NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER SATISFACTION AND LOYALTY: EVIDENCE FROM BANKING INDUSTRY

PhD Thesis

Mustafa OZKAN

Nicosia

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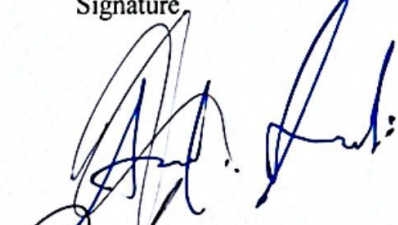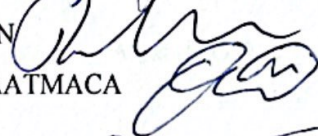**Mustafa OZKAN**
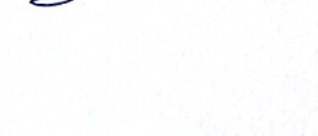
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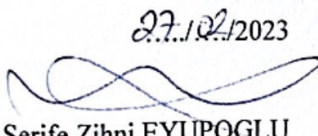**Prof. Dr. Serife ZIHNI EYUPOGLU**
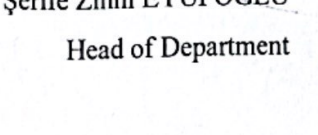
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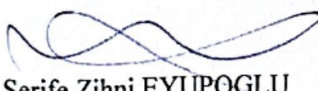
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Abstract

Effect of Corporate Social Responsibility on Customer Satisfaction and Loyalty: Evidence from Banking Industry

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All organizations are forced to engage in socially responsible activities which includes social, environmental, normative and moral activities. This study analyzes the influence of corporate social responsibility (CSR) from a multi-dimensional sustainable development approach on the customer loyalty and satisfaction through mediation of customer identification. CSR is a key concept for banks to attract, retain, satisfy and increase the loyalty of customers. This study investigated the proposed relationship between CSR, customer identification and customer loyalty and customer satisfaction in the Turkish Republic of Northern Cyprus (TRNC) banking sector customers. Exploratory factor analysis, confirmatory factor analysis and structural equation modelling were conducted to test the proposed relationship between the variables. The questionnaire was filled by 389 banking sector customers. The findings suggested that customer identification mediates the relationship between economic development dimension of CSR and customer satisfaction and loyalty. However, customer identification did not show a mediating effect between social equity and environmental protection dimension of CSR and customer loyalty and satisfaction. The findings are expected to provide insights on the importance of CSR for the banking industry in order to enhance favorable customer attitudes. Banking sector managers and policy makes in the TRNC can adhere the findings of this study for future decision making and while making policies.

Keywords: corporate social responsibility, customer loyalty, customer satisfaction, customer identity, banking industry

Özet

Kurumsal Sosyal Sorumluluğun Müşteri Memnuniyeti ve Sadakatine Etkisi:
Bankacılık Sektöründen Kanıtlar

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Doktora, İşletme Bölümü

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Tüm kuruluşlar, sosyal, çevresel, normatif ve ahlaki faaliyetleri içeren sosyal açıdan sorumlu faaliyetlerde bulunmaya zorlanırlar. Bu çalışma, çok boyutlu bir sürdürülebilir kalkınma yaklaşımından kurumsal sosyal sorumluluğun (KSS) müşteri kimliği aracılığıyla müşteri sadakati ve memnuniyeti üzerindeki etkisini analiz etmektedir. KSS, bankaların müşterileri çekmesi, elde tutması, tatmin etmesi ve sadakatini artırması için kilit bir kavramdır. Bu çalışma, Kuzey Kıbrıs Türk Cumhuriyeti (KKTC) bankacılık sektörü müşterilerinde KSS, müşteri özdeşimi ve müşteri sadakati ve müşteri memnuniyeti arasındaki önerilen ilişkiyi araştırmıştır. Değişkenler arasında önerilen ilişkiyi test etmek için açımlayıcı faktör analizi, doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi yapılmıştır. Anket 389 bankacılık sektörü müşterisi tarafından doldurulmuştur. Bulgular, müşteriyle özdeşleşmenin, KSS'nin ekonomik gelişme boyutu ile müşteri memnuniyeti ve sadakati arasındaki ilişkiye aracılık ettiğini göstermiştir. Ancak müşteri özdeşimi, sosyal eşitlik ve KSS'nin çevreyi koruma boyutu ile müşteri sadakati ve memnuniyeti arasında aracılık etkisi göstermemiştir. Bulguların, olumlu müşteri tutumlarını geliştirmek için bankacılık sektörü için KSS'nin önemi hakkında fikir vermesi bekleniyor. KKTC'deki bankacılık sektörü yöneticileri ve politika yapıcılar, gelecekteki kararları ve politikaları oluştururken bu çalışmanın bulgularına bağlı kalabilirler.

Anahtar Kelimeler: kurumsal sosyal sorumluluk, müşteri sadakati, müşteri memnuniyeti, müşteri kimliği, bankacılık sektörü

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List Of Abbreviations

CSR: Corporate Social Responsibility

CL: Customer Loyalty

CI: Customer Identification

CS: Customer Satisfaction

SEM: Structural Equation Modelling

CFA: Confirmatory Factor Analysis

EFA: Exploratory Factor Analysis

SPSS: Statistical Package for the Social Science

AMOS: Analysis of Moment Structures

TRNC: Turkish Republic of Northern Cyprus

CHAPTER I

Introduction

This chapter gives a broad overview of the thesis by explaining why it is crucial to do research into the connections between CSR, customer identification, customer satisfaction and customer loyalty of the banking sector customers in the TRNC. It provides an overview of the problem statement, the study's objectives, its research questions, its importance, its constraints, and its explanation of key variables.

Statement of the Problem

The literature on corporate ethics and sustainability has emphasized Corporate Social Responsibility (CSR) as a critical subject. The financial crisis, scandals, and a fiercely competitive business climate provide as justification for this's significance. All organizations are forced to engage in social, environmental, normative and moral activities as a result of these factors (Lindgreen, Swaen, and Johnston 2009; Kotler and Lee, 2005: McWilliams, 2006). Recently, the focus of CSR research has shifted from antecedent-based to outcome- and process-based. The conventional approach of gauging financial performance is no longer relevant. CSR's financial benefits have become a popular topic and proposition. CSR has an impact on organizational behavior, competitive advantage, reputation, and long-term viability (Turker, 2009). Therefore, there is a need to study CSR more indepth than ever.

Purpose/Significance of the Study

CSR has benefits for businesses in terms of customer behavior, competitive advantage, and financial success. (Rodrigues and Branco, 2006). In today's challenging business environment, which has grown more competitive in recent years, price and product quality may not be sufficient to provide you a competitive advantage over your rivals. The financial crisis has reduced customers' trust in the banking industry, and as a result, bank reputations have suffered (Ferrin, 2015). As a result, the significance of elements that could give businesses a competitive advantage has increased. The expectations of stakeholders should be taken into account as one of the most crucial approaches to get an advantage. Environmental

and social issues are currently receiving a lot of attention from a variety of stakeholders, including customers, investors, governments, employees, and suppliers.

As a concept, corporate social responsibility (CSR) displays how firms respond to stakeholder demands (Aguinis, 2011). Prior research has focused on the CSR concept, which has been demonstrated to be essential for attaining a competitive edge in the market. According to study, customers may develop favorable attitudes and behaviors toward socially responsible firms (Maignan & Ferrell, 2004). Consumers receive a communication from CSR about how they feel about the company. Reputation, profit, worker performance, image, loyalty and customer satisfaction are just a few of the ways that companies benefit from CSR (McDonald & RundleThiele, 2008). In addition, these changes led to the banking industry signing the Equator Principles, which obligates signatory organizations like Barclays, Bank of America, ING and HSBC, to encourage socially responsible growth.

An earlier study found that companies that engage in CSR can benefit from customers' positive perceptions of those companies (Maignan & Ferrell, 2004). Social responsibility can also be used to boost customer satisfaction and loyalty (Maignan & Ferrell, 2004, Luo & Bhattacharya, 2006). Therefore, in order to adjust their brands to these constantly shifting needs, firms need pay attention to how well their target audiences can detect and understand their requirements. CSR initiatives also improve a business's reputation, which promotes client retention. Customers are a company's most constrained asset because they don't have any other options that could damage corporate profits.

A company's long-term success is also significantly influenced by customer satisfaction and loyalty. In light of the current global and financial challenges, customer loyalty is now more important than ever (Perez & Rodriguez del Bosque, 2015). While some research (Martinez, Perez, & del Bosque, 2014) discovered a substantial and positive link between CSR and loyalty, others (MartinezMartinez, Perez, & Del BosueRodriguez del Bosque, 2014) found insignificant or even adverse correlations (Carrigan & Attalla, 2001). CSR also significantly affects consumer identity (Huang, Cheng & Chen, 2017). CSR encourages customers to identify with the brand image of the business.

Customer happiness is influenced by CSR through the mediating impact of customer identity (Luo & Bhattacharya, 2006). It has been criticized that research in

the past have concentrated on loyalty and satisfaction in distinct models. However, it has been recommended that, customer loyalty and customer satisfaction, these two characteristics should be addressed in the same conceptual model (Martinez et al., 2014). Furthermore, the bulk of research has been undertaken in wealthy nations, with only a few studies conducted in poor countries. Furthermore, banks are in the process of developing. This is significant since banks are the largest contributors to global social responsibility projects (Fatma & Rahman, 2015). CSR programs differ significantly from those in wealthy nations in developing ones (Jamali & Karam, 2016). There are few studies on CSR and customer-specific outcomes that concentrate on the banking sector in Northern Cyprus, which makes the largest contribution to international social responsibility initiatives, and where the current study was undertaken. According to Yeung (2011), Customer rights, risk management, business ethics, and financial intricacy are all significant facets of CSR in the banking sector.

According to stakeholder theory, CSR in the banking business entails banks' dedication to the requirements of customers, who are one of its primary stakeholders (Sarro, Cuesta & Penelas, 2007). Banks and financial organizations, in particular, are active in their CSR programs (Truscott, Bartlett, & Tywoniak, 2009). One of the key sectors that contributes most to the economy of the nation is the banking industry. According to Miralles, Miralles-Quiros, and Hernandez, banks play a vital role in fostering societal and economic growth and development (2019). The banking sector benefits society by strengthening the financial stability of the entire economy. This work therefore provides information to other researchers. This begs the question of whether customers' opinions of corporate social responsibility (CSR) affect their loyalty and satisfaction through affiliation with the banking sector in developing countries. Consequently, the nation this study aims to ascertain how corporate social responsibility affects the economy.

Research Questions

In this study, primary data are gathered in order to fulfill the suggested research goals. The information from the questionnaire is compiled using replies from bank customers in the TRNC.

The objectives of this study are to produce the following outcomes by its conclusion:

a) To assess the relationship between customers who identify as banking clients and perceived CSR.

b) To assess the relationship between banking customers' perceived CSR and customer loyalty.

c) To assess the relationship between banking clients' customer happiness and perceived CSR.

d) To evaluate the connection between customer identity and customer satisfaction among banking clients.

e) To explain the relationship between banking clients' customer identification and loyalty.

f) To determine whether customer identity plays a mediating role in the connection between perceived CSR and banking customers' loyalty.

g) To evaluate the moderating impact of customer identification in the link between CSR and the satisfaction of banking clients.

h) To evaluate how TRNC banking customers feel about CSR, customer identity, loyalty, and satisfaction.

Limitations

The findings of the study can't be applied to other industries because of its emphasis on the banking sector. Secondly, this research is being carried out in North Cyprus, an underdeveloped nation. Additionally, the mediating variable was customer identity. Another important limitation of this study is the participants in the questionnaire did not disclose the reason they use the bank for. Finally, qualitative research methods, such as in-depth interviews, may supplement quantitative research methods and help to strengthen the conclusions.

CHAPTER II

Literature Review

This chapter presents conceptual and theoretical viewpoints of different studies related to this subject matter. It also includes definitions and goals of SDGs and sis development.

Corporate Social Responsibility

Conceptualising Corporate Social Responsibility

The goal of this thesis, as indicated in the introduction, is to use customer identification to investigate the link between CSR and customer satisfaction and loyalty. Vailable literature on the subject will be presented in this section. The organization of this section is as follows. Its first goal is to explain CSR ideas, definitions, and the evolution of their theories. Second, there is literature on consumer identification, the mediating factor. We also talked about client loyalty and satisfaction. The section on hypothesis development is added at the end to allow for explanation and debate of the connections and relationships between the various parts.

According to Aguinis (2011), CSR is described as context-specific organizational actions and policy initiatives that consider stakeholders' expectations and the triple bottom lineconsider the demands of stakeholders, which encompasses economic, social, and environmental performance aspects. It refers to procedures that aren't mandated by any law or authority and aren't carried out in the organizations' best interests. There isn't a single definition of CSR that is universally acknowledged, despite the many definitions academics have offered. Despite the fact that it is viewed from both angles as an effort to give back to the environment and community, it is a vital part of attracting and maintaining more devoted customers. According to Jamali and Karam (2018), corporate social responsibility (CSR) is a link that brings stakeholders and businesses together via socially conscious acts that benefit all parties. Due to shifting conceptions of economic, environmental, and societal standards, as well as discretionary expectations, conceptualizing CSR is difficult.

The literature on CSR conceptualization comprises two basic principles (Alvarado-Herrera, Bigne, Aldas-Manzano & Curras-Perez, 2015). The initial notion proposed that a company's responsibility is to increase profits in order to produce

value for shareholders. Lindgren, Huq, and Carling (2021) recently determined that companies' CSR disclosures still use a shareholder-focused approach. The requirements of all stakeholders should be met, in accordance with the second school of thought, as one of a company's responsibilities (Jones, 1980). On the other hand, the literature mostly disregards the perspective of sustainable development, which promotes overall economic prosperity, societal justice, and environmental conservation (Alvarado-Herrera, Aldas-Manzano, Bigne & Curras-Perez, 2017).

Considering the idea of long-term development CSR describes the organizational application of sustainable development principles. As suggested by Alvarado-Herrera et al., (2017), organizations have a definition of CSR that is used in this paper "A firm's commitment to achieve long-term and sustainable economic, social, and environmental well-being through business practices, policies, and resources" by their initiatives (Du, Swaen, Lindgreen & Sen, 2012). This is a multifaceted view of CSR that takes into account factors including economic progress, social equality, and environmental conservation.

CSR serves as a relationship between businesses and their stakeholders, such as workers and customers. Stakeholders form both favorable and negative impressions of firms, and Freeman's stakeholder theory explains the relevance of CSR in this regard (Freeman & Medoff, 1985). According to this perspective, businesses should meet the requirements of all of its stakeholders, including the local community, their employees, and their clients (Freeman & Medoff, 1985). As a result, an organization's stakeholders might create more favourable impressions of it, resulting in advantages. If corporations fail to meet the societal expectations of their stakeholders, they may find themselves in a disadvantageous competitive position. As a result, many businesses place a high value on corporate social responsibility (Luo & Bhattacharya, 2006).

In an era of information-based economies and global economic interconnectedness, businesses face both huge opportunities and difficulties. If one takes into account how companies conduct their operations, one can boost their CSR while choosing a core business activity within an industry (Persic et al., 2017). Businesses need to practice CSR if they want to thrive, which includes abiding by environmental laws, supporting local development, and defending labor rights (Sulkowski, 2013). Emerging research suggests that a company's success may be better sustained if it actively promotes society's development and the effectiveness of employee work-

related attitudes (Hatch, 2011). In fact, some professionals contend that CSR might be a must for economic growth. (Robertson, 2011). By embracing social responsibility in this area, businesses and our community may benefit (Tomic and Komnenic, 2011).

Despite having a long history in many academic fields, including sociology, and despite being crucial to understanding organizational and market dynamics, the notion of CSR has not received the respect and attention it deserves in either academia, PhD dissertations, or practice (Nasruddin et al., 2010). Thankfully, top management and an increasing number of academics have devoted a lot of time and money to CSR initiatives in recent years (Cho and Kurtz, 2017) According to Aguirre, CSR refers to company social responsibility initiatives that advance societal wellbeing (2005). Bohinc (2014) referred to corporate social responsibility (CSR) as a tool that businesses can use to build a moral reputation in society. According to Cerioni (2014), CSR is an altruistic social activity that aims to improve societal wellbeing.

Defining Csr

Aguinis' definition of CSR in this study, which is "context-specific organizational activities and policies that take into consideration stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (2011). Early on, there was a protracted period of strong debate in academic CSR circles about whether or not businesses needed to engage in CSR initiatives. Some academics believe that socially responsible corporate practices are incorrect since they might be time- and resource-intensive (Chatterjee, 2010). Some of these academics argued that companies should only work to increase their profits and shouldn't spend their own funds, which are usually contributed by shareholders, on social endeavors that have little bearing on their financial performance (Dashwood, 2004). While others disagreed, they thought businesses should engage in socially responsible practices because, if done right, they would benefit both society and the businesses themselves.

According to those who backed businesses that operated in a socially responsible manner, a company's success and profitability may be influenced by all of its stakeholders, including its employees, governments, customers, environment, suppliers and rivals (Destefanis and Mastromatteo, 2010). However, those opposed

to companies taking social responsibility seriously claimed that they had no right to use shareholder funds for any projects that couldn't turn a profit (Dimovski et al., 2010). The debate over whether or not businesses should engage in socially responsible activities is becoming more heated, and more academics are now inclined to agree that businesses in contemporary society should do so. These days, the literature hardly ever discusses this. What should be done to enhance a company's performance not just financially, but also with regard to its stakeholders, like the behaviors of its employees and clients and how to carry out socially responsible activities are topics that are currently being explored in the literature (Bhattacharya et al., 2009).

Early study, for instance, examined the link between CSR and firms' financial success in an effort to show how social responsibility programs have a positive impact, which would have given management legitimacy for such efforts (Yee, 2009). Unfortunately, the research on how CSR affects a company's financial performance has not been consistent. There is evidence from numerous research that CSR improves an organization's financial performance. (Ejumudo, 2015; Gainer, 2010; Elving and Vuuren, 2011).

Others, however, have shown that there is either no relationship or a tenuous association between a company's financial performance and its commitment to social responsibility (Golob, et al 2015; Golob and Bartlett, 2007). In an effort to reconcile these conflicting results, several studies have examined some of the moderating factors in the relationship between CSR and firms' financial performance. For instance, Jereb et al. (2013) investigated how ownership affected the relationship between a firm's financial performance and its commitment to social responsibility and discovered that state-owned companies had a stronger correlation between CSR and financial success than non-state-owned companies.

According to Jones (2012)' analysis of the moderating effect of dysfunctional competition on the relationship between CSR and firms' financial performance, there is a stronger positive correlation between CSR and firm financial performance when the level of dysfunctional competition is high compared to when it is low. After learning how many other significant elements, like ownership, business scale, enterprise culture, industry features, and governmental aid, readily affect a firm's financial performance, academics started looking into the implications of CSR on customer attitudes and actions. For instance, Kinderman et al (2013)'s examination of

the connection between CSR and consumer intention and purchase found that the two were positively correlated. Lambooy and Van Vliet (2008) employed experimental methodologies to ascertain how CSR attribution affects the link between CSR and customer purchase intent. They found that the association between CSR and consumer purchase intention is positively influenced by both self-centered attribution and other-centered attribution.

According to the research has not systematically examined the connection between CSR and customer views and behaviors up to this time. Some research have even found a conflicting relationship between CSR and customer attitudes and behavior. For instance, Mcadam and Leonard (2003) discovered that customers' inclination to recommend a business to others was either negatively impacted by social responsibility programs of corporations or had no direct impact at all. Letnar Cernic (2009) discovered that when it comes to carrying out philanthropic tasks, there was no correlation between CSR and consumer happiness. There are many studies in the literature that examine the moderating factors in the relationship in an effort to advance the theory of consumer science because there is contradicting information regarding the link between CSR and consumer attitudes and behaviors. Gainer (2010), Velachos, and others Luetkenhorst asserts that consumers are a group of people who are likely interested in a company's CSR operations' motivations as well as the CSR activity itself (2004).

The moderating effects of the attribution on the correlation between customer satisfaction and CSR were examined by Mermet (2001). The findings showed that people who Doctoral dissertation associated CSR with other-centered attribution were more satisfied with the products than those who did not. The relationship between CSR and consumer referral intention was studied by Metaxas and Tsavdaridou in 2010 for its simultaneous moderating effects other-centered and self-centered attribution's concurrent moderating effects. The results suggest that the interaction between other-centered and self-centered attribution may change the connection between CSR and customer referral intention. The participants who attributed CSR activities to a mix of high levels of other-centered and low levels of self-centered attribution demonstrated the highest level of recommendation intention; the participants who did the opposite demonstrated the second highest level; and the participants who attributed CSR activities to a mix of low levels of both other-centered and self-centered attribution demonstrated the lowest level. Therefore, it is

very clear that CSR attribution has played and will continue to play a major role in influencing customer perceptions and given what has been said and what has been shown in past investigations, behaviors may change. It only makes sense to examine employees' attitudes and actions in regard to their employment in CSR-related fields. The lack of empirical data to demonstrate the impact of CSR attribution on employee attitudes and behaviors connected to their work is a critical gap in the research and a barrier to the development of CSR theory.

CSR has been conceptualized on a multilayer, interdisciplinary level, which undoubtedly advances the body of knowledge and clarifies the research. Numerous in-depth reviews on the development of conceptualization on CSR have presented a consistent research model that shows CSR as the focal variables in a process of having both consequences and antecedent, as well as moderators and mediators, included, across the variety of the research context of both developing and developed countries (Maignan and Ferrell, 2004; Aguinis and Glavas, 2012). The following parts are provided in an effort to evaluate the core conception of CSR from the perspectives of consequences, antecedents, mediators, and moderators of CSR.

The sections' goals are to point out the relevant material that hasn't been adequately covered at each level of assessment. Three institutional pillars, the cultural-cognitive, normative and regulative elements were defined by Scott (1995). Research activities on at least one of these pillars are represented at the institutional level in this study. Discussion of management viewpoints or firm-level strategy at the organizational level is reflected. The activities and interactions at the micro level highlight the micro-foundations of CSR from the viewpoint of a single consumer (Foss, 2011).

Consumer Reactions to the Firms' Csr Engagement

The answer to the question of why businesses participate in CSR is provided in earlier research for this thesis. However, the stakeholders' answers, responses, and attitudes toward the corporations will depend on how they interpret the reasons why businesses engage in CSR. Gilbert and Malone (1995) make the following observation "The urge to analyze the underlying causes of the involvement seems to be more crucial than the activity itself."

"People worry more about why they do things than what others do," When they see the CSR initiatives that the companies engage in, consumers, one of the most

important stakeholders, frequently wonder what the companies' true motivations are (Kim, Chaiy, & Chaiy, 2012: Du, Bhattacharya, & Sen, 2010). By applying the attribution theory (Kelley, 1967, 1972; Anderson & Weiner, 1992: Kelley & Michela, 1980), Consumers' perceptions of why businesses participate in CSR and how they react are hypothesized by Walker et al. (2010). Customers should actively engage in a cognitive elaboration process addressing an examination into the motivations behind businesses' operations in order to promote a social purpose, according to Becker-Olsen et al. (2006). These explanations can be categorised into two types of motives, extrinsic and intrinsic motives, (Graafland & der Duijn Schouten, 2012). Both intrinsic and extrinsic reasons are used to execute employee-related CSR projects or policies, claim Graafland et al., (2012).

Intrinsic incentives drive CSR initiatives that are social and environmental in nature. Instead of being profit-centered, public-serving, and social, this can alternatively be understood as being firm-centered, economic, and profit-centered (BeckerOlsen et al., 2006; Skarmeas and Leonidou, 201;3 Kim et al., 2012;). In addition, three additional categories of CSR motivations have been developed: relational, instrumental, and ethical (Aguilera et al., 2007; Rupp, Williams, & Aguilera, 2011). Corporate social responsibility's (CSR) objective is to increase economic performance and offer demonstrable benefits. When the CSR purpose is to satisfy the needs or expectations of stakeholders, it is known as having a relational motive (Donaldson & Preston, 1995). Even in the absence of obvious advantages, a CSR program that is based on social ideals has an ethical motivation (Turillo et al., 2002). Ellen et al., (2006) offer a more in-depth classification of motives, identifying four distinct motive categories: egoistic, strategic, stakeholder, and value-driven.

Strategic incentives are self-centered and attempt to increase profits or minimize harm, whereas egoistic motivations are self-centered and strive to exacerbate the issue rather than remedy it. Reeder et al. (2004) introduced the multiple inference model of attribution, which is likewise based on attribution theory, to explain how consumers' perceptions toward the company were created given their apparent motives for the organization. (Heider, 1958) and a method for drawing conclusions (Dick et al., 1990; Harris, 1981). Choice, lack of choice, and hidden agendas are the three inferences made from the model's attributions, and Woisetschlager et al., (2017) have categorized these motives as emotive, normative, and respectively, calculative. Woisetschlager et al., (2017) conduct an experimental

investigation into the corporate motivation in sponsorship using these recently developed inferred motives. Certain attributions, such as purchase intent (Groza et al., 2011), repeat business (Vlachos et al., 2009), recommendation intents (Vlachos et al., 2009), and attitude toward the company, may have a direct impact on consumers' opinions (Bhattacharya and Sen, 2004; Yoon et al., 2006).

The findings of consumer behavior may be adversely affected by various customer conceptions of CSR, according to studies (Kim & Lee, 2012; Yoon et al., 2006; Forehand & Grier, 2003). When customers think that a company is motivated by its stakeholders or ego, they are less likely to support strategic and value-driven initiatives. Groza et al., (2011) claim that these recommendations were based on the notion that customers are drawn to businesses that have an innately altruistic mindset and engage in values-driven corporate activities. This affects how customers perceive the idea that a company's primary strategic objective is to attract and keep customers by implementing CSR efforts as forms of promotional activity (Vlachos et al., 2009). Therefore, individuals should express their support for the corporate objectives of organizations that are seen of as being strategy driven, especially if they think that these social gatherings are in reality intended to further social goals (Kim and Lee, 2012).

Consumers, on the other hand, react negatively to CSR initiatives that are only carried out in reaction to stakeholder pressure, as these behaviors are perceived as artificial and forced. Similar to this, several researchers assert that when a business has a public-serving goal, customers perceive it as altruistic behavior and think it's real motivation to advance society; in contrast, when a company has a self-serving motive, consumers react negatively because they believe the company only has self-centered and opportunistic intentions (Rifon et al., 2004). Because once consumers are pleased, they do not worry about the CSR projects' underlying objectives, high levels of product or service quality may be able to overcome attributions with a self-serving purpose have negative effects, according to interesting research by Vlachos et al. (2009) and Berens et al. (2007). Consumers appear to employ attributional approaches to ascertain the objectives of the CSR projects and form diverse impressions of those motivations when they receive subpar services or commodities (Luo and Bhattacharya, 2006; Vlachos et al., 2009.) As has been demonstrated, consumer attributions of CSR are now poorly understood. There are still problems to be solved in terms of how CSR domains affect consumer perceptions and how those

perceptions affect the firm's CSR goals. Therefore, the primary focus of this dissertation's research efforts should be on how customers interpret the goals of businesses.

Consumer Reactions to the Company's Csr Initiatives

It should be mentioned that different levels of consumer-related effects have been found. For the case of wealthy countries, see Aguinis and Glavas (2012), and for the situation of poor countries, see Jamali and Karam (2018). For instance, Glavas and Aguinis (2012) discovered empirical data at the educational level on client loyalty, client firm/product selection (Arora & Henderson, 2007), and client firm/product evaluation (Sen & Bhattacharya, 2001; Brown & Dacin, 1997; Maignan et al.,1999). In their 2018 study of developing countries, Jamali and Karam focused on the micro level effects of consumers on identification with the firm (Kim et al., 2010), firm attractiveness (Duarte, 2010), buy inclinations (Yeung and Ramasamy, 2009) and orientations. Because customers are becoming one of the most important stakeholders in the organization, there is more research being done on CSR-related to consumers (Sen and Bhattacharya, 2001; Mohr and Webb, 2005; Bhattacharya and Sen, 2004; Yeung and Ramasamy, 2009). Consumer knowledge of a firm's CSR activities, attributions relating to the firm's attitude toward firms that engage in CSR, motivations and attachment to the firms were all incorporated in Bhattacharya and Sen's (2004) model of the internal outcomes between consumers and the firm. Bhattacharya & Sen (2004) created five metrics, including buying habits, word-of-mouth, and robustness to negative headlines about the company.

They also outline the positive external effects on the business. To further classify these internal and external elements, take into account how consumer behavior is represented in cognitive paradigms (Loudon & Della Bitta, 1993; Ajzen, 1991), as well as the Janssen & Vanhamme (2015) proposed CSR-consumer conundrum model. It is possible to assume that this process will have an impact on consumers' favorable attitudes toward the companies either implicitly or explicitly because of the cumulative customer awareness and perception of the companies' CSR programs (Ross et al., 1992; Ellen et al., 2006; Webb and Mohr, 1998; Pomering & Dolnicar, 2009). These attitudes are more specifically reflected in the marketing tactics employed by the businesses, such as store image or brand reputation (Albinger and Freeman, 2000; Greening and Turban, 2000; Lavorata,

2014); price (Webb and Mohr, 2005); corporate evaluation (Tian et al., 2011); product association (Lin et al., 2011; Tian Groza et al., 2011; Kim, 2017) and product quality (Sen and Bhattacharya, 2001).

Numerous studies have shown that people with good attitudes are more likely to be content, connected, and devoted to organizations (Bolton and Drew, 1991; Anderson et al., 2004; Szymanski and Henard, 2001; Fornell, 1992; Carvalho et al., 2010; Lee and Heo, 2009; Du, Bhattacharya, & Sen, 2011; Mandhachitara & Poolthong, 2011;, Lee & Oh, 2015; Walsh & Bartikowski, 2013; Deng & Xu, 2017; Moon Park, Kim & Kwon, 2017; Ferrell et al., 2019). It is also feasible to assert that customer behavior responses to results that are behavior-related are a result of consumers' overwhelmingly positive sentiments regarding the business.

Researchers on CSR, such as Baskentlia, Sen, Du, and Bhattacharya (2019), Pomering and Dolnicar (2009), Oberseder, Schlegelmilch & Gruber (2011), Hildebrand et al. (2011), and Baskentlia et al., (2001), have discovered a connection between CSR and improved company results. The "attitude-behavior gap," according to Valor, is yet additional barrier to customers making moral or responsible purchases (2008). There is a discrepancy between the self-reported desire to make ethical purchases and the evidence that this desire is not translated into decisions about one's own behavior, to be more precise (Berger and Kanetkar, 1995; Sen and Bhattacharya, 2001; Creyer and Ross, 1997; Carrigan and Attalla, 2001;). There is conflicting information regarding the connection between customer behaviour and CSR engagement as a result.

According to some studies, for instance (Maignan and Ferrell, 2004; McGoldrick and Freestone, 2008; Gupta and Hodges, 2012), consumers do not prefer CSR engagement over other marketing considerations like pricing or product quality (Strahilevitz and Myers, 1998; Smith and Alcorn, 1991; Homburg et al., 2005; Castaldo et al., 2009; Lii & Lee, 2012; Kang, Stein, Heo, & Lee, 2012; Lombart & Louis, 2014; Ailawadi et al., 2014; Xu & Gursoy, 2015; Tully & Winer, 2014).

In conclusion, the corporation faces significant issues related to consumer attitudes and behaviors that affect efforts made by the company to uphold its social duty and the objectives of integrating such marketing strategy efforts. Therefore, it is crucial to address the questions of whether customers reward businesses that practice social responsibility as well as, more crucially, how the CSR activities are rewarded.

Motivations for Csr

So far, the concepts of explicit or obvious and implicit or hidden acts have been considered, along with who is responsible for what. While a company's strategy is unquestionably significant, it's as crucial to comprehend the variables that had an impact on the plan. Thus, a key element of this topic is motive, which is defined as the reason, intent, purpose, goal, or want that motivates a decision or choice (Di Norcia and Tigner 2000). There are many different, though not necessarily opposing, points of view in this discussion. These also include reactive and proactive drives, strategic or external components, moral or intrinsic drivers (L'Etang, 1994; Wong and Dhanesh 2017; Bansal 2003). So, there are many different types of motives that are prevalent in both social and professional settings, and it even appears that some of these motivations overlap.

Hemingway and Maclagan's study found a strong correlation between managers' personal convictions and the economic imperative that motivates CSR efforts. Personal convictions are reflected through the exercise of discretion through personal initiatives (2004). Similar to this, Dhanesh (2014) discovered a more sophisticated method of negotiation between what appeared to be opposing ideas of economic and moral imperative through research with corporate leaders in India. The economic imperative was based on constraints from without, whereas the moral requirement was founded on an internal sense of duty. The participant's reports' moralistic tone confirmed the claim stated by Capelli et al. (2010) that In India, the duty-based motivation for CSR is more prevalent than the financial or instrumental motivation. CSR activities are motivated by both internal and external factors. These findings are based on study by researchers Mazereeuw-Van Der Duijin Schouten and Graafland (2012) on managers in Dutch companies. They came to the conclusion that the main intrinsic drivers of CSR were social and environmental concerns, with financial success acting as the extrinsic driver. According to more research on the "complex attribution process of CSR operations" (Kim and Lee 2012) in relation to consumers, some stakeholders are tolerant of company-serving motives as long as they also believe that genuine public-serving motives are at the heart of a company's actions. By contrasting the economic, which may be self- or other-serving, with the duty-serving dimension, which may be used to meet stakeholder expectations or assist others. Ellen et al(2006)'s study on features of CSR motives captures this tension between motives and perception. Despite the fact that Coombs and Holladay

agree that there will be a variety of motivations for CSR, the connection between viewpoints of a company's motivations and its activities is a beneficial tool when considering CSR communication. After all, they do refer to communication as the "glue that binds together" of the many components.

CSR has been shown to be a crucial component of companies. Additionally, a number of variables influence the adoption of CSR programs by firms.

Muller and Kolk (2010) assert that there are two sides to the motivations for CSR. First, internal motivation is seen to be the driving force behind CSR activities, while external motivation is thought to be the driving force behind CSR initiatives.

First off, externally motivated organizations are defined as being driven by demands from outside sources, including those from stakeholders, the government, the media, and other external groups (Muller and Kolk, 2010). It is believed that CSR actions pertaining to social and environmental concerns that benefit many stakeholders were given good exposure in the media. On the other side, firms that oppose CSR activities or refuse to participate in CSR initiatives received unfavorable media coverage (Kolk and Muller, 2010).
These are consistent with the principles of ST, which contend that stakeholder pressure influences the adoption of CSR initiatives (Aguilera, Rupp, Williams, and Ganapathi, 2007).

Governments in some nations, for instance, play a large external influencing role that enhances the essential incentives for businesses to participate in CSR activities by enforcing norms and regulations. Governments, for instance, have legislation requiring businesses to disclose their CSR projects and activities on their websites and in their annual reports. Organizations obviously need to abide with governmental rules and regulations, and their ability to do so is what determines whether they will survive (Brown and Deegan, 1998). Additionally, there could be severe fines for breaking these regulations, and customers might have a bad impression of the company, which has an impact on how successful businesses are.

There are internal factors that drive firms' propensity to participate in CSR projects, as was noted before in this chapter (Kolk and Muller, 2010). An internal motivation is that CSR efforts provide businesses a competitive edge in terms of stakeholders' satisfaction, making them competitive tools that help the organizations succeed (Campbell, 2007). Additionally, a company that practices CSR might be viewed as having a solid financial position, which may entice investors to invest in

such businesses (Waddock and Graves, 1997). In conclusion, profit maximization via CSR is a significant internal driver. Other internal motivations include improving employee happiness, commitment, retention, motivation, and other behavioral characteristics; developing a strong company culture; establishing a great working environment via the workplace; other motivations include the managers' and directors' moral, ethical, and societal norms.

Customer Satisfaction

Customer satisfaction is one of the most well-known marketing ideas among academics and professionals and is described as "customer happiness." It is believed that this approach is necessary to maintain clients in increasingly competitive markets (Fornell, 1992; Luo et al., 2006). The terms facere, which means "to make," and satis, which means "enough," are ancient Latin roots (Oliver, 1997). According to Sullivan (1993a), customer satisfaction involves a client's entire assessment and judgment, contrasting their expectations with the caliber of the service provided. Oliver (1997) countered that "consumer satisfaction is the fulfillment reaction. The finding that some aspect of a thing or service or the service or good itself has delivered (or still offers) a pleasurable level of consumption-related fulfilment. The earlier definition, which demonstrates transactional satisfaction (post-choice evaluative assessment), contrasts with the latter definition, which shows overall satisfaction (cumulative satisfaction based on the entire experience) (Spiteri et al., 2004, p. 679).

The vast bulk of scholarly studies in this area are founded on overall happiness rather than transactional marketing because consumer behavior and relationship marketing are ongoing and long-term aims (Ravald & Gronroos, 1996). Customer satisfaction, as defined by Kotler et al. (2008), can be expressed more simply as the difference between the level of service that was provided and the level that was expected, or, more specifically, as delivered level of service minus expected level of service. Customers will be satisfied if the level of service provided meets or exceeds their expectations; otherwise, they won't be. According to Awwad (1996), one of the most well-known initiatives to relate customer happiness to other consumer behaviors was the American Customers Satisfaction Index (ACSI) by Fornell et al. (2012). For two key reasons, it has been widely embraced and adopted in several academic research. First, it has identified and connected the critical

variables that either directly or indirectly affect customer satisfaction in connection to organizational success. Second, a strong theoretical underpinning and trustworthy methodological studies were used in its creation (Awwad, 2012). Customers who are pleased with a product or service are more likely to buy more of it, suggest it to others, and continue doing business with the company (Fornell, 1992). Additionally, one of the primary causes of bank switching is client discontent (Mcdonald, 2008). According to Anderson (1994), the primary component defining customer happiness is consumer expectations. The anticipation of consumer enjoyment is founded on prior experience, to put it another way (Oliver, 1997, p. 69).

According to Oliver (1980), the client's expectations serve as the foundation for customer happiness. Some people think that a customer's level of satisfaction is a crucial indicator of their loyalty and that it directly affects that loyalty (Anderson and Sullivan, 1993a; Cronin and Taylor, 1992). Businesses are becoming more interested in social responsibility due to the financial rewards of doing so, per study on satisfaction and CSR (Sen and Bhattacharya, 2001; Creyer and Ross, 1997). Three compelling theoretical justifications for the beneficial impact of CSR on customer satisfaction, according to Luo et al (2006). First, according to both the institutional theory and the stakeholder theory, customers are drawn to ethical behavior. Dealing with businesses that uphold social responsibility will improve the probability that these customers will be satisfied (Ergenzinger and Daub, 2005). Second, empirical research has demonstrated that CSR initiatives enhance how customers perceive companies, their goods, and services (Sen and Bhattacharya, 2001; Brown and Dacin 1997).

These positive effects on consumer behavior are expected to boost client satisfaction. The literature on perceived value suggests that third, consumer pleasure is a product of perceived value. CSR initiatives are therefore expected to increase the value that customers obtain from businesses (Fornell et al., 1996). These values are projected to boost customer satisfaction while all other aspects are held constant since CSR will work as a value-added cause. Empirical evidence supports the impact of corporate social responsibility on consumer happiness (Sen and Bhattacharya, 2001; Creyer and Ross, 1997). A number of significant banks and large corporations, including ANZ, Westpac, Mitsubishi UFJ, MUFG and IBM, are observing a decrease in their retail customers' satisfaction levels despite spending more and more money on their social activities (McDonald, 2008). According to Manrai & Manrai et al. in

2007, one of the main causes of customers' dissatisfaction is a rise in costs. Funding CSR initiatives doesn't seem to be the greatest option if doing so results in higher user prices (McDonald, 2008). The market value of the company serves as the sole mediator in the interaction between CSR and customer happiness, hence it is predicted that such a move will have a negative impact on it because consumer pleasure is directly correlated with market capitalization and share price. (Luo and Bhattacharya, 2006; McDonald, 2008).

In fact, for high participation service sectors like banking, consumers prioritize their own well-being over other societal factors (Pomering and Dolnicar, 2006). As a result of the comparatively high cost of switching banks, CSR activities are believed to be less sensitive and reactive in the banking sector compared to producing businesses (King and Mackinnon, 2002; Pomering and Dolnicar, 2006). Quality and operational costs are more important to clients than corporate social responsibility considerations, according to Rizkallah's (2012) research. Although numerous studies blamed a lack of awareness and subpar customer reaction for the lack of a beneficial impact of CSR on customer satisfaction, there is still uncertainty in this relationship that calls for further research (Dolnicar and Pomering, 2008). More research on the connection between CSR and customer satisfaction is necessary to explain the conflicting reported findings because banks are witnessing a decline in customer satisfaction levels despite increasing spending on CSR programs (McDonald, 2008).

One suggestion for increasing it came from research on the factors affecting consumer satisfaction in the retail banking industry. Customer satisfaction in the retail banking sector, according to Chakrabarty (2006), is strongly correlated with the advantages that clients receive immediately. Additionally, Manrai & Manrai (2007) and Rizkallah concur with this conclusion (2012). Therefore, banks must adopt a customer-centric strategy when creating CSR projects (McDonald, 2008). According to Ulaga and Eggert (2002), customer satisfaction and values perception are tightly related. If local cultural values have an impact on customers' happiness with CSR either directly or indirectly through perceived value is the question at hand. In other words, how will the history of the Saudi banking industry affect customer satisfaction and their perception of the value of CSR?

Despite this comprehensive approach, it is hypothesized that CSR-related decisions are still evaluated via an economic lens (O'Dwyer 2002). In a research

comparing US and European businesses, Hartman et al. (2007) used the term "enlightened selfinterest" to describe this type of economic thinking. Porter and Kramer claim that it has a favorable effect on the company's competitive environment (2002). According to research by Coombs and Holladay (2012) and Dhanesh (2014), the larger sociocultural backdrop, individual managers' personal beliefs and interpretations, and stakeholders' perceptions of the company's objectives all appear to have an impact on how CSR choices are made (Kim and Lee 2012).

The result is that decision-making in organizations is perceived as involving dilemmas that presuppose a variety of economic, strategic, and moral or ethical aims (Di Norcia and Tigner 2000; Dhanesh 2014). However, it can be difficult to reveal the implicit agreements or motivations that tie together sectors of the economy, companies, and moral communities, and companies aren't always open about them out of concern for negative publicity (Dunfee and Donaldson 2000). Because of this, understanding intentions may be difficult (L'Etang 1994; Di Norcia and Tigner 2000), even though understanding motives is an essential first step in comprehending actions. However, the language chosen to characterize a company's CSR operations reveals what the company's specific objectives are. To demonstrate how the concept has developed, Waddock (2004) emphasized a number of terms that were employed during the evolution of what is now known as CSR. In a more recent revision of this, Hartman et al. (2007) found important distinctions between US and European companies' use of CSR-related vocabulary when describing to stakeholders why they engage in CSR. The use of sustainability arguments was preferred in their discussions with the European-based businesses that were the focus of their inquiry, despite their observation of the "myriad" meanings that the term sustainability has been associated with.

Corporate social responsibility (CSR) narratives from Indian websites were analyzed, and they put a lot of stress on inclusive, sustainable and balanced growth for the benefit of all stakeholders, with a focus on the welfare and empowerment of neighborhood communities in and around the company's site activities (Dhanesh 2016). As a result, both the East and the West regularly use the word "sustainable." The phrase was first used by Brundtland in 1987, which recognized both the demands of the present and demands of future generations. In reaction to the UN General Assembly's awareness of the necessity of international collaboration to promote shared sustainable development goals, it was founded. A strategic

management approach that enables leveraging sustainability as a competitive advantage rather than a cost is created by merging the concepts of sustainability and CSR (Daidj and Aras 2015). However, the study by Hartman et al. (2007) demonstrates that it is used as a phrase with several meanings. It combines the need for long-term expansion with 38 shareholders' demands for increasing short-term profits (Daidj and Aras 2015). In fact, concerns about human resources and the environment have a considerable impact on corporate strategy when legislation and customer expectations shift (Hamel and Prahalad 1994).

The development of the idea across time demonstrates how crucial sustainability is for organizations. The Triple Bottom Line concept was developed by Elkington (1998) using sustainability principles. This offers businesses with sustainable solutions by recognizing the synergistic relationships between the social, economic and environmental approaches. Elkington looked at how the sustainability movement was fueled by solid, enduring relationships and how the organization could use these relationships to create new alliances. The notion of long-term success is therefore focused on the need for a cutting-edge approach for a business's network of connections. The vocabulary used to discuss sustainability has also altered to emphasize brand-new commercial opportunities. Prahalad (2002a) coined the phrase "bottom of the pyramid label" to describe such a label. It is a technique that supports seeing the disadvantaged as a business opportunity that offers marginal rewards on an individual basis but huge returns collectively that is known as the "underprivileged business opportunity" model. According to Prahalad, turning "the poor into engaged customers" presents another chance for businesses to innovate. In nations like India, these schemes have been successfully implemented.

However, considering that they are intended for the 2.6 billion moderately and severely poor individuals who are both intellectually and socially fragile, the moral implications of such entrepreneurial ventures have been contested (Valentin and Arnold 2013). Therefore, it appears that sustainability terminology is just as vague as CSR terminology. It may make reference to an environmental cause or a plan that promotes a company's long-term financial prosperity. Cause-related marketing and other CSR-related concepts place an emphasis on specific reasons and, as a result, priorities. According to definitions, it is a tactic used to show a company's commitment to CSR and, more especially, to enhance its brand image (Baghi et al. 2009). It provides a way to make money by utilizing social connections

and advertising. By establishing relationships with a moral or altruistic component, this strategy generates business prospects and consumer engagements (Kramer and Porter 2006; Menck and De Oliveira Filho 2014). The 2003 Cadbury Get Active campaign is a well-known example of the dangers of cause-related marketing. Students had to spend more than £2,000 on chocolate to take part in the program (Lee 2006). It brought unfavorable awareness to the Cadbury firm and the possible health risks associated with consuming chocolate on a global scale. The negative aspects of the cause-related marketing strategy have come up for criticism. The Cadbury incident seems to draw attention to the problem of businesses engaging in CSR-style initiatives that are driven by their marketing plans.

The interaction between the product and the consumer should be the main emphasis of marketing. As a result, it ignores the wider business environment and instead concentrates on a particular stakeholder group. Cadbury provided the impression that their CSR initiatives were only being used to increase stakeholder product sales at whatever potential expense to their health. This was accomplished by ignoring the business's larger stakeholder environment. Therefore, it appears that CSR has little value unless stakeholders are considered from a bigger corporate viewpoint. These vocabulary variations are merely a small sample of the numerous ones used by corporations, and they appear to provide only a hazy understanding of their purposes. But it is clear that various CSR strategies have been created, adopted, and have changed as a result of regional, social, national, economic factors and political (Kimber and Lipton 2005; Chapple and Moon 2005). As a result, CSR keeps evolving as a means of fostering trust, promoting trade, managing reputation, and making money while doing good (Watson 2011; Kotler and Lee 2005; Grayson and Hodges 2004). Due to the heightened sensitivity of communities to specific business practices and the awareness that CSR offers enterprises an improved market potential concept has elevated to the top of corporate executives' concerns in an expanding number of nations (Prahalad 2002b).

CSR can be utilized both strategically and tactically, however according to Porter and Kramer (2006), implementation efforts haven't been as effective as they could have been. This, they contend, is caused in part by the way that businesses approach CSR in general as opposed to as a component of company strategy (Lantos 2001a). Businesses need to support NGOs, look for collaborations and volunteer opportunities with industry-wide projects, conform to national norms and controls,

and take advantage of possibilities that call for using knowledge from throughout the community in order to effectively compete (Sankaran 41 2003). As a result, CSR comprises a diverse range of tactics, issues, and employment opportunities that change with time. In fact, Chandler and Werther (2011) claim that there are so many factors at play that it is challenging to enforce the tasks and methods that any business ought to follow. However, the terminology and descriptions used by businesses to describe the notion, as well as how they and the resulting actions are presented, partially expose these approaches' intentions.

Customer Loyalty

Defining Customer Loyalty

The studies on customer loyalty states, antecedents, and consequences will be covered in this chapter. The concept of the loyalty development process and a conceptual framework that outlines the phases, changes, and potential expansion of customer loyalty are both covered in this chapter.

In extremely competitive marketplaces, service industries have shifted their focus from emphasizing luring and employing new customers to paying more attention to and placing greater value on customer loyalty (Shoemaker and Lewis, 1999). Increased revenues, cheaper customer acquisition and retention costs, decreased price sensitivity from customers, and lower expenses to serve clients used to a company's service delivery style are just a few of the ways that loyalty can benefit a business (Sasser and Reicheld, 1990). Loyal guests will advertise your hotel on your behalf. They will broadly disseminate the information, provide testimonials, and establish willingly introduced commercial contacts. Loyal guests increase revenue by purchasing more and more varied items from the hotel (Bown and Chen, 2001). Loyal clients are viewed as a competitive advantage for the firm since they are simpler to serve than disloyal ones and provide higher profitability, referrals, ongoing profit, and a willingness to bear price rises. Additionally, loyal clients lower marketing and operational expenses (Reichheld, 1996). So what is loyalty's broad definition? Loyalty is defined as the acceptance of a relationship's uniqueness, which results in special care for this relationship, the formation of a connection as a result of this bond, and the defense and strengthening of this relationship, all of which underline the idea of client loyalty. "A deeply held commitment to consistently repurchase or patronize a preferred brand or service in the future, resulting in the

same repetitive brand or the same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior," is the meaning of customer loyalty (Oliver, 1997, p. 392).

Consumers that consistently commit to repurchasing the product or service, have favorable impressions of the business, and promote the business are considered to be loyal customers (Chen and Bown, 2001). Brown and Gremler (1996) defined client loyalty as the frequency with which a client uses a particular service provider over time, their assessment of the company, and their consideration of sticking with this provider despite competition.

Customer loyalty was described by Watson et al. (2015) as a set of behaviors and demeanors that persistently prefer one company over rivals. The three attitude measures of loyalty created by Sasser and Jones (1995) include the desire to communicate information about the service and goods, including recommendations to others, as well as the frequency and volume of actual visits or purchases. Recurring purchase and usage patterns, which are usually reliant on consumer satisfaction, are the most popular way to explain behavioral loyalty. Prior and recent purchases of one's own brand and rival brands are taken into account to determine behavioral loyalty. The normal kind of brand loyalty is a long-term relationship that is heavily influenced by significant others, frequently depends on favorable consumer preferences and a favorable mindset toward the brand (Mascarenhas et al. 2006).

Cognitive, effective, conative, and action are the four stages of the loyalty process, according to Oliver's (1997) theory. These stages are considered in the loyalty chain in such a progressive order of consumer behavior that it is evident that attitude precedes behavior. Cognitive loyalty comes first, followed by affective loyalty and action fidelity in the end (Bakhsh and Taghipourian , 2015). Mascarenhas et al. (2006), in contrast, employ brand loyalty, behavioral loyalty, and situational loyalty as three dimensions to represent loyalty. Brand loyalty happens when a customer continuously utilizes a favored service or product. Positive attitudes and attitude loyalty are established when a bond and connection are made between the brand and the customer. Situational loyalty is based on the retail and buying environment at a certain time (Klopotan et al. 2016).

This introduction provides a general overview of loyalty, describes its different manifestations, and emphasizes some key causes and effects. The following

section of the article will outline the many forms and states of loyalty before showcasing the current strategies and initiatives used by businesses to promote the purchase of their goods and services.

Loyalty as Repetitive Behaviour

Customer loyalty can be evident in the actions and behaviors of customers, as was described above. One definition of "customer loyalty" from a certain angle is as follows. Consumers' propensity to buy more from a company or keep coming back for more of its offerings is known as "behavioral loyalty" (Chaudhary and Holbrook, 2001). Consumers who have a positive experience with a product or service in terms of pricing, quality, and other factors may consider making additional purchases or becoming brand advocates. Hallowell (1996) claims that a customer's conviction that the service or product they receive from one company is more valuable than that offered by another is what leads to their loyalty to that company. Maintaining the relationship, strengthening it, and endorsing the other person are some of these behaviors (word of mouth advocacy). The history of recurrent purchases is another sign of client loyalty (Chen and Bown, 2001).

The crucial point is that these falsely loyal customers lack any attachment to brand attributes and can be quickly snatched up by another brand offering a better deal, as noted by Day (1969), who expresses concerns about the use of strictly behaviour patterns loyalty measures because they fail to differentiate between true loyalty and false loyalty. At this period, stronger social connections are required to foster the growth of emotional attachment and bonding.

Loyalty as Attachment

Client loyalty can mean more than just the customer repeating the same behavior; it can also represent something deeper that goes beyond basic transaction and repetition. Customers can form an emotional link and sense of attachment to the goods and services, as was covered in earlier sections of the literature review. Businesses would greatly profit from having emotionally invested customers, and these advantages will be covered in the literary sections that follow. What is the attachment, though? The term "attachment" refers to an emotional bonding phenomenon between a child and her mother in which "each party manifests intense pleasure in the other's company and especially in the other's expression of affection...

whereas distance and expressions of rejection are appraised as disagreeable or painful." (Bowlby, 1969)

A consumer's positive feelings about a product or service, such as loyalty and a desire to spend more, are more likely to surface when the consumer has developed an emotional connection to the product or service. Relationships between customers and service-providing businesses take time to develop and are often shaped via personal interactions. Involvement strengthens bonds because it imparts significance to the relationship (Thomson et al. 2005). Another key takeaway from this research is the need of maintaining closeness, emotional safety, security, and isolation from suffering. One might draw the conclusion that a company's financial and long-term success will improve if its brands are able to establish an emotional connection with its target audience (Park et al. 2010).

The quality of the service or product is less essential than the experience it provides. According to Bharwani and Jauhari's 2013 research, the traditional form of hospitality offers for lodging and boarding are carefully disguised as exciting adventures to create remarkable experiences. They went on to say that accommodations are happy to provide guests with an entirely wonderful and unforgettable experience that has been tailored to suit their individual needs and emotional makeup. Five main attachment components were identified by Tsai's (2011) research findings: "relationship quality created by the product and service brand; trust in the integrity of the product and service brand; aesthetic attractiveness of the product design and service setting; delight induced by contact with the product and service brand; and image congruity that the customer perceives with the product and service brand."

Berry (2000) asserts that successful companies constantly forge an emotional bond with their target audience. They promote camaraderie, connection, warmth, and trust on a level beyond the logical and practical. The firm must concentrate on emotions because they have a significant impact on consumer decisions. "The attached brand is described as most likely to evoke the feeling of security, trust, confidence, attractiveness, cheerfulness, and identification," according to Tsai (2011). "Consumers may experience emotions of anxiety and distress when they discover their most attached brands are not available in the market." (Tsai, 2011)

Brand love, which can be characterized when a customer develops a strong emotional and bonding relationship to a specific brand, can also be used to explain

brand attachment. Customers' enthusiasm and attachment, favorable assessments and comments, the expression of affection and happy emotions are all examples of this emotion (Ahuvia and Caroll, 2006). According to Kandampully (1998), a customer who feels a connection to a company would frequently look for opportunities to position themselves in powerful positions and to make a major contribution when they notice problems with the company. These customers have the potential to be dependable and efficient in offering suggestions and feedback to the business. Businesses now use consumer connection and bonding as a logical transference to brands in their marketing strategies. These close relationships and connections between the customer and the company also ensure survival and security. Customers feel secure with the brand because of their emotional connection, which prevents them from leaving and switching (Grisaffe and Nguyen, 2011).

Customers and banks have personal, emotional, and feeling-based relationships, according to research by Levy and Hino (2016). After receiving satisfactory service, A consumer will have an emotional connection, which will strengthen and advance the kind of relationship they have with the business, which will ultimately result in loyalty. High levels of attachment and frequent return trips define premium loyalty. Businesses should seek to forge these connections with their clients since doing so will result in a level of loyalty that is difficult for a rival to undermine (Lewis and Shoemaker, 1999).

Conceptualising Customer Loyalty

Among the most widely accepted theories in the field of marketing, client loyalty is widely acknowledged as a crucial factor in any business's ultimate success (Kotler and Armstrong, 2008). Based on the traits that make it distinctive, previous attempts to define customer loyalty can be divided into three groups: behavioral constructions, attitudinal constructions, and a combination of the two (Mandhachitara et al., 2011). At first, researchers looked at and evaluated customer loyalty as a behavioral construct (Rundle-Thiele, 2005). As defined by the Harvard Business Review, behavioral loyalty is "the consumer's tendency to repeat purchases shown by behavior that can be quantified and directly effects brand sales" (Rundle-Thiele, 2005, p. 497). The most important indicators were customer loyalty and word-of-mouth (Mandhachitara et al., 2011). The weakness of behavioural loyalty lies in its inability to differentiate between genuine and phony allegiance, which calls for a

closer look at 'attitudinal' forms of loyalty (Oliver, 1997). Later, researchers redirected their attention to exploring how customers' thoughts and feelings about a brand influenced their loyalty to that brand (Fornier, 1994).

The term "loyalty" refers to a customer's feelings of love and fondness for a certain service provider or retailer (Rundle-Thiele, 2005). Bodet (2008) argues that knowing the mental side of consumer behavior is crucial to the business. Some people argue that customers' loyalty is also influenced by mental and behavioral states (Evanschitzkyet al., 2006). Mandhachitara et al. (2011) argue that a hybrid approach that takes into account both consumers' actions and their beliefs provide the most accurate picture of their devotion. Numerous researchers, both old and new, have used these specific metrics to gauge customer loyalty (Oliver, 1999; Day, 1976; Holbrook and Chaudhuri, 2001). So, "customer loyalty [that is] based on [the] client's attitude and behavioral intentions towards the goods/service offered and actual repeat purchasing behavior" is an example of composite loyalty (Mandhachitara et al., 2011, p. 123).

Researchers have discovered actual data to back up the claim that customer loyalty and satisfaction have a positive link (Sen and Bhattacharya, 2001). There are three primary categories in the literature on customer satisfaction and loyalty: service management, individual level intent to be loyal, and individual level behavior related to real purchases (Bodet, 2008). The first school of thought investigates the connection between customer loyalty and financial results (i.e., total sales and profits) at the "aggregated company-wide level," as in Anderson et al. (1994). This line of research is methodologically incorrect because (1) it does not analyze customers to determine loyalty and (2) profit is influenced by many other factors and does not always reflect satisfied customers (Klee and Henning-Thurau, 1997).

The second school of thinking links a customer's level of satisfaction with a business to their likelihood to continue doing business with that business; this study references Oliver (1980). Strong correlations between customer satisfaction surveys and loyalty intention reports indicate that these two sets of metrics are measuring the same thing. The type of goods or services examined, the scale used for measurement, the characteristics of the respondent, and the time period all have an effect on the reliability of loyalty intention (Henning-Thurau et al., 1997; Chandon et al., 2005). In the third line of inquiry, researchers are interested in nothing but customers' actual loyalty in terms of their actions. Bodet (2008) states that only a handful of

academics, including Bolton, have adopted this approach (1998). This method is limited in the same ways as others do; it cannot tell the difference between fake and true loyalty, and it can only evaluate someone's actions, not their beliefs or values (Bodet, 2008; Oliver, 1997). This study looked at the impact of CSR perception on loyalty intention in light of the challenges and market sensitivity of customer profile information.

The majority of research on customer loyalty and CSR marketing focuses on commercial concerns as a motivator for loyalty (e.g, customer satisfaction and switching costs). Given that CSR is frequently employed in marketing, it is crucial to conduct research into how it affects customer loyalty (de los Salmones et al., 2005). It makes no sense that these two things would be related. While Maignan et al. (2001) showed a favorable relationship between CSR and loyalty, Mandhachitara et al. (2011) reaffirmed that CSR had a beneficial impact on attitudinal loyalty but not on behavioral loyalty. De los Salmones et al. (2005), on the other hand, were unable to uncover any compelling evidence to support this association. Consumers' opinions of the service are found to be the sole moderating factor in this connection (including pricing, technical, and functional elements). Given that de los Salmones et al. (2005) conducted their research inside the highly technical field of mobile phone, it made sense for them to consider technical excellence when determining the value of their services. In contrast, our investigation will focus solely on aspects of value perception (not perceived qualities).

The concept of loyalty has been explored extensively by academics and experts in the field (Jacoby and Chestnut, 1978; Jarvis and Wilcox, 1977; Reichheld, 1993; Aaker, 1992; Lacey and Morgan 2009; Ndubisi, 2007). The success of any relationship management plan hinges on a company's capacity to create and sustain positive, long-term connections with its customers and to meet the needs of its current clientele.

Therefore, a corporation must prioritize maintaining a loyal customer base (Zineldin, 2006). Customer loyalty can be considered of as a commitment to regularly do business with a specific company, yet there is no widely accepted definition of what exactly qualifies as customer loyalty (Zineldin, 2006). Clients are loyal to the companies they patronize, as well as the goods and services they purchase and the stores they frequent. Considered a valuable asset, repeat customers are one of the aims of relationship marketing (Harridge-March, 2008).

According to Jacoby and Chestnut (1978), a brand's or product's long-term success depends less on how many people buy it just once than on how many people develop a habit of doing so. The advantages that loyalty provides in profitability and market performance account for its conceptual significance. To fully grasp the concept and its implications, one must recognize the need of cultivating investment in client loyalty over the long run and the need to strike a fair value exchange with one's customers. Several authors (Duffy, 1998; McMullen and Gilmore, 2003;) argue that businesses, particularly service businesses, rely on the loyalty of their consumers to succeed and grow.

Any company's ultimate goal is to transform just satisfied customers into passionate advocates (Ndubisi and Chan, 2005). According to Ndubisi's (2007) research, brand loyalty can be established and sustained through the use of marketing strategies that focus on demonstrating a commitment to service, building trust, reliable, communicating with customers in a timely and proactive manner, and successfully resolving conflict.

The understanding of a loyalty rung on a corporate ladder is discussed (Payne et al., 1995; Christopher et al., 1991; McDonald and Christopher, 2003). According to research by Lacey and Morgan in 2009, developing meaningful relationships takes time. Therefore, marketers should expand the traditional "ladder of loyalty" concept with some new "relational rungs." A customer in the context of relationship marketing is someone who has only seldom or infrequently transacted with the business. When consumers recognize a product's worth and utilize it frequently, they transition from "customers" to "clients." Right now, relationship marketing is crucial for changing buyers into "supporters" (McDonald and Chirstopher, 2003).

At the "supporter" stage, it becomes clear that there is a unique connection between the firm and the individual. Supporters take pleasure in being linked to the business, and some may even be convinced to become "advocates". Positive word-of-mouth will help the company during the "advocate" stage. According to Lacey and Morgan (2009), advocacy consumers demonstrate a complete readiness to aid in the expansion of the company in addition to repeat business, good word-of-mount, and referrals. The client finally becomes a "partner" at the highest level and looks for ways the connection might benefit both parties. This model shows that the foundation of RM is identifying the most effective ways to move and keep target consumers along the extended loyalty ladder.

Customer Loyalty and Banking Industy

Most people believe that loyalty has two dimensions: behavioral and attitude (Burton and Lam, 2006). Behaviors like frequency of purchases or word-of-mouth are frequently used to gauge the level of loyalty (Dekimpe, et al., 1997; Burton and Lam, 2006). Jones and Aasser argued that share-of-wallet was another crucial statistic in 1995. According to the attitudinal approach, a brand-attached customer is one who will use a brand more frequently when it is praised (Burton and Lam, 2006; Riley, et al., 1997). A feeling of attachment, a psychological connection, a connection to one provider, and a persistent view of that provider as the best option are all examples of attitude loyalty. Customers who are behaviorally devoted to a business are thought to have more positive sentiments toward it than they do toward its rivals. Behavioral loyalty may not always reflect attitudinal loyalty because there may be other factors (such as availability) that prevent customers from transferring to a brand or company (Roos and Liljander, 2002; Aldlaigan and Buttle, 2005; Kumar and Reinartz, 2002). The performance of the company's finances is positively and considerably impacted by a customer's behavioral loyalty in the financial services industry, according to Liang, Wang, and Farquhar's (2009) argument.

In this investigation, both behavioral variables (such as the frequency with which a client uses a broker's service) and attitude elements are examined. The attitude loyalty assessments used in this research were grounded in the concept of how emotionally invested a customer is in a service provider. Five factors have been selected based on research by Beatty et al. (1996), Sirdeshmukh et al. (2002), Parasuraman et al. (1988, 1994) and Liang, Wang, and Farquhar (2009): commitment to the provider, openness to recommendation, advocacy for the service, preference for the provider, and positive word of mouth.

It can be challenging to evaluate service quality and client satisfaction owing to the immaterial character of services two of the most important elements in determining customer loyalty (Lam and Burton, 2006). Service loyalty, as argued by Zeithaml (1981), is separate from brand loyalty, deserves separate consideration, and is motivated by different factors. Most clients consider that purchasing services is riskier than purchasing tangible goods since services are intangible and varied. Therefore, people look to reliable sources while evaluating service providers (Zeithaml, 1981). Data collection is more expensive and time-consuming because it is intangible. Service loyalty is still a significant issue that warrants additional study

because it is more important for services than for commodities, according to Zeithaml (1981).

The term "services loyalty" refers to a state of mind wherein a consumer plans to take some sort of action in relation to a company or service (Zeithaml et al., 1996). Word-of-mouth recommendations, a propensity to switch, and identification with the service, and preference for a particular service provider are the four characteristics these authors suggest measuring consumer loyalty in the service industry.

Others have claimed (Kandampully, 1998) that service loyalty ensures a constant and high level of service excellence. This idea is derived from Berry's (1987) theory that you gain the loyalty of your consumers by being loyal to them.

The secret to a company's survival and success, especially for service businesses, is developing and retaining customer loyalty, or forging lasting relationships with customers (McMullen and Gilmore, 2003; Duffy, 1998). Assuring a consistent and outstanding level of service is what is meant by "service loyalty" in the services sector (Kandampully, 1998).

For financial organizations, loyalty is an essential tool. All financial institutions must prioritize customer retention as a marketing goal in today's fiercely competitive market. According to Ndubisi's 2007 study of Malaysian bank clients, clients are more likely to remain loyal to a bank if it is reputable, dedicated to offering good service, dependable and effective in interacting with clients, and skilled at handling conflicts. His research offered empirical support for the four relationship marketing pillars of trust, commitment, conflict and communication resolution's effects on client loyalty. He continued by saying that banks should be dependable, committed to the service ethic, and communicate promptly and properly if they want to cultivate devoted consumers. Additionally, businesses must resolve disputes in a way that limits customer loss and annoyance. Ndubisi (2004) also made the point that devoted consumers are important spreaders of good word-of-mouth about the company's services and goods. They grow sales and revenues by bringing in new clients and possibly increasing their own usage. Finally, repeat clients can contribute to the creation of fresh goods and services (Ndubisi, 2004, 2007). According to Eisingerich and Bell's 2007 study, clients' readiness to refer or trust service providers in the global financial services industry was influenced by how well advisors handled them and how much they thought a company was "especially special-caring" for them.

These programs are beneficial and significant for the financial services sector as well as consumer markets. Loyalty programs aim to foster closer, more cordial ties between pre-identified customers and particular goods and services (Lacey et al., 2007).

When examining client loyalty at securities brokerage firms, it is important to account for the unique characteristics of service sector consumer loyalty. A fascinating conclusion from the research by Lam and Burton (2006) is that disloyalty is brought on by the awareness of the drawbacks of relying only on one institution and the clear benefits of switching to another provider. In the realm of financial services, loyalty can represent either a rise in the frequency with which a service is utilized or an increase in the possibility that a given company would be chosen as a primary service provider (Lam and Burton, 2006).

Sustainable Development Goals

All UN member states ratified the 2030 Agenda for Sustainable Development in 2015. It lists 17 goals out of the total 169 goals. These lofty, all-encompassing Goals are linked together. The General Assembly endorsed the 2030 Agenda for Sustainable Development, which consists of 17 Sustainable Development Goals, in September 2015. (SDGs). The new Agenda, which is founded on the idea of "leaving no one behind," emphasizes a thorough plan for attaining sustainable development for everyone. The SDGs seek to transform how society operates globally. They act as a call to action to put an end to poverty and injustice, safeguard the environment, and guarantee that everyone can live in peace, justice, and prosperity. It is essential to make sure that nobody falls behind.

The most crucial aims of each of the 17 SDGs, which aim to transform the world, are as follows:

1- No Poverty: Ending poverty is a question of justice and the key to releasing a vast amount of human potential, not a charitable endeavor. Even still, nearly half of the world's population continues to live in poverty, and every day of the year, thousands of people pass away from hunger and a lack of access to clean water. Together, we can end disease, feed the poor, and make sure that everyone has the opportunity to succeed and lead fulfilling lives.

Goals;

•   Implement floor protection and other social protection systems and policies that are suitable for each nation, and by 2030, substantially cover the poor and vulnerable.

•   Achieve equitable access to financial services, including microfinance, natural resources, ownership of territory and other kinds of estate, control over inheritance, and economic resources for all men and women by the year 2030, with a focus on the poor and disadvantaged.

•   By 2030, virtually all of the poor and vulnerable will be covered thanks to national social protection systems and policies that include floors.

2- Zero Hunger: The leading cause of death in the world is hunger. Despite the fact that our planet has given us access to plenty of resources, inadequate management and unequal access are causing millions of people to be hungry. By utilizing cutting-edge technologies and equitable distribution methods, we can support the global population and ensure that no one will ever again be hungry. Goals;

•   By 2030, we want to eradicate hunger and make sure that everybody has year-round access to safe, nourishing, and ample food, with a special emphasis on the poor and those who are most at risk, such infants.

•   Eliminate all kinds of malnutrition by the year 2030, including the stunting and wasting of young children. It is particularly important to take into account the nutritional needs of older people, pregnant or nursing women, and teenage girls.

•   By 2030, small-scale food producers' agricultural production and incomes should double, especially for females, native peoples, small-scale farmers, pastoralists, and fishers. Making sure that all producers and farmers have equal access to agricultural land, additional productive resources and inputs, knowledge, financial sectors, markets, and opportunities for value-added and non-farm jobs can help achieve this.

3- Good Health and Well-being: The proportion of children dying has decreased by 50% during the last 15 years. This shows that practically any illness may be treated. However, we waste a lot of time and money trying to treat illnesses that can be avoided relatively easily. The new global objective for great health encourages everyone to live healthy lives, exercise prevention, and obtain cutting-edge, effective treatment.
Goals;

•   By 2030, all nations should seek to eliminate preventable infant and child mortality, with neonatal mortality dropping to 12 per 1,000 live births and under-5 mortality decreasing to 25, respectively.

•   Eliminate the epidemics of Hiv, Tuberculosis, malaria, and other ignored tropical diseases by 2030, as well as hepatitis, water-borne infections, and other infectious diseases.

•   By 2030, we hope to improve mental health and overall welfare while reducing the early mortality rate from non-communicable illnesses by one-third.

4- Quality Education: Education is essential for preserving self-respect since it liberates the mind, ignites the imagination, and fosters creativity. It is the secret to prosperity and unlocks a world of possibilities, enabling each of us to make a positive contribution to a developing, healthy community. All living creatures benefit from education, thus it should be accessible to everyone.

Goals;

•   All boys and girls must complete elementary and secondary education by the year 2030, and it must be free, equitable, and of a sufficient standard to produce successful educational outcomes.

•   If all boys and girls get access to excellent preprimary education by the time 2030, they will be prepared for primary school.

•   Ascertain that, by 2030, all men and women will have equal access to affordable higher education as well as technical, vocational, and tertiary education.

5- Gender Equality: Our society is weakened and everyone is diminished by gender-based discrimination. There is human potential everywhere, thus it is not just a human rights issue. By denying women the same rights as males, we deny half the population the chance to live life to the fullest. Everyone in the globe will gain from gender equality in politics, business, and social settings. Working together, we can eradicate prejudice and advance equality for all.

Goals;

•   Eliminate prejudice against women and girls in all its forms worldwide.

•   Eliminate all forms of violence, both in public and private, against women and girls, particularly trafficking, sex trafficking, and other forms of violence.

•   Eliminate all dangerous practices, including female genital mutilation, child marriage, and forced marriage.

6- Clean Water and Sanitation: The world's population is missing out on sanitary services by one-third. As a result, unneeded illness and death occur. Despite the fact that there has been a lot of work made toward guaranteeing that everybody has access to clean water, this development is now in jeopardy due to poor sanitation. We can put an end to this avoidable pain and loss of life by offering affordable equipment and instruction on hygienic behaviors.

Goals;

•   Ensure that everyone has equitable access to cheap, safe drinking water by the year 2030.

•   By 2030, all open defecation will be eliminated, and everyone will have access to adequate sanitation and hygiene, with a focus on the needs of women, girls, and those in vulnerable circumstances.

•   By the year 2030, the world must dramatically boost recycling and stop dumping, limit the release of hazardous chemicals and materials, reduce pollution, lower the amount of untreated wastewater by half, and practice safe reuse.

7- Affordable and Clean Energy: Every day, inexpensive, dependable, and efficient clean energy becomes more and more available. We must alter the way we generate and consume energy due to the unsustainable and negative repercussions of our existing reliance on fossil fuels. In order to combat climate change, one of the largest risks to our own survival, these new energy choices must be deployed as soon as is practicable.

Goals;

•   Ensure that everyone has access to modern, cheap, and dependable energy services by the year 2030.

•   Increase significantly the proportion of renewable energy in the world's energy mix by the year 2030.

•   Double the pace of global energy efficiency growth by 2030.

8- Decent Work and Economic Growth: That pursuit of prosperity ought to be the global aim. We must therefore make sure that economic growth produces respectable and satisfying employment without causing environmental harm. We must speak out for workers' rights and put an end to modern slavery and child labor once and for all. Everyone can gain from innovation and entrepreneurship if we encourage job creation and provide access to banking and financial services.

Goals;

- Maintain local conditions-appropriate per-capita economic growth, with the least developed countries' GDP growth rate being at least 7% annually.

- Increase economic productivity by focusing on high-value-added and labor-intensive sectors and using innovative technology.

- To foster the formalization and expansion of micro, small, and medium-sized enterprises, promote development-oriented policies that aid in productive activities, the development of respectable jobs, innovation, creativity, and invention, as well as access to financial services.

9- Industry, Innovation, and Infrastructure: Every wealthy town needs a solid infrastructure to function. We must modernize our industries and infrastructure in order to handle upcoming challenges. To achieve this, we must encourage cutting-edge, environmentally friendly technology and guarantee that everyone has equitable access to information and financial markets. Along with generating riches and jobs, this will guarantee the establishment of safe and prosperous societies throughout the entire world.

Goals;

- Build top-notch, dependable, long-lasting, resilient infrastructure, including regional and global infrastructure, with an emphasis on equitable and affordable access for everyone in order to promote economic growth and people's well-being.

- Promote just and sustainable industrialization, increase employment and the sector's contribution to GDP by a sizable amount by 2030, and double that contribution to the least developed countries.

- Improve small business integration into value chains and markets as well as their access to financial services, particularly low-cost loans, especially in developing nations.

10- Reduced Inequality: An abnormally small number of people control the majority of the world's wealth. This frequently leads to monetary and social bias. Egality and prosperity must be available to everyone, regardless of gender, color, religious views, or social level, for civilizations to advance. Prosperity spreads over the planet when everyone is self-sufficient.

Goals;

- The income of the lowest 40% of the population should steadily rise and be maintained by 2030 at a rate that is higher than the national average.

- Empower everyone by the year 2030, regardless of their age, gender, disability, race, ethnicity, place of origin, religion, economic status, or any other situation.

- To provide equal opportunity and eliminate outcome gaps, eliminate discriminatory laws, regulations, and practices and encourage suitable legislation, policies, and action in this area.

11-Sustainable cities and communities: The population of the planet is rising steadily. We need to create environmentally sustainable, contemporary towns that can house everyone. We want inventive, imaginative urban planning that builds strong, secure, and affordable communities with wholesome, motivating living spaces if we are to everyone survive and develop.

Goals;

- By 2030, we want to make sure that everyone has access to needs like safe, affordable housing.

- We can improve road safety by expanding public transportation and ensuring that, by 2030, everyone has access to safe, inexpensive, and environmentally friendly modes of transportation. Pay particular attention to the requirements of disadvantaged groups like the elderly, women, kids, and those with disabilities.

- By 2030, increase the ability of the entire world to plan and manage human settlements in a way that is inclusive, integrated, and sustainable.

12- Responsible Consumption and Production: Because of the abundance of natural resources on our world, it is now possible to produce and consume things responsibly. However, we haven't used them correctly, and the world cannot support the level of consumption we are at right now. If we are to undo the damage we have done to the environment, we must learn how to utilize and produce in sustainable ways.

Goals;

- Implement the 10-year framework of efforts for sustainable consumption and production with the involvement of all nations, with industrialized countries acting as the catalysts and taking into account the capabilities and levels of development of developing countries..

- By 2030, achieve sustainable resource management and effective resource usage.

- Reduce food waste per person worldwide and along supply and production chains, including such post-harvest losses, by 2030.

13- Climate Action: The irrefutable fact of climate change puts our entire civilization in jeopardy. The consequences, which are now visible and will be catastrophic, are already clear. We can make the required changes to protect the environment by utilizing innovation, education, and a commitment to our climate commitments. These developments also offer a significant chance to update our infrastructure, which will lead to the creation of new jobs and an increase in overall prosperity on a worldwide scale.

Goals;

- Boost nations' ability to withstand natural disasters and adapt to dangers associated to the climate.

- Include climate change mitigation measures in national planning, strategy, and policies.

- Enhance the institutional and human capacity for impact mitigation, early warning, adaptation, and climate change education.

14- Life Below Water: Our ability to continue existing depends on the health of the oceans and seas. We are reliant on them for food, energy, and water because they make up 70% of our world. However, we have been able to significantly degrade these priceless resources. We must safeguard them by stopping overfishing and pollution, as well as by immediately beginning to control and safeguard all marine species worldwide.

Goals;

- By 2025, eliminate or drastically reduce all marine pollution, especially those resulting from land-based activities, such as nutrient and marine debris pollution.

- If healthy and productive seas are to be reached by 2020, coastal and marine habitats must be maintained and managed responsibly to avoid substantial negative effects, particularly through enhancing their resilience.

- Reduce the impacts of ocean acidification and deal with them, for instance by enhancing all levels of scientific cooperation.

15- Life on Land: The foundation of human existence on this planet is a vigorous land life. We have all contributed to the global ecological collapse through deforestation, the destruction of natural ecosystems, and land degradation. It is not a

cause to advocate for the preservation of biodiversity and responsible use of our ecosystems. For us to be able to survive, it is essential.

Goals;

•	In particular, forests, wetlands, mountains, and drylands, terrestrial and inland freshwater habitats and their services must be secured by 2020 for conservation, restoration, and sustainable use. This complies with commitments made under international agreements.

•	Encourage the adoption of sustainable management for all types of forests in order to halt deforestation, repair damaged forests, and significantly increase afforestation and replanting globally by 2020.

•	Preventing desertification, restoring degraded land and soil, especially that damaged by drought and floods, and attempting to abolish land degradation globally by the year 2030 are important goals.

16- Peace and Justice Strong Institutions: Every democratic society needs compassion and a strong sense of morality. The whole fabric of society is being torn apart by rampant persecution, injustice, and cruelty. Strong institutions, a commitment to global peace, and universal justice norms must all exist.

Goals;

•	Significantly decreased rates of violence related deaths worldwide.

•	Stop the exploitation, abuse, trafficking, and torture of children.

•	Ensure that everyone has access to justice on an equal basis, and promote the rule of law both domestically and internationally.

17- Partnerships to Achieve the Goal: Cooperation is required if the Global Goals are to be achieved. In especially for emerging nations, market access, fair trade, and innovative technology growth require international help and funding. We must be encouraging, caring, inventive, passionate, and most importantly, cooperative if we want to create a better society.

Goals;

•	To increase domestic capacity for taxes and other revenue collection, improve domestic resource mobilization, including through foreign aid to developing countries.

•	Enhance information exchange about conditions that have been mutually agreed upon and South-South, North-South, and triangular regional and international cooperation, particularly through better coordination across existing platforms,

particularly at the UN level, and through a global technological facilitation framework.

- Strengthen international support for the execution of efficient and targeted capacity-building in developing countries, particularly through South-South, North-South, and triangular collaboration, in order to help national plans to implement all the sustainable development objectives.

Trnc Banking Sector

Effective and efficient bank operations are among the most important concerns facing the banking industry and national economies. Regarding its integration with the environment and its capacity to enable banks to take the necessary position against risk and competitive conditions, performance management of banks is a significant issue of discussion. Tokay (2020) stated that, the relationship between the banking sector and business performance was established with the help of the sustainability perspective as a mediator. In fact, banks should achieve a sustained competitive advantage in line with the strategic goals of the region in which they offer services. A crucial component of banks' competitive strategy that is often overlooked is the lack of a modern tool to assess bank performance in terms of sustainability. Our study's primary research question was inspired by these ideas, and we hope to create an evaluation tool that reflects the opinions of participants in order to identify the sustainable-performance components that banks need in order to expand their service capabilities and assure their survival.

The TRNC banking sector, which makes up almost the entire financial sector in the TRNC, saw significant growth in terms of numbers under the influence of the liberalization trend of the 1980s. However, due to the deficiencies mentioned above, which are typical of those that end up causing crises, the industry was unable to undergo a similar development to create a sound and reliable system, and as a result, it has become vulnerable. Tokay (2020) has evaluated these flaws that exposed the sector to risk and ultimately brought on a crisis. The report includes a discussion of potential proactive solutions as well as a section devoted to the reactive strategies that were implemented as a result of the crisis.

There were currently 25 banks in the TRNC, down significantly from 37 in 1999 (Northern Cyprus Bankers' Association, 2003). The economic and financial crisis that engulfed the nation beginning in late 1999 and lasting through much of

2000 and 2001 have been the primary cause of this slide. There are currently 25 banks functioning in accordance with the new Banking Law, which became effective in November 2001. To better protect the banking industry from future crises, the new law's wording considerably differs from the original 1976 statute.

A serious banking crisis hit the TRNC's banking industry in 2000, leading to the liquidation of 15 banks after they were unable to meet their obligations. Business risks rise when the economy is in turmoil (Dvorsky et al., 2018). According to Ghosh and Tripati (2008), Lax regulations and legal loopholes, poor oversight and insufficient supervisory actions, postponed precautions, an unexpected rise in the number of banks, a lack of adequate capital stocks and risk arrangements, and the exploitation of bank resources for the benefit of major shareholders were the main causes of this crisis. In their research to identify banking bubbles, Chevallier and Joueidi (2019) made similar arguments, notably with reference to lax regulations. The number of active banks was 37 at the height of the financial crisis, but it decreased to 22 as a result of the merger of other banks, the closure of fifteen banks, and the establishment of 3 new banks. Following the crisis, changes were made to banking regulations and risk management procedures, which affected the human resources. Especially in mid-level management, was given increased prominence in the industry. Risk has progressively risen to the forefront of economic life in recent decades (Dvorsky et al., 2018), and corporate governance, institutionalization, and risk culture awareness have all seen substantial advancements. Due to the nature of operational risk (OR) and the challenges involved in monitoring and assessing it, methodologies have been established for use in the TRNC (The Central Bank of TRNC, 2019). However, the industry and the regulatory body only use the Basic Indicator Approach. According to profit and loss reports from the banking industry, the measurement is only carried out once a year. The sector's investment in this area and the development of a risk culture among human resources are both negatively impacted by this routine. The development and maintenance of such a culture, together with advances in how human resources are viewed in relation to this topic, are thought to be crucial for the prevention of or, although doing so necessitates a large investment in infrastructure.

In the current economic and commercial environment, banks play a critical role. They engage in a range of different financial operations, primarily using money provided by depositors, and lend money on their own accounts, offer discounts on

accounts, and do so. Although banks are sometimes thought of as organizations that receive deposits and provide those deposits as loans, they also carry out a variety of other tasks (Takan, 2002: 12). The Bank describes organizations that lend money to finance the expansion of people or institutions and then redistribute it to meet the needs of others (Tugay, 1992: 13).

According to Endodu (2006), a bank is an economic entity that handles all transactions involving credit, money, and capital matters and regulates them. It also deals with public or private institutions and their operations to meet all pertinent demands pertaining to these issues. According to Ulukuş (2011: 14), it's possible to sum up what the banking industry does in general as follows: Create deposit money, stock deposit facilities with various goods and tools, support institutions with loans, and offer deposit facilities with those goods and tools, to acknowledge people who have backed them, allow for discounts, to give time and follow-up benefits by accomplishing note and check collections, using money transfer and EFT transactions to solve the physical money transfer issue, act as a mediator for international trade deals, to perform safe-deposit-box-related tasks, offering online banking services, serving as a middleman for the purchase and sale of securities, the provision of credit card services and the provision of financial consulting services.

The banking industry in Cyprus has existed since before 1974, when Turkey intervened to maintain peace. However, Cyprus did not experience a considerable uptick in banking activity until the 1980s (Güngör, 1999). In the TRNC, the banking industry began to expand in the 1980s, but it started to wane in 2000. However, the actions implemented in 2000 have reduced the issues in the banking industry and maintained a climate of confidence. The TRNC's banking industry's balance sheet size as of 2005 was USD 3.1 million.

The Law on Banks No. 39/2001 allows for inspections of banks that are located inside the borders of the TRNC. The auditing of foreign bank branches and banks already established or planning to establish themselves in the TRNC is permitted by law.

With today's high-quality workforce, it is able to adapt to the more competitive marketplace and emerging technology. As in the banking sector, the caliber of the staff is a crucial aspect in all industries. But in the banking industry, the skills, background, and tools of the personnel become more significant. The management of human resources is crucial to attracting and retaining a skilled

workforce. To build a skilled workforce in the banking industry, management of human resources develops and puts into practice a variety of techniques (Simsek and Oge, 2011). The purpose of training is to enhance the skills and tools of the workforce, notably through in-service training. By taking an active part in enhancing current employees, retaining current employees, and hiring new employees, human resource management may help the banks attract a quality workforce. The management of human resources makes the most of the alternative workforce and use a variety of tactics to attract top talent to the industry. The management of human resources is accountable for the workforce's quality, which is crucial to the success of banks (Ozgen and Yalçin, 2010).

For banks to succeed, employee participation in the banking sector is crucial. In order to boost bank performance, employees' high levels of productivity and activity are crucial (Cetin and Ozcan, 2013). When it comes to ensuring employee effectiveness, human resource management becomes increasingly important. The best tools should be selected and used by human resource management to increase employee effectiveness. The administration of human resources must take a fair, performance-based, and motivational approach to improving employee effectiveness. The management of human resources should energize workers, heighten their sense of commitment, and guarantee their satisfaction. This will improve employee perceptions of organizational citizenship and boost their performance and productivity (Tortop et al., 2013)

The most crucial factor in raising worker productivity is human resource management. Particularly in the banking industry, where client pleasure is prioritized by working quickly and efficiently, employee productivity is becoming increasingly important (Alayoglu, 2010). However, ineffective human resource management can occur occasionally and lead to a number of issues. Employee morale and productivity will suffer as a result of factors such inadequate human resource management, disregard for the equity principle, lack of impartiality, and lack of certainty (Simsek and Oge, 2011). For this reason, it's critical that human resource management operate equitably and execute activities that are aimed at increasing employee productivity that are generally in line with the goals and objectives of the company (Ertürk, 2011a).

Hypothesis Development

Since it is well known that loyal customers increase profitability, the hospitality industry is particularly interested in determining the elements that affect hotel visitor loyalty. The majority of hotels provide reward programs, frequentl y monitor visitor preferences, and give devoted clients special discounts (Mason et al., 2006). The customer is the company's most finite resource in this instance, and their loyalty has a direct impact on its earnings (Edvardsson et al., 2000). Many research (So et al., 2013; Tanford et al., 2012; Mattila, 2006) have been done on the elements that affect customer loyalty in the hotel business, but none of them have particularly looked at the factors we've covered here. Since customer identification is a social identity variable and trust and happiness are social exchange constructs, previous empirical research in the hotel industry, to our knowledge, have not added to the body of knowledge on the consumer loyalty from the perspective of social identity.

The concept and elements of client loyalty are hotly contested in academic literature. Oliver (1997) defines this concept as "a strongly held commitment to repeatedly buy or patronize a preferred good or service in the future, leading to repeating same-brand or same brand-set purchasing, despite situational factors and marketing efforts having the ability to drive switching behavior". Although the idea has numerous definitions, early studies on consumer loyalty primarily defined it in terms of behavior and attitude (Han et al., 2001). Typically, behavioral loyalty and attitude-based loyalty are separated when investigating client loyalty (Han et al., 2001; Chaudhuri and Holbrook). The repeat business a client conducts over time is related to the psychological aspect of customer loyalty. The act of repurchasing, however, can be motivated by a variety of factors, including convenience, habit, a lack of available alternatives, or satisfaction. This method is supposed to be able to identify behaviors like "spurious loyalty" or even "no loyalty," which occur when customers make repeat purchases despite the company's negative image in the market (Dick and Basu, 1994).

This study backs up a more comprehensive and comprehensive understanding of loyalty, which refers to customer loyalty as a level above. Consumer preferences and intentions are used to evaluate loyalty (attitudinal loyalty). A favorable opinion of the business combined with an emotional connection between the client and the business results in attitude loyalty, which can lead to actual or at the very least prospective loyalty. This type has a connection to active loyalty, which involves both

recommendations from satisfied customers and recurrent purchases. For this reason, some researchers in the hotel sector exclusively used an attitudinal method to study customer loyalty (Back and Han, 2008). However, a consumer's favorable opinion of a specific brand or item may not ensure return customers or frequent repurchases (Oliver, 1997; Basu and Dick, 1994). Hospitality scholars emphasize that assessing both attitudinal and behavioral components is important in order to effectively quantify client loyalty (Han et al., 2001).

The following is a list of the loyalty antecedents used in this study as study variables. Mason et al. stated in 2006 that "there is no general agreement on what increases loyalty to a hotel." There is still a lack of understanding of the numerous pathways that connect customer loyalty to CSR, despite the fact that this relationship has been established both practically (Perez et al., 2012) and theoretically (Sen and Bhattacharya, 2001). In order to design and develop strategies that encourage customer loyalty in this specific industry, hospitality managers will find it helpful to employ a sequential technique in which the mediation of different constructs describes the various ways that Csr programs and behavioral outcomes are linked.

Customer Loyalty

Consumer trust is the belief that the provider of the good or service can be relied upon to operate in the customers' best long-term interests (Crosby et al., 1990). According to academic literature, trust is crucial for the long-term development and maintenance of relationships with customers, particularly in the setting of service markets (Hunt and Morgan, 1994). According to Schefter and Reichheld (2000) "you must first acquire the trust of clients in order to earn their loyalty," in this regard. Trust is essential in understanding customer loyalty, according to authors like Sirdeshmukh et al. (2002) and Chaudhuri and Holbrook (2001). Relationship marketing theory has gained a lot of support in the marketing empirical literature, and studies have revealed that trust is a crucial mediator between corporate operations and client loyalty (Chaudhuri and Holbrook, 2001; Ball et al., 2004). Additionally, connections are seen to be best developed on a foundation of trust in the hospitality industry. Many scholars have investigated the impact of trust on hotel loyalty (So et al., 2013; Hikkerova, 2011). These studies have shown that a crucial element in influencing loyalty is trust.

Theoretically, there are two aspects of trust: credibility or performance trust and kindness trust (Sirdeshmukh et al., 2002). Competence trust in the hospitality sector refers to the client's faith in the facility's capabilities, the staff's expertise, and the hotel's ability to provide clients with the anticipated services and information during their stay. The client's reliance on the hotel's consideration, integrity, and goodwill is referred to as benevolent trust. Customers' trust that the hotel will act competently, dependably, and with their best interests and well-being in mind when making service decisions and providing services is referred to as their faith in the hotel's good intentions. In light of these trust-related ideas, we recommend the following:

Csr and Customer Identification

The critical but underutilized concept of customer-company identity (C-C identification) is essential. Customer loyalty is affected by C-C identification in the same way that trust does (Marin et al., 2009 and Perez et al., 2012). C-C identification assists in the explanation of the causes and motivations that motivate people to relate to businesses and is based on social identity theory and self-categorization theory (Tajfel et al.,1979; Stets and Burke, 2000 and Hornse, 2008). Cognitive categorization is the practice of promoting oneself as a member of a group by emphasizing differences from non-members and similarities with other members. People can create a positive social identity if they are conscious of their relationship to and sense of belonging to an organization (Ashforth and Kreiner, 2004). Because of this connection, the organization becomes psychologically acceptable as a component of the person (Lane and Scott, 2000).

In order to convey their sense of self, people frequently create a social identity additional to a personal identity, which is the primary premise (Kreiner and Ashforth, 2004). Even if they are not formally affiliated with an organization, people might nevertheless identify with it (Scott and Lane, 2000). Organizational clients must therefore define themselves as well and may do so by establishing identifying social links. C-C identification, then, is a process that contrasts the identities of the organization and the customers, leading to a state of cognition of the customer's self-categorization, connection, and proximity to the company (Bhattacharya and Sen, 2003). In other words, this idea of overlap between organizational and personal identities is what this cognitive state of proximity and connectedness alludes to, where it is essential to have common values (Bhattacharya and Sen, 2003).

Customers who identify with the company psychologically grow to care about it (Bhattacharya and Sen, 2003), which increases their loyalty (Perez et al., 2012; Marin et al., 2009). Bhattacharya and Sen's (2003) assertion that loyalty is a natural outcome of C-C identification also highlights the fact that in contexts of consumer-company relationships, the commitment generated by identification is communicated by a more consistent and long-lasting preference. Since customers identify not only with the company's products or services but also with them, their loyalty is likely to be unaffected by minor modifications made to the creation of a product (or service) and extend to all of the products and services provided by the company (Bhattacharya and Sen, 2003). As far as we are aware, there have been no banking studies that have examined the relationship between C-C identification and customer loyalty; if this were to change, it would have significant implications for the academic literature in the field. We consequently propose the following in light of these C-C identity concepts:

Corporate Social Responsibility and Customer Satisfaction

Finally, a thoroughly examined connection between customer loyalty and satisfaction is presented (Dick and Basu, 1994, Oliver, 1997). According to academic research, if consumers are happy with their selected brands, they will be more likely to buy their goods or services in the future, eventually developing a strong sense of brand loyalty. Customer satisfaction is considered one of the most crucial markers of client loyalty because studies have shown that it significantly enhances customer retention, service utilization, and sales share (Verhoef, 2003). The relationship between satisfaction and loyalty has been the subject of numerous research in the prior literature on hospitality and tourism (Evanschitzky and Wunderlich, 2006; Kim et al., 2001). In the hotel business, for instance, Kim et al. (2001) found that satisfaction was a powerful predictor of commitment and loyalty.

Similar to this, academic research suggests that CSR affiliations may have an effect on consumer happiness (He and Li, 2011, Luo and Bhattacharya, 2006). However, studies examining the link between CSR and customer happiness have primarily examined economic factors (Luo and Bhattacharya, 2006). Therefore, the study of this connection, which did not rely its findings on economic factors, was regarded as a contributing source to the literature by Bigné et al. (2001). CSR collaborations foster a positive business culture that promotes the publication of

more positive customer feedback (Brown and Dacin, 1997). in order to boost customer satisfaction and make customers more tolerant of subpar service delivery. Three explanations are provided for what Luo and Bhattacharya (2006) refer to as "the CSR activities-customer satisfaction impact." First off, Maignan et al. (2005) state that possible stakeholders that care about the company's economic and social performance may be its clientele. If service or product providers participate in CSR activities and act in a socially responsible manner, customers will most likely be pleased (He and Li, 2011). Second, a track record of successful CSR builds a reputation that improves how customers perceive and feel about the company (Sen and Bhattacharya, 2001).

Additionally, CSR efforts are a crucial component of corporate identity that really can help customers identify with the business, and these clients are more likely to be pleased with the firm's products (Bhattacharya and Sen, 2003). Empirical study by Mithas et al. (2005) highlights the significance of perceived value in promoting customer satisfaction. Customers are more satisfied when they perceive a product produced by a socially responsible company provides better value (Luo and Bhattacharya, 2006). This argument is utilized in this paper to back up the assertion that CSR affiliations have an impact on customer satisfaction. As a result, we believe that CSR affiliations will increase consumer satisfaction.

Csr, Customer Identification, Customer Loyalty and Customer Satisfaction Nexus

CSR companies show how an organization performs in relation to its social responsibilities (Brown and Dacin, 1997). A growing body of research encourages further investigation into the impacts of CSR affiliations on consumer attitudes and behaviors with an emphasis on the group's perception of corporate membership. In fact, many academics have shown a positive relationship between CSR and consumer brand identification (Marin et al., 2009). Although some studies have shown a connection between CSR data and customer happiness and trust, CSR data is best utilized to promote sentiments of identification and connection between customers and organizations (Luo and Bhattacharya, 2006, Swaen and Chumpitaz, 2008). Using an analysis of the overlap between their own identities and that of the company, organizational identification literature shows that businesses' CSR actions disclose a corporate character and identity that enable stakeholders to connect with

the firm. This justification explains how CSR and C-C identification are related (Maignan and Ferrell, 2004, Sen and Bhattacharya, 2001).

CSR programs give the impression that the business cares about the community's needs, on which it relies on to survive (Marin et al., 2009). Recent research on C-C identification (Marin et al., 2009) indicate that CSR programs are an essential component of corporate identity and can aid clients in connecting with and forging bonds with the business. More specifically, "the way that CSR programs generate benefits for firms appears to be via strengthening consumers' identification with the brand," according to Lichtenstein et al (2004). People will identify more strongly with the corporation than those who are not aware of its efforts to promote socially responsible conduct (Bhattacharya and Sen, 2003). Additionally, in an effort to project a better moral and social image and boost their self-esteem, people might be more likely to associate with businesses with greater CSR levels (Aquino and Reed II, 2002). Given the entirety of the examined material, it becomes sense to assume that H x CSR linkages will have a beneficial direct impact on C-C identification.

Similar to how it affects C-C identification, CSR has a favorable impact on trust (Kennedy et al., 2001, Swaen and Chumpitaz, 2008). Consumer trust is affected by whether a company and its customers have common values (Morgan and Hunt, 1994). Regarding CSR initiatives, this behavior demonstrates the character and values of the company and helps to increase public trust in it (Brown and Dacin, 1997). (Aaker, 1996). Hosmer (1994) asserted that organizations might boost customer trust by integrating moral and ethical criteria into their strategic decision-making procedures. The idea that a business is moral and responsible encourages partnerships based on trust since it leads to the belief that all trade partners' actions will be credible regardless of any legal or contractual limitations (Swaen and Chumpitaz, 2008). The creation of trust is one of the most immediate effects of a company's social performance, or the immediate or most proximate influence of CSR operations, according to Pivato et al(2008) .'s remark, which supports this viewpoint. The expectation disconfirmation theory developed by Oliver in 1977 states that in the event that business performance meets or surpasses expectations, customers are more likely to be happy. Customers are better equipped than they had anticipated to respond to company performance when it comes to C-C identification (He and Li, 2011). Customers who identify more strongly with the company will, therefore, be

happy when performance targets are met since it validates their psychological attachment to the organization and helps them maintain their sense of self-worth (or exceeded) (Aquino and Reed II, 2002). However, because of their greater emotional ties to the organization, customers who identify strongly with it are frequently less unsatisfied when corporate performance standards are not met (Chaudhuri and Holbrook, 2001). Customers with stronger identification are therefore more likely to be satisfied with the company (He and Li, 2011; Bhattacharya and Sen, 2003). Customers are consequently more likely to exhibit higher degrees of enjoyment if they identify more strongly with the business.

Successful social interactions often feature mutual trust. As a result, businesses see building a strong reputation among their stakeholders as a crucial duty, including customers, employees, investors, and other organizations. To express themselves and raise their self-esteem, customers are more likely to identify with reliable businesses (Keh and Xie, 2009). Customers desire to display a similar profile through empathizing with the reliable source, who is known to be competent, considerate, and trustworthy. When a business mistrusts its clients, it is challenging to imagine that those clients will connect that business with their sense of self. Bhattacharya and Sen (2003) contend that a company's reputation for reliability will affect how customers react to it. Additionally, trust should come before any acknowledged partnerships because it is crucial for developing strong, long-lasting relationships.

Previous research has shown a strong correlation between satisfaction and trust. The strong connection between satisfaction and trust is supported by academic study of the hospitality sector (Christou, 2010). Trust comes before satisfaction, according to previous studies (Chiou and Pan, 2009). These studies indicate that there are many different sources of trust, and that these will have a beneficial impact on how well customers engage with the company. Positive word-of-mouth, advertising, and other forms of communication could lead one to develop trust in an institution. Upon seeing the company, this will have a favorable effect on his or her own assessment of the organization. As a result, having faith in a company will make customers feel good about doing business with it (Chiou and Pan, 2009). (Fig. 1). As a result, we suggest:

In light of the literature provided above, the following theories are put forth:

Hypothesis 1 (H1a): Customer identity is positively influenced by social CSR.

Hypothesis 1 (H1b): Customer identity is positively influenced by environmental CSR.

Hypothesis 1 (H1c): Customer identity is influenced positively by economic CSR.

Hypothesis 2 (H2a): The link between social CSR and satisfaction is positively mediated by customer identity.

Hypothesis 2 (H2b): The link between environmental CSR and satisfaction is positively mediated through customer identity.

Hypothesis 2 (H2c): The link between economic CSR and customer satisfaction is positively mediated through customer identity.

Hypothesis 3 (H3a): The link between social CSR and loyalty is positively mediated by customer identification.

Hypothesis 3 (H3b): The link between loyalty and environmental CSR are positively mediated by customer identification.

Hypothesis 3 (H3c): The link between customer loyalty and economic CSR are positively influenced by customer identification.

Therefore, the following research model have been presented.
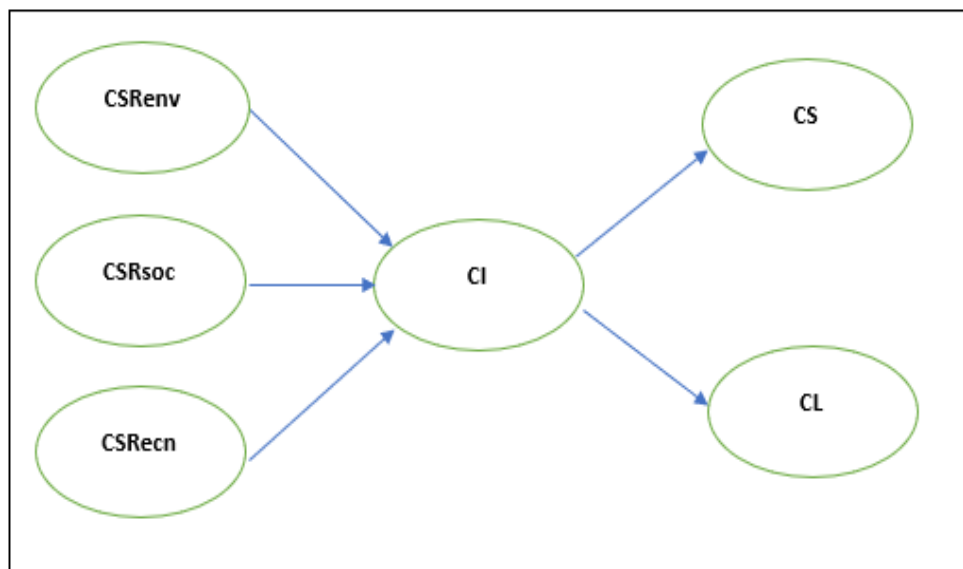
Figure 1: Research Model

CHAPTER III

Methodology

In this chapter, firstly, a description of the research paradigm and philosophy is given. It explains the sample requirements and data gathering procedures. The research model and measuring methods are described third. The fourth section presents research issues and hypotheses.

Data Collection Procedure

Information has been gathered from North Cyprus bank clients. According to some, the banking sector is the primary business that requires CSR investigation, and CSR investigation is required in (Martinez et al., 2014). North Cyprus's population, as of the most recent census, was around 286,257. Sekaran and Bougie (2009) conclude that to test the proposed hypothesis over the entire population with a 95% confidence level, 384 respondents are required.

The questionnaire was first translated into Turkish by the authors, who then used it in a pilot study to assess the scales' reliability and validity. Due to the limitations imposed by the Covid-19 epidemic, the poll was conducted online between September and December 2020. Customers of all 22 locally owned banks operating in North Cyprus received the surveys online. After being randomly selected as the study's sample, bank customers were given questionnaires to complete. Based on the requirement that they operate at least one office in each city in North Cyprus, the banks were chosen. As a result, 389 valid surveys were gathered over this time period, which is enough number of replies to satisfy the previously specified 95% confidence level.

In order to reduce the social desirability bias, a cover letter outlining the objective, anonymity, and secrecy of the questionnaire was provided. Unreliable estimations may result from non-response bias. As a result, t-tests comparing early responders and late respondents have been undertaken to evaluate the non-response bias, as indicated by Armstrong and Overton (1997), and the results revealed no significant differences. This demonstrated that the study's non-response bias is not a concern.

Using a Likert scale with a range of 1 (strongly disagree) to 5, respondents indicated whether they agree or disagree with the statement (strongly agree). Five categories made up the questionnaire: demographics, customer identification, csr, customer loyalty and customer satisfaction.

Overall, 42% of responders were men and 58% were women. A total of 25% of respondents were age range between 18 and 25; 31% were between the ages of 25 and 40; 37% were between the ages of 40 and 65; and 7% were beyond the age of 65. High school diplomas were held by 17% of respondents. 52% had a bachelor's degree. 8% of people possessed a PhD degree, and 23% had a postgraduate degree. 50% of respondents said they were married, 42% said they were single and 8% said other.

Research Design

Candidates' demographic information, including gender, age, level of education, employment history, marital status, and the number of children, is requested in the questionnaire. an inventory of the demographic questions used as controls. The table below lists the variables and their goals.

Controls	Objectives
Age	The purpose of this study was to identify the age of the participating bank customers.
Gender	To determine the gender of the consumers in the banking sector and the proportion of men and women who took part in the study.
Marital Status	to determine whether a consumer is married, single, or has any other marital status.
Education	To define their highest level of education of banking sector customers: Master degree, Bachelor's degree, PhD or any other.
Number of Children	To identify the number of children of banking sector customers have: one, two or more, or none.

CSR, customer identification, customer loyalty, and customer happiness are all included in the questionnaire. The table below lists the many types of variables along with their goals.

Variables	Objectives
CSR	To assess the perceived CSR of banking sector customers.
Customer Identification	To assess the perceived customer identification of banking sector customers with banks.
Customer Loyalty	To assess the perceived customer loyalty of banking sector customers.
Customer Satisfaction	To assess the perceived customer satisfaction of banking sector customers.

Measurement Scales

Corporate Social Responsibility Scale

The authors of this research, Alvarado-Herrera et al., (2017) established a 23-item CSR scale. Three CSR dimensions—economic, environmental, and social—make up this measure. It bolsters the CSR construct's multidimensionality. It is in favor of the social development model's triple bottom line (Alvarado et al., 2017). "Our bank is seeking to fund cultural programs," is one such item.

Customer Satisfaction Scale

The Oliver (2010) satisfaction scale, which contains statements like "I am content with my choice to use this bank," is used to gauge customer satisfaction.

Customer Loyalty Scale

I would conduct more business with this bank in the future is one of the statements on the Zeithaml et al., (1996) customer loyalty measure that was utilized in this study.

CI Scale

Mael and Ashforth (1992) created a scale to gauge consumer identification with businesses, and this scale was employed in this research. "This organization's triumphs are my successes," as an example. Age, gender, education, and marital status were all included in the respondents' demographic profiles.

Research Questions

The research model and the relationships between the variables are shown in Figure 1 above. Customer loyalty, customer happiness, and customer identity are all intimately tied to perceived CSR. In the relationship between perceived CSR and patronage, the identity serves as a mediator. Identity also serves as a mediator between CSR and customer satisfaction. Demographic factors including gender, age, and education level are the control variables.

Therefore, the following research questions are addressed by this project in order to:

1) Is there a correlation between customer loyalty and how banking consumers perceive CSR?

2) Is there a correlation between customer satisfaction and how banking consumers perceive CSR?

3) Are customer loyalty and how banking clients perceive CSR related in some way?

4) Is there a connection between banking clients' perceptions of CSR and their level of satisfaction?

5) Does client identification with banks depend on how customers view banks' CSR?

6) Is there a relationship between perceived customer loyalty and CSR that can be mediated by customer identity of banking customers?

7) Is there a relationship between perceived CSR and customer happiness that can be mediated by customer identity of banking customers?

The following theories have been established and put to the test in light of the aforementioned research questions:

Hypothesis 1 (H1a): Customer identity is positively influenced by social CSR.

Hypothesis 1 (H1b): Customer identity is positively influenced by environmental CSR.

Hypothesis 1 (H1c): Customer identity is influenced positively by economic CSR.

Hypothesis 2 (H2a): The link between social CSR and satisfaction is positively mediated by customer identity.

Hypothesis 2 (H2b): The link between environmental CSR and satisfaction is positively mediated through customer identity.

Hypothesis 2 (H2c): The link between economic CSR and customer satisfaction is positively mediated through customer identity.

Hypothesis 3 (H3a): The link between social CSR and loyalty is positively mediated by customer identification.

Hypothesis 3 (H3b): The link between loyalty and environmental CSR are positively mediated by customer identification.

Hypothesis 3 (H3c): The link between customer loyalty and economic CSR are positively influenced by customer identification.

Data Analysis Procedure

The collected data was analysed using IBM SPSS V21 which was used to conduct descriptive, frequency statistics and exploratory factor analysis and IBM AMOS V20 software was used to conduct confirmatory factor analysis as well as structural equation modelling.

Reliability And Validity

The data analysis of this study starts with descriptive and frequency statistics which include the mean, median, mode, minimum, maximum and standard deviation of the items. These help to develop a general understanding of the collected data. Furthermore, reliability, validity and Pearson correlation analysis was conducted to further test the initial implications of the proposed relationships and to confirm that the collected data is reliable and valid to continue with further tests.

Data analysis first focused on evaluating reliability and validity. Using Cronbach's alpha coefficients, the scales' dependability was evaluated. The coefficients were within a reasonable range of 0.9 and 0.95. Additionally, maximum shared variance (MSV) is employed for discriminant validity, whereas convergent validity, composite reliability, and reliability were each tested using average variance extraced (AVE). According to Hair et al. (2014), to demonstrate discriminant validity, MSV should be smaller than AVE; to ensure reliability, CR should be

higher than 0.70; and to demonstrate convergent validity, AVE should be higher than 0.50.

Exploratory And Confirmatory Factor Analysis

To determine how each item is related to other items and how strongly these items are connected to these groupings, explanatory factor analysis (EFA) is used. By using EFA, the construct validity is evaluated. Later, the factors that were extracted by the EFA is confirmed by another factor analysis which is conducted using AMOS V20 that is called confirmatory factor analysis (CFA). The factors that were suggested by the EFA were confirmed by the CFA.

Hypothesis Testing Analysis

Structural equation modelling (SEM) is a theory-driven data analytical procedure for the examination of a previously defined hypotheses concerning causal links among measurable and/or latent variables. One of most popular ways to articulate these assumptions are through latent variable path analysis, CFA, and measured variable path analysis models. SEM is seen as an analytical process involving model conception, variable identification and estimate, data-model fit evaluation, and potential model re-specification for studying models of these as well as more complicated sorts. SEM combines confirmatory component analysis and path analysis, two statistical techniques. Confirmatory factor analysis, which has its roots in psychometrics, aims to gauge underlying psychological characteristics like attitude and perceptions.

CHAPTER IV

Results

The results of data analysis are presented and explained in this chapter. Firstly, the demographics of the participants can be seen. Secondly, the rest of the answers they give to the questionnaire can be examined. Finally, further analysis done for the research is explained.

Demographics

The frequency statistics for the gender variable in relation to consumers are shown in table 1 below. It is clear that 58% of the poll participants were women and 42% were men.

Table 1.

Gender

		Freq.	%	Vld. %	Cumul. %
	1	226	58	58	58
Vld.	2	163	42	42	100.0
	Total	389	100.0	100.0	

Table 2 shows that 25% of the participants were between the ages of 18 and 25; 31% were between the ages of 26 and 40; 37% were between the ages of 41 and 65; and 7% were older than 65.

Table 2.

Age

		Freq.	%	Vld. %	Cumul. %
	1	97	25	25	25
	2	121	31	31	56
Vld.	3	144	37	37	93
	4	27	7	7	100.0
	Total	389	100.0	100.0	

Table 3 below shows the participants' educational backgrounds. With a cumulative percentage of 75%, it can be claimed that the bulk of the participants were either undergraduates or postgraduates. Only 8% of participants have earned a PhD, while 17% have obtained their high school diplomas.

Table 3.

Education Level

		Freq.	%	Vld. %	Cumul. %
	1	66	17	17	17
	2	202	52	52	52
Vld.	3	90	23	23	92
	4	31	8	8	100.0
	Total	389	100.0	100.0	

The marital status of the individuals is shown in Table 4 below. 50% of the participants were married, while on the other hand, single people were 42%. 8% answered as other.

Table 4.

Marital Status

		Freq.	%	Vld. %	Cumul. %
	1	163	42	42	42
Vld.	2	195	50	50	92
	3	31	8	8	100.0
	Total	389	100.0	100.0	

The number of kids the participants have is displayed in table 5 below. A large majority with 53.7% of the participants had no children at the time. 14.9% of the participants had only 1 child and cumulatively 31.3% had 2 children or more.

Table 5.

Number of Children

		Freq.	%	Val. %	Cumul. %
	0	209	53.7	53.7	53.7
	1	58	14.9	14.9	68.6
Vld.	2	102	26.2	26.2	94.9
	3	20	5.1	5.1	100.0
	Total	389	100.0	100.0	

The table 6 below summarizes the descriptive statistics for the demographic variables. Mean, median, std. deviation, variance, minimum and maximum statistics were included in the table.

Table 6.

Descriptive Stats. of Control Variables

	N	Min.	Max.	Mean	Median	Std. Dev.
Gender	389	1	2	1.41	1	.551
Age	389	1	4	2.21	3	.891
Children	389	0	3	.83	0	.989
Education	389	1	4	2.28	2	.886
Mstatus	389	1	3	1.68	2	.964
Valid N (listwise)	389					

The descriptive data for customer satisfaction, organizational identification, customer loyalty and corporate social responsibility are displayed in the table below. The table covers minimum and maximum statistics, the mean, standard deviation, and the number of participants. All variables have a min. value of 1 and a max. value of 5.

For Customer Loyalty mean values differ between 3.602 and 3.748, with an overall value of 3.706. The mean value higher than 3 indicates that most of the customers sees banks in a positive light when they care about loyalty. Std. Deviation of Customer Loyalty overall is 0.8340. For Customer Satisfaction mean values are all

higher than 3.7, with an overall value of 3.7603. The mean value higher than 3.7 indicates that most of the customers perception of satisfaction correlates positively to their banks. Std. Deviation of Customer Satisfaction overall is 0.82793. For Organisational Identification mean values differ between 2.239 and 3.640, with an overall value of 2.8875. The mean value lower than 3 indicates that most of the customers perceive the banks negatively in Identification aspect. Std. Deviation of Organisational Identification overall is 0.78692.

For Customer Social Responsibility mean values differ between 3.820 and 4.213 with an overall value of 4.0813. The mean value higher than 3 indicates that most of the customers perceive their banks to positively contributing to their environments. Std. Deviation of Customer Social Responsibility overall is 0.6381. The highest average value was seen when banks tried to adhere strictly to established ethical standards. The lowest mean value observed with the CSR towards banks having a competitive pricing policy.

Table 7.

Descriptive Stats.

	N	Min.	Max.	Mean	Std. Dev.
CL1	389	1.0	5.0	3.733	.8883
CL2	389	1.0	5.0	3.748	.8986
CL3	389	1.0	5.0	3.717	.9123
CL4	389	1.0	5.0	3.602	1.0518
CL5	389	1.0	5.0	3.730	.9287
CLOVERALL	389	1.0	5.0	3.706	.8340
CS1	389	1.0	5.0	3.787	.8870
CS2	389	1.0	5.0	3.743	.9365
CS3	389	1.0	5.0	3.730	.8948
CS4	389	1.0	5.0	3.781	.8592
OVERALLCS	389	1.00	5.00	3.7603	.82793
OI1	389	1.0	5.0	2.239	1.0874
OI2	389	1.0	5.0	2.352	1.0658
OI3	389	1.0	5.0	3.319	1.0558
OI4	389	1.0	5.0	3.640	.9356

OVERALLOI	389	1.00	5.00	2.8875	.78692
CSR 1	389	1.0	5.0	4.026	.8612
CSR 2	389	1.0	5.0	4.059	.8933
CSR 3	389	1.0	5.0	4.213	.7721
CSR 4	389	1.0	5.0	4.054	.8463
CSR 5	389	1.0	5.0	4.054	.8493
CSR 6	389	1.0	5.0	4.167	.8251
CSR 7	389	1.0	5.0	4.175	.8282
CSR 8	389	1.0	5.0	4.157	.8425
CSR 9	389	1.0	5.0	4.201	.8192
CSR 10	389	1.0	5.0	4.213	.8048
CSR 11	389	1.0	5.0	4.208	.8188
CSR 12	389	1.0	5.0	3.825	.8617
CSR 13	389	1.0	5.0	4.067	.8159
CSR 14	389	1.0	5.0	3.820	.8516
CSR 15	389	1.0	5.0	3.951	.7531
CSR 16	389	1.0	5.0	4.111	.7803
CSROVERALL	389	1.8125	5.0000	4.081298	.6380706
Valid N (listwise)	389				

The first Customer Loyalty table displays the degree to which consumers would recommend their bank to others. According to 70.9% of respondents, they would recommend their bank to others. Only 8.2% of respondents opposed the idea. 20.8% of respondents had no opinion.

Table 8.
CL1(Would recommend their bank to others)

		Freq.	%	Vld. %	Cumul. %
Vld.	1	14	3.6	3.6	3.6
	2	18	4.6	4.6	8.2
	3	81	20.8	20.8	29.0
	4	221	56.8	56.8	85.9
	5	55	14.1	14.1	100.0
	Total	389	100.0	100.0	

The second Customer Loyalty table displays whether or not customers would advise others to use this bank. 71.7% of respondents concur that they would advise someone requesting advice to use this bank. Only 9.3% of respondents opposed the idea. 19% of respondents expressed no opinion.

Table 9.

CL2 (Customers would advise others to use this bank)

		Freq.	%	Vld. %	Cumul. %
	1	12	3.1	3.1	3.1
	2	24	6.2	6.2	9.3
	3	74	19.0	19.0	28.3
Vld.	4	219	56.3	56.3	84.6
	5	60	15.4	15.4	100.0
	Total	389	100.0	100.0	

The third Customer Loyalty table asks customers if they would recommend their bank to friends and family. 69.4% of respondents concur that they would recommend their bank to friends and family. Only 10.3% of respondents voted against the idea. 20.3% had no opinion on the subject.

Table 10.

CL3(Recommend their bank to friends and family)

		Freq.	%	Vld. %	Cumul. %
	1	11	2.8	2.8	2.8
	2	29	7.5	7.5	10.3
	3	79	20.3	20.3	30.6
Vld.	4	210	54.0	54.0	84.6
	5	60	15.4	15.4	100.0
	Total	389	100.0	100.0	

The Customer Loyalty table 4 shows whether the customers would consider their bank their first choice when looking for a bank. 14.6% disagree that they would consider their bank their first choice when looking for a bank. 59.3% of people favored the idea. 25.2% had no opinion on the subject.

Table 11.

CL4(Consider their bank their first choice)

		Freq.	%	Vld. %	Cumul. %
	1	18	4.6	4.6	4.6
	2	39	10.0	10.0	14.7
Vld.	3	98	25.2	25.2	39.8
	4	159	40.9	40.9	80.7
	5	75	19.3	19.3	100.0
	Total	389	100.0	100.0	

The Customer Loyalty Table 5 indicates if the customers plan to continue doing business with their bank. 8% of respondents disagree that they would continue to do business with their bank. 67.4% of respondents approved of the idea. 24.7% had no opinion on the subject.

Table 12.

CL5(Plan to continue doing business with their bank)

		Freq.	%	Vld. %	Cumul. %
	1	15	3.9	3.9	3.9
	2	16	4.1	4.1	8.0
Vld.	3	96	24.7	24.7	32.6
	4	194	49.9	49.9	82.5
	5	68	17.5	17.5	100.0
	Total	389	100.0	100.0	

In the table below shows the overall results of Customer Loyalty questions. The largest number of participants landed between the 3 and 4 answers overall with

the highest percentage of participants being in 4 with a 25.7% and 3.8 with 11.3%. The range of 1.4 to 1.8 looks to have the smallest percentage of participants in total with 5 participants combined.

Table 13.

CLOVERALL

		Freq.	%	Vld. %	Cumul. %
	1.0	8	2.1	2.1	2.1
	1.4	2	.5	.5	2.6
	1.6	2	.5	.5	3.1
	1.8	1	.3	.3	3.3
	2.0	8	2.1	2.1	5.4
	2.2	7	1.8	1.8	7.2
	2.4	7	1.8	1.8	9.0
	2.6	2	.5	.5	9.5
	2.8	16	4.1	4.1	13.6
	3.0	31	8.0	8.0	21.6
Vld.	3.2	19	4.9	4.9	26.5
	3.4	17	4.4	4.4	30.8
	3.6	29	7.5	7.5	38.3
	3.8	44	11.3	11.3	49.6
	4.0	100	25.7	25.7	75.3
	4.2	16	4.1	4.1	79.4
	4.4	22	5.7	5.7	85.1
	4.6	19	4.9	4.9	90.0
	4.8	10	2.6	2.6	92.5
	5.0	29	7.5	7.5	100.0
	Total	389	100.0	100.0	

The first Customer Satisfaction table shows whether the customers are satisfied with their decision to work with their bank. 9.5% disagree that they are

satisfied with their decision to work with their bank. 75.3% of people favored the idea. 15.2% of respondents had no opinion.

Table 14.

CS1(Satisfied with their decision to work with their bank)

		Freq.	%	Vld. %	Cumul. %
	1	11	2.8	2.8	2.8
	2	26	6.7	6.7	9.5
Vld.	3	59	15.2	15.2	24.7
	4	232	59.6	59.6	84.3
	5	61	15.7	15.7	100.0
	Total	389	100.0	100.0	

The second Customer Satisfaction table shows whether the customers think their choice to visit their bank were a wise one. 9.6% disagree that their choice to visit their bank were a wise one. 70.7% of people supported the idea. 19.8% of respondents had no opinion.

Table 15.

CS2(Choice to visit their bank was a wise one)

		Freq.	%	Vld. %	Cumul. %
	1	15	3.9	3.9	3.9
	2	22	5.7	5.7	9.5
Vld.	3	77	19.8	19.8	29.3
	4	209	53.7	53.7	83.0
	5	66	17.0	17.0	100.0
	Total	389	100.0	100.0	

The third Customer Satisfaction table shows whether the customers think they did the right thing when they decided to patronize their bank. 72.7% agree that

they did the right thing when they decided to patronize their bank. 10.3% of respondents rejected the idea. 17% of respondents expressed no opinion.

Table 16.

CS3(Did the right thing by patronizing their bank)

		Freq.	%	Vld. %	Cumul. %
	1	12	3.1	3.1	3.1
	2	28	7.2	7.2	10.3
Vld.	3	66	17.0	17.0	27.2
	4	230	59.1	59.1	86.4
	5	53	13.6	13.6	100.0
	Total	389	100.0	100.0	

The Customer Satisfaction table 4 shows whether the customers are happy with their decision to patronize their bank. 73.2% agree that they are happy with their decision to patronize their bank. 8.2% of respondents rejected the idea. 18.5% of respondents had no opinion.

Table 17.

CS4(Happy with patronizing their bank)

		Freq.	%	Vld. %	Cumul. %
	1	9	2.3	2.3	2.3
	2	23	5.9	5.9	8.2
Vld.	3	72	18.5	18.5	26.7
	4	225	57.8	57.8	84.6
	5	60	15.4	15.4	100.0
	Total	389	100.0	100.0	

In the table below shows the overall results of Customer Satisfaction questions. The largest number of participants landed between the 3 and 4 answers overall with the highest percentage of participants being in 4 with a 44%. The smallest number of participants landed on 1.5 and 1.75 with 1 participant each.

Table 18.

OVERALLCS

		Freq.	%	Vld. %	Cumul. %
	1.00	9	2.3	2.3	2.3
	1.50	1	.3	.3	2.6
	1.75	1	.3	.3	2.8
	2.00	13	3.3	3.3	6.2
	2.25	4	1.0	1.0	7.2
	2.50	8	2.1	2.1	9.3
	2.75	9	2.3	2.3	11.6
	3.00	38	9.8	9.8	21.3
Vld.	3.25	9	2.3	2.3	23.7
	3.50	23	5.9	5.9	29.6
	3.75	26	6.7	6.7	36.2
	4.00	171	44.0	44.0	80.2
	4.25	10	2.6	2.6	82.8
	4.50	21	5.4	5.4	88.2
	4.75	6	1.5	1.5	89.7
	5.00	40	10.3	10.3	100.0
	Total	389	100.0	100.0	

The first Customer Identification table shows whether the customers feel like a personal insult when someone criticizes their organization. 68.1% disagree that they feel like it is a personal insult. 16.7% of people favored the idea. 15.2% of respondents had no opinion.

Table 19.

C1(Feel like personal insult, if someone criticizes their bank,)

		Freq.	%	Vld. %	Cumul. %
	1	107	27.5	27.5	27.5
	2	158	40.6	40.6	68.1
Vld.	3	59	15.2	15.2	83.3
	4	54	13.9	13.9	97.2
	5	11	2.8	2.8	100.0
	Total	389	100.0	100.0	

The second Customer Identification table shows whether the customers would feel embarrassed if a story in the media criticized their organization. 64.8% disagree that they would feel embarrassed. 14.7% of respondents approved of the idea. 19.5% of respondents had no opinion.

Table 20.

CI2(Will be embarrassed, if media criticized their bank)

		Freq.	%	Vld. %	Cumul. %
	1	79	20.3	20.3	20.3
	2	173	44.5	44.5	64.8
	3	76	19.5	19.5	84.3
Vld.	4	43	11.1	11.1	95.4
	5	18	4.6	4.6	100.0
	Total	389	100.0	100.0	

The third Organisational Identification table shows whether the customers are proud to be a customer of their bank. 20.8% disagree that they would be proud. 47.3% of people supported the idea. 31.9% expressed no opinion on the subject.

Table 21.
CI3(Proud to be a customer of their bank)

		Freq.	%	Vld. %	Cumul. %
	1	24	6.2	6.2	6.2
	2	57	14.7	14.7	20.8
	3	124	31.9	31.9	52.7
Vld.	4	139	35.7	35.7	88.4
	5	45	11.6	11.6	100.0
	Total	389	100.0	100.0	

The final Organisational Identification table shows whether the customers are glad they choose to work with their bank instead of others. 11.3% disagree that they are glad they choose to work with their bank instead of others. 65.3% of people supported the idea. 23.4% had no opinion on the subject.

Table 22.

CI4(Glad to work with their bank)

		Freq.	%	Vld. %	Cumul. %
Vld.	1	14	3.6	3.6	3.6
	2	30	7.7	7.7	11.3
	3	91	23.4	23.4	34.7
	4	201	51.7	51.7	86.4
	5	53	13.6	13.6	100.0
	Total	389	100.0	100.0	

In the table below shows the overall results of Customer Identification questions. The largest number of participants landed between the 2.5 and 3 answers overall with the highest percentage of participants being in 3 with a 19.3%. 1.25 had the overall lowest participants with only 3.

Table 23.

OVERALLCI

		Freq.	%	Vld. %	Cumul. %
Vld.	1.00	5	1.3	1.3	1.3
	1.25	3	.8	.8	2.1
	1.50	7	1.8	1.8	3.9
	1.75	17	4.4	4.4	8.2
	2.00	37	9.5	9.5	17.7
	2.25	31	8.0	8.0	25.7
	2.50	41	10.5	10.5	36.2
	2.75	48	12.3	12.3	48.6
	3.00	75	19.3	19.3	67.9
	3.25	33	8.5	8.5	76.3
	3.50	34	8.7	8.7	85.1
	3.75	12	3.1	3.1	88.2
	4.00	18	4.6	4.6	92.8
	4.25	10	2.6	2.6	95.4
	4.50	7	1.8	1.8	97.2
	4.75	5	1.3	1.3	98.5
	5.00	6	1.5	1.5	100.0
	Total	389	100.0	100.0	

The first CSR item asked whether customers find it important that their bank is trying to sponsor educational programmes. 47% of customers find it important that their bank is sponsoring educational programmes. 30.8% strongly agrees with this notion. However, in total, 4.9% of customers disagree or strongly disagree that sponsoring educational programmes are important. 17.2% is neutral with this notion.

Table 24.

CSR1(Sponsoring Educational Programmes)

		Freq.	%	Vld. %	Cumul. %
	1	5	1.3	1.3	1.3
	2	14	3.6	3.6	4.9
Vld.	3	67	17.2	17.2	22.1
	4	183	47.0	47.0	69.2
	5	120	30.8	30.8	100.0
	Total	389	100.0	100.0	

The second CSR item asked whether customers find it important that their bank is trying to sponsor public health programmes. 45.2% of customers find it important that their bank is sponsoring public health programmes. 34.2% strongly agrees with this notion. However, in total, 6.7% of customers disagree or strongly disagree that sponsoring public health programmes are important. 13.9% is neutral with this notion.

Table 25.

CSR2(Sponsoring Public Health Programmes)

		Freq.	%	Vld. %	Cumul. %
	1	4	1.0	1.0	1.0
	2	22	5.7	5.7	6.7
Vld.	3	54	13.9	13.9	20.6
	4	176	45.2	45.2	65.8
	5	133	34.2	34.2	100.0
	Total	389	100.0	100.0	

The table CSR3 shows whether customers find it important that their bank is making a concerted effort to adhere to clear ethical standards. 46.3% of customers find it important that their bank has made a strong commitment to clear ethical standards. 39.1% strongly agrees with this notion. However, in total, 2.6% of customers disagree or strongly disagree that being highly committed to well-defined ethical principles are important. 12.1% is neutral with this idea.

Table 26.

CSR3(Ethical Principals)

		Freq.	%	Vld. %	Cumul. %
	1	2	.5	.5	.5
	2	8	2.1	2.1	2.6
Vld.	3	47	12.1	12.1	14.7
	4	180	46.3	46.3	60.9
	5	152	39.1	39.1	100.0
	Total	389	100.0	100.0	

The fourth CSR item asked whether customers find it important that their bank is trying to sponsor cultural programmes. 46.5% of customers find it important that their bank is sponsoring cultural programmes. 32.1% strongly agrees with this notion. However, in total, 4.3% of customers disagree or strongly disagree that sponsoring cultural programmes are important. 17% is neutral with this notion.

Table 27.

CSR4(Sponsor Cultural Programmes)

		Freq.	%	Vld. %	Cumul. %
	1	4	1.0	1.0	1.0
	2	13	3.3	3.3	4.4
Vld.	3	66	17.0	17.0	21.3
	4	181	46.5	46.5	67.9
	5	125	32.1	32.1	100.0
	Total	389	100.0	100.0	

The table CSR5 shows whether customers find it important that their bank is attempting to donate money to charitable causes. 46.3% of customers find it important that their bank contributes money to charitable organizations. 32.4% strongly agrees with this notion. However, in total, 4.9% of customers disagree or strongly disagree that making financial donations to social causes are important. 16.5% is neutral with this notion.

Table 28.

CSR5(Financial Donations to Social Causes)

		Freq.	%	Vld. %	Cumul. %
	1	3	.8	.8	.8
	2	16	4.1	4.1	4.9
Vld.	3	64	16.5	16.5	21.3
	4	180	46.3	46.3	67.6
	5	126	32.4	32.4	100.0
	Total	389	100.0	100.0	

The table CSR6 shows whether customers find it important that their bank is working to raise the standard of living in the neighbourhood. 44.5% of customers find it important that their bank is working to raise locals' standard of living. 38.3% strongly agrees with this notion. However, in total, 3.3% of customers disagree or strongly disagree that it is crucial to work to make the community a better place to live. 13.9% is neutral with this notion.

Table 29.

CSR6(Improve Quality of life in the Local Community)

		Freq.	%	Vld. %	Cumul. %
	1	4	1.0	1.0	1.0
	2	9	2.3	2.3	3.3
Vld.	3	54	13.9	13.9	17.2
	4	173	44.5	44.5	61.7
	5	149	38.3	38.3	100.0
	Total	389	100.0	100.0	

The table CSR7 shows whether customers find it important that Their bank is attempting to deploy resources to provide services that are environmentally friendly. 46.5% of customers find it important that in order to provide services that are environmentally friendly, their bank is attempting to distribute resources. 38% strongly agrees with this notion. However, in total, 3.9% of customers disagree or strongly disagree that the allocation of resources to provide services that are environmentally friendly is crucial. 11.6% is neutral with this notion.

Table 30.

CSR7(Allocate Resources)

		Freq.	%	Vld. %	Cumul. %
	1.0	5	1.3	1.3	1.3
	2.0	10	2.6	2.6	3.9
Vld.	3.0	45	11.6	11.6	15.4
	4.0	181	46.5	46.5	62.0
	5.0	148	38.0	38.0	100.0
	Total	389	100.0	100.0	

The CSR8 shows whether the customers find it important that their bank is trying to sponsor pro-environmental programmes. In total, 4.6% of customers disagree or strongly disagree that trying to sponsor pro-environmental programmes is important. 10.3% is neutral with this notion. 48.3% of customers find it important that their bank is trying sponsor pro-environmental programmes. 36.8% strongly agrees with this idea.

Table 31.

CSR 8(Pro-environmental Programmes)

		Freq.	%	Vld. %	Cumul. %
	1	6	1.5	1.5	1.5
	2	12	3.1	3.1	4.6
Vld.	3	40	10.3	10.3	14.9
	4	188	48.3	48.3	63.2
	5	143	36.8	36.8	100.0
	Total	389	100.0	100.0	

The CSR9 shows whether the customers find it important that their bank is working to implement programs that would lessen pollution. In total, 4.1% of customers disagree or strongly disagree that it is crucial to attempt to implement programs to reduce pollution. 10% is neutral with this notion. 46.5% of customers find it important that their bank is working to implement programs that would lessen pollution. 39.3% strongly agrees with this notion.

Table 32.

CSR9(Programmes to Reduce Pollution)

		Freq.	%	Vld. %	Cumul. %
	1	4	1.0	1.0	1.0
	2	12	3.1	3.1	4.1
	3	39	10.0	10.0	14.1
Vld.	4	181	46.5	46.5	60.7
	5	153	39.3	39.3	100.0
	Total	389	100.0	100.0	

The tenth CSR table shows whether the customers find it important that their bank is trying to protect the environment. In total, 4.9% of customers disagree or strongly disagree that trying to protect the environment is important. 6.9% is neutral with this notion. 49.4% of customers find it important that their bank is trying to protect the environment. 38.8% strongly agrees with this notion.

Table 33.

CSR10(Protect the Environment)

		Freq.	%	Vld. %	Cumul. %
	1	3	.8	.8	.8
	2	16	4.1	4.1	4.9
	3	27	6.9	6.9	11.8
Vld.	4	192	49.4	49.4	61.2
	5	151	38.8	38.8	100.0
	Total	389	100.0	100.0	

The table CSR11 shows whether the customers find it important that their bank is trying to recycle its waste materials properly. In total, 3.9% of customers disagree or strongly disagree that trying to protect the environment is important. 9.8% is neutral with this notion. 46.8% of customers find it important that their bank is trying to protect the environment. 39.6% strongly agrees with this notion.

Table 34.

CSR11(Recycle)

		Freq.	%	Vld. %	Cumul. %
Vld.	1	5	1.3	1.3	1.3
	2	10	2.6	2.6	3.9
	3	38	9.8	9.8	13.6
	4	182	46.8	46.8	60.4
	5	154	39.6	39.6	100.0
	Total	389	100.0	100.0	

The table CSR12 shows whether customers find it important that in order to maintain itself, their bank seeks to maximize revenues. 49.6% of customers find it important that In an effort to ensure its survival, their bank seeks to maximize earnings. 20.6% strongly agrees with this notion. However, in total, 7.2% of customers disagree or strongly disagree that it is crucial to maximize revenues in order to ensure the business's continuity. 22.6% is neutral with this notion.

Table 35.

CSR12(Maximise Profits)

		Freq.	%	Vld. %	Cumul. %
Vld.	1	4	1.0	1.0	1.0
	2	24	6.2	6.2	7.2
	3	88	22.6	22.6	29.8
	4	193	49.6	49.6	79.4
	5	80	20.6	20.6	100.0
	Total	389	100.0	100.0	

The table CSR13 shows whether customers find it important that to ensure its long-term economic success, their bank is working to establish strong relationships with its clients. 50.6% of customers find it important that to ensure its long-term financial success, their bank is attempting to forge strong relationships with its clients. 30.6% strongly agrees with this notion. However, in total, 4.1% of customers disagree or strongly disagree that to ensure its long-term economic success, it is crucial to work to develop strong relationships with its clients.14.7% is neutral with this notion.

Table 36.
CSR13(Solid relations with customers)

		Freq.	%	Vld. %	Cumul. %
	1	4	1.0	1.0	1.0
	2	12	3.1	3.1	4.1
Vld.	3	57	14.7	14.7	18.8
	4	197	50.6	50.6	69.4
	5	119	30.6	30.6	100.0
	Total	389	100.0	100.0	

The table CSR14 shows whether the customers find it important that Their bank strives to have an aggressive pricing strategy. In total, 5.9% of customers disagree or strongly disagree that it is crucial to make an effort to establish a competitive pricing policy. 25.2% is neutral with this notion. 48.6% of customers find it important that their bank is trying to have a competitive pricing policy. 20.3% strongly agrees with this notion.

Table 37.
CSR14(Competitive Pricing Policy)

		Freq.	%	Vld. %	Cumul. %
	1	5	1.3	1.3	1.3
	2	18	4.6	4.6	5.9
Vld.	3	98	25.2	25.2	31.1
	4	189	48.6	48.6	79.7
	5	79	20.3	20.3	100.0
	Total	389	100.0	100.0	

The fifteenth CSR table shows whether the customers find it important that their bank is constantly working to increase its profitability. In total, 3.9% of customers disagree or strongly disagree that it is crucial to continually work to boost the company's financial success. 17% is neutral with this notion. 58.6% of customers find it important that their bank is trying to always improve its financial performance. 20.6% strongly agrees with this notion.

Table 38.

CSR15(Improve its financial performance)

		Freq.	%	Vld. %	Cumul. %
	1	3	.8	.8	.8
	2	12	3.1	3.1	3.9
Vld.	3	66	17.0	17.0	20.8
	4	228	58.6	58.6	79.4
	5	80	20.6	20.6	100.0
	Total	389	100.0	100.0	

The last CSR table shows whether the customers find it important that their bank is making every effort to increase productivity. In total, 2.8% of customers disagree or strongly disagree that it is crucial to strive your hardest to be more productive. 12.3% is neutral with this notion. 54.2% of customers find it important that their bank is making every effort to increase productivity. 30.6% strongly agrees with this notion.

Table 39.

CSR16(Trying to do its best to be more productive)

		Freq.	%	Vld. %	Cumul. %
	1	6	1.5	1.5	1.5
	2	5	1.3	1.3	2.8
Vld.	3	48	12.3	12.3	15.2
	4	211	54.2	54.2	69.4
	5	119	30.6	30.6	100.0
	Total	389	100.0	100.0	

Descriptive Statistics

In the table below we can see the mean values of Customer Loyalty questions. CL2 has the highest mean value with 3.748, which was answer to the question, I would recommend this bank to someone asking my advice. On the other hand, the lowest mean value was CL4 with 3.602, which was the answer to the question, I would consider this bank my first choice when looking for a bank.

Table 40.

CL Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
CL1	389	1.0	5.0	3.733	.8883
CL2	389	1.0	5.0	3.748	.8986
CL3	389	1.0	5.0	3.717	.9123
CL4	389	1.0	5.0	3.602	1.0518
CL5	389	1.0	5.0	3.730	.9287
Valid N (listwise)	389				

In the table below we can see the mean values of Customer Satisfaction questions. The lowest mean value was CS3 with 3.602, which was the answer to the question, I think I did the right thing when I decided to patronize this bank. On the other hand, CS1 has the highest mean value with 3.787, which was answer to the question, I am satisfied with my decision to work with this bank.

Table 41.

CS Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
CS1	389	1.0	5.0	3.787	.8870
CS2	389	1.0	5.0	3.743	.9365
CS3	389	1.0	5.0	3.730	.8948
CS4	389	1.0	5.0	3.781	.8592
Valid N (listwise)	389				

In the table 42, we can see the mean values of Customer Identification questions. CI4 has the highest mean value with 3.640, which was answer to the question, I am glad I choose to work with my bank instead of others. On the other hand, the lowest mean value was CI1 with 2.239, which was the answer to the question, when someone criticizes this organization, it feels like a personal insult.

Table 42.

CI Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
CI1	389	1.0	5.0	2.239	1.0874
CI2	389	1.0	5.0	2.352	1.0658
CI3	389	1.0	5.0	3.319	1.0558
CI4	389	1.0	5.0	3.640	.9356
Valid N (listwise)	389				

In the table 43, we can see the mean values of CSR questions. The lowest mean value was CSR14 with 3.820, which was the answer to the question, it is important that my bank is trying to have a competitive pricing policy. On the other hand, CSR 3 and 10 shared the highest mean value with 3.787, which was answer to the questions, it is important that my bank is trying to be highly committed to well-defined ethical principles and it is important that my bank is trying to protect the environment respectively.

Table 43.

CSR Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
CSR1	389	1.0	5.0	4.026	.8612
CSR2	389	1.0	5.0	4.059	.8933
CSR3	389	1.0	5.0	4.213	.7721
CSR4	389	1.0	5.0	4.054	.8463
CSR5	389	1.0	5.0	4.054	.8493
CSR6	389	1.0	5.0	4.167	.8251

CSR7	389	1.0	5.0	4.175	.8282
CSR8	389	1.0	5.0	4.157	.8425
CSR9	389	1.0	5.0	4.201	.8192
CSR10	389	1.0	5.0	4.213	.8048
CSR11	389	1.0	5.0	4.208	.8188
CSR12	389	1.0	5.0	3.825	.8617
CSR13	389	1.0	5.0	4.067	.8159
CSR14	389	1.0	5.0	3.820	.8516
CSR15	389	1.0	5.0	3.951	.7531
CSR16	389	1.0	5.0	4.111	.7803
Valid N	389				
(listwise)					

Further Analysis

The influence of CSR on CS and CL and the mediating effects of CI on the postulated connection were both tested in this research using structural equation modeling (SEM). SEM is an important analytic method in the area of social sciences, according to Bollen and Long (1993). SEM may be seen as a combination of route analysis and confirmatory factor analysis (CFA). SEM is a multivariate approach that enables testing of relationships between continuous or discrete independent and dependent variables (Ullman and Bentler, 2012). Similar to CFA, the original goal of SEM is to give an examination of the connections between variables. Path and regression analysis, which makes it possible to look at correlations between posited variables, is another objective of the SEM. Numerous SEM software programs, such as Analysis of Moment Structures, were created as interest in SEM among academics and researchers grew (AMOS; Arbuckle, 2006).

SEM has recently gained importance in a variety of disciplines, including education, psychology, social and behavioral sciences and ethics (Shaw, 2002; Fan, Thompson, and Wang, 1999). The benefits of the SEM may be used to illustrate its appeal. According to Anderson and Gerbing (1988), SEM is a valuable technique for examining and evaluating various theoretical models.

Additionally, one criticism of the basic route analysis is that it does not take measurement error factors for exogenous variables into consideration. SEM, on the

other hand, allows for more accurate representations by accounting for measurement error (Ullman and Bentler, 2012; Raykov and Marcoulides, 2000; Faniran and Islam, 2005). SEM has the ability to be used to test for several expected connections in a single run, which is a significant advantage (Bollen and Long, 1993). However, the conventional regression analysis only permits one test per run (Hair et al., 2006).

Model-fit statistics must be excellent for SEM analysis. They demonstrate how well the data and model match. RMSEA, Chi-Squared test, AGFI, GFI, the SRMR and the 64 RMR are a few of them. CMIN is the abbreviation for the chi-square test with initial likelihood ratio. This demonstrates how the suggested model and the actual model are consistent (Bentler and Hu, 1999). This test also assesses differences and checks for equality between the covariance matrices of the sample and population. To demonstrate that the model's fit is adequate, the chi-square value should be negligible.

A multivariate statistical analysis technique that is often utilized in the social sciences is exploratory factor analysis (EFA). A higher number of constructions may be reduced to a smaller, more manageable set of variables. EFA also aids in the development of theories by defining dimensions between measurable and hidden components (Hair et al., 2006). It is used to accomplish a variety of goals, comprising the analysis of unidimensionality, multicollinearity, component extraction, construct validity and concept creation (Thompson, 2004). When performing EFA, factors to take into account include:

1. Whether or not the EFA is appropriate given the research's goal.

 2. sample size and research design, according to Fabrigar et al., (1999).

3. Choosing an extraction method

4. Using rotation to arrive at an understandable resolution

The Kaiser-Meyer-Olkin (KMO) statistic, which the EFA generates, can be used to gauge how well the factor analysis fits the sample. Its values vary from 0 to 1, and 0.5 is considered a desirable number. (2006) Hair et al. Additionally, the EFA generates a chi-square value for Bartlett's test of sphericity that is anticipated to be substantial for the assumption to be true. The matrix is measured if it is not an identity matrix.

The researchers may proceed with the factor analysis techniques if the sample sufficiency and identity matrix assumptions are satisfied (Netemeyer, Bearden, and Sharma, 2003).

There are generally 4 actions that need be taken to adopt EFA:

1. Use KMO and Bartlett's Test procedures to determine if the samples are adequate.

2. The kind of the study and the data should guide the process of factor extraction.

3. Rotation technique selection should take the nature of the study into consideration (oblique or orthogonal rotation)

4. In line with the research's underlying principle, factors should be analyzed and labeled.

Confirmatory factor analysis (CFA), performed using the AMOS 21 tool, was used to assess the idea validity and factor loadings. The scale item factor loadings are shown in table 44 below. The CSR scale employed in this study consisted of 23 items, 15 among which were significant and had loadings above the cutoff of 0.5. Four of the four elements that make up the customer satisfaction measure have standard loadings over the threshold of 0.5. Five elements on the customer loyalty scale were all determined to be over the cutoff point of 0.5. Six elements made up the customer identification scale, and only two of them were at a satisfactory level. The goodness of fit index (GFI), comparative fit index (CFI), root-mean-square error (RMSEA), chi-square mean/degree of freedom (CMIN/df), and normalized root mean square residual were used to assess the model's quality of fit (SRMR). For a model fit to be considered successful, the cutoff values are CFI and TLI over 0.90, RMSEA under 0.05, and SRMR under 0.09 (Hair et al., 2014).

It is recommended that non-significant control variables be removed from the model, which is what happened in. As a result, the structural model did not incorporate control variables. The model passed the test for the model fit indices with the following cut-off values: 2(220) = 563.78, p 0.05, comparative fit index (CFI) = 0.97, Tucker Lewis in-dex (TLI) = 0.97, root mean square error of approximation (RMSEA) = 0.05, and standard-ized root mean square residual (SRMR) = 0.04. The AVE and the squared correlation between the variables were also taken into account to test the discriminant validity. The constructs have undergone tests for common method variance. Common technique variance was not an obstacle in this study since just one latent variable approach was used, according to the findings.

Table 44.

Scale items, standard loadings, standard error and significance.

	Est.	S.E	p
CSR1	.782	.035	***
CSR2	.792	.037	***
CSR3	.733	.053	***
CSR4	.846	.055	***
CSR5	.843	.0.57	***
CSR6	.800	.058	***
CSR6	.870	.057	***
CSR7	.805	.056	***
CSR8	.727	.059	***
CSR9	.690	.056	***
CSR10	.633	.057	***
CSR11	.596	.058	***
CSR12	.701	.056	***
CSR13	.578	0.51	***
CSR14	.627	.052	***
CSR15	.701	.053	***
CS1	.917	.035	***
CS2	.898	.036	***
CS3	.834	.037	***
CS4	.851	.045	***
CI1	.769	.050	***
CI2	.903	.055	***
CL1	.770	.051	***
CL2	.891	.056	***
CL3	.853	.058	***
CL4	.885	.067	***
CL5	.920	0.69	***

Data analysis first focused on evaluating reliability and validity. Using Cronbach's alpha coefficients, the scales' dependability was evaluated. The coefficients were within a reasonable range of 0.9 and 0.95. Additionally, MSV is employed for discriminant validity, whereas convergent validity, composite reliability, and reliability were each tested using AVE. According to Hair et al. (2014), to demonstrate discriminant validity, MSV should be smaller than AVE; to ensure reliability, CR should be higher than 0.70; and to demonstrate convergent validity, AVE should be higher than 0.50. The variables showed a strong association with one another, and the reliability and validity requirements were satisfied.

Table 45.

Correlation, Reliability and Validity Measures of the Constructs.

	CR	AVE	MSV	MaxR (H)	CSR soc	CI	CSR ecn	CSR env	CS	CL
CSR Soc	0.917	0.689	0.638	0.927	0.830					
CI	0.828	0.707	0.039	0.862	0.134	0.841				
CSR ecn	0.865	0.616	0.497	0.875	0.698	0.191	0.785			
CSR env	0.938	0.751	0.638	0.942	0.799	0.095	0.705	0.867		
CS	0.944	0.809	0.154	0.945	0.392	0.165	0.369	0.280	0.899	
CL	0.936	0.745	0.179	0.940	0.423	0.198	0.404	0.297	0.789	0.870

Hypothesis Testing

The direct effect of CSR on customer loyalty and satisfaction was negligible (p>0.05), as shown in Table 46 below, demonstrating that the mediated model is preferable to the direct one. Economic dimension of CSR has a positive influence on

the customer identification (b = 0.254, p 0.01) whereas, environmental and social dimension of CSR did not have a significant influence on the identification. Each 3 dimensions of CSR did not show a significant direct effect on the customer loyalty or customer satisfaction. As a result, hypothesis 1c, which put forth the idea that economical CSR has an impact on customer identification, is accepted. However, H1b and H1a were rejected.

Hypothesis Test Results

Table 46.

Direct Path Coefficients Table

	Estimate	Lower	Upper	p	Hypothesis Testing Results
CSRenv→CI	−0.148	−0.350	0.013	0.151	H1b rejected
CSRecn→CI	0.254	0.104	0.432	***	H1c supported
CSRsoc→CI	0.118	−0.088	0.387	0.379	H1a rejected
CSRsoc→CL	0.522	−0.719	5.667	0.155	
CSRenv→CL	−0.380	−4.804	−0.120	0.119	
CSRecn→CL	0.324	−1.566	3.070	0.234	
CSRsoc→CS	0.506	−0.742	6.255	0.149	
CSRenv→CS	−0.366	−5.148	−0.115	0.219	
CSRecn→CS	0.292	−1.629	3.220	0.271	
CI→CL	0.251	0.143	0.980	***	
CI→CS	0.218	0.105	0.896	***	

Investigations into the indirect and mediating effects of customer identity were conducted using 95% bias-corrected bootstrapped confidence intervals with a sample size of 5000. The results are shown in Table 47 below. Through customer

identification, it is determined that there is a positive indirect effect between economic CSR dimension and customer satisfaction (b = 0.071, p 0.001). In addition, it is determined that there is a positive indirect effect between economic CSR dimension and customer loyalty (b = 0.075, p 0.001). Therefore, H3c and H2c were accepted. H2b, H3b, H3a, and H2a were rejected.

Table 47.

Mediation Effects

Parameter	Estimate	Lower	Upper	*p*	Hypothesis Testing Results
CSRenvxCIxCL	−0.037	−0.144	0.004	0.162	H3b rejected
CSRenvxCIxCS	−0.035	−0.143	0.005	0.165	H2b rejected
CSRecnxCIxCL	0.075	0.028	0.339	***	H3c supported
CSRecnxCIxCS	0.071	0.020	0.341	***	H2c supported
CSRsocxCIxCL	0.028	−0.020	0.342	0.389	H3a rejected
CSRsocxCIxCS	0.027	−0.018	0.340	0.390	H2a rejected

CHAPTER V

Discussion

The CSR research and idea are given a great deal of attention. Over the last several decades, research has examined the causes and effects of CSR. Additionally, a number of ideas have been put out to account for the contextual correlations and variations. According to the examination of the literature, there are gaps in the corpus of understanding. This study set out to address some of these gaps in the CSR literature by presenting results. Over the last 20 years, stakeholders' expectations of enterprises have grown. Concerns about the activities and behaviors of corporations have been raised by social, environmental, technological, climate change, inequality, recent corporate scandals, and the impact of social media (Jenkins, 2006). As a result, stakeholders' interest in corporate social responsibility has risen (Basu and Palazzo, 2008).

This research looked at the connections between CSR and customer loyalty and satisfaction. It has been investigated how customer identity affects mediation specifically. The findings indicated that there is little correlation between CSR and customer loyalty and satisfaction. However, it transpires that CSR has a sizable indirect impact. Thus, it is shown that consumer identity completely mediates the relationship between CSR and customer loyalty and satisfaction. This suggests that in order to track customer-related results, it is crucial to create client identification with the business.

Customers see corporate social responsibility as having consequences for openness, and honesty becomes more crucial during uncertain times. Industry uncertainty brought forth by Covid-19 increased the value of CSR. Customers make judgments in response to the CSR-related reputation of businesses (Bravo, Matute & Pina, 2011). Particularly, how customers perceive a company's corporate social responsibility (CSR) impacts judgments about satisfaction, identification and loyalty to the brandCustomer satisfaction and loyalty are frequently positively influenced by perceived CSR. According to Freeman(1985), the primary stakeholders who help the firm achieve its goals and objectives are its customers. CSR has been shown to significantly influence customer-related outcomes. There is some evidence from prior literature that consumer identifications with the business affect customer loyalty (Bhattacharya & Sen, 2003). The study's results corroborated social categorization and social identity theories, which postulated that consumers'

identification might grow as a consequence of positively viewed corporate social responsibility (CSR) initiatives (Vesel & Zabkar, 2009). Customers often behave favorably because they regard an organization's identity as their own personal identity (Bhattacharya & Sen, 2003, Martinez et al., 2014). The study's results confirmed the value of consumer identification. CSR serves as a medium for communicating to customers the company's values. Customers often identify with businesses that are seen favorably. The CSR strengthens the identification (Bravo, Matute & Pina, 2011).

Another important factor in determining CSR is how attractive a company's identity is regarded to be by consumers, which affects customer identification. Customers who are more strongly identified are more likely to be satisfied with their purchases. According to earlier research, CSR directly contributes to consumer loyalty and satisfaction. However, the results were corroborated by this article. Contrarily, the research in this report suggests that CSR does not directly influence customer loyalty or satisfaction. Similar to this, studies in the hotel industry in the UK showed that CSR had little to no direct impact on patron loyalty and satisfaction (Akbari et al., 2020). But social identity is strengthening the indirect link, highlighting how crucial it is to achieve consumer identification (Perez & Rodriguez del Bosque, 2015). The results of this research, together with earlier studies, provided proof that mediatory elements are crucial to this association.

Additionally, banks are one of the organizations that contributes most to CSR initiatives, making them important in CSR literature (Fatma & Rahman, 2015). CSR initiatives in underdeveloped nations differ from those in wealthy nations (Jamali & Karam, 2016). The findings of this study demonstrated that, without consumer identification, CSR did not directly affect customer happiness and loyalty. The significance of identification for developing nations has been highlighted by this. The results also showed that managers should concentrate on creating a unique business identity. In that regard, managers may control identification, and CSR can be used to improve identification and foster long-term loyalty and satisfaction. The results of this research suggested that, while being an expensive idea for banks, participating in CSR activities is essential. It need to be included into bank plans taking into account its advantages in accomplishing customer-related goals through growing client identification. Bank profitability is projected to grow over time as a consequence of the expense of CSR programs.

This study investigated the connections between CSR and customer behaviours including identification, consumer loyalty and satisfaction. It adopted as sustainable development perspective. Particularly, it has been investigated how consumer identity acts as a mediator. The findings suggested a mediating effect since they revealed that the direct impact of CSR on customer satisfaction and loyalty is not substantial. This result is consistent with the research by Raza et al., (2020). However, it is discovered that CSR has a large indirect influence. The cross-cultural variations between research carried out in other nations and North Cyprus can be used to explain this conclusion. According to this study, it is asserted that the positive effects of CSR may not necessarily be seen as customer loyalty and satisfaction, but rather as service quality (Perez and Del Bosque, 2015; Hsu and Bui, 2022). It has been proven that perceived CSR influences consumer sentiments like identification (Perez and Del Bosque, 2015).

According to the hierarchy of impact concept put forward by Lavidge and Steiner (1961), consumers should follow phases while demonstrating satisfaction or loyalty. According to this view, many factors such as consumer identification and emotions may have moderated this association (Perez and Del Bosque, 2015). Customer identification has been shown to fully mediate the link between CSR and customer happiness and loyalty, in accordance with the hierarchy of impact paradigm. This suggests that in order to monitor customer-related results, it is crucial to develop customer identification of customers with the business. There is some evidence from earlier literature that consumer identification with the company affects customer loyalty. The study's findings corroborated the social identity theory and social categorization theory, which postulated that customers may get identified with a brand as a consequence of their perception of a company's CSR efforts being positive (Bhattacharya and Sen, 2003). Customers frequently behave favorably because they believe that the company represents their own identity (Bhattacharya and Sen, 2003; Martinez, Perez and Del Bosque, 2014). According to earlier research, CSR directly influences consumer loyalty and satisfaction. The results of this study, however, imply that CSR does not directly influence customer loyalty or satisfaction. Similar findings were made by study done in the UK's hotel sector, which concluded that the direct impact of CSR on customer satisfaction and loyalty was negligible (Akbari et al., 2020). The importance of developing customer

identification is highlighted by the fact that social identity strengthens the indirect relationship (Perez and Del Bosque, 2015).

The results of this study, together with other studies, showed that mediatory elements are crucial in this association. The only important indirect factor that significantly affects customer happiness and loyalty is discovered to be the economic component. According to Currás-Pérez et al., (2018), the economic aspect of CSR is the one that makes the most sense in terms of sustainable development. Similar to this study, it was discovered that the economic factor affects the practical or utility worth of customers Currás-Pérez et al., (2018). Consumers believe businesses are more successful in the long run when they produce items or services that are valuable to their customers Currás-Pérez et al., (2018). Customers were not impacted by social or environmental factors. The cross-cultural variations among study responses can account for this.

Practical And Theoretical Implications

This research adds to the theoretical underpinnings in a variety of ways. First, different regions, markets, and industries have different CSR-related concerns and stakeholders who are impacted by CSR. Consequently, it's possible that the study's conclusions won't apply to other businesses or marketplaces (Bondesson, 2012). In order to increase the external validity of CSR research, this study concentrated on the bank sector. Notably, the findings demonstrated that CSR improves customers' contentment, affiliation with businesses, and willingness to pay higher prices. This result is in line with those of other research that gathered CSR data from various sources or looked at CSR in all the other sectors (Luo & Bhattacharya, 2006; Martinez & Bosque, 2013; Marin et al., 2009).

As a result, research on CSR that considers many data sets and sectors yields significant findings that support the positive impact of CSR on firm profitability and show that CSR may be used as a sound business model. Second, research on CSR have focused more on the direct impacts of CSR on business finances, corporate image, and purchasing intention than they have on the connection between CSR and customer satisfaction and loyalty. In order to clarify how CSR affects customer behavioral expectations, this study employed mediators. The impacts of CSR on consumer behavioral intentions were mostly mediated by corporate identification, showing that CSR adoption helps a business build customer support, cultivate a

favorable reputation, boost customer contentment, and improve buy intent and satisfaction.

One significant managerial implication of the specific result on consumers' rankings of CSR activities is to the usage of the stakeholder viewpoint in formulating CSR strategy. In order to build Csr policies, banks may need to adopt a more comprehensive concept, taking into account the fact that various stakeholders may have varying CSR demands and preferences. Recent advancements in CSR practice have seen a shift in favor of a more comprehensive stakeholder approach. Businesses must stand out from their competitors in a market that is incredibly competitive and constantly evolving, and they must develop solid connections with customers. There are two management implications from this study. First and foremost, banking sector should actively engage in CSR and promote their CSR initiatives. The current study discovered that CSR involvement may provide subjective benefits for businesses such a better company identity, more customer happiness, and greater buy intention (Luo & Bhattacharya, 2006; Marin et al., 2009; Martinez & Bosque, 2013). Additionally, they may utilize the media or the Internet to publicize their CSR activities as authoritative sources of information, garnering more consumer support and inspiring customers to be satisfied and loyal so that they may be willing to pay higher prices and make purchases.

CHAPTER VI
Conclusion And Recommendations

Through the use of customer identification as a mediator, this research aimed to investigate the relationship between CSR and client loyalty and satisfaction. It offers priceless insights into the viewpoint of the potential connection from a developing nation. However, the indirect impacts of CSR were found to be considerable, suggesting a complete mediation effect, whereas the direct effects on customer satisfaction were found to be small. It was underlined how important it is to participate in CSR projects and identify customers. In order for bank managers in developing nations to succeed over the long run, the study's results are anticipated to provide them a road map. In developing nations, banks should use CSR initiatives to establish long-term customer-company relationships. Despite the normative requirement that banks participate in CSR programs, there are certain advantages to conforming to client expectations for CSR, such as increased customer loyalty and pleasure (Camp-bell, 2007; Scott, 2008). The function of banks in promoting social welfare becomes even more important in emerging nations with difficult conditions. Kremer (2009) claims that CSR activities are a means of obtaining the confidence of bank customers.

As for research questions of this research: banking sector customers' economic CSR perceptions affect their loyalty and satisfaction. However, environmental and social CSR dimension did not contribute to the identification of customers. Additionally, Customer with higher economic CSR perceptions tend to have higher levels of identification, loyalty and satisfaction. Economic CSR only showed a direct influence on the identification of customers with banks whereas loyalty and satisfaction did not affected directly. Customers that are identified with their banks tend to show increased levels of loyalty and satisfaction. Moreover, in the absence of customer identification, CSR perceptions did not affect loyalty and satisfaction. Sustainable development goals suggests that firms should continue ongoing and effective employment, sustainable and equitable economic growth, and better work for everyone. The results of this study supports that banking sector customers tend to value positively economic CSR activities of banks in the TRNC. Therefore, it is suggested that banks as well as other companies use CSR to increase customer identification, which will increase customer satisfaction and loyalty.

The Sustainable Development Goals is one of the biggest CSR projects in the World, as mentioned before. Although banks can`t contribute to all of the SDG, they can certainly contribute to some of them. They can contribute to No Poverty, Zero Hunger, Good Health and Well-being and Quality Education goals by donations, which is one of the most important ways of how banks usually contribute to society. As the results of this study suggests, customers tend to possitevely impacted by economical CSR and donations is a big part of economical CSR. Banks also contribute to Gender Equality and Decent Work and Economical Growth goals. The Gender Equality goal can be achieved by the banks with giving both genders equal chance of work and promotions. The Decent Work and Economical Growth goal can be achieved by the banks by giving employees work oppurtunities and good working conditions. In North Cyprus, where this study took place, Gender Equality and Decent Work and Economical Growth goals of SDG is almost achieved as it is one of the most important sectors of the country and equal oppurtunities is giving to everyone.

This research is subject to some limitations. The findings of the study can't be applied to other industries because of its emphasis on the banking sector. Future research may thus concentrate on other sectors, allowing for generalization and comparison of the results. Secondly, this research is being carried out in North Cyprus, an underdeveloped nation. The generality may also be improved by doing a research in industrialized nations and in a different geographical setting. Additionally, the mediating variable was customer identity. To add to the body of knowledge, many mediating factors, such as consumer trust, might be examined. Another important limitation of this study is the participants in the questionnaire did not disclose the reason they use the bank for. If someone uses the bank for salary instead of savings or credits, they will be less aware of CSR activities of the bank they choose. The fact that 25% of the participants of the questionnaire were between the age of 18-25 suggests that most of them probably were not using it for savings or credits. A study focused on people using the banks apart from getting their salaries might generate more accurute represantation of CSR effects. Finally, qualitative research methods, such as in-depth interviews, may supplement quantitative research methods and help to strengthen the conclusions.

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APPENDIX

Turnitin

Effect of Corporate Social Responsibility on Customer Satisfaction and Loyalty: Evidence from Banking Industry by MUSTAFA ÖZKAN

by Mustafa Özkan

Effect of Corporate Social Responsibility on Customer Satisfaction and Loyalty: Evidence from Banking Industry by MUSTAFA ÖZKAN

Research Questions

Kurumsal Sosyal Sorumluluk Anketi

Genel Sorular

1. 1. Cinsiyet

    Mark only one oval.

    ◯ Kadın
    ◯ Erkek
    ◯ Diğer

2. 2. Yaş

    Mark only one oval.

    ◯ 18-25
    ◯ 25-40
    ◯ 40-65
    ◯ 65+

3. 3. Egitim Düzeyi

    Mark only one oval.

    ◯ Lise Mezunu
    ◯ Üniversite Mezunu
    ◯ Yüksek Lisans Mezunu
    ◯ Doktora veya Üstü
    ◯ Diğer

4. 4. Medeni Hali

    Mark only one oval.

    ◯ Bekar
    ◯ Evli
    ◯ Diğer

5. 5. Çocuk Sayısı

    Mark only one oval.

    ◯ 0
    ◯ 1
    ◯ 2
    ◯ 3
    ◯ Diğer

Müşteri Sadakati ile İlgili Sorular

6. 6. Bu Banka hakkında diğer kişilere olumlu yorumlarda bulunurdum.

    Mark only one oval.

    ◯ Kesinlikle Katılmıyorum
    ◯ Katılmıyorum
    ◯ Kararsızım
    ◯ Katılıyorum
    ◯ Kesinlikle Katılıyorum

7. 7. Bu bankayı başkalarına önerirdim.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

8. 8. Arkadaş ve akrabalarıma bu bankayla çalışmalarını önerirdim.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

9. 9. Bir banka ararsam, bu banka ilk seçimim olurdu.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

10. 10. Gelecekte bu banka ile tekrar çalışırdım.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

Müşteri Memnuniyeti ile İlgili Sorular

11. 11. Bu banka ile çalışmaya karar verdiğim için memnunum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

12. 12. Bu bankada kalmayı seçmek doğru bir karardı.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

13.   13. Bu bankayı düzenli aralıklarla kullanmam doğru bir karardı.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

14.   14. Bu bankayı düzenli aralıklarla kullanmaya karar verdiğim için memnunum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

Örgütsel Kimlik ile İlgili Sorular

15.   15. Birisi bu organizasyonu eleştirdiği zaman bunu kişisel algılarım.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

16.   16. Basında bir hikaye bu organizasyonu eleştirirse bundan utanırım.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

17.   17. Bu bankanın müşterisi olmaktan gurur duyuyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

18.   18. Diğer bankalar yerine bu bankayla çalışmayı seçtiğim için mutluyum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

Müşterinin Kurumsal Sosyal Sorumluluk Algısı ile İlgili Sorular

19.   19. Bankamın eğitim programlarına sponsor olmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

20.   20. Bankamın sağlık programlarına sponsor olmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

21.   21. Bankamın etik prensiplere bağlı kalmaya çalışmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

22.   22. Bankamın kültürel programlara sponsor olmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

23.   23. Bankamın sosyal servis programlarına bağışta bulunmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

24.   24. Bankamın yerel halkın yaşam kalitesini artırmaya destek olmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

25. 25. Bankamın çevre dostu servisler vermek için kaynaklar yaratmaya çalışmasına önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

26. 26. Bankamın çevre dostu programlara sponsor olmasına önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

27. 27. Bankamın çevre kirliliğini azaltan programlar yapmasına önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

28. 28. Bankamın çevreyi korumayı denemesine önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

29. 29. Bankamın artıklarının geri dönüşümlerini doğru şekilde sağlamasına önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

30. 30. Bankamın süre gelirliği için kazançlarına büyütme çabasına önem veriyorum.

Mark only one oval.

- ◯ Kesinlikle Katılmıyorum
- ◯ Katılmıyorum
- ◯ Kararsızım
- ◯ Katılıyorum
- ◯ Kesinlikle Katılıyorum

31. 31. Bankamın uzun süreli ekonomik başarısı için müşterileri ile sosyal ilişkiler kurmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

32. 32. Bankamın rekabetçi fiyat politikası olmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

33. 33. Bankamın her zaman finansal performansını artırmaya çalışmasına önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

34. 34. Bankamın daha fazla üretken olmak için çaba sarf etmesine önem veriyorum.

Mark only one oval.

◯ Kesinlikle Katılmıyorum

◯ Katılmıyorum

◯ Kararsızım

◯ Katılıyorum

◯ Kesinlikle Katılıyorum

Ethical Committee Approval

29.12.2020

Dear Mustafa Özkan

Your application titled **"Effect of Corporate Social Responsibility on Customer Satisfaction and Loyalty: Evidence from Banking Industry"** with the application number YDÜ/SB/2020/871 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol
Rapporteur of the Scientific Research Ethics Committee