Research Square

Preprints are preliminary reports that have not undergone peer review.
They should not be considered conclusive, used to inform clinical practice,
or referenced by the media as validated information.

Boosting Customer Loyalty: A Cybernetic Perspective of Perceived Value, Trust, and Customer Citizenship Behavior in Saudi Arabia's Telecom Industry

Abrar Alhomaid
Qassim University
Ahmed Elnagar
Taibah University
Ahmad Herzallah
ahirzallah@staff.alquds.edu
Al-Quds University
Walid abou bakr Abouzeid
International academy for engineering and media science
Hossam El Din Mohamed
International academy for engineering and media science
Neama El wakeel
Obour High Institute for Management & Informatics

Research Article

Keywords: Perceived value, trust, customer citizenship behavior, customer loyalty, telecommunications sector

Posted Date: August 5th, 2026

DOI: https://doi.org/10.21203/rs.3.rs-9972463/v1

License: This work is licensed under a Creative Commons Attribution 4.0 International License. Read Full License

Additional Declarations: No competing interests reported.

Abstract

This study investigates the connections between perceived value (PV), trust (TRU), customer loyalty (CL), and customer citizenship behavior (CCB) within Saudi Arabia's telecommunications industry. It specifically explores how PV and TRU directly impact CL and CCB, the effect of CL on CCB, and how CL mediates the relationships from PV and TRU to CCB.

A quantitative cross-sectional survey was conducted with 434 telecommunications subscribers in Jeddah and Riyadh, Saudi Arabia. Validated scales measured PV, TRU, CL, and CCB. Data analysis used PLS-SEM in SmartPLS 4 to test hypotheses.

All hypotheses were supported. Perceived value and trust positively and significantly influenced both customer loyalty and customer citizenship behaviour. Customer loyalty also directly enhances citizenship behavior. Furthermore, customer loyalty mediates the relationships between perceived value and CCB, and between trust and CCB, confirming its role as a psychological conduit in translating relational perceptions into proactive customer behaviors.

This research contributes to the literature by integrating Social Exchange Theory and Commitment-Trust Theory within a unified model to explain how perceived value and trust foster customer citizenship behavior through loyalty in a non-Western, high-competition service setting. It is among the first studies to empirically establish the sequential mechanism of value → trust → loyalty → citizenship in the Saudi telecom industry. The findings offer actionable insights for managers and policymakers seeking to leverage relational investments for sustainable competitive advantage and enhanced customer engagement.

1. Introduction

The telecommunications sector in Saudi Arabia is a dynamic and highly competitive market in which companies are increasingly challenged to not only attract new customers but also maintain existing customers and increase customer engagement (Ball et al., 2004; Eshghi et al., 2008). In this challenging context, customer behaviors reaching beyond simple transactional relationships and especially CCB have attracted much interest because of the magnitude of influence on the performance of firms and their competitive advantage (Assiouras et al., 2019; Balaji, 2014; Xie et al., 2017). CCB is collective behavior that is voluntarily shown by customers like advocating for the provider of the service, giving out constructive feedback, aiding other customers, exhibiting tolerance during inconveniences in the service delivery (Assiouras et al., 2019; Balaji, 2014; Van Tonder & De Beer, 2018). Understanding the antecedents and underlying mechanisms that promote such discretionary behaviours is important for a sustained success for this sector (Ahmad & Zafar, 2018; Assiouras et al., 2019; Karambayya, 1990).

PV and TRU are two fundamental constructs that play a critical role in customer relationship and engagement in service industries (Ball et al., 2004; Tanisah & Maftukhah, 2015; Z. Yang & Peterson, 2004). Perceived value can be defined as the customer's holistic evaluation of the utility of a service, balancing the advantages one gains and the sacrifices one makes (Aulia et al., 2016; Leppäniemi et al., 2017; Z. Yang & Peterson, 2004). Trust, on the other hand, indicates the degree of a customer's confidence in a service provider's dependability, integrity, and benevolence (Ball et al., 2004; Cowles, 1996; Setó-Pamies, 2012; Tanisah & Maftukhah, 2015). Both perceived value and trust are instrumental in influencing CL, including both repeat purchase behaviour and positive

attitudinal disposition towards a brand or service (Setó-Pamies, 2012; Zins, 2001). CL, on the other hand, is a crucial mediating attribute that converts these positive perceptions and beliefs to increased customer citizenship behaviors (Keshavarz & Jamshidi, 2018; Li, 2011; Zins, 2001). Despite substantial efforts to improve the customer service experiences, the long-term customer loyalty states remain elusive for many service providers, with the telecommunications sector leading the pack (Karjaluoto et al., 2012). This research attempts to fill in current research gaps by examining comprehensively the interplay of perceptions of value, trust, customer loyalty, and customer citizenship behavior in the special context of the Saudi telecommunications sector (Fig. 1).

2. Theoretical underpinnings

The underlying view of customer firm relationships in this study draws mainly from Social Exchange Theory (SET) which views human interactions, including commercial exchange, as social processes dominated by the measurement of reciprocal benefits and costs (Kim, 2016; Lawler & Thye, 1999). Individuals are constantly evaluating their relationships in an effort to secure the best possible outcomes with the fewest sacrifices (Kim, 2016). In the context of telecommunications, customers evaluate perceived value as the costs and sacrifices they make such as monetary costs, time, and effort as well as their perception of the trade-off between the multitude of benefits provided such as high service quality, reliable network performance, and positive emotional experiences (Chang et al., 2011; Jiang et al., 2016; Kim, 2016). This continual process of evaluating the benefits and costs affect customers' decision to stay in relationship with their service providers and exhibit extra-role behaviors to do more than just do a transaction, such as customer citizenship behaviors (Al Halbusi et al., 2020; Andreassen & Lindestad, 1998; Kim, 2016). Moreover, SET emphasizes the significance of trust in overcoming uncertainty and creating a desire to get involved in long-term relationships since customers believe reliable providers with a low likelihood of ripping them off (Kim, 2016; Kingshott, 2006; Lawler & Thye, 1999).

Complementing the Social Exchange Theory, the Commitment Trust Theory (CTT) provides a more specific view of the psychological processes underlying the occurrence of successful, long-term relational exchanges; it is more focused on two core constructs: trust and commitment (Walter et al., 2000). Trust in its respective definition used by CTT is defined as the customer's trust in a firm's reliability, integrity and long-term intentions; which is very important, towards reducing perceived risks by getting a willingness to be in a relationship (Ball et al., 2004; Setó-Pamies, 2012; Walter et al., 2000). Commitment, on the other hand, is the sustained hope or will of a customer to maintain a valued relationship with a service provider and is often the result of enduring trust and satisfaction (P. A. Khan et al., 2021; Setó-Pamies, 2012; Walter et al., 2000). This commitment is expressed through customer loyalty, which stimulates repeat purchases and good word-of-mouth (Walter et al., 2000; Zins, 2001). When customers are committed and trust their service providers; they are more inclined to engage in customer citizenship behaviors by acting as advocates, giving valuable feedback and helping members of other customers, contributing to firm success (Walter et al., 2000).

2.2 Hypotheses development

2.2.1 Perceived value and customer loyalty

Customer perceived value has been widely recognized as an important factor in determining customer loyalty in several service industries, including telecommunications (Karjaluoto et al., 2012; Rasheed & Abadi, 2014; Z. Yang & Peterson, 2004). It reflects the customer's overall evaluation of the utility of a service in relation to the sacrifices

incurred to acquire the service (Z. Yang & Peterson, 2004). When customers perceive that the benefits they are gaining from a telecommunications service such as network quality, reliability, innovative features, and excellent customer service outweigh the costs incurred then their satisfaction will increase and will result in greater loyalty (Chang et al., 2011; Hur et al., 2013; Keshavarz & Jamshidi, 2018). Empirical studies such as those carried out within the wireless telecommunication sector in Finland have been in favor of the assertion that perceived value has a significant effect on customer loyalty (Karjaluoto et al., 2012). Similarly, a positive relationship between perceived value and customer loyalty was found in research in the Malaysian services sector, which includes telecommunications (Rasheed & Abadi, 2014). In the Saudi context, while specific studies on telecommunications with the particular link are emerging, related research in the area of e-commerce and value innovation in the broader region shows also the significant contribution of perceived value to customer satisfaction and loyalty that are vital to the performance and growth of firms (Hajar et al., 2022; Jamporazmey et al., 2024). Therefore,

H1: There are positive effects of PV on CL.

2.2.2 Perceived value and customer citizenship behavior

Beyond helping to build loyalty, perceived value is also an important driver of CCB (Al Halbusi et al., 2020; Cheng et al., 2016). CCB consists of voluntary and extra-role behavior that benefits the service firm or other service customers such as feedback, advocating for the company, or assisting other customers (Assiouras et al., 2019; Balaji, 2014; Xie et al., 2017). When a customer believes that he or she is getting a lot of value from his or her telecommunications provider, then he or she will be more willing to reciprocate this positive experience in the form of discretionary behaviors (Al Halbusi et al., 2020). For example, research has found that perceived value fully mediates the link between brand attachment and CCB, suggesting that value perception is a critical mechanism through which customers are encouraged to perform CCB (Cheng et al., 2016). The significance of perceived value in promoting CCB has also been evidenced in other service contexts, such as hospitality and cultural industries, hinting at its generality to the telecommunications Industry (Al Halbusi et al., 2020; Assiouras et al., 2019). Consequently,

H2: PV has a positive effect on CCB.

2.2.3 Trust and customer loyalty

Trust is an integral element of any successful long-term relationship particularly in the service industries such as telecommunications where intangible offerings and information asymmetry are prevalent (Ball et al., 2004; Setó-Pamies, 2012; Tanisah & Maftukhah, 2015). With the customer's trust in their service provider which is constructed on the notion of reliability, honesty and benevolence dramatically lower the risk and uncertainty in the customer's mind, making them create a stronger emotional attachment and commitment (Aydin et al., 2005; Ball et al., 2004; Tanisah & Maftukhah, 2015). This results in stronger customer loyalty with a strong commitment to buying back and resistance to switching to other competitors (Setó-Pamies, 2012). There is a strong empirical evidence of this relationship from the telecommunications sector globally and regionally (Aydin et al., 2005; Rasheed & Abadi, 2014; Tanisah & Maftukhah, 2015) Studies in Pakistan's mobile telecommunication sector, for example, have found trust to be an important and positive predictor of customer loyalty (Khan et al., 2020). Similarly, studies in the Turkish mobile telecommunication market and Malaysian services industry confirm the positive impact of trust on customer loyalty (Aydin & Özer, 2005; Rasheed & Abadi, 2014). Even in Saudi Arabia,

research on e-commerce and tele-banking shows that trust is a key factor in customer loyalty, indicating the importance of trust in the context of the enlarged service arena of the region (Al-Ashban & Burney, 2001). Thus,

H3: TRU is a positive internally moderating variable for CL.

2.2.4 Trust and customer citizenship behavior

Trust also has direct effects on customer citizenship behavior as it encourages a sense of psychological ownership and a willingness to contribute positively to the service environment (Aljarah, 2020; Di et al., 2010). When customers have faith and trust in their telecommunications provider, they are more likely to believe that their efforts, such as providing feedback or advocating for the brand will be valued and actioned (Alkraiji & Ameen, 2022; X. Yang et al., 2021). This belief motivates them to do things beyond their contractual obligations and go the extra mile with voluntary, discretionary behaviors in benefit of the firm (Di et al., 2010). Empirical research in many service industries, including regarding green customer citizenship behavior, shows that trust has a strong positive impact on CCB (Yang et al., 2021). While aspects of loyalty and satisfaction can mediate this relationship, trust also has a direct influence that serves as a motivator on its own for CCB (Di et al., 2010; Van Tonder & De Beer, 2018). In the competitive telecommunications industry, more than anything, trust-building is essential to promote positive word-of-mouth, mutual assistance amongst customers, and positive constructive feedback that constitute crucial forms of CCB (Assiouras et al., 2019; Van Tonder & De Beer, 2018). Therefore,

H4: TRU has positive effect on CCB.

2.2.5 Customer loyalty and customer citizenship behaviour

In the telecommunication industry, CL makes a significant and positive impact on CCB, as customers with a high level of attachment to their service providers are more likely to perform voluntary behaviors beneficial to the company (Gong & Yi, 2021). This relationship is largely explained by the recruitment of social exchange theory that implies that loyal customers reciprocate with beneficial behaviors the good experience and perception of support or justice from the service provider (Chan et al., 2017; Choi & Lotz, 2018). Such loyalty generates higher affective commitment and trust towards the organization, which are considered to be the crucial antecedents for customers to display CCB (Choi & Lotz, 2018; Izogo, 2017). These behaviors of citizenship are not limited to repeat purchasing but also go beyond it by encouraging the brand by word of mouth, giving constructive criticism for improvements, and helping other customers (Nguyen et al., 2014; Payne & Webber, 2006). This positive relationship has been consistently supported by empirical evidence, such as studies conducted by structural equation modeling in the telecom industry, which underscores the role of various factors, such as relationship quality and perceived value, in mediating the influence of loyalty on these proactive behaviors of customers (Ishaq, 2012; Wu et al., 2017). Therefore, customer loyalty in the telecommunication industry is an important aspect in not only customer retention, but also brings in an engaged customer base that helps in the quality of service delivery, brand reputation and general organizational success (Biestock *et al*., 2003).

H5: CL has a positive relationship with CCB.

2.2.6 Customer loyalty as a mediator

Customer loyalty is an important mediating mechanism that persuades customer citizenship behaviour by value perceived (Devi & Yasa, 2021; Keshavarz & Jamshidi, 2018). By offering high value perception to customers on their telecommunications service, customers are more likely to become loyal customers, attaining the behavioral

inclination for repeat patronage as well as the attitudinal commitment to the service provider (Keshavarz & Jamshidi, 2018; Z. Yang & Peterson, 2004). This increased loyalty then becomes a channel leading these customers to act in citizenship behavior such as advocacy, feedback and attempting to assist other customers (Keshavarz & Jamshidi, 2018). The positive evaluation of the perceived value, leads to the satisfaction of the customer, which in turn increases customer loyalty, ultimately leading to the customers participating voluntarily to the success of the service provider by CCB (Devi & Yasa, 2021; Keshavarz & Jamshidi, 2018). Studies have explicitly supported the mediating role of customer loyalty in relation between perceived value and behavioral intentions, including citizenship behaviors (Devi & Yasa, 2021; Keshavarz & Jamshidi, 2018). Thus,

H6a: CL mediates a relationship between PV and CCB.

Similarly, customer loyalty mediates critically between the trust and customer citizenship behavior (Daud et al., 2018; Leninkumar, 2017; Schirmer et al., 2018). Trust, in the sense of building confidence and reducing perceived risk, directly creates customer loyalty (Khan et al., 2021; Leninkumar, 2017; Tanisah & Maftukhah, 2015). This loyalty is defined as a strong commitment and positive attitude towards the service provider, which then motivates customers to engage in proactive and extra-role behaviors that benefit the firm (Bricci et al., 2016; Walter et al., 2000). For example, customer satisfaction and trust have been found influencing customer loyalty and in turn, customer loyalty improves certain positive outcomes such as CCB (Daud et al., 2018; Leninkumar, 2017). The mediating effect of loyalty suggests that even though trust is one essential antecedent, its full potential in the capability of generating CCB is often actualized through the building of a loyal customer base (Daud et al., 2018; Leninkumar, 2017). Empirical findings tend to say that trust affects the level of loyalty that in turn convert into the citizenship behaviors, confirming customer loyalty as a significant intermediary (Leninkumar, 2017; Schirmer et al., 2018). Therefore,

H6b: CL mediates the relationship between TRU to CCB.

3. Methodology

3.1 Data collection

In accordance with a comprehensive literature review, this study adopted and adapted a number of validated scales in line with the research situation. The Perceived Value (PV) scale was adapted from Jamal et al. (2011) and Roig et al. (2006), and it consisted of four dimensions including Functional Value, Emotional Value, Social Value, and Price/Value for Money, with three items each (PV1-PV12). The Trust (TRU) scale was modified from Jamporazmey et al. (2024) and Ball et al. (2004), with sub-scales including Reliability/Ability, Integrity and Benevolence and three items (TRU1-TRU9) per sub-scale. The Customer Citizenship Behavior (CCB) scale was modified from Ahmad & Zafar (2018) and Assiouras et al. (2019) and consists of five dimensions e.g. Advocacy, Helping, Feedback, and Tolerance, each with three items (CCB1-CCB12). The Customer Loyalty (CL) scale which had been adapted from Bobâlcă et al. (2012) and Sadeli & Aritonang (2024) and organized around the attitudinal loyalty, behavioral loyalty and resistance to switch with three items (CL1-CL9). All items were improved by expert Jensen's review and a pre-test to ensure that they were clear, relevant and applicable, and reliability and validity's were verified with conduct confirmatory factor analysis and Cronbach's alpha.

3.2 Sampling and measurement

To identify the study population, we targeted the telecommunications industry in two major cities in Saudi Arabia, Jeddah and Riyadh. These cities were chosen because they represent high population density, competitive telecom markets, and they represent a variety of customer segments. The target respondent were individual subscribers of major telecom providers of these regions. A structured online survey was administered from February to July 2025 to make sure that no ambiguities or discrepancies would arise for clarity and accuracy. We worked with an external professional market research agency to obtain a representative sample. A total of 600 questionnaires were handed out, of which 434 valid responses were collected, corresponding to a response rate of 72.3%, and this was used as the final sample for analysis. The sample size of 434 is larger than the minimum sample size requirement based on Partial Least Squares Structural Equation Modeling (PLS-SEM), i.e., according to the 10-times rule (Elnagar et al., 2025; Elnagar & Aljuwaiber, 2025; J. F. Hair et al., 2021) and the suggestions for stable SEM results, respectively. Non-response bias was then examined by comparing early and late respondents using t-tests, and found to be non-significant. The survey consisted of a cover letter, consent information, and measurement items for all constructs using a five-point Likert scale and demographic questions. It was pre-tested on 30 users and reviewed by experts to make sure it is valid. PLS-SEM in SmartPLS 4 was used for analysis due to its suitability for complex predictive models in service and marketing research.

The sample for the study (n = 434) has an approximate representation of the Male population by 55.3% of the population and Female population by 44.7%. A majority of the respondents, over 60%, belonged to the age range of 25–44 years. As for the usage of telecom services, more than 65% of the participants reported using their existing telecom provider for more than three years. Of the respondents, approximately 42% had bachelor's degrees, and around 38% worked in the private sector.

3.3 Data analysis

Data analysis proceeded in two stages using SmartPLS 4, focusing first on the measurement model (outer model) and subsequently on the structural model (inner model). This approach ensures that the systemic constructs are reliably measured before testing the hypothesized pathways. The data analysis method carried reliability and validity tests to measure internal consistency to assess Convergent validity via Average Variance Extracted (AVE). The tests measured were evaluated based on path coefficients, t-values and significance levels to test the hypotheses. The model’s predictive relevance was assessed using Q^2 values. Lastly, the study carried out mediation analysis to test the recursive role of loyalty that allowed examination of loyalty not just as an outcome but as a transmission mechanism to increase value-trust in the network.

4. Results

4.1 The Measurement Model

Table 1 below shows the main associations between the study variables. The examination focused more on the normality of the data by using the measures of skewness and kurtosis (Hair et al., 2019; Zaki & Elnagar, 2025). The reliability and validity of the measurement or outer model could be conducted and analyzed taking into consideration internal consistency, convergent validity, and discriminant validity that have been established as a set of criteria for this purpose (Hair et al., 2017; Herzallah et al., 2025; Khalifa et al., 2025). In order to go for the convergent validity, it is required that the loading factor values should exceeds 0.7 and the AVE value has to be more than 0.5. For the purpose of discriminant validity, square root of AVE should be greater than the correlation value between variables. As for the reliability test, a CR value is used as a criterion where the value is higher than

0.7. The results presented in Table 1 correspond to the assessments on reliability and validity made. Reliability testing was done based on the outer loading value and CR value whereas AVE value was used for checking validity. The results show that all variables exhibit the outer loading value and composite reliability value that exceed 0.7 and that ensure the reliability of all the indicators for the variables. Furthermore, the analysis of the AVE value which shows that each variable shows a value that is more than 0.5 proves that the validity of the variables as well as the value of the respective indicators has been achieved. The determination of the measurement model was finalized and documented in Table 1 to give a comprehensive overview of the different factors and their corresponding factor loadings.

In order to ensure the reliability and validity of the measurement model, several indicators were taken into consideration such as the factor loadings, the CR and the AVE. Each of the study variables was successfully loaded on its corresponding factor, and all the factor loadings exceeded the cut off mark of 0.7, which showed the consistency of the constructs. None of the items were below the recommended value of 0.7 further increasing the robustness of the overall measurement model. In addition, the CR scores were above the minimum criterion score of 0.7, which indicates internal consistency of constructs. Moreover, all AVE scores were above the suggested value of 0.50, providing further evidence of the convergent validity of the measurement model (Hair et al., 2019; Iriqat et al., 2025). The assurance of the absence of common method bias was given configured to the analysis of VIF with all the VIF scores of less than 5.0. This finding suggests that the common method bias was not a significant issue with the current study (Sarstedt et al., 2019). Furthermore, all standardized loadings for the variables were above the recommended value of 0.7, further indicating the satisfactory level of convergent validity. In conjunction with the AVE scores made available under Table 1, and the factor loadings above 0.7, the determination of discriminant validity is clear (Hair et al., 2020). In an effort to offer further support for the discriminant validity, "heterotrait-monotrait" ratio (HTMT) and "Fornell-Larcker" measures were used. The HTMT ratios, as shown in Table 2, confirm the measurement model, provided discrimination, as the exception was the diagonals, which were those with the highest values (Henseler et al., 2015). Additionally, the Fornell- Larcker measures (Hair et al., 2020) were used to test the discriminant validity of the model, further supporting the credibility and robustness of the model.

Table I: Reliability, validity, and multicollinearity.

Construct (2nd order Reflective construct)	Items		Factor loading	T-Value	CR	AVE	α	VIF
Functional Value (FV)	PV1	The telecommunications service provides high-quality and reliable connectivity	0.880	83.312	0.899	0.748	0.832	2.683
	PV2	The service efficiently meets my communication and data needs	0.873	77.536				2.696
	PV3	The service performance is consistent and rarely experiences interruptions	Deleted					2.328
Emotional Value (EV)	PV4	Using this telecommunications service gives me a sense of satisfaction	0.867	68.127	0.903	0.757	0.839	2.426
	PV5	I feel good when I use this telecommunications service	0.862	73.102				2.670
	PV6	The service creates a positive emotional experience for me	0.881	74.288				2.661
Social Value (SV)	PV7	Using this service enhances my social image among my peers	0.868	74.478	0.900	0.751	0.831	2.375
	PV8	This service helps me stay connected with important social networks	0.865	79.088				2.627
	PV9	I believe this service helps me maintain good relationships with others	0.867	71.918				2.457
Price/Value for Money (PVM)	PV10	The price I pay for this service is reasonable given the benefits I receive	0.864	64.317	0.899	0.750	0.815	2.615
(Model Fit: SRMR = 0.034, Chi-square = 1334.95, NFI = 0.917)								

Construct (2nd order Reflective construct)	Items		Factor loading	T-Value	CR	AVE	α	VIF
	PV11	This telecommunications service offers excellent value for money	0.865	61.289				2.484
	PV12	I believe this service is a good investment for my communication needs	0.871	71.527				2.460
Reliability/Ability (RE)	TRU1	My telecommunications provider consistently delivers what it promises	0.896	85.708	0.906	0.762	0.845	2.889
	TRU2	I can always count on my telecommunications provider to perform its services reliably	0.851	69.401				2.279
	TRU3	My provider has the necessary expertise to offer high-quality telecommunications services	0.837	55.846				2.532
Integrity (INT)	TRU4	My telecommunications provider operates with high integrity	0.872	71.615	0.912	0.775	0.855	2.088
	TRU5	I believe my provider is honest in its dealings with customers	0.771	49.695				2.295
	TRU6	My provider adheres to ethical standards in its business practices	0.822	54.729				2.364
Benevolence (BEN)	TRU7	My telecommunications provider genuinely cares about its customers' needs	0.850	66.372	0.901	0.692	0852	2.658
	TRU8	I believe my provider acts in my best interest	0.882	82.762				2.666
	TRU9	My provider shows a sincere concern	0.885	76.067				2.720
(Model Fit: SRMR = 0.034, Chi-square = 1334.95, NFI = 0.917)								

Construct (2nd order Reflective construct)	Items		Factor loading	T-Value	CR	AVE	α	VIF
		for customer welfare						
Advocacy (AD)	CCB1	I recommend my telecommunications provider to friends and family	0.866	80.509	0.891	0.749	0.833	2.615
	CCB2	I speak positively about my provider to other people	0.721	70.475				2.438
	CCB3	I defend my provider when others criticize it	0.860	63.317				2.242
Helping (HL)	CCB4	I help other customers who have questions about the service	0.869	71.502	0.906	0.762	0.844	2.430
	CCB5	I assist other customers in understanding how to use the provider's services	0.878	74.450				2.456
	CCB6	I share my knowledge about the service with other customers	0.872	77.241				2.674
Feedback (FD)	CCB7	I provide constructive feedback to my telecommunications provider to help improve its services	0.784	84.912	0.916	0.784	0.862	2.195
	CCB8	I communicate suggestions or concerns directly to the company management	0.896	101.082				2.976
	CCB9	I offer ideas that could help my provider improve its offerings	0.876	74.226				2.623
Tolerance (TO)	CCB10	I am patient when my telecommunications service experiences occasional issues	0.766	68.230	0.891	0.755	0.890	2.587
	CCB11	I am forgiving of minor service errors	0.853	70.242				2.560
(Model Fit: SRMR = 0.034, Chi-square = 1334.95, NFI = 0.917)								

Construct (2nd order Reflective construct)	Items		Factor loading	T-Value	CR	AVE	α	VIF
		by my provider						
	CCB12	I understand that service problems can happen and tolerate them	0.887	89.262				2.615
Attitudinal Loyalty (AL)	CL1	I feel a strong sense of attachment to my telecommunications provider	Deleted		0.909	0.775	0.847	2.753
	CL2	I have a positive attitude towards my telecommunications provider	0.776	78.505				2.660
	CL3	I prefer my current provider over its competitors	0.886	78.146				2.684
Behavioral Loyalty (BL)	CL4	I intend to continue using my current telecommunications provider in the long term	0.765	73.452	0.889	0.748	0.812	2.319
	CL5	intend to continue using my current telecommunications provider in the long term	0.859	60.958				2.488
	CL6	I always choose my current provider when I need telecommunications services	0.870	69.190				2.450
Resistance to Switching (RS)	CL7	I would not switch to another provider even if they offered lower prices	0.857	61.755	0.908	0.766	0.818	2.763
	CL8	It would be difficult for me to switch to a different telecommunications provider	0.893	88.047				2.781
	CL9	I am resistant to competitive offers from other telecommunications companies	0.875	77.463				2.753
(Model Fit: SRMR = 0.034, Chi-square = 1334.95, NFI = 0.917)								

Table II: Discriminant validity.

Fornell-Larcker criterion					Heterotrait-monotrait ratio (HTMT)				
	CCB	**CL**	**PV**	**TRU**		**CCB**	**CL**	**PV**	**TRU**
CCB	**0.819**				**CCB**				
CL	0.549	**0.830**			**CL**	0.581			
PV	0.438	0.357	**0.811**		**PV**	0.461	0.374		
TRU	0.469	0.356	0.578	**0.818**	**CCB**	0.498	0.376	0.611	

Note

Perceived value (PV), Customer Loyalty (CL), Customer Citizenship Behavior (CCB), Trust (TRU).

4.3 Hypotheses testing

The findings of the structural model analysis (Table 3, Fig. 2) revealed that perceived value (PV) had a significant positive influence on customer loyalty (CL) ($\beta = 0.226$, $p < 0.05$, $t = 2.502$, $f^2 = 0.029$) and on customer citizenship behavior (CCB) ($\beta = 0.133$, $p < 0.001$, $t = 3.893$, $f^2 = 0.016$), thereby supporting H1 and H2. Similarly, trust (TRU) significantly and positively influenced CL ($\beta = 0.224$, $p < 0.01$, $t = 2.703$, $f^2 = 0.029$) and CCB ($\beta = 0.220$, $p < 0.001$, $t = 5.415$, $f^2 = 0.046$), supporting H3 and H4. Moreover, CL exerted a strong positive effect on CCB ($\beta = 0.393$, $p < 0.001$, $t = 9.640$, $f^2 = 0.186$), confirming H5. Additionally, the mediation analysis indicated that CL significantly mediated the relationship between PV and CCB ($\beta = 0.053$, $p < 0.05$, $t = 2.418$) as well as between TRU and CCB ($\beta = 0.058$, $p < 0.01$, $t = 2.643$), providing support for H6a and H6b, respectively.

Table III: Hypotheses testing results.

H	Relationship	β	STDEV	t-value	P-values	Result
Direct effects						
H1	PV -> CL	0.226	0.054	2.502	0.012	ו
H2	PV → CCB	0.133	0.048	3.893	0.000	ו
H3	TRU → CL	0.224	0.054	2.703	0.007	ו
H4	TRU -> CCB	0.220	0.051	5.415	0.000	ו
H5	CL -> CCB	0.393	0.041	9.640	0.000	ו
Indirect effects						
H6a	PV -> CL-> CCB	0.053	0.022	2.418	0.016	ו
H6b	TRU-> CL-> CCB	0.058	0.022	2.643	0.008	ו
Note: *Perceived value (PV); Customer Loyalty (CL); Customer Citizenship Behavior (CCB); Trust (TRU).*						

5. Discussion

The purpose of this research study was to examine the complex relationships between PV, TRU, CL and CCB in the competitive context of the telecommunications sector in Saudi Arabia. Specifically, it aimed to investigate the direct effects of PV and TRU on CL and CCB, the direct effect of CL on CCB, and the mediating role of CL in the links between PV and CCB, and TRU and CCB. The results support all of these hypotheses and make important theoretical and practical contributions. First, the results show that perceived value significantly and positively affects loyalty of the customer (H1: $b = 0.226$, $p < 0.05$) This result is aligned with the established literature on service marketing which argues that when customers have a positive balance between benefits received (e.g service quality, reliability, innovation) and sacrifices made (e.g cost, time, effort) this is likely to enhance customer satisfaction and commitment to the provider, thereby strengthening the level of loyalty (Leppäniemi et al., 2017; Yang & Peterson, 2004). Within the Saudi context, this makes it very important for the operators of telecoms to continuously provide superior functional, emotional, social, and monetary value to build a loyal customer base. Second, perceived value was also found to not only have a significant positive direct relationship with customer citizenship behavior (H2: $b = 0.133$, $p < 0.001$). This implies that customers who attach high value to their telecommunication services are inherently motivated to return the favor to the company through voluntary, extra-role behaviors such as advocacy, feedback, and helping other users (Al Halbusi et al., 2020; Cheng et al., 2016). The result confirms the idea that has been put forward in the Social Exchange Theory, which states that beneficial outcomes lead to reciprocal, discretionary behaviors that extend beyond fundamental transactions.

Third, trust was found to be a key antecedent that had a positive effect on customer loyalty (H3: $b = 0.224$, $p < 0.01$) and customer citizenship behavior (H4: $b = 0.220$, $p < 0.001$). These results align with earlier work focusing on the importance of trust-which is based on people's tendencies to experience reliability, integrity, and benevolence to lower uncertainty and feelings of risk-taking and thereby encourage emotional attachment and willingness to engage in longer-term relationships (Khan et al., 2021; Setó-Pamies, 2012). In addition, trustworthiness promotes active contribution of customers to the service ecosystem that believe their contributions will be appreciated (Aljarah, 2020; Di et al., 2010). For Saudi telecom firms, the building and sustenance of trust is therefore paramount, not only in terms of retention but also in activating a community of active customer "citizens". Fourth, the research study confirms the high level of positive relationship between customer loyalty and customer citizenship behavior (H5: $b = 0.393$, $p < 0.001$). This result is consistent with the tenets of Commitment-Trust Theory which posits that loyal customers who are characterized by attitudinal commitment and behavioral persistence are more likely to show the level of advocacy, constructive feedback and tolerance, which directly contributes to the performance and the reputation of the firm (Gong & Yi, 2021; Izogo, 2017). Loyalty is therefore a great motivator for proactive customer engagement.

Finally, the mediation analysis indicated that customer loyalty is a significant mediating variable in the relationships between perceived value and CCB (H6a: $b = 0.053$, $p < 0.05$) and between trust and CCB (H6b: $b = 0.058$, $p < 0.01$). These findings suggest that the direct impact of PV and TRU on CCB notwithstanding, a fair share of their impact is mediated through the development of customer loyalty. Loyalty serves as a key psychological channel positive value judgments and trust-based relationships establish fundamental loyalty which in turn induces customers to follow citizenship behaviors (Daud et al., 2018; Keshavarz & Jamshidi, 2018). This calls attention to a chain reaction mechanism, whereby the development of loyalty is a crucial step in realizing the full capabilities of the customer as citizen.

5.1 Theoretical contributions

This research has been able to make significant contributions to the literature about customer engagement and relationship marketing in the service industry, especially in the under explored context of the telecommunications industry in Saudi Arabia. A main theoretical novelty is the integrated use and empirical validation of both the Social Exchange Theory (SET) and Commitment-Trust Theory (CTT) to elucidate the sequential processes between PV, TRU, CL, and CCB. While other theories have addressed various scenarios, these theories have been examined separately, this research effort combines the various theories in a unique way to offer a more holistic framework. It shows how the cost benefit calculus central to SET (Kim, 2016; Lawler & Thye, 1999) and the relational bonds stressed by CTT (Walter et al., 2000) come to operate together to change customer perceptions into proactive, extra-role behaviors. This integrated perspective overcomes a gap in the literature by elucidating the psychological and behavioral pathways by which value and trust lead ultimately to customer citizenship to extend the theoretical boundaries of both SET and CT to both a non-Western and competitive service market.

Furthermore, this study provides a significant step forward in terms of being one of the first research attempts to clearly model and empirically test customer loyalty as a key mediator for the relations between PV and CCB, and between TRU and CCB in the telecom industry. Although previous studies have found direct relationships between these constructs (e.g., Gong & Yi, 2021; Setó-Pamies, 2012; Yang & Peterson, 2004), the mediation of loyalty has usually only been implied rather than well studied. Step confirmation for H6a and H6b: This research offers robust empirical evidence for a sequential process in which perceived value and trust first lead to solidifying customer loyalty, which then leads to becoming the main driver for the occurrence of citizenship behaviors. This finding nuances our view on CCB formation process, implying that loyalty is not a parallel result of such process but an important channeled pathway. It therefore responds to the calls for deeper investigation to the mediating mechanisms that lead to the translation of customer perceptions into discretionary actions (Daud et al., 2018; Keshavarz & Jamshidi, 2018), and makes a distinct contribution to the burgeoning literature on customer citizenship behavior in high involvement service settings.

5.2 Practical implications

This study provides practical information for decision makers and policy makers in the telecommunications industry in Saudi Arabia. The confirmed relationships of so-called perceived value, trust, customer loyalty, and customer citizenship behavior offer a clear strategic framework for sustainable competitive advantage. For Telecom Managers: For management, there is a need to focus on the development of multidimensional perceived value, functional reliability (Kim, 2016), emotional satisfaction (Yang & Peterson, 2004), and transparency with the pricing (Leppäniemi et al., 2017). Simultaneously, trust has to be systematically developed by consistently serving customers, ethical integrity (Setó-Pamies, 2012), and beneficiary treatments of customers (Tanisah & Maftukhah, 2015). Strengthened customer loyalty should in turn be purposely directed into citizenship behaviors, such as advocacy and feedback, through redesigned loyalty programs and engagement platforms (Assiouras et al., 2019; Gong & Yi, 2021). For Policymakers: Regulators need to support fair and fair market practices so as to minimize uncertainty and foster trust (Kingshott, 2006). For telecom managers, the findings suggest a sequential strategy: deliver multidimensional value to establish initial stability, cultivate trust to reduce uncertainty, and nurture loyalty to activate citizenship. Policymakers should focus on regulations that enhance market transparency, thereby fostering trust and reducing systemic friction across the industry. By following actionable recommendations as shown in Table 4 below, telecom managers can convert passive subscribers into active catalysts to promote growth and resilience in brand communities.

Table IV: Actionable recommendations for telecom managers.

Recommendation	Strategic Actions
Enhance Multidimensional Perceived Value	Invest in network quality for Functional Value (Kim, 2016). Design emotionally positive brand experiences (Yang & Peterson, 2004). Develop services that bolster Social Value. Communicate transparent pricing to reinforce Price/Value for Money (Karjaluoto et al., 2012).
Systematically Build Trust	Guarantee service reliability to build Ability trust (Ball et al., 2004). Practice transparent and ethical operations to demonstrate Integrity (Setó-Pamies, 2012). Implement customer-centric policies that signal Benevolence (Tanisah & Maftukhah, 2015).
Channel Loyalty into Citizenship Behavior	Redesign loyalty programs to reward feedback, advocacy, and helping behaviors (Gong & Yi, 2021). Create easy-to-use platforms for customers to contribute ideas and assist peers (Payne & Webber, 2006).
Adopt a Sequential Relationship Strategy	Structure customer journey mapping to first deliver value, then build trust, nurture loyalty, and finally activate citizenship behaviors (Keshavarz & Jamshidi, 2018; Walter et al., 2000).
Monitor and Measure Relational Constructs	Regularly track KPIs for Perceived Value, Trust, Customer Loyalty, and Citizenship Behavior using validated scales. Use insights to refine strategies continuously.

5.3 Limitations and future study avenues

This study has several limitations that should be noted. First, the research was carried out in a cross-sectional manner, for which we collected data in a short interval of time (February to July 2025), which limits the possibility of inferring on causal relationships or dynamic changes over time. Future studies could use longitudinal designs to investigate how perceived value, trust, loyalty, and citizenship behavior change and interact over various customer relationships stages. Second, the research was limited to the telecommunications industry in two key Saudi cities (Jeddah and Riyadh), which could constrain the applicability of the results to other geographic areas, industries or cultural contexts. Future studies may replicate the model in different sectors (e.g., banking, retail, or e-services) and in different geographical and cultural situations to improve external validity and research issues such as contextual moderators. Additionally, while the study combined key relational constructs to establish a construct that understands mental health and wellbeing, the study did not control for possible moderating variables such as demographic factors, patterns of service usage or degree of technological adoption, which may refine the proposed relationships. Future research should include these variables in order to offer a more nuanced understanding of the mechanism(s) that leads to customer citizenship behavior. Furthermore, the use of self-reported survey data may suffer from common method bias, even if we can statistically show it to be limited. Future studies may benefit from a mixed-method approach to conduct quantitative surveys and also conduct qualitative interviews or collect observational data to gain deeper insights into the motivations underlying the actions taken while being a customer citizen. Finally, although PLS-SEM suited the predictive purposes of this research, new analytical methods such as machine learning or agent-based modeling can provide alternative means of modeling complex customer interactions and behavioral pathways. By addressing these limitations, future research has the potential to build the effective work of this research by creating better avenues for research across the understanding and development of customer citizenship on digital service landscapes that are rapidly evolving toward this direction.

5.4 Conclusion

This research examined the relationships between perceived value, trust, customer loyalty, and behavior towards customer citizenship in the telecommunications industry in Saudi Arabia, validating all of the hypothesized direct

and mediated relationships. The results show perceived value and trust have a significant impact both on increasing customer loyalty and on increasing customer citizenship behavior, with the former being a key mediator to the conversion of value and trust into acting customers. By providing support for the validity of an integrated model based on Social Exchange Theory and Commitment-Trust Theory, this research highlights the sequential mechanism by which relational investments, focused on value delivery and building trust, create loyal customers that actively contribute as organizational citizens. These insights underscore the strategic imperative for the telecom firms to nurture the multidimensional value, strengthen them by building trust and harness the power of loyalty to unlock voluntary advocacy and feedback to build competitive strength and sustainable growth in the dynamic telecom market.

Declarations

* Ethical Approval and Consent to Participate: Not applicable to this methodology of research.

*Consent for Publication: not applicable.

*Funding: this research did not receive funding.

Author Contribution

A.A ; A.E; A.H. Conceptualization.A.A ; A.E; W.A; H.M.; N.E. Methodology and Validation.All authors wrote original draft.All authors reviewed the manuscript.

References

1. Ahmad, I., & Zafar, M. A. (2018). Impact of psychological contract fulfillment on organizational citizenship behavior: Mediating role of perceived organizational support. *International Journal of Contemporary Hospitality Management*, *30*(2), 1001–1015. https://doi.org/10.1108/IJCHM-12-2016-0659
2. Al Halbusi, H., Jimenez Estevez, P., Eleen, T., Ramayah, T., & Hossain Uzir, M. U. (2020). The Roles of The Physical Environment, Social Servicescape, Co-Created Value, and Customer Satisfaction in Determining Tourists' Citizenship Behavior: Malaysian Cultural and Creative Industries. *Sustainability*, *12*(8), 3229. https://doi.org/10.3390/su12083229
3. Al-Ashban, A. A., & Burney, M. A. (2001). Customer adoption of tele-banking technology:the case of Saudi Arabia. *International Journal of Bank Marketing*, *19*(5), 191–201. https://doi.org/10.1108/02652320110399683
4. Aljarah, A. (2020). The nexus between corporate social responsibility and target-based customer citizenship behavior. *Journal of Sustainable Tourism*, *28*(12), 2044–2063. https://doi.org/10.1080/09669582.2020.1789155
5. Alkraiji, A., & Ameen, N. (2022). The impact of service quality, trust and satisfaction on young citizen loyalty towards government e-services. *Information Technology & People*, *35*(4), 1239–1270. https://doi.org/10.1108/ITP-04-2020-0229
6. Andreassen, T. W., & Lindestad, B. (1998). The Effect of Corporate Image in the Formation of Customer Loyalty. *Journal of Service Research*, *1*(1), 82–92. https://doi.org/10.1177/109467059800100107

7. Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, *78*, 102742. https://doi.org/10.1016/j.annals.2019.102742
8. Aulia, S. A., Sukati, I., & Sulaiman, Z. (2016). A Review: Customer Perceived Value and its Dimension. *Asian Journal of Social Sciences and Management Studies*, *3*(2), 150–162. https://doi.org/10.20448/journal.500/2016.3.2/500.2.150.162
9. Aydin, S., & Özer, G. (2005). The analysis of antecedents of customer loyalty in the Turkish mobile telecommunication market. *European Journal of Marketing*, *39*(7/8), 910–925. https://doi.org/10.1108/03090560510601833
10. Aydin, S., Özer, G., & Arasil, Ö. (2005). Customer loyalty and the effect of switching costs as a moderator variable: A case in the Turkish mobile phone market. *Marketing Intelligence & Planning*, *23*(1), 89–103. https://doi.org/10.1108/02634500510577492
11. Balaji, M. S. (2014). Managing customer citizenship behavior: A relationship perspective. *Journal of Strategic Marketing*, *22*(3), 222–239. https://doi.org/10.1080/0965254X.2013.876076
12. Ball, D., Simões Coelho, P., & Machás, A. (2004). The role of communication and trust in explaining customer loyalty: An extension to the ECSI model. *European Journal of Marketing*, *38*(9/10), 1272–1293. https://doi.org/10.1108/03090560410548979
13. Bobâlcă, C., Gătej(Bradu), C., & Ciobanu, O. (2012). Developing a Scale to Measure Customer Loyalty. *Procedia Economics and Finance*, *3*, 623–628. https://doi.org/10.1016/S2212-5671(12)00205-5
14. Bricci, L., Fragata, A., & Antunes, J. (2016). The Effects of Trust, Commitment and Satisfaction on Customer Loyalty in the Distribution Sector. *Journal of Economics, Business and Management*, *4*(2), 173–177. https://doi.org/10.7763/JOEBM.2016.V4.386
15. Chan, K. W., Gong, T., Zhang, R., & Zhou, M. (2017). Do Employee Citizenship Behaviors Lead to Customer Citizenship Behaviors? The Roles of Dual Identification and Service Climate. *Journal of Service Research*, *20*(3), 259–274. https://doi.org/10.1177/1094670517706159
16. Chang, S., Gong, Y., & Shum, C. (2011). Promoting innovation in hospitality companies through human resource management practices. *International Journal of Hospitality Management*, *30*(4), 812–818. https://doi.org/10.1016/j.ijhm.2011.01.001
17. Cheng, J.-C., Luo, S.-J., Yen, C.-H., & Yang, Y.-F. (2016). Brand attachment and customer citizenship behaviors. *The Service Industries Journal*, *36*(7–8), 263–277. https://doi.org/10.1080/02642069.2016.1186658
18. Choi, L., & Lotz, S. L. (2018). Exploring antecedents of customer citizenship behaviors in services. *The Service Industries Journal*, *38*(9–10), 607–628. https://doi.org/10.1080/02642069.2017.1414194
19. Cowles, D. L. (1996). The Role of Trust in Customer Relationships: Asking the Right Questions. *Asia-Australia Marketing Journal*, *4*(1), 31–41. https://doi.org/10.1016/S1320-1646(96)70267-8
20. Daud, A., Farida, N.,. A., Razak, M., & STIMIK Handayani, Makassar, Indonesia. (2018). Impact of customer trust toward loyalty: The mediating role of perceived usefulness and satisfaction. *Journal of Business & Retail Management Research*, *13*(02). https://doi.org/10.24052/JBRMR/V13IS02/ART-21
21. Devi, A. A. D. T., & Yasa, N. N. K. (2021). Role of customer satisfaction in mediating the influence of service quality and perceived value on brand loyalty. *International Research Journal of Management, IT and Social Sciences*, *8*(3), 315–328. https://doi.org/10.21744/irjmis.v8n3.1786

22. Di, E., Huang, C.-J., Chen, I.-H., & Yu, T.-C. (2010). Organisational justice and customer citizenship behaviour of retail industries. *The Service Industries Journal*, *30*(11), 1919–1934. https://doi.org/10.1080/02642060802627533
23. Elnagar, A. K., & Aljuwaiber, A. (2025). The nexus of green intellectual capital and sustainable performance: Leadership commitment and knowledge sharing as influences. *Journal of Intellectual Capital*, 1–29. https://doi.org/10.1108/JIC-09-2024-0290
24. Elnagar, A. K., Khalifa, G. S. A., Herzallah, A. M., Derbali, A. M., Elgabrony, S. A. A., & Iriqat, R. A. M. (2025). Exploring the Link between Self-Leadership and Innovative Work Behaviours in Luxury Hotels: Validating a Moderated Mediation Model. *African Journal of Hospitality, Tourism and Leisure*, *14*(1), 63–73. https://doi.org/10.46222/ajhtl.19770720.586
25. Eshghi, A., Roy, S. K., & Ganguli, S. (2008). Service Quality and Customer Satisfaction: An Empirical Investigation in Indian Mobile Telecommunications Services. *Marketing Management Journal*, *18*(2). https://doi.org/10.63963/001c.150949
26. Gong, T., & Yi, Y. (2021). A review of customer citizenship behaviors in the service context. *The Service Industries Journal*, *41*(3–4), 169–199. https://doi.org/10.1080/02642069.2019.1680641
27. Hair, J. F., Black, W. C., Babin, B. Y., & Anderson, R. E. (2019). *Multivariate data analysis* (Eight Edition). Springer International Publishing.
28. Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*, 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069
29. Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). An Introduction to Structural Equation Modeling. In J. F. Hair, G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks, & S. Ray, *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R* (pp. 1–29). Springer International Publishing. https://doi.org/10.1007/978-3-030-80519-7_1
30. Hair, J. R., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107. https://doi.org/10.1504/IJMDA.2017.087624
31. Hajar, M. A., Alkahtani, A. A., Ibrahim, D. N., Al-Sharafi, M. A., Alkawsi, G., Iahad, N. A., Darun, M. R., & Tiong, S. K. (2022). The Effect of Value Innovation in the Superior Performance and Sustainable Growth of Telecommunications Sector: Mediation Effect of Customer Satisfaction and Loyalty. *Sustainability*, *14*(10), 6342. https://doi.org/10.3390/su14106342
32. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8
33. Herzallah, A. M., Iriqat, R. A. M., Hamed, M. H., Zaki, K., & Elnagar, A. K. (2025). Green synergy in hospitality: Unveiling the nexus between environmentally sustainable practices and hotel green performance. *International Journal of Hospitality Management*, *131*, 104301. https://doi.org/10.1016/j.ijhm.2025.104301
34. Hur, W., Kim, Y., & Park, K. (2013). Assessing the Effects of Perceived Value and Satisfaction on Customer Loyalty: A 'Green' Perspective. *Corporate Social Responsibility and Environmental Management*, *20*(3), 146–156. https://doi.org/10.1002/csr.1280

35. Iriqat, R. A., Shkairat, R., Herzallah, A. M., & Elnagar, A. K. (2025). Enhancing corporate sustainability in SMEs through smart technologies: Supply chain flexibility and agility as mediator. *Industrial Management & Data Systems*. https://doi.org/10.1108/IMDS-10-2024-1000
36. Ishaq, I. (2012). Perceived value, service quality, corporate image and customer loyalty: Empirical assessment from Pakistan. *Serbian Journal of Management*, *7*(1), 25–36. https://doi.org/10.5937/sjm1201025I
37. Izogo, E. E. (2017). Customer loyalty in telecom service sector: The role of service quality and customer commitment. *The TQM Journal*, *29*(1), 19–36. https://doi.org/10.1108/TQM-10-2014-0089
38. Jamal, S. A., Othman, N., & Nik Maheran Nik Muhammad. (2011). Tourist perceived value in a community-based homestay visit: An investigation into the functional and experiential aspect of value. *Journal of Vacation Marketing*, *17*(1), 5–15. https://doi.org/10.1177/1356766710391130
39. Jamporazmey, E., Ghamkhari, S. M., & Eidi, F. (2024). From Click to Trust: The Role of Website Quality and Brand Awareness in Customer Trust in Tourism. *Knowledge Economy Studies*, (Online First). https://doi.org/10.22034/kes.2024.2045773.1029
40. Jiang, L., Jun, M., & Yang, Z. (2016). Customer-perceived value and loyalty: How do key service quality dimensions matter in the context of B2C e-commerce? *Service Business*, *10*(2), 301–317. https://doi.org/10.1007/s11628-015-0269-y
41. Karambayya, R. (1990). CONTEXTUAL PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Academy of Management Proceedings*, *1990*(1), 221–225. https://doi.org/10.5465/ambpp.1990.4978727
42. Karjaluoto, H., Jayawardhena, C., Leppäniemi, M., & Pihlström, M. (2012). How value and trust influence loyalty in wireless telecommunications industry. *Telecommunications Policy*, *36*(8), 636–649. https://doi.org/10.1016/j.telpol.2012.04.012
43. Keshavarz, Y., & Jamshidi, D. (2018). Service quality evaluation and the mediating role of perceived value and customer satisfaction in customer loyalty. *International Journal of Tourism Cities*, *4*(2), 220–244. https://doi.org/10.1108/IJTC-09-2017-0044
44. Khalifa, G. S. A., Elshaer, A. M., Hussain, K., & Elnagar, A. K. (2025). What drives customers' participation behaviour? Unveiling the drivers of affective satisfaction and its impacts in the restaurant industry. *Journal of Hospitality and Tourism Insights*, *8*(2), 612–636. https://doi.org/10.1108/JHTI-01-2024-0100
45. Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *Sage Open*, *10*(1), 2158244019898264. https://doi.org/10.1177/2158244019898264
46. Khan, P. A., Johl, S. K., & Johl, S. K. (2021). Does adoption of ISO 56002-2019 and green innovation reporting enhance the firm sustainable development goal performance? An emerging paradigm. *Business Strategy and the Environment*, *30*(7), 2922–2936. https://doi.org/10.1002/bse.2779
47. Kim, M. (2016). Social Exchange Theory. In K. B. Jensen, E. W. Rothenbuhler, J. D. Pooley, & R. T. Craig (Eds.), *The International Encyclopedia of Communication Theory and Philosophy* (1st ed., pp. 1–9). Wiley. https://doi.org/10.1002/9781118766804.wbiect115
48. Kingshott, R. P. J. (2006). The impact of psychological contracts upon trust and commitment within supplier–buyer relationships: A social exchange view. *Industrial Marketing Management*, *35*(6), 724–739. https://doi.org/10.1016/j.indmarman.2005.06.006

49. Lawler, E. J., & Thye, S. R. (1999). BRINGING EMOTIONS INTO SOCIAL EXCHANGE THEORY. *Annual Review of Sociology*, *25*(1), 217–244. https://doi.org/10.1146/annurev.soc.25.1.217
50. Leninkumar, V. (2017). The Relationship between Customer Satisfaction and Customer Trust on Customer Loyalty. *International Journal of Academic Research in Business and Social Sciences*, *7*(4), Pages 450–465. https://doi.org/10.6007/IJARBSS/v7-i4/2821
51. Leppäniemi, M., Karjaluoto, H., & Saarijärvi, H. (2017). Customer perceived value, satisfaction, and loyalty: The role of willingness to share information. *The International Review of Retail, Distribution and Consumer Research*, *27*(2), 164–188. https://doi.org/10.1080/09593969.2016.1251482
52. Li, H. (2011). *Contemporary Chinese Fiction by Su Tong and Yu Hua: Coming of Age in Troubled Times*. BRILL. https://doi.org/10.1163/ej.9789004202269.i-228
53. Nguyen, H., Groth, M., Walsh, G., & Hennig-Thurau, T. (2014). The Impact of Service Scripts on Customer Citizenship Behavior and the Moderating Role of Employee Customer Orientation. *Psychology & Marketing*, *31*(12), 1096–1109. https://doi.org/10.1002/mar.20756
54. Payne, S. C., & Webber, S. S. (2006). Effects of service provider attitudes and employment status on citizenship behaviors and customers' attitudes and loyalty behavior. *Journal of Applied Psychology*, *91*(2), 365–378. https://doi.org/10.1037/0021-9010.91.2.365
55. Rasheed, F. A., & Abadi, M. F. (2014). Impact of Service Quality, Trust and Perceived Value on Customer Loyalty in Malaysia Services Industries. *Procedia - Social and Behavioral Sciences*, *164*, 298–304. https://doi.org/10.1016/j.sbspro.2014.11.080
56. Roig, C. J., Sanchez Garcia, J., Angel Moliner Tena, M., & Llorens Monzonis, J. (2006). Customer perceived value in banking services. *International Journal of Bank Marketing*, *24*(5), 266–283. https://doi.org/10.1108/02652320610681729
57. Sadeli, D. I., & Aritonang, Y. M. K. (2024). Analysis of the influence of e-service quality, e-word of mouth, and promotion and ads on consumer loyalty in the marketplace. *Jurnal Rekayasa Sistem Industri*, *13*(2), 127–141.
58. Sarstedt, M., Hair, J. F., Cheah, J.-H., Becker, J.-M., & Ringle, C. M. (2019). How to Specify, Estimate, and Validate Higher-Order Constructs in PLS-SEM. *Australasian Marketing Journal*, *27*(3), 197–211. https://doi.org/10.1016/j.ausmj.2019.05.003
59. Schirmer, N., Ringle, C. M., Gudergan, S. P., & Feistel, M. S. G. (2018). The link between customer satisfaction and loyalty: The moderating role of customer characteristics. *Journal of Strategic Marketing*, *26*(4), 298–317. https://doi.org/10.1080/0965254X.2016.1240214
60. Setó-Pamies, D. (2012). Customer loyalty to service providers: Examining the role of service quality, customer satisfaction and trust. *Total Quality Management & Business Excellence*, *23*(11–12), 1257–1271. https://doi.org/10.1080/14783363.2012.669551
61. Tanisah, T., & Maftukhah, I. (2015). THE EFFECTS OF SERVICE QUALITY, CUSTOMER SATISFACTION, TRUST, AND PERCEIVED VALUE TOWARDS CUSTOMER LOYALTY. *Jurnal Dinamika Manajemen*, *6*(1). https://doi.org/10.15294/jdm.v6i1.4296
62. Van Tonder, E., & De Beer, L. T. (2018). New perspectives on the role of customer satisfaction and commitment in promoting customer citizenship behaviours. *South African Journal of Economic and Management Sciences*, *21*(1). https://doi.org/10.4102/sajems.v21i1.1894
63. Walter, A., Mueller, T. A., & Helfer, G. (2000). The impact of satisfaction, trust, and relationship value on commitment: Theoretical considerations and empirical results. *In IMP Conference Proceedings (Pp. 07–09)*.

Bath, United Kingdom. http://www.impgroup.org/uploads/papers/131.pdf

64. Wu, S.-H., Huang, S. C.-T., Tsai, C.-Y. D., & Lin, P.-Y. (2017). Customer citizenship behavior on social networking sites: The role of relationship quality, identification, and service attributes. *Internet Research*, *27*(2), 428–448. https://doi.org/10.1108/IntR-12-2015-0331
65. Xie, L., Poon, P., & Zhang, W. (2017). Brand experience and customer citizenship behavior: The role of brand relationship quality. *Journal of Consumer Marketing*, *34*(3), 268–280. https://doi.org/10.1108/JCM-02-2016-1726
66. Yang, X., Li, H., Ni, L., & Li, T. (2021). Application of Artificial Intelligence in Precision Marketing: *Journal of Organizational and End User Computing*, *33*(4), 209–219. https://doi.org/10.4018/JOEUC.20210701.oa10
67. Yang, Z., & Peterson, R. T. (2004). Customer perceived value, satisfaction, and loyalty: The role of switching costs. *Psychology & Marketing*, *21*(10), 799–822. https://doi.org/10.1002/mar.20030
68. Zaki, K., & Elnagar, A. K. (2025). Unpacking talent management: A moderated mediation analysis of team dynamics and competitive performance in luxury hotels. *Employee Relations: The International Journal*, *47*(1), 48–77. https://doi.org/10.1108/ER-02-2024-0114
69. Zins, A. H. (2001). Relative attitudes and commitment in customer loyalty models: Some experiences in the commercial airline industry. *International Journal of Service Industry Management*, *12*(3), 269–294. https://doi.org/10.1108/EUM0000000005521

Figures

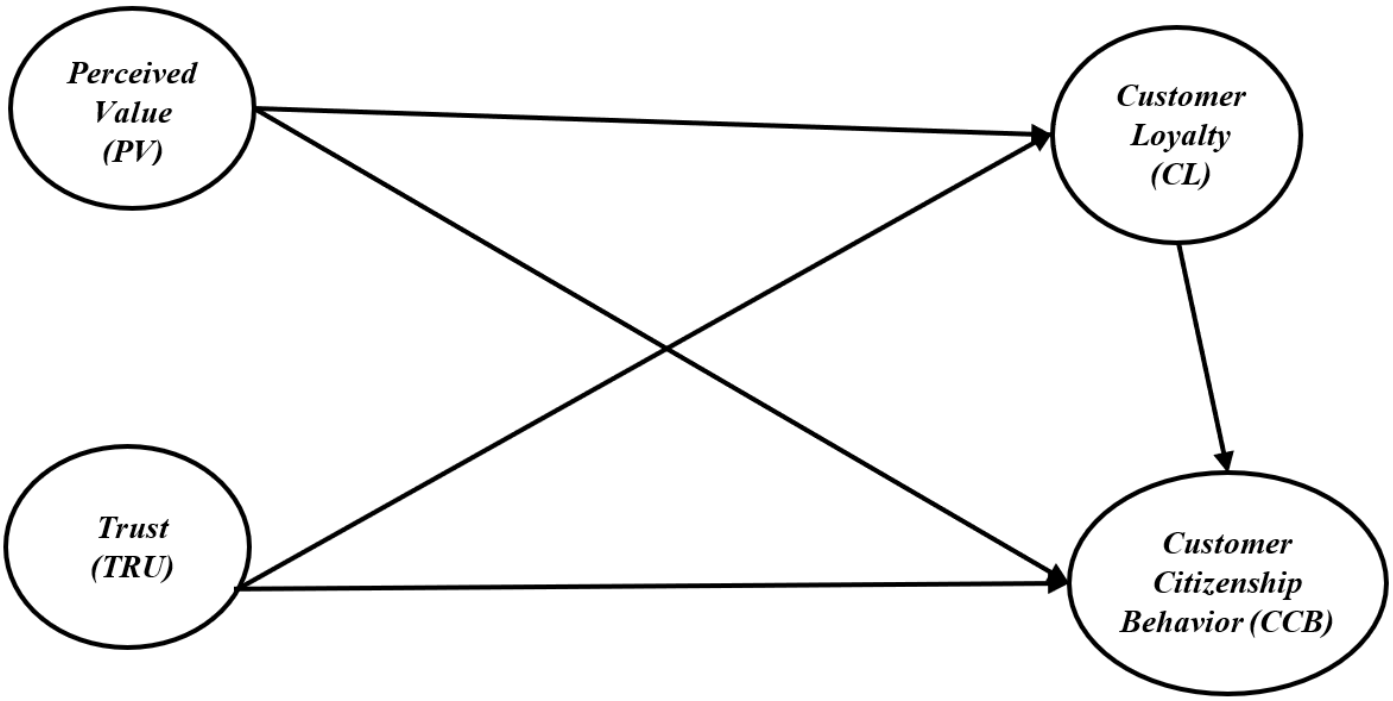


Figure 1

Theoretical framework.

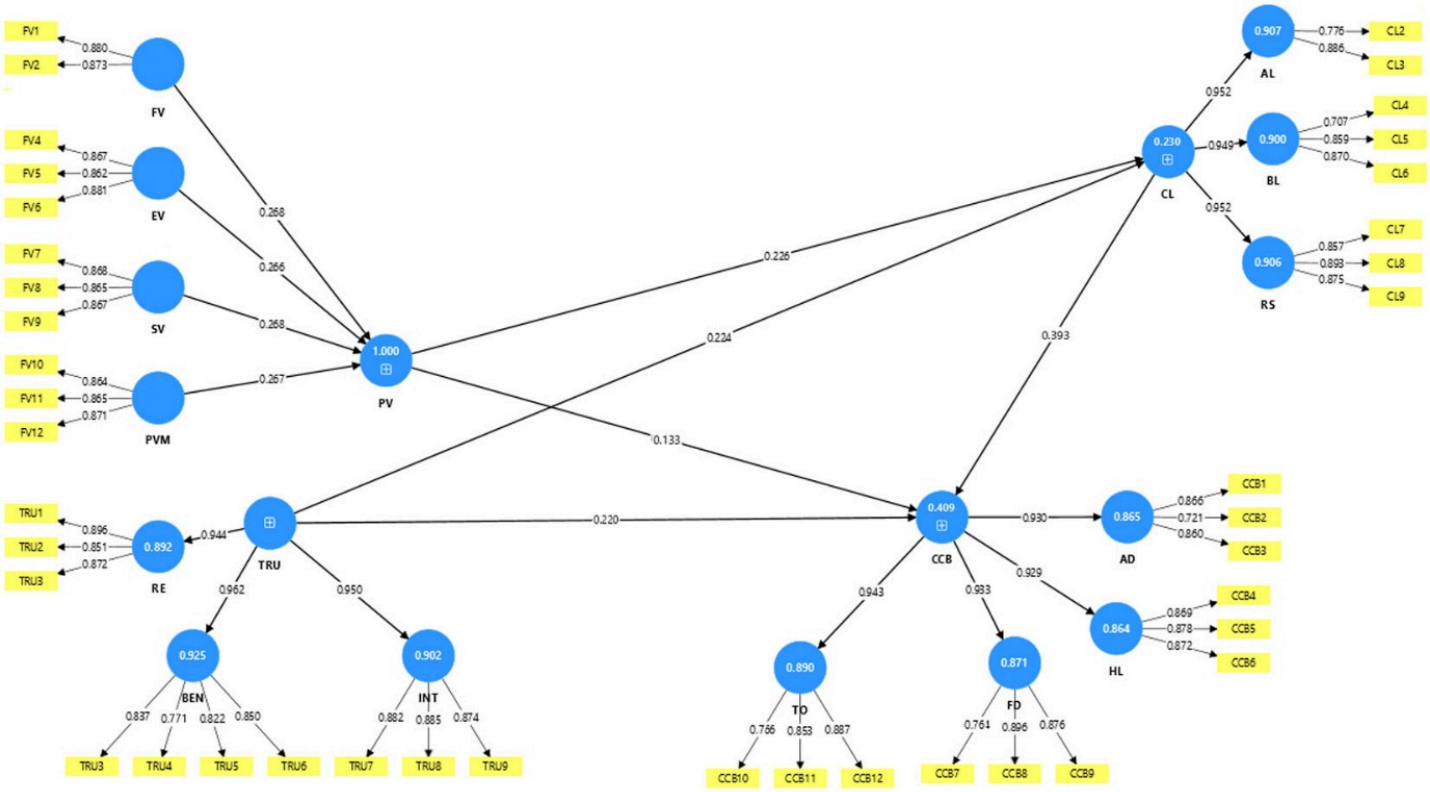


Figure 2

Structural model using PLS-SEM.