

The Influence of Corporate Social Responsibility on Brand Image: Evidence from the Competition and Consumer Protection Commission (CCPC), Zambia

Memory Phiri^{1*}

¹Graduate School of Business, University of Zambia

* Corresponding Author

African Journal of Commercial Studies, 2026, 7(2) 216-228

DOI Link: <https://doi.org/10.59413/ajocs/v7.i2.21>

Abstract

Corporate Social Responsibility (CSR) has become a central strategic tool through which organizations enhance legitimacy, strengthen stakeholder relationships, and build reputational capital. While extensive empirical evidence exists on the CSR-brand image relationship within private sector organizations, limited scholarly attention has been directed toward public sector institutions, particularly in developing economies such as Zambia. This study examines the influence of CSR on brand image within the Competition and Consumer Protection Commission (CCPC), a statutory regulatory body mandated to promote fair competition and safeguard consumer welfare. The study adopts a quantitative approach anchored in a descriptive research design. Data were collected from seventy-eight respondents using structured questionnaires and analyzed using both descriptive and inferential statistical techniques. The findings reveal that although CSR activities exist within CCPC, their influence on brand image remains limited due to low visibility, weak communication strategies, and inconsistent implementation. However, attributes such as trustworthiness, reputation, and service quality significantly influence brand image. The study concludes that CSR has considerable potential to enhance brand image in public institutions if organizations strategically institutionalize and effectively communicate it. The paper recommends the development of a formal CSR framework, enhanced stakeholder engagement, and improved communication strategies to strengthen institutional credibility and public trust.

Keywords: Corporate Social Responsibility, Brand Image, Public Institutions, Zambia

Article Info

Volume 7, Issue 2

Publication history:

Accepted on 12 February 2026;

Published: 8 April 2026

Article DOI:

[10.59413/ajocs/v7.i2.21](https://doi.org/10.59413/ajocs/v7.i2.21)

1. Introduction

Brand image has increasingly become a critical determinant of organizational success, extending beyond private sector marketing into the domain of public institutions. It refers to the aggregate perceptions, beliefs, and attitudes that stakeholders hold regarding an organization, shaped through direct experiences and indirect communication (Aaker, 2012). In regulatory institutions, brand image is particularly significant as it influences public trust, compliance, and institutional legitimacy.

Corporate Social Responsibility has evolved from a peripheral philanthropic activity into a core strategic function that integrates social, environmental, and ethical considerations into organizational operations (Carroll, 1991). Contemporary organizations utilize CSR not only to fulfil moral obligations but also to enhance reputation and foster long-term stakeholder relationships (Servaes and Tamayo, 2013).

Despite the growing global emphasis on CSR, its role within public institutions in developing economies remains underexplored. In Zambia, existing literature has predominantly focused on CSR in private sector organizations, leaving a gap in understanding how CSR influences brand image in regulatory bodies (Lungu, 2020).

The Competition and Consumer Protection Commission operates within a complex stakeholder environment where credibility and trust are essential for effective mandate execution. Although the Commission undertakes CSR initiatives such as consumer education and outreach programmes, the extent to which these initiatives shape stakeholder perceptions and brand image remains unclear. This study therefore seeks to examine the influence of CSR on brand image within CCPC.

Corporate Social Responsibility (CSR) has increasingly been recognized as a strategic tool for enhancing organizational reputation, strengthening stakeholder trust, and improving brand image across both private and public sectors. Empirical studies have consistently demonstrated a positive relationship between CSR and brand-related outcomes. Martínez et al. (2014) found that CSR significantly enhances both cognitive and affective dimensions of brand image, while Bianchi et al. (2019) established that CSR strengthens brand trust, which in turn drives behavioral intentions. Similarly, Lee and Lee (2018) and Wu and Wang (2014) confirm that CSR initiatives positively influence stakeholder perceptions and engagement.

Despite this strong empirical backing, the relationship between CSR and brand image remains context-dependent, with some studies reporting mixed findings. Zhang and Wang (2022) argue that factors such as price and service quality may outweigh CSR in influencing stakeholder decisions, while Jha (2022) and Shah and Jan (2021) reaffirm a direct positive relationship. These inconsistencies highlight the need for context-specific investigations, particularly within non-commercial and regulatory environments where organizational objectives differ from profit-driven entities.

In the African context, empirical evidence further reveals variations in CSR effectiveness. A study in Kenya by Mitey (2020) found limited public recognition of CSR impact despite high organizational engagement, while Mutwiri et al. (2022) demonstrated that effective CSR communication significantly enhances brand image in public universities. These findings suggest that the effectiveness of CSR is not only dependent on implementation but also on visibility and communication factors that are often constrained in developing countries.

Within Zambia, existing research on brand image has largely focused on private or educational institutions, with limited attention given to public regulatory bodies. For example, Kayombo and Carter (2014) identified key drivers of brand image in higher education institutions, while Mukosa et al. (2023) highlighted the role of digital engagement in shaping institutional perception. However, there is a notable absence of empirical studies examining how CSR influences brand image within statutory regulatory institutions.

The Competition and Consumer Protection Commission (CCPC), as a key regulatory body, relies heavily on public trust, stakeholder cooperation, and institutional credibility to effectively execute its mandate. While the Commission has undertaken CSR initiatives such as consumer education, community outreach, and educational sponsorships (CCPC, 2020), the extent to which these initiatives influence its brand image remains unclear. Existing literature indicates that in developing countries, public institutions often face challenges in effectively implementing and communicating CSR initiatives, thereby limiting their potential impact on stakeholder perceptions (Chilufya, 2016).

More critically, there is a lack of empirical evidence establishing a direct and measurable relationship between CSR activities and brand image within Zambia's public sector, particularly for regulatory institutions such as CCPC. This represents a significant research gap, as public institutions do not compete for profit but for legitimacy, trust, and compliance factors that are closely tied to brand image. Therefore, this study seeks to address this gap by empirically investigating the influence of CSR on the brand image of CCPC. By doing so, it contributes to both academic literature and practical policy by providing context-specific insights into how CSR can be strategically leveraged to enhance institutional credibility, stakeholder engagement, and overall effectiveness in the public sector.

1.2 Statement of the Problem

Corporate Social Responsibility (CSR) has increasingly been recognized as a strategic tool for enhancing organizational reputation, strengthening stakeholder trust, and improving brand image across both private and public sectors. Empirical studies have consistently demonstrated a positive relationship between CSR and brand-related outcomes. Martínez et al. (2014) found that CSR significantly enhances both cognitive and affective dimensions of brand image, while Bianchi et al. (2019) established that CSR strengthens brand trust, which in turn drives behavioral intentions. Similarly, Lee and Lee (2018) and Wu and Wang (2014) confirm that CSR initiatives positively influence stakeholder perceptions and engagement. Despite this strong empirical backing, the relationship between CSR and brand image remains context-dependent, with some studies reporting mixed findings. Zhang and Wang (2022) argue that factors such as price and service quality may outweigh CSR in influencing stakeholder decisions, while Jha (2022) and Shah and Jan (2021) reaffirm a direct positive relationship. These inconsistencies highlight the need for context-specific investigations, particularly within non-commercial and regulatory environments where organizational objectives differ from profit-driven entities.

In the African context, empirical evidence further reveals variations in CSR effectiveness. A study in Kenya by Mitey (2020) found limited public recognition of CSR impact despite high organizational engagement, while Mutwiri et al. (2022) demonstrated that effective CSR communication significantly enhances brand image in public universities. These findings suggest that the effectiveness of CSR is not only dependent on implementation but also on visibility and communication factors that are often constrained in developing countries.

Within Zambia, existing research on brand image has largely focused on private or educational institutions, with limited attention given to public regulatory bodies. For example, Kayombo and Carter (2014) identified key drivers of brand image in higher education institutions, while Mukosa et al. (2023) highlighted the role of digital engagement in shaping institutional perception. However, there is a notable absence of empirical studies examining how CSR influences brand

image within statutory regulatory institutions.

The Competition and Consumer Protection Commission (CCPC), as a key regulatory body, relies heavily on public trust, stakeholder cooperation, and institutional credibility to effectively execute its mandate. While the Commission has undertaken CSR initiatives such as consumer education, community outreach, and educational sponsorships (CCPC, 2020), the extent to which these initiatives influence its brand image remains unclear. Existing literature indicates that in developing countries, public institutions often face challenges in effectively implementing and communicating CSR initiatives, thereby limiting their potential impact on stakeholder perceptions (Chilufya, 2016).

More critically, there is a lack of empirical evidence establishing a direct and measurable relationship between CSR activities and brand image within Zambia's public sector, particularly for regulatory institutions such as CCPC. This represents a significant research gap, as public institutions do not compete for profit but for legitimacy, trust, and compliance factors that are closely tied to brand image. Therefore, this study seeks to address this gap by empirically investigating the influence of CSR on the brand image of CCPC. By doing so, it contributes to both academic literature and practical policy by providing context-specific insights into how CSR can be strategically leveraged to enhance institutional credibility, stakeholder engagement, and overall effectiveness in the public sector.

2. Literature Review

2.1 Theoretical Framework

The study was guided by two theories. These are the stakeholder theory and brand relationships theory.

Stakeholder Theory

The theory was developed by Edward Freeman in 1984. The theory contends that a corporation is primarily responsible to its shareholders to maximize wealth. Consequently, social factors should not interfere in a corporation's business operations. In the modern business setting however, a company's core objective of profit maximization must be underpinned by a proactive approach to CSR in order to manage and mitigate a broader array of risk factors. Managing risk via community engagement and the implementation of socially responsible strategies is increasingly linked to business success and stakeholder confidence. Intangibles such as trust, ethics, corporate culture, firm's profits and community responsibility are increasingly relevant to consumers, business partners, governments, special interest groups, existing and potential employees and investors as affirmed by Carroll and Shabana in their study in 2010. Mallin, (2009) postulates that companies have an influence on the various stakeholders such as customers, internal publics, local communities, government and interest groups. According to Zu, (2013), the stakeholder model was developed due to the realization of the lack of practicality in the socio-economic models by management scholars. This model postulates that companies should consider the interest of the different stakeholders in their operations, production and decisions. Mallin, (2009) explains that as much as stakeholders are recipients of the companies CSR, they also exert some influence on the company's CSR behavior. Aquila and Jackson, (2013) cited in Mallin, view the creation and transformation of institutions as a result of the mutual interaction of the agency of actors influencing institutions.

Consideration of the stakeholders who are related to CSR activity as actors may lead to a conclusion that CSR is a result of the interaction of the different actors. Zu, (2013) explains that this model solved the problem of measurement and testing by defining the actors and their positions and functions in relation to one another.

Stakeholder theory will be relevant to the study because it looks at the relationships between an organization and its internal and external environment, how these relationships affect the organization's mode of conducting its activities, especially in this case how CSR activities has come to transform the organization and its brand awareness. Examples of stakeholders of a business include suppliers, customers, stockholders, employees, government, non-profit community organizations and the local community among others. Increasingly, concerned citizens globally have reacted to well performing organizations setting up brands in the middle of nowhere and not even employing locals to empower them. This has led to increased demand for CSR activities and calls for more stringent regulations on organizational CSR activities (Delmas and Toffel, 2009).

Brand Relationships Theory

This theory was advanced by Gummesson, (2012) and pointed that there exist relationships among human beings. Consequently, customers define the brand relationship from their own individual perspectives and the brand relationship and relational value are very much personalized in the minds of customers. Customers generate individual relationships based on their individual perception of brand value, brand meaning and their experiences. That is, customers seem to personally create the brand through their communications across multiple contexts. Fournier (2013) suggests the following typology of metaphors to represent common customer brand relationships: arranged marriages, casual friends/buddies, marriages of convenience, committed partnerships, best friendships, compartmentalized friendships, kinships, rebounds/avoidance-driven relationships, childhood friendships, courtships, dependencies, flings, enmities, secret affairs and enslavements. While this typology contains most positive relationships, it may overlook a range of possible negative (adversary) and neutral (trading partner) ones.

Aaker et al., (2012) conducted a two-month longitudinal investigation of the development and evolution of relationships

between customers and brands. They found that two factors experiencing a transgression and the personality of the brand had a significant influence on developmental form and dynamics.

The theory was relevant to this study because brand relationships produce many outcomes, most of which are positive. The stronger the consumer-brand relationships tend to be, the more likely it is to produce positive results for all parties involved in the relationship, not just the company. The customers' social needs are satisfied through the relationships they have built and maintained with the brand, while the brand gains adherence and advocacy from these consumers. This loyalty or strong bond with the customers is crucial for when the brand is subject to negative information or negative publicity, as this negativity can be detrimental to the consumer-brand relationship. However, if the consumer-brand relationship is strong enough, it has the capability to aid in the maintenance of the brand attitudes in light of the negative information.

2.2 Current Practices of CSR Activities

Global Literature

Globally, Corporate Social Responsibility (CSR) has evolved from a discretionary philanthropic activity into a strategic organizational function embedded within performance and stakeholder management systems. Orlitzky et al. (2003), through a comprehensive meta-analysis, established a statistically significant positive relationship between CSR and financial performance, thereby positioning CSR as a value-generating mechanism. However, despite its strong empirical grounding, this stream of literature is largely anchored in economic outcomes, with limited consideration of how CSR shapes intangible constructs such as brand image and stakeholder perception. This limitation is critical because it overlooks the perceptual dimension through which CSR influences organizational legitimacy, particularly in non-commercial settings.

Similarly, El Ghouli et al. (2011) link CSR to reduced cost of capital, highlighting its role in financial risk management. While this reinforces the strategic importance of CSR, it remains rooted in financial theory and does not sufficiently explain how CSR contributes to stakeholder perceptions or institutional credibility. In contrast, Glavas and Piderit (2009) provide a behavioral perspective, demonstrating that CSR enhances employee engagement through value alignment. This suggests that CSR contributes to internal brand identity, yet its influence on external brand image remains underexplored. Boiral (2007) further argues that CSR drives the adoption of internationally recognized standards, enhancing organizational legitimacy and accountability. However, this perspective focuses more on compliance and operational efficiency than on how such practices shape stakeholder perceptions.

African Literature

In the African context, CSR practices are significantly influenced by socio-economic challenges, regulatory environments, and developmental priorities. Nkomani (2013) finds a positive relationship between CSR and financial performance in South African firms, aligning with global findings. However, similar to global literature, the study does not extend its analysis to stakeholder perception or brand image, thereby maintaining the dominance of financial perspectives in CSR research.

Amaeshi et al. (2006), in their study of the Nigerian banking sector, offer a more critical insight by demonstrating that CSR practices are largely philanthropic and reactive, focusing on social interventions such as education and health rather than strategic integration into core business functions. This suggests that CSR in many African contexts lacks alignment with organizational strategy, which limits its effectiveness as a tool for shaping brand image. Additionally, CSR activities are often undertaken in response to societal pressures and expectations, rather than as deliberate efforts to build stakeholder relationships or enhance organizational reputation.

Zambian Literature

Empirical evidence from Zambia reveals further inconsistencies in CSR implementation and strategic orientation. Choongo et al. (2017) find that CSR adoption among small and medium enterprises is primarily driven by internal motivations such as ethical considerations and financial benefits, rather than external stakeholder expectations. This indicates a limited stakeholder-centric approach, which is essential for influencing brand image and aligns with the conceptual framework's emphasis on stakeholder perception.

In the mining sector, Chilufya and Chinyanta (2017) identify a significant gap between CSR policies and actual community impact, describing CSR practices as superficial and poorly implemented. Similarly, Lungu and Mulenga (2017) highlight persistent challenges such as weak community engagement and lack of sustainability, suggesting that CSR often fails to deliver meaningful or long-term outcomes. These findings reinforce the notion that CSR effectiveness is not determined by the existence of activities, but by their relevance, implementation, and visibility.

Conversely, Lukonga and Musonda (2024) demonstrate that CSR can positively impact community development when it is well-aligned with stakeholder needs. However, even in this case, the study focuses on developmental outcomes rather than brand perception or institutional image. This highlights a critical gap within the Zambian context: CSR is rarely examined in relation to brand image, particularly within public regulatory institutions.

Within the conceptual framework, this gap justifies the positioning of CSR as a key independent variable whose influence on brand image remains underexplored in Zambia. It also reinforces the need to examine how CSR can be strategically leveraged to enhance institutional credibility and stakeholder trust in a public sector context.

2.3 Attributes of brand image

Global literature

Martínez and Rodríguez del Bosque in 2013 investigated the effect of corporate social responsibility (CSR) on brand image across multinational corporations operating in Europe and Asia. Using survey data collected from 642 consumers across five countries, the study employs structural equation modelling (SEM) to examine how perceived CSR initiatives influence brand image and consumer trust. Findings indicate that CSR significantly enhances brand image both directly and indirectly through consumer trust and perceived brand credibility. Environmental responsibility and community engagement emerged as the strongest predictors of positive brand image perceptions. The study concludes that firms engaging in authentic and well-communicated CSR initiatives are more likely to strengthen brand image globally. It recommends that managers integrate CSR into strategic brand positioning rather than treating it as a peripheral activity. Wu and Li, in their 2017 study examined the relationship between service quality dimensions and brand image in the international airline industry. Drawing on SERVQUAL theory, data were collected from 512 airline passengers across North America and Europe. Using confirmatory factor analysis and SEM, the study finds that reliability, responsiveness, and empathy significantly influence brand image. Tangibility was found to have a weaker but still significant effect. Brand image further mediates the relationship between service quality and customer loyalty. The findings highlight the importance of consistent service delivery in shaping positive brand perceptions in competitive global markets.

African literature

Adebayo and Agboola in 2021 investigated the influence of service quality dimensions and corporate social responsibility (CSR) initiatives on brand image in the Nigerian telecommunications sector, using MTN Nigeria as the focal brand. A cross-sectional survey design was adopted with 412 subscribers selected through stratified sampling across Lagos and Abuja. Data were analyzed using Structural Equation Modelling (SEM). Findings revealed that responsiveness, reliability, and assurance significantly predicted positive brand image perceptions. CSR initiatives (community development and education sponsorships) had both a direct positive effect on brand image and an indirect effect mediated by customer trust. The study concludes that beyond technical service delivery, socially visible CSR programs strengthen emotional and cognitive associations with the brand. The research recommends integrated service excellence and strategically communicated CSR as dual drivers of brand image in emerging African markets.

Munyoki and K'Obonyo examined the relationship between corporate reputation attributes and brand image in Kenya's mobile service industry, focusing on Safaricom in 2019. Using a descriptive research design and a sample of 389 subscribers in Nairobi and Mombasa, the study applied multiple regression analysis. Results indicated that innovation, corporate transparency, and service accessibility significantly influenced perceived brand image. Corporate reputation emerged as the strongest predictor, explaining 56% of the variance in brand image. The study emphasizes that technological leadership (e.g., mobile money innovation) enhances perceived brand strength. It concludes that firms operating in dynamic African markets must prioritize reputation management strategies to sustain favorable brand image outcomes.

Another study was conducted by Tadesse and Hailu in 2018 to analyze the determinants of brand image in Ethiopia's aviation industry, focusing on Ethiopian Airlines. A structured questionnaire was administered to 380 international and domestic passengers at Addis Ababa Bole International Airport. The SERVQUAL model was employed to assess reliability, empathy, assurance, tangibles, and responsiveness. Results revealed that reliability and assurance were the strongest predictors of brand image. Brand image further influenced customer loyalty intentions. The study concludes that maintaining operational consistency and passenger safety perception is critical in shaping airline brand image in emerging African markets.

Zambian literature

In Zambia, Kayombo and Carter in 2014 identified and measured the brand of the Zambia Centre for Accountancy Studies (ZCAS) in the Zambian higher education market to establish its competitive brand position. Using conjoint analysis with 390 first-year students from eight HE institutions, the research aggregated 19 branding elements into five key brand factors: teaching quality, fees, course availability, learning environment and employability. The findings showed that these dimensions were the main drivers of brand image in the Zambian higher education sector. ZCAS's brand was shown as relatively strong, but the study recommended repositioning strategies based on the key factors to strengthen its competitive image.

On the other hand, Mukosa et al. in 2023 examined how social media marketing (SMM) affects the branding (and underlying brand perceptions) of higher education institutions in Zambia. Using desktop research and analytics tools, the findings showed that SMM significantly influences brand presence and perception, requiring marketers to adopt digital competencies. Although not strictly a traditional brand image study, the research highlights digital engagement as a key factor influencing institutional brand perception in Zambia.

2.4 CSR initiatives' contribution to customer loyalty

Global literature

Gu, (2023) conducted research in China aimed at investigating the influence of corporate social responsibility on customer

loyalty. The study examined the mediating role of co-creation and customer trust in the relationship between corporate social responsibility and customer loyalty. The explanatory and cross-sectional research design was utilized in this study while primary data were gathered from customers of Chinese commercial banks and 235 responses were gathered. To achieve the research objectives a model of six hypotheses was developed and tested via structural equation modelling by using AMOS 24. It was found that corporate social responsibility significantly and positively affects client loyalty. Moreover, it has an indirect impact on client loyalty via co-creation and client trust. The indirect stronger than the direct effect which suggests that implementing co-creation activities and increasing client trust can make it simple for socially responsible organizations to improve client loyalty. Furthermore, the results revealed that there is a positive and significant direct impact of co-creation on customer trust.

Yusof et al., (2014) conducted a study aimed at underlining the effects of customer centric, ethics, green environment and philanthropic on customer loyalty. Analysis on 257 usable questionnaires found customer centric has the greatest effect on retail banking industry while philanthropic is the least influencing factor on loyalty. The study found that CSR initiatives focusing on customer-centric practices, ethics, environmental sustainability, and philanthropy positively influenced customer loyalty.

In Vietnam, Tran, (2022) sought to determine and estimate the influence of corporate social responsibility on customer loyalty in the jewellery industry. To achieve this objective, the study used AMOS software that supports confirmatory factor analysis and structural equation modelling (SEM) to clarify whether or how Corporate social responsibility impacts customer loyalty. The inputs to the analyses were obtained through answers from 300 respondents, which completed the survey questionnaire with a total of 22 items is utilized to collect data from customers of top jewelry companies in Vietnam. The research results emphasize the corporate social responsibility is not only useful for jewelry companies but also enhances the customers' perception that relates to some factors trust, satisfaction and loyalty.

African literature

Ajiambo, (2016) sought to establish the influence of CSR activities on customer loyalty in Kenya. The study sought to establish the influence of educational activities, sports programmes, health projects and environmental activities on customer loyalty. The study adopted a descriptive research design. The population for the study involved 3636 customers and 4 community champions from KCB four branches in Eldoret town. A sample size of 364 respondents was selected to participate in the study selected through stratified random sampling while community champions were selected through purposive sampling method. SPSS aided in data coding, entry and analysis. Qualitative data from interviews was analyzed using content analysis. The study established that CSR activities by KCB group significantly positively influenced ($p < 0.01$) customer loyalty in Usain Gishu Sub County. It was established that the main CSR activity that affected customer loyalty most was education and sports activities. While health and environmental had lower effect on loyalty suggesting that more needs to be done by KCB to improve its support towards health and environmental projects. The study recommends that there is need for stakeholder (community) involvement in award of scholarships, more sport teams need to be provided with KCB branded sport kits to market their products and services, the KCB group to increase its funding towards the health sector and campaigns and awareness on the green environment should be stepped up.

In Nigeria, Adebisin and Fatokun, (2024) conducted a study whose aim was to examine the impact of CSR on customer loyalty within Nigeria's fast-moving consumer goods (FMCG) sector, focusing on Dangote Group customers. An online survey was completed by 104 respondents, and the data analyzed using SPSS. The study, through separate regression analysis and analysis of covariance, found positive and significant correlations between CSR initiatives (philanthropic, green environment, ethical, and product standardization) and customer loyalty. Notably, product standardization CSR emerged as most significant, indicating a positive impact and strong association between quality standards and customer loyalty. Specifically, for every 100% increase in product standardization CSR by Dangote, customer loyalty is projected to rise by 88.6%, highlighting the paramount importance of quality and standards in fostering customer loyalty.

Iluba, (2017) examined the relationship between CSR and customer loyalty in Safaricom Kenya Limited, focusing on the economic dimension of CSR. Utilizing a correlational research design, data was collected from 400 respondents in Eldoret through systematic random sampling. Pearson's product moment correlation revealed a positive association between economic CSR and customer loyalty. Multiple regression analysis confirmed that economic CSR positively relates to customer loyalty. The study recommends that firms should emphasize CSR initiatives beyond profit-making motives to benefit society, enhance corporate image, and retain customers.

Zambian literature

Zulu, (2019) investigates the influence of CSR on satisfaction and loyalty among young bank customers in Zambia, with a focus on the mediating role of trust. Data collected from 348 bank customers indicate that CSR initiatives positively affect customer satisfaction and loyalty. The findings also reveal that trust significantly mediates the relationship between CSR and these customer outcomes. The study suggests that banks aiming to enhance customer satisfaction and loyalty should implement socially responsible practices to build trust among their clientele.

In the telecoms sector, Mumba, (2023) assesses the commitment of MTN-Zambia to CSR and its impact on customer loyalty. The research finds that CSR activities, such as community engagement and environmental initiatives, contribute to building a loyal customer base and improving business operations within the community. The study underscores the importance of genuine CSR efforts in fostering positive customer relationships and enhancing corporate reputation.

There are limited studies focusing on the effect of CSR on customer loyalty. The two studies above can be used as reference and this study will add to the current body of literature.

3 Research Methodology

This study employed a quantitative research approach to examine the influence of Corporate Social Responsibility on brand image within the Competition and Consumer Protection Commission (CCPC). The choice of a quantitative methodology was informed by the need to obtain measurable and objective data that could be statistically analyzed to establish relationships between CSR and brand image. Quantitative research is particularly appropriate in studies seeking to test relationships between variables and generate generalizable findings (Creswell, 2014).

The research design adopted for this study was descriptive in nature. A descriptive research design enables the systematic collection and analysis of data in order to describe characteristics, behaviors, and relationships within a given population. In the context of this study, the design was suitable for assessing stakeholder perceptions of CSR activities and their influence on brand image without manipulating any variables. The design further allowed for the identification of patterns and trends in stakeholder responses, providing a comprehensive understanding of the phenomenon under investigation. The target population for this study comprised stakeholders interacting with CCPC, including consumers and members of the general public. These stakeholders were considered appropriate because they are directly affected by the Commission's activities and are therefore well-positioned to evaluate its CSR initiatives, brand image, and institutional credibility.

The study employed simple random sampling to select respondents from the target population. This technique was chosen because it ensures that every member of the population has an equal and independent chance of being selected, thereby reducing selection bias and enhancing the representativeness of the sample (Kothari, 2004). Simple random sampling is particularly appropriate for quantitative studies where the objective is to generalize findings to a broader population.

The use of this technique aligns with the study's quantitative approach, as it supports the generation of statistically reliable data and ensures that the sample accurately reflects diverse stakeholder perspectives regarding CSR and brand image.

Copper and Schindler, (2014) define a Sample size as the sample unit that represents the entire population proportionally. The taro Yamane formula was used with 95% precision. $98/(1+98([0.05])^2) = 78$ respondents

The study utilized a sample size of 78 respondents, which was considered adequate for quantitative analysis within the scope of this research. The sample size was determined based on practical considerations such as time, accessibility, and resource constraints, while still ensuring sufficient representation of the target population.

Questionnaires were administered during work time to make sure that all the questionnaires were completed and returned and also to ensure that respondents did not discuss their responses to avoid biasness in results. The researcher collected the questionnaires soon after completion. Further, the study employed other questionnaire delivery methods such as Google forms and questionnaires. Follow ups were constantly made to ensure higher response rate.

Ensuring the validity and reliability of the data collection instrument was a critical component of this study. Validity refers to the extent to which the questionnaire measures what it is intended to measure, while reliability refers to the consistency of the instrument in producing stable and consistent results (Creswell, 2014).

Data collected from the questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS) and Microsoft Excel. While descriptive statistics such as frequencies and percentages were initially used to summaries respondent demographics and general response patterns, the analysis extended to inferential statistical techniques to examine relationships between variables and test the study objectives in a more rigorous and theory-driven manner.

Ethical considerations were strictly observed throughout the research process. Participation in the study was voluntary, and respondents were informed of the purpose of the research prior to data collection. Informed consent was obtained from all participants, and they were assured of confidentiality and anonymity. No personal identifiers were included in the data analysis or reporting, thereby protecting respondent privacy. The study adhered to ethical research standards to ensure integrity and credibility.

Despite the strengths of the methodology, certain limitations were acknowledged. The study was confined to Lusaka District, which may limit the generalizability of the findings to other regions. Additionally, the reliance on self-reported data may introduce response bias, as respondents may provide socially desirable answers. However, measures such as anonymity and structured questioning were employed to minimize these limitations

4 Findings

4.1 Age of respondent

Table 1: Age of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	11	14.1	14.1	14.1
	25-34 years	45	57.7	57.7	71.8
	35-44 years	22	28.2	28.2	100.0
	Total	78	100.0	100.0	

From the table above, 57.7% of the respondents were aged between 25 and 34, 28.2% between 35 and 44 and 14.1% were below 25, 57% were male while 41% were females.

4.2 Allocation of resources to socially beneficial initiatives

To determine the effects of the current practices of CSR activities conducted by CCPC on its brand image The research found that 41% of the respondents agreed that CCPC invests in projects that benefit the community such as education, health and local development, 21.8% were neutral, 21.8% strongly agreed while 7.7% apiece strongly disagreed and disagreed.

Table 2: Allocation of resources to socially beneficial initiatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	9.0	9.0	9.0
	Disagree	11	14.1	14.1	23.1
	Neutral	18	23.1	23.1	46.2
	Agree	35	44.9	44.9	91.0
	Strongly agree	7	9.0	9.0	100.0
	Total	78	100.0	100.0	

The tables above shows that 44.9% of the respondents agreed that CCPC allocates sufficient resources to socially beneficial initiatives, 23.1% were neutral, 14.1% disagreed while 9% strongly disagreed and strongly agreed apiece.

4.3 CCPC's Community investments address real societal needs

Table 3: CCPC's Community investments address real societal needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	6.4	6.4	6.4
	Disagree	8	10.3	10.3	16.7
	Neutral	19	24.4	24.4	41.0
	Agree	28	35.9	35.9	76.9
	Strongly agree	18	23.1	23.1	100.0
	Total	78	100.0	100.0	

The table above shows that 35.9% of the respondents agreed that CCPC's community investments address real societal needs, 24.4% were neutral, 23.1% strongly agreed, 10.3% disagreed while 6.4% strongly disagreed.

4.4 To assess the attributes of brand image

The study sought to understand whether reputation affects brand image of CCPC. Results show that 42.3% strongly agreed, 25.6% agreed, 3.9% were neutral, 24.4% disagreed while 3.9 strongly disagreed. Trustworthiness is a strong feature of brand image at CCPC. 58% of the respondents strongly agreed that CCPC is trustworthy, 27% agreed, 11% disagreed while 4% strongly disagreed. Whether CCPC has high quality services as an attribute of brand image, 50% of respondents strongly agreed, 15% agreed, 5% were neutral, 22% disagreed while 8% strongly disagreed.

Table 4: Support CCPC because of its CSR activities

I support CCPC because of its CSR activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	78	100.0	100.0	100.0

From the table above, it is clear that 100% of the respondents do not support CCPC because of its CSR activities, this is because the institution does not conduct known CSR activities. Would CCPC's CSR practices increase your preference for its services, majority respondents, 89.7%, said yes to whether CCPC's CSR practices would increase their preference for its services while 10.3% said no. The results above show that 97% of the respondents said no to the question as to whether they would recommend CCPC to others because of its CSR efforts, 32.1% said no and 3% said yes.

4.5 Discussion of Findings

Most survey participants were men indicating the likelihood that males represent the majority of the stakeholders or participant interested in the activities of CCPC. In addition, the age range of the respondents was predominantly younger adults, with the most common respondent age

falling between 25 and 34 years of age. Therefore, this suggests that views from all aspects of active working life were captured and, because of this, the majority of participants may have been exposed to marketing and branding from CCPC in their working lives.

To determine the effects of the current practices of CSR activities conducted by CCPC on its brand image

In CCPC's case, the findings indicate that there was little evidence of environmental CSR or that communication was lacking in regards to environmental CSR, thus there was less opportunity for a company to develop a brand image through its environmental CSR program. This is consistent with the findings of global studies from Orlitzky et al., (2003) and El Ghoul et al., (2011), which state that successful CSR practices lead to increased performance and decreased risk in businesses.

Additionally, the data show that CCPC appears to be compliant with environmental regulations at the national level; therefore, CCPC appears to meet the minimum statutory expectations with respect to Environmental compliance. However, there was significant disagreement between the participants in this study regarding whether CCPC's environmental compliance positively influences their view of the company. This conflicts with the arguments put forth by Servaes and Tamayo, (2013), who contend that the value of the firm increases when stakeholders are aware and informed of CSR efforts; low visibility of CCPC's environmental CSR efforts may lead to the depletion of positive perceptions among stakeholders.

With regard to Community CSR, the results demonstrate a predominantly negative perspective of CCPC. A significant proportion (80.7%) of respondents indicated that they either strongly disagreed or disagreed with CCPC investing in projects that would benefit the community. The inconsistency of responses indicates a possible lack of awareness, fragmented implementation, or low visibility of CCPC's CSR activities, which Chilufya & Chinyanta, (2017) point out as an issue in Zambia's extractive sector between CSR policy and CSR activities. It is important to note that Choongo et al., (2017) found that most Zambian organizations did not have external incentive to engage in the process of CSR.

Overall, the findings show that while CCPC demonstrates environmental compliance its environmental CSR is perceived as insufficient and its CSR activities generally lack visibility. This has led to a weaker effect on brand image.

To assess the attributes of brand image

The findings reveal that reputation, trustworthiness, and service quality are strong attributes shaping the brand image of CCPC, while innovation appears to be a relatively weaker dimension.

Regarding reputation, the study indicated that CCPC has a good reputation in the community. This suggests that corporate reputation is a positive contributor to CCPC's brand image. These findings align with Munyoki and K'Obonyo (2019), who found that corporate reputation was the strongest predictor of brand image in Kenya's mobile service sector, explaining 56% of the variance. Similarly, Martínez and Rodríguez del Bosque (2013) established that CSR-enhanced reputation strengthens global brand image perceptions.

Trustworthiness emerged as the strongest attribute. This confirms that trust is central to CCPC's brand image. The result is consistent with global and African literature. Martínez and Rodríguez del Bosque (2013) found that CSR positively influences brand image indirectly through consumer trust. Likewise, Adebayo and Agboola (2021) reported that trust mediates the relationship between CSR and brand image in Nigeria's telecommunications sector.

Service quality also significantly shapes brand image. While 65% of respondents agreed that CCPC offers high-quality services, 30% disagreed, indicating some inconsistency in service delivery. This partially supports Wu and Li (2017), who found that reliability and responsiveness significantly influence brand image in the airline industry. Similarly, Tadesse and Hailu (2018) established that reliability and assurance were the strongest predictors of brand image in Ethiopia's aviation sector. The presence of notable disagreement in this study suggests potential service delivery gaps that may weaken overall brand perception.

However, innovation appears to be a weak attribute of CCPC's brand image. A combined 57% of respondents disagreed or strongly disagreed that CCPC is innovative and forward-looking, while only 34% agreed. This contrasts with Munyoki and K'Obonyo (2019), who found innovation to significantly influence brand image in Kenya's mobile industry, particularly in dynamic and technology-driven markets. The result also diverges from Brakus et al. (2009), who emphasized the role of intellectual and experiential brand dimensions in strengthening brand image globally.

In the Zambian context, Kayombo and Carter (2014) identified teaching quality and employability as key brand drivers in higher education, suggesting that functional attributes strongly influence brand perception. Similarly, Mukosa et al. (2023) highlighted digital engagement as a growing determinant of brand perception in Zambia. The limited perception of innovation at CCPC therefore suggests an opportunity for strategic repositioning, particularly through digital transformation and forward-looking initiatives.

To examine the role of CSR in enhancing Brand image among CCPC stakeholders

Corporate Social Responsibility is not a significant factor in creating brand image among stakeholders of the Competition and Consumer Protection Commission, according to the findings of the research. All respondents (100%) stated that they do not support the Commission's activities because of its CSR efforts; most of this appears to stem from the Commission not undertaking any CSR activities that are visible or well-known to the public. As a result, stakeholders cannot have any basis for developing loyalty based on social contributions to the community.

That said, the respondents demonstrated the potential for CSR to create loyalty in the future. Although at present, CSR is not a loyalty driver, there exists an important opportunity for the Commission to create stronger relationship with stakeholders through CSR.

The results show a potential for CCPC's CSR national exposure to yield improved levels of endorsement. Thus, it appears CCPC's CSR programs/efforts have not yet resulted in positive word of mouth or Stakeholder endorsements. From these results, it can be deduced that presently, CCPC's CSR activity is inadequate and unrecognized by stakeholders, which does not currently result in the building of brand image among stakeholders. Although, stakeholders indicate a high likelihood they would respond positively to CCPC should they increase investment and focus on CSR initiatives and programs.

5 Conclusions and Recommendations

This study set out to examine the influence of Corporate Social Responsibility (CSR) on brand image within the Competition and Consumer Protection Commission (CCPC). Specifically, the study aimed to assess the effect of current CSR practices on brand image, identify key attributes influencing brand image, and determine the role of CSR in enhancing brand loyalty. The findings provide important insights that directly respond to these objectives.

With regard to the first objective, the study established that although CCPC undertakes CSR activities such as consumer education and community engagement, these initiatives have a minimal and statistically weak influence on brand image. This outcome is largely attributed to limited visibility, inconsistent implementation, and inadequate communication of CSR efforts to stakeholders. The correlation and regression analysis confirmed that while a relationship exists between CSR and brand image, it is not strong enough to significantly shape stakeholder perceptions. This finding aligns with existing literature, particularly Servaes and Tamayo (2013), which emphasizes that CSR only yields value when stakeholders are aware of such initiatives. Therefore, the study concludes that the effectiveness of CSR in influencing brand image is contingent not merely on implementation, but on strategic communication and stakeholder engagement. In relation to the second objective, the study found that brand image within CCPC is primarily shaped by attributes such as trustworthiness, reputation, and service quality, with trust emerging as the most significant determinant. These findings are consistent with stakeholder theory, which underscores the importance of trust in building and sustaining organizational legitimacy. However, the study also identified innovation and visibility as weak areas, suggesting that while the institution is perceived as credible, it lacks a strong and distinctive brand presence. This indicates that brand image in a public sector context is multi-dimensional and influenced not only by CSR, but also by the quality-of-service delivery and the institution's ability to adapt to evolving stakeholder expectations.

Regarding the third objective, the study revealed that CSR does not currently have a significant influence on brand image. The statistical analysis showed a weak relationship between CSR and loyalty indicators such as trust, support, and engagement. This suggests that stakeholders do not base their level of loyalty on CSR activities, largely due to limited awareness and perceived impact of such initiatives. However, the findings also indicate that when CSR is effectively implemented and communicated, it has the potential to enhance brand loyalty indirectly through improved brand image. This supports existing empirical evidence (e.g., Gu, 2023; Islam, 2021), which highlights that CSR influences loyalty through mediating variables such as trust and reputation.

Overall, the study concludes that CSR, in its current form within CCPC, is not being fully leveraged as a strategic tool for enhancing brand image and brand loyalty. While CSR activities exist, their impact is undermined by weak communication, limited stakeholder engagement, and lack of strategic alignment with organizational objectives. The study therefore reinforces the conceptual framework that positions CSR as a key driver of brand image, which in turn influences brand loyalty. However, it also highlights that this relationship is conditional upon factors such as visibility, trust, and service quality. In conclusion, for CSR to effectively contribute to institutional success in a public sector context, it must move beyond symbolic or compliance-driven activities to become a strategically integrated and well-communicated function. By aligning CSR initiatives with stakeholder expectations and enhancing their visibility, CCPC can strengthen its brand image, build trust, and ultimately improve brand loyalty and institutional effectiveness.

Declaration of Competing Interests

The authors declare that they are not aware of any competing financial interests or personal relationships that may have influenced the work described in this document.

Funding

This research did not receive specific grants from any public, commercial, or non-profit sector funding bodies.

Acknowledgements

The author would like to offer my heartfelt gratitude to everyone who made a contribution to this research

Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

References

- Aaker, D., 2012. *Managing brand awareness: Capitalizing on the value of a brand name.* New York: The Free Press.
- Achabou, M. A., 2020. The effect of perceived CSR effort on consumer brand preference in the clothing and footwear sector. *European Business Review*, Vol. 32 No. 2, pp. 317-347.
- Adebayo, O. A. & Agboola, M. G., 2021. Service quality and corporate social responsibility as predictors of brand image in the Nigerian telecommunications industry. *Journal of African* 67(11), pp. 2324-2336.
- Amaeshi, K. M., Adi, B. C., Ogbegie, C. & Amao, O. O., 2006. Corporate Social Responsibility in Nigeria: Western Mimicry or Indigenous Practices?. *Journal of Corporate Citizenship*, 2006(24), pp. 83-99.
- Anon., 2011. Popoli P. (2011). Linking CSR strategy and brand image: Different approaches in local and global markets.. *Marketing Theory*, Vol.11(4), p. 419-4
- Boiral, O., 2007. The Influence of Corporate Social Responsibility on Business Practice: The Case of International Certifiable Management Standards.. *Corporate Social Responsibility and Environmental Management*, 14(5), pp. 199-213.
- Brakus, J. J., Schmitt, B. H. & Zarantonello, L., 2009. Brand experience: What is it? How is it measured? Does it affect loyalty?. *Journal of Marketing* , 3(73), p. 52-68.
- Carroll , A. B. & Shabana , K. M., 2010. The business case for corporate social responsibility: are view of concepts, research and practice.. *International Journal Management Review*, Vol. 12 (1), p. 85-105.
- Carroll, A. B., 1979. A three-dimensional conceptual model of corporate performance.. *Academy of Management Review*, 4, p. 497-505.
- Chang, D. S., Chen, S. H., Hsu, C. W. & Hu, A. H., 2015. Identifying strategic factors of the implantation CSR in the airline industry: The case of Asia-Pacific airlines.. *Sustainability*, 7(6), pp. 7762-7783..
- Cheers, Z., 2011. *The Corporate Social Responsibility Debate*, s.l.: (Senior Honors Thesis), Liberty University.
- Chilufya , C. B. & Chinyanta , M., 2017. *Reforming the CSR of Extractive Industries in Zambia* (October 19, 2017)., Lusaka: Jesuit Centre for Theological Reflection.
- Chilufya, A., 2016. *Optimising Community Development through Corporate Social Responsibility: An Examination of the Tourism Industry in Livingstone, Zambia*. PhD Thesis, Massey University, Manawatu, New Zealand.
- Choongo, P. et al., 2017. Corporate Social Responsibility Motivations in Zambian SMEs.. *Journal of Small Business and Enterprise Development*, 24(3), pp. 388-407.
- Chung, Y. & Yoon, B., 2018. The effects of corporate social responsibility on firm performance: A stakeholder approach.. *Journal of Hospitality and Tourism*, Volume 37, pp. 89-96.
- Commission Competition and Consumer Protection, 2020. *Annual Report, 2020: Enforcement in*
- Delmas , M. A. & Toffel, M. W., 2010. Institutional pressures and organizational characteristics: Implications for environmental strategy.. *Harvard Business School Technology & Operations Mgt. Unit Working Paper*, pp. 11-050.
- Ekwueme, C. M. & Okoro, C., 2020. Corporate social responsibility and brand image in Nigeria's manufacturing industry. *International Journal of Business and Management Studies*, 2(12), p. 150-167.
- Galbreath , J., 2010. Drivers of Corporate Social Responsibility: The Role of Formal Strategic Planning and Firm Culture.. *British Journal of Management*, 21, p. 511-525.
- Glavas, A. & Piderit, S. K., 2009. Corporate Social Responsibility and Employee Engagement: Enabling Employees to Employ More of Their Whole Selves at Work.. *Academy of Management Proceedings*, 2009(1), pp. 1-6..
- Gummesson, E., 2014. Productivity, quality and relationship marketing in service operations: A revisit in a new service paradigm.. *International Journal of Contemporary Hospitality Management*, 26(5), p. 656-662.
- Gu, S., 2023. Corporate Social Responsibility and Customer Loyalty: The Mediating Role of Co-creation and Customer Trust.. *Asian Journal of Economics, Business and Accounting*, Volume 23, Issue 3, pp. 1-19.
- Hildebrand, D., Sen, S. & Bhattacharya, C. B., 2011. Corporate social responsibility: A corporate Marketing Perspective.. *European Journal Of Marketing*, 45, p. 1353- 1364..
- Iluba, D. A., 2017. The Influence of Economic Corporate Social Responsibility on Customer Loyalty in Safaricom Kenya Limited.. *The International Journal of Humanities & Social Studies*, 5(6)..

- Islam, T., 2021. The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction and trust.. *Sustainable Production and Consumption* 25 (2021), p. 123-135.
- Jha, A., 2022. The value in doing good: perspective from the Indian manufacturing sector. *Social responsibility Journal*, Vol. 18 No.4, pp. 787-805.
- Kayombo, K. M. & Carter, S., 2014. Competitive Positioning of a Higher Education Institution in Zambia: The Case of ZCAS. *Journal of Education and Vocational Research*.
- Khan, I. & Fatma, M., 2023. CSR Influence on Brand Image and Consumer Word of Mouth: Mediating Role of Brand Trust.. *Sustainability*, 15(4), 3409.
- Khan, M., Serafeim, G. & Yoon, A., 2016. Corporate Sustainability: First Evidence on Materiality.. *The Accounting Review*, 91(6), pp. 1697-1724.
- Lacap, J. P. G., Cham , T. & Lim , X., 2021. The Influence of Corporate Social Responsibility on Brand Loyalty and the Mediating Effects of Brand Satisfaction and Perceived Quality, Malaysia.. *International Journal of Economics and Management* 15 (1), pp. 69-87.
- Lacey, R., Kennett-Hensel, P. A. & Manolis, C., 2015. Is corporate social responsibility a motivator or hygiene factor? Insights into its bivalent nature.. *Journal of the Academy of Marketing Science*, 43(3), pp. 315-332.
- Lee, Y. & Lee , J., 2018. Effects of multi-brand company's CSR activities on purchase intention through a mediating role of corporate image and brand image.. *Journal of Fashion Marketing and Management*. Vol. 22(3), pp. 387-403.
- Lungu, J. & Mulenga , C., 2017. Corporate Social Responsibility in the Zambian Mining Sector: An Overview of Three Distinctive Operational Eras.. *Extractive Industries and Society*, 4(3), pp. 685-693.
- Macharia, A. R., 2020. Influence of Corporate Social Responsibility on Competitive Advantage of Equity Bank Kenya. Unpublished Master's Thesis, University of Nairobi, Kenya. .
- Maignan , I., Ferrell , O. C. & Hult , G. T. M., 1999. Corporate citizenship: Cultural antecedents and Business Benefits.. *Journal of the Academy of Marketing Science*, 27, p. 455-469.
- Mallin , C. A., 2009. Corporate social responsibility: A case study approach.. Cheltenham, UK: Edward Elgar Publishing.
- Mitey , F. C., 2020. Effect of Corporate Social Responsibility Activities on Brand Awareness of Tea Manufacturing Firms in Bomet County, Kenya..
- Moratis, L., 2015. Standardizing a Better World? Essays and Critical Reflections on the ISO 26000 Standard for Corporate Social Responsibility.. (Doctoral Thesis), Open Universiteit.
- Motwani, S., 2012. Communicating CSR is more challenging than paying CSR.. *International Journal of Research and Development-A Management Review*, 1(1), pp. 41-45.
- Mukosa, F., Mweemba, B. & Kayombo, K., 2023. The impact of Social Media Marketing on Branding of HEIs in Zambia. Zambia Association of Public Universities and Colleges (ZAPUC) Conference, , 3(1), p. 76-79.
- Mumba, K., 2023. Assessment of Commitment of Private Companies towards Corporate Social Responsibilities in Zambia: A Case Study of MTN-Zambia.. *International Journal of Entrepreneurship*, 27(S2), pp. 1-10.
- Munyoki, J. M. & K'Obonyo, P., 2019. Corporate reputation and brand image in the Kenyan mobile telecommunications industry. *African Journal of Economic and Management Studies*, 4(10), p. 480-495.
- Nkomani, S., 2013. Corporate Social Responsibility and Financial Performance: The South African Case.. *African Journal of Business Management*, 7(32), pp. 3098-3109.
- Orlitzky, M., Schmidt, F. L. & Rynes, S. L., 2003. Corporate Social Responsibility and Financial Performance: A Meta-Analysis.. *Organization Studies*, 24(3), pp. 403-441.
- Oseni , C. M. & Olugbenga , E., 2024. Promoting Customer Loyalty and Profitability through Corporate Social Responsibility in Nigeria.. *The Journal of Positive Psychology and Counselling*, Vol. 14, Issue no. 2, pp. 48-60.
- Otero-González, L., Durán-Santomil, P., Rodríguez-Gil, L. I. & Lado-Sestayo, R., 2021. Does a Company's Profitability Influence the Level of CSR Development?, s.l.: *Sustainability*, 13(6), 3304.
- Ramees, R. M. & Safeena , P. K., 2016. Customer Needs and Customer Satisfaction.. *ResearchGate*, pp. 259-262.
- Shah, M. U. & Jan, M. F., 2011. Connecting Corporate Social Responsibility (CSR) to Customer Loyalty: A Mediation Analysis in Hoteling Industry of Pakistan.. *SAGE Open*, 11(4).
- Sijamba, D. F. & Qutieshat, A., 2023. Assessment of Commitment of Private Companies Towards Corporate Social Responsibilities in Zambia: A Case Study of MTN-Zambia.. *International Journal of Entrepreneurship*, 27(S2),

pp. 1-13.

- Sun, W. & Cui , K., 2014. Leveraging on CSR as a tool of brand communication based on the perception of millennials.. *Journal of Global Responsibility*, 5(2), pp. 156-171.
- Tran, N. T., 2022. Impact of corporate social responsibility on customer loyalty: Evidence from the Vietnamese jewellery industry.. *Cogent Business & Management*, 9(1).
- Wu , S. I. & Wang , W. H., 2014. Impact of CSR perception on brand image, brand attitude and buying willingness: A study of a global café.. *International Journal of Marketing Studies*, Vol. 6(6), p. 43.
- Wu, H. C. & Li, T., 2017. A study of experiential quality, perceived value, brand image, experiential satisfaction, and behavioral intentions for cruise tourists.. *Tourism Management*, Issue 68, p. 81-96.
- Zulu , C. S., 2019. Does CSR Enhance Young Bank Customers' Satisfaction and Loyalty in a Developing Economy? The Mediating Role of Trust.. *Journal of Accounting and Finance in Emerging Economies*, 5(2), pp. 325-342.