer-oriented OCB and Employee Customer Identification.

Table 6 & 7 and Fig. 2 & 3 exhibit shows the moderation results using the Baron & Kenny (1986) approach. Outcome clearly show that of these paths are significantly moderated by customer-oriented OCB, and therefore re-confirm the stability and strength of the proposed model.

Table 5 Moderating effect of OCB

Variables	Hypothesis	β	SE	t	P
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Step 1	VCC	<---	CSR	0.333	0.058	5.74	***
Step 2	VCC	<---	CSR	0.172	0.071	2.417	0.016
	VCC	<---	OCB	0.265	0.071	3.741	***
Step 3	VCC	<---	CSR	1.13	0.206	5.473	***
	VCC	<---	OCB	1.192	0.2	5.948	***
	VCC	<---	CSR_X_OCB	0.282	0.057	4.918	***

Table 6 Moderating effect of ECI

Variables	Hypothesis			β	SE	t	P
Step 1	VCC	<---	CSR	0.333	0.058	5.74	***
Step 2	VCC	<---	CSR	0.172	0.067	2.565	0.01
	VCC	<---	ECI	0.274	0.062	4.423	***
Step 3	VCC	<---	CSR	0.941	0.195	4.821	***
	VCC	<---	ECI	1.118	0.211	5.306	***
	VCC	<---	CSR_X_ECI	0.24	0.057	4.18	***

Figure 2 The Moderating Effect of OCB on the Relationship between CSR and VCC

Figure 3 The Moderating Effect of ECI on the Relationship between CSR and VCC

Discussion

Our research has multiple theoretical and managerial contributions. First, it extends the use of SD logic and social identity theory to investigate the relationships. Previous work have exhibited that in SD logic customer always act as a value co-creator (Abela & Murphy, 2008). This work is pioneer to test empirically the impact of stakeholders' pushed CSR activities on customer oriented VCC behavior. Secondly, our research extends the literature of customer-oriented OCB by examining the moderation mechanism between CSR and customer VCC behavior. Prior research have mainly focused on the individual or organizational consequences of customer-oriented OCB for example organizational justice (Parris & Peachey, 2013) whereas we have focused on the marketing related outcomes i.e. customer VCC behavior. Abela & Murphy (2008) has a found deeper and more comprehensive effect on customer behaviors which can direct customers in value co-creation process with the organizations. This is an indication that collaboration of stakeholder directed forces can mobilize the internal or external operant resources e.g. customers and facilitate its sustainability (Gohary & Hamzelu, 2016).

Thirdly, ECI as a moderator between CSR and VCC, is not only an increase in relationship marketing literature, at the same time, in SD logic research stream it also create a connection among them (Vargo & Lusch, 2004). Further this interactive relationship of CSR and ECI to induce VCC makes this work unique from the previous research works on ECI and customer satisfaction (Ngo et al., 2016) or loyalty (Hennig-Thurau et al., 2002). ECI facilities customers to establish bonds with the organizations and later perceive these bonds to shape CSR (Rao et al., 2000), therefore, maximizing the chances that the organization is considered socially responsible and competent enough to shape its social identity.

Lastly, as Pakistan is an emerging economy in which customers are still in early phases of knowing their role as operant resource (Gohary & Hamzelu, 2016), our findings will be a guide for the customers to know their new and dynamic role for mutual growth of both the organization and the customers.

Managerial Implications

The current research has several managerial implications. First, CSR initiatives could help build the VCC behavior in the customers. With orientation towards stakeholders, particularly the customer, using the social identity theory (Ashforth & Mael, 1989) organizations can promote VCC behavior in customers. All CSR activities should be directed towards the sustainability of all the stakeholders and must be visible to them. Because the customers take a notice and evaluate the CSR actions towards them and others. Customer should also be given an opportunity to "see" the employees' motivation which results from the appropriate reward and appraisal, both monetary and non-monetary, they receive for taking part in organization operations. Rather than letting the customer feel only on the basis of CSR activities in advertisements or product packaging the customers should be given an opportunity to observe employees pride, which they get due to their organizations' CSR activities for the society where they have also participated.

Secondly, CSR strategy implementation must not be without the collaboration of HR managers (Ulrich & Brockbank, 2005), as they design training programs to develop customers' image, in the employees mind, as a value co-creator. FLSEs are in direct contact with the customers and have a strong influence on them therefore, their awareness of customer's being operant resource is vital. Which can guide them to establish relationship with customers by not only solving their problems but also augment blend of CSR values in them and later on transform them into "partial employer" or member of the organization (McColl-Kennedy et al., 2012; Mills & Morris, 1986) who exhibit organizational commitment (Gruen, 1995) and shares through VCC behavior. Moreover, through ECI initiatives, the organization can enhance customer role clarity and perceived value of co-creation, which drive customers to further engage in VCC behavior (Dong

et al., 2008).

Limitations and future research path

Like different investigation, this investigation has a few constraints. To start with, this examination was accomplished with the telecom setting just, which restricts its generalizability. So as to upgrade generalizability of the distinguished connections, the proposed system ought to be tried in different enterprises like – banking, the travel industry and hospitality, health care and so on. Secondly, this investigation doesn't think about the job of sexual orientation contrasts (male and female) in seeing the CSR practices of the organizations, which can be a significant future examination territory. Since the sex contrasts impact the reactions to promoting practices (Melnik et al., 2009). Lastly, positive relationship between CSR and customer VCC behavior is an indication that other stakeholder forces like corporate (Tuan Trong Luu, 2017; Rahim & Alam, 2014) or clinical governance (Tuan, 2016) can be introduced as the antecedents.

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