THE RELATIONSHIP BETWEEN CUSTOMER SATISFACTION, CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES TOWARDS CUSTOMER LOYALTY IN TNB KUANTAN, PAHANG

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Saya, dengan ini mengaku bahawa projek ini adalah hasil kerja saya sendiri, kecuali nukilan dan ringkasan yang telah diakui.

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MAY 2022

ABSTRACT

The potential opening of the power sector's retail space will give consumers more options to buy their electricity and is likely to have earnings impact on Tenaga Nasional Berhad (TNB). As of right now, TNB is the only retail energy provider in Peninsular Malaysia. Recent reports suggested that the government was investigating the possibility of allowing new energy suppliers to enter the market and the findings are expected to be made public in the near future. Loyalty on the part of customers is recognized as one of the most important goals that TNB should strive for in order to build a sustainable advantage in the market. Customer loyalty is one of the most important yardsticks for achievement for unique organizations in a competitive business climate. It is shown by the customers' continued patronage of the unique enterprises. The degree to which customers are committed to the missions, priorities, products, and services that TNB reveals a lot about how successful their business is in the marketplace. This study is to examine the relationship between TNB Corporate Social Responsibility activities and Customer Satisfaction Index towards Customer Loyalty for TNB customers in Kuantan, Pahang. The quantitative survey method was used to collect the data. Part of customer of TNB were chosen as the sample of the study. The result of preliminary analyses, testes, discusses and come out the result of all variables of study, the factor analysis, correlation, and the regressions analyses on the direct and indirect relationship among the variables. The result revealed direct significant relationships between the independent variables (corporate social responsibility and customer satisfaction) and dependent variable (customer loyalty).

Keywords: Corporate Social Responsibility Activity, Customer Satisfaction and Customer Loyalty

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HUBUNGAN ANTARA KEPUASAN PELANGGAN, AKTIVITI TANGGUNGJAWAB SOSIAL KORPORAT TERHADAP KESETIAAN PELANGGAN DI TNB KUANTAN, PAHANG

JURIANA BINTI YUSOH

MEI 2022

ABSTRAK

Potensi pembukaan ruang runcit sektor tenaga akan memberi lebih banyak pilihan kepada pengguna untuk membeli elektrik mereka dan berkemungkinan memberi kesan pendapatan kepada Tenaga Nasional Berhad (TNB). Setakat ini, TNB adalah satu-satunya pembekal tenaga runcit di Semenanjung Malaysia. Laporan terbaru mencadangkan bahawa kerajaan sedang menyiasat kemungkinan membenarkan pembekal tenaga baharu memasuki pasaran dan penemuan itu dijangka didedahkan kepada umum dalam masa terdekat. Kesetiaan di pihak pelanggan diiktiraf sebagai salah satu matlamat terpenting yang harus diperjuangkan oleh TNB untuk membina kelebihan yang mampan dalam pasaran. Kesetiaan pelanggan adalah salah satu kayu ukur terpenting untuk pencapaian bagi organisasi unik dalam iklim perniagaan yang kompetitif. Ia ditunjukkan oleh sokongan berterusan pelanggan terhadap perusahaan unik. Tahap di mana pelanggan komited terhadap misi, keutamaan, produk dan perkhidmatan yang banyak didedahkan oleh TNB tentang kejayaan perniagaan mereka di pasaran. Kajian ini adalah untuk mengkaji hubungan antara aktiviti Tanggungjawab Sosial Korporat TNB dan Indeks Kepuasan Pelanggan terhadap Kesetiaan Pelanggan bagi pelanggan TNB di Kuantan, Pahang. Kaedah tinjauan kuantitatif digunakan untuk mengumpul data. Sebahagian daripada pelanggan TNB telah dipilih sebagai sampel kajian. Hasil analisis awal, testis, membincangkan dan mengeluarkan hasil semua pembolehubah kajian, analisis faktor, korelasi, dan analisis regresi mengenai hubungan langsung dan tidak langsung antara pembolehubah. Hasilnya menunjukkan hubungan signifikan langsung antara pembolehubah tidak bersandar (tanggungjawab sosial korporat dan kepuasan pelanggan) dan pembolehubah bersandar (kesetiaan pelanggan).

Kata kunci: Aktiviti Tanggungjawab Sosial Korporat, Kepuasan Pelanggan dan Kesetiaan Pelanggan

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides an overview of the study. This chapter aims to discuss the problem statement, objectives of the study, research questions, significance of the study as well as to define the scope of the study. Besides, the key terms in the study are also specified. Finally, this chapter reviews the organization of all the chapters in the study.

1.2 Research Background

Consumers will have more options available to them when it comes to where they can purchase their electricity, but the potential opening of retail space in the power sector will likely have a minimal impact on Tenaga Nasional Berhad's earnings (TNB). As of right now, TNB is the only retail energy provider in Peninsular Malaysia. This fact has brought the company into the public eye as regulatory shifts are on the horizon. Recent reports suggested that the government was investigating the possibility of allowing new energy suppliers to enter the market; the findings of this investigation are expected to be made public in the near future.

In Malaysia, the energy sector manages and control by the Energy Commission (EC). In accordance with the Energy Commission Act of 2001, the Energy

Commission was founded with the objective of enhancing supply security, in addition to improving both efficiency and quality in the energy industry. According to Datuk Ir. Ahmad Fauzi Hasan, who serves as the Chief Executive Officer (CEO) of the Energy Commission, the Energy Commission is honoured to play a part in directing the sector in Malaysia towards world class standards.

It should not be overstated how important it is for private businesses to play a part in community and social responsibility efforts. These Malaysian corporations hold a dominant position in their respective industries, such as Petronas in the oil and gas sector, Tenaga Nasional Berhad (TNB) as the sole supplier of electricity in West Malaysia, and Telekom Malaysia (TM) as a precursor company to an integrated telecommunications network in Malaysia. All three of these corporations are headquartered in Malaysia. It is impossible to deny the impact that these businesses have made to the expansion and growth of the country's economy, given that they have become highly regarded employers in the community as a result of their provision of employment opportunities. In addition to contributing to the expansion of job possibilities, large businesses have a responsibility to uphold social welfare through the practice of CSR.

In light of the current state of the global energy sector, it would be prudent for policy makers, regulators, and industry players to get together and devise strategies on how to reach out to one another in order to find a resolution that is beneficial to all parties involved. In order to move forward toward a more sustainable and secure energy industry, the key players in the industry must continue to make every effort toward striking a balance between the requirements of the economy, the requirements of the

people, and the requirements of the environment. It is also desirable that we are effective at risk management and take all steps necessary to conserve our resources in order to ensure the long-term viability and growth of our economic system.

Recent years have seen a significant expansion in the business sector's focus on corporate social responsibility (CSR) activities; nevertheless, adequate study on the topic is lacking in developing nations, where it is still in the early stages of investigation. CSR activities are therefore utilised by modern firms as both a fundamental administration system and approach to acknowledge CSR. CSR is considered as a voluntary decision that may not be legally adopted by firms in order to aid the community; as a result, the organisations have grown respectable and liked while involvement in these socially practises, in return, stakeholder. According to Martínez and Del Bosque (2013), CSR activities of a firm play a crucial part in the creation of consumer loyalty.

Loyalty on the part of customers is widely recognised as one of the most important goals that an organisation should strive for in order to build a sustainable advantage in the market (Chung, et al., 2015). Customer loyalty can be defined as the decision made by a customer to continue their commitment to a company and make repeat purchases from that firm. According to (Nyadzayo & Khajehzadeh, 2016), customer loyalty is one of the most important yardsticks for achievement for unique organisations in a competitive business climate. This loyalty is shown by the customers' continued patronage of the unique enterprises. The degree to which customers are committed to the missions, priorities, products, and services of an organisation reveals a lot about how successful that business is in the marketplace.

It is important for business executives to develop cause-related corporate social responsibility marketing strategies in order for their companies to improve customer loyalty. These strategies aim to attract the loyalty and commitment of customers to the organisations that they work for, which in turn helps organisations improve customer loyalty.

Customer satisfaction and customer loyalty are not the same thing, though there is a direct correlation between the two. When a customer makes a purchase from a company and has a pleasant time doing so, this contributes to the client's overall level of satisfaction with the company. When customers return to an establishment because they have developed a relationship with the employees or the company, this demonstrates a level of customer loyalty. Customers who have demonstrated their loyalty do so on the belief that they would continue to receive excellent service and be respected to some degree. It is often necessary for a person to first be a pleased customer before they can be considered a loyal customer. This is why customer satisfaction and customer loyalty are related.

When it comes to professional services, customers have a tendency to be loyal and continue working with the same service provider if they believe that the service, they receive there is superior (Crosby et al., 1990). It is more profitable to keep an existing client than to acquire a new one since existing customers spend more money with the company and have lower ongoing service costs (Richard & Zhang, 2012). As a result, the management and improvement of client loyalty has become a strategic necessity for companies. As a result of this, service sectors in today's world are aiming for tremendous success by providing consumers with extremely superior and

very competitive packages in order to develop their strengths and distinct competitive edges given the strong level of competition (Lin et al., 2022). Nevertheless, retaining customers is essential to accomplishing this level of success. The purpose of marketing is to increase customer satisfaction by providing them with more value, as well as to establish and maintain a connection with customers that is mutually profitable. If a company's goods or services do not satisfy the requirements and preferences of the target market, then none of the available tactics will be effective. Thus, the purpose of this study is to investigate and assess the impact that CSR and customer satisfaction have on the loyalty of customers.

1.3 Problem Statement

It has been determined that improving business performance can be accomplished in large part by better managing the experiences of customers (Kavitha & Haritha, 2018; Makudza, 2020). The market is becoming increasingly more competitive, and as a result, business owners and marketers are becoming more aware of the importance of focusing on the needs of their customers in order to remain in business and increase the degree to which their customers are loyal (Homburg et al., 2011). Recent years have seen an increase in the number of researchers and practitioners focusing their attention on the concept of customer loyalty. This coincides with a shift in the focus of marketing exchanges from transactions to relationships, which emphasizes the significance of developing loyal customers.

Marketing experts perceive the significance of loyalty of customers to achieve the strategic goals in the service sector (Javed & Cheema, 2017). Previous studies have placed a strong emphasis on the importance of recognising customer loyalty as well

as the factors that contribute to customer loyalty (Nyadzayo & Khajehzadeh, 2016). he importance of maintaining a loyal customer base has been highlighted in a variety of studies in the past; however, this remains one of the most challenging obstacles for businesses in the service sector to circumvent. One of the primary reasons for it is the dramatic rise in the amount of competition that has taken place in this modern era. Although a significant amount of research has been carried out on the topic of customer loyalty, there is still a dearth of published material that explains the factors that have a significant impact on customer loyalty.

Due to the growing importance of customers' loyalty for global businesses, conducting research on this topic is an essential research endeavor. Scholars of marketing have developed a number of different loyalty models in an effort to increase customer loyalty. Recent research has shown that marketing scholars have investigated customer loyalty from a variety of viewpoints and based on a variety of factors (e.g.,(Casidy & Wymer, 2016; Di-Clemente et al., 2019; Jiang & Zhang, 2016).

Customer satisfaction is one of the factors that influences customer loyalty to organizations (Elrehail, 2020). While loyalty from customers only indirectly helps to improve organisational performance, it does contribute. Concerns regarding the fulfilment of customers' needs are at the forefront of the concerns of many businesses (Al-Maamari & Abdulrab, 2017; Musa, 2005). Organizations can claim success when customer satisfaction is attained.

According to Stanisavljević (2017), developing a business strategy that is based on corporate social responsibility (CSR) offers an excellent opportunity for differentiation because it caters to the interests of a variety of stakeholders and is dedicated to the accomplishment of social and environmental objectives. It is abundantly clear that a great number of companies understand the value of CSR in terms of contributing to the common good and fostering consumer loyalty, which ultimately results in increased operational effectiveness for the company as a whole. Ratings for CSR are extremely important, and they ought to be in line with the achievements of the company. Companies that want to make public their corporate social responsibility scores must include CSR categories in the financial data that they report. This grading system is monitored by a variety of non-governmental organisations, including the Malaysian Stock Exchange (Elrehail, 2020). This shifts the interaction between CSR and existing businesses and management.

Aside from that, the government is conducting research to determine whether or not the change would result in more competitive tariff rates for customers. It is anticipated that the implementation of the Malaysia Electricity Supply Industry (MESI) 2.0 will bring about the transformation of the local electricity industry. MESI 2.0's goals include decentralising the electricity supply industry as well as increasing the industry's overall efficiency. According to UOB Kay Hian, it is the company's understanding that the goal of opening up the retail market is to "give consumers the opportunity to choose a greener route, for example, by purchasing electricity from environmentally-friendly players like Cypark Resources Bhd, which owns 30MW of renewable energy in Peninsular Malaysia." UOB Kay Hian said that it is aware of this goal. In the event that there is a competitive open market for

electricity, TNB will face significant difficulties in maintaining their customers' allegiance to the company. As a result, one of the reasons that TNB is still in the market is because of the excellent customer service that it provides to its clientele. TNB also has a positive reputation among the people of Malaysia for its participation in a wide range of activities related to corporate social responsibility all over the nation.

In addition, there have only been a few of studies done on CSR in nations that are still in the developing stage (Fatma et al., 2016). To the best of the researcher's knowledge, there have only been a small number of studies that have empirically examined the relationship between CSR and customer satisfaction and customer loyalty (Chomvilailuk & Butcher, 2014; Martínez & Del Bosque, 2013; Potepkin & Firsanova, 2017) which are the variables under study in this current research.

Although the relationship between CSR and customer behavior has received a great deal of attention in the scholarly literature, the vast majority of these studies have been carried out in developed countries. This is despite the fact that the relationship between CSR and customer behavior has been the subject of a great deal of attention in the scholarly literature. On the other hand, there are not nearly as many studies on the behavior of customers in developing countries (Fatma et al., 2016). The purpose of this study is to investigate the connection between CSR and consumer satisfaction in regard to customer loyalty in the energy sector in Malaysia. This is done in order to fill the gaps in the existing corpus of research that have been identified as needing to be filled.

1.4 Research Question

Based on the problem statement, the research questions are to be formulated as follows:

i. Does Corporate Social Responsibility (CSR) has a significant effect on customer loyalty?

ii. Does customer satisfaction has a significant effect on customer loyalty?

1.5 Research Objective

Generally, the objective of this study is to identify the significant effect of corporate social responsibility and customer satisfaction on customer loyalty of TNB customers in Malaysia. Specifically, the objectives of study are:

i. To identify the significant effect of CSR on customer loyalty.

ii. To identify the significant effect of Customer Satisfaction on Customer loyalty.

1.6 Scope of Study

This research is centered on the relationship between CSR, customer satisfaction on customer loyalty. The entire variables stated will be discussed further in the literature review section in Chapter 2. In accordance with the objectives and research questions, this study employs quantitative, descriptive, and cross-sectional research methods. The unit of analysis of this study is the individual who is the TNB

residential customers in Malaysia, specifically in Kuantan, Pahang, they are chosen as they know best about the organization and make decision in order for the organization to perform (Wu et al., 2008). There are three variables in this study namely, CSR and customer satisfaction as independent variable, and customer loyalty as the dependent variable. The goal of utilising a previously validated measurement was to build a connection with them and to close the research gap highlighted in the theoretical framework. For this study, only one method was used for questionnaire distribution, which was by means of electronic survey (e.g., email and online website). The survey is distributed by the web link on various social media platforms.

1.7 Significant of Study

This study is expected to make significant contributions towards both practical and theoretical. The purpose of this study is to identify the significant effect of CSR and customer satisfaction on customer loyalty.

1.7.1 Practical

In the continuously changing world of today, when technology, circumstances, and lifestyles are constantly shifting, it is absolutely essential to investigate and gain a knowledge of customer loyalty. The development of trustworthy marketing plans and strategies can be facilitated with the help of this information. It would be helpful for practitioners if empirical evidences on proposed loyalty models and relationships were provided, as this would allow for more efficient organization of

their resources and efforts toward the achievement of their goals. Significance of the study also focus on the general contributions which are also known as the practical contributions and managerial contributions. Where from practical contribution, the finding of the study will generate a clear picture of how the CSR and customer satisfaction will have a significant relationship with customer loyalty. From a managerial point of view, the findings presented here should be considered supportive of those companies which chose to implement CSR or are considering a forthcoming approach to it. This is due to the fact that thanks to CSR, companies may find a way to build public relations, enhance their image, and finally increase sales.

1.7.2 Theoretical

From the research findings, there are few of theoretical contribution that can be made from this study. This study would give theoretical contributions which are an important part of future research and also to be a guideline in the field of marketing. This study also expands the literature on CSR, customer satisfaction and customer loyalty. Apart from that, this study also can provide better insight in the essentials factors which resulting in consumer loyalty.

1.8 Definition of terms

1.8.1 Corporate Social Responsibility (CSR):

It is defined as the commitment of business to contribute to sustainable economic development by working with employees, their families, the local community,

and society to improve the quality of life of those people in ways that are beneficial for both the development of the business and the development of the community as a whole (Crals & Vereeck, 2004). CSR is also refers to strategies that companies put into action as part of corporate governance that are designed to ensure the company's operations are ethical and beneficial for society.

The concept of corporate social responsibility (CSR) refers to a self-regulating business model that enables a company to be socially accountable to not only itself but also its stakeholders and the general public. Corporate social responsibility, also known as corporate citizenship, is a practise that allows organisations to become aware of the kind of impact they are having on all aspects of society, including the environment, the economy, and the social life of individuals.

Practicing corporate social responsibility (CSR) indicates that a company conducts its day-to-day operations in a manner that, rather than having a negative impact on society or the environment, contributes positively to those domains.

CSR is a broad concept that can be implemented in a variety of ways, depending on the company and the sector in which it operates. Businesses can improve their brands while also helping society if they engage in corporate social responsibility (CSR) programmes, philanthropy, and volunteer work.

CSR is valuable for an organisation to engage in on the same level as the positive impact it has on the community. CSR activities can help employees and

corporations forge a stronger bond with one another, boost morale, and assist both employees and employers in feeling more connected to the world around them. Before a company can be considered socially responsible, it must first demonstrate that it is accountable to both itself and the shareholders who own it. Businesses that participate in corporate social responsibility initiatives typically have reached a point in their development where they are in a position to contribute positively to their communities. As a result, corporate social responsibility (CSR) is generally a strategy that is implemented by large corporations. After all, a corporation has a greater responsibility to its peers, competitors, and industry as a whole to set ethical behavior standards in proportion to the level of visibility and success the corporation enjoys.

1.8.2 Customer Satisfaction:

It is the degree to which consumers perceive the expectations of a product or service, and it is defined as an individual's response to feeling (Sangadji, 2013). When a customer's expectations of a product or service are met, they will experience a feeling of satisfaction; otherwise, they will experience a feeling of disappointment (Oktareza et al., 2020).

How satisfied a company's customers are with its products, services, and overall competence is quantified by a metric called customer satisfaction. The results of customer satisfaction surveys and star ratings can provide valuable insight into how a business might make strides toward satisfying its clientele more effectively.

The needs of customers should always come before those of a business. Organizational units ranging from manufacturing to retail to wholesale to government to service to nonprofits are included.

According to Kotler (2018), customer satisfaction is "a person's sensation of joy or disappointment that comes from contrasting the perceived performance or outcome of a product to his/her expectations." Kotler's description is crystal clear, despite his use of nebulous concepts like "joy" and "disappointment."

Problem-solving, churn-prevention, and the identification of satisfied customers who may become brand evangelists and advocates are all made easier by measuring customer satisfaction. It's a vital stage in gaining repeat business from satisfied customers and spreading the good news about your business.

1.8.3 Customer Loyalty

It is identified as the customer's tendency to purchase products or services from the company over competing options provided on the marketplace (Singh & Khan, 2012). The level of a customer's commitment to a certain company or brand can be measured by the likelihood that they will continue to do business with that entity. It is the outcome of a consumer being satisfied with the goods or services they receive from a business, having great experiences as a customer, and the total value of the goods or services they receive.

When a customer is devoted to a certain brand, they are not easily swayed by other brands' offerings in terms of price or availability. They are willing to shell out additional cash so long as they continue to receive the identical high-quality goods or services that they are accustomed to and like. A loyal client is one who does not seek out other vendors actively, who is more likely to recommend a particular brand to their family and friends, and who does not listen to sales pitches from rival vendors. These are all traits of a customer who is committed to a single brand.

The client is also more understanding when problems occur and trusts a firm to fix them. Additionally, the customer is more likely to provide feedback regarding how a brand may enhance its products or services. Loyalty from clients occurs when they show their appreciation for an organization by providing recurring business over time. You will learn how to establish a loyal following with the help of our guide, which provides definitions, categories, and tactics to follow. (Bove & Johnson, 2001).

To earn a customer's loyalty, your business needs to cultivate a customer base that is so committed to your brand that they are willing to buy anything you sell, regardless of the cost, even if there are competing options available that are more affordable. Customers who are satisfied with your product or service and remain loyal to you through difficult times are more likely to become brand champions and to recommend it to their friends and family.

1.9 Organization of chapter

This research will be divided into five sections. In the first chapter of this research study, an introduction to the study, a backdrop of the study, a statement of the problem, a research question, research aims and objectives, and research aims and objectives are all covered.

In the second chapter of this research study, the relevant literature from articles, journals, books, and other sources that was reviewed is included, along with a theoretical model that specifies the research variables.

In the third chapter, a discussion and justification of the approach that was used for the aim of this research study are presented. These elements consist of the research strategy, the target population, the sample size, and the process for sampling.

The findings and an analysis of the data that was obtained from the respondents during the course of the administration of the questionnaires are presented in the fourth chapter of the thesis.

The discussion of the outcomes that were obtained from the findings and analyses presented in the previous chapter could be found in chapter five. It provides the restrictions that applied throughout the entire investigation. In the end, the chapter comes to a close with a summary conclusion as well as recommendations for additional research in this area.

1.10 Chapter Summary

This chapter started with the introduction, and background of the study, which then led to the identification of the problem statement for the study. The chapter went further to discuss the research objectives, research questions, significance of the study which are followed by definitions of terms of the study. Finally, the study ends with describing the overall outline of the study and chapter summary. In the next chapter, an extensive literature review has been provided regarding customer loyalty, CSR and customer satisfaction, underpinning theory, hypotheses, and research framework.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of related literature, through which the variables of the present study are examined. The variables are: Corporate Social Responsibilty (CSR), Cistomer Satisfaction, and Customer Loyalty. Moreover, the related theories to the variables are also discussed, which is the Stakeholder Theory. Other than that, this chapter also discuss the relationship between each variable, and finally, at the end of the chapter, there will be a summary on the chapter.

2.2 The Concept of Customer Loyalty

Customer loyalty might be considered the new marketing in a world when competitors are only a click away and access to information is becoming increasingly simple. Companies strive to recruit loyal customers in an environment of intense competition and transparency in order to maintain long-term company success. It is ten times less expensive to retain existing customers than it is to acquire new ones, which makes customer loyalty one of the most important contemporary tactics for ensuring long-term client relationships (Sancharan, 2011).

A long-term relationship that is beneficial to both parties can be developed between a business and its customers through the cultivation and upkeep of customer loyalty (Lee et al., 2015). There are numerous definitions of customer loyalty, and one of those definitions refers to the behaviour developed by the customer. This behaviour is referred to as repurchase behaviour, and it accounts for all of the experiences that customers have encountered throughout the course of using the products and services from providers. Previous studies in marketing have presented a number of different conceptions of customer loyalty, each of which is based on the particular research objectives and perspectives of those studies (Ali et al., 2016)

For instance Ali et al. (2016, p. 34) defined customer loyalty as "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour." In other words, customer loyalty is "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive According to Minh and Huu (2016) customer loyalty can be understood as the step that is most directly preceding a customer's propensity to make additional purchases. Customer loyalty was defined in a straightforward manner by Fraering and Minor (2013) as the consequence of an agreement between positive emotional activity, cognition, affection, and satisfaction on the part of the customer. They also came to the conclusion that a connection can be made between tenacity and a sense of virtual association towards the customer's satisfaction and customer loyalty.

In other literature, customer loyalty is defined as "the strength of a customer's dispositional attachment to a brand (or service) and his/her intent to rebuy the brand (or repatronize the

service) in the future" (Perez & del Bosque, 2009). Customers' loyalty can also be defined as "a person who purchases frequently the same product, talk well about the company and recommend it to others (Tu & Chang, 2014). For Aksoy et al. (2014), it is "a deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior".

Customer loyalty can be defined as a persistent commitment on the part of the customer to form a positive word of mouth after making multiple purchases of the product or service in question (Chanu & Neelima, 2019). H. Kim et al. (2020)of the opinion that the company's most devoted consumers inherently feel a kind of love or attachment to the goods produced by the company. However, academics prefer to use behaviour scale to evaluate customer loyalty, such as how environmental changes affect customer behaviour loyalty. The external performance of loyalty includes the size of purchase share, repeat purchase behaviour, and so on (Zhang, 2022).

The use of loyalty strategy has proved to increase customer retention level while reducing marketing costs. Customers that are loyal to a company are also less price sensitive, and they are more likely to spread information and positive suggestions through "word-of-mouth," which does not cost the company anything. Also important is the fact that having a large number of loyal consumers translates into a financially solid company that generates better profits, grows sales, and is superior to the competition (Hagelborg, 2018).

Because it is subjective and can differ from one company or industry to another, measuring the loyalty of customers can be challenging. On the other hand, you may determine the level

of dedication that your customers have to your company by using a combination of qualitative and quantitative data. First, do an analysis of the feedback provided by customers, and then compare the resulting patterns to other data, such as those detailing product usage, repeat sales, churn rate, and so on.

In addition, in contrast to customer gratification, customer loyalty involves looking ahead. It is a measure of how much value you can potentially acquire out of your clients over the course of a long period of time. If you have this knowledge, you will be able to make successful modifications to the client journey and consistently deliver value to your active user base.

It is not sufficient evidence to conclude that a customer is not loyal simply because they do not leave feedback after each transaction. After all, if we take a look at the graph below, we can see that the likelihood of them leaving a review is greater after they have had a terrible experience as opposed to after they have had a favorable experience. If you simply engage in customer research in the form of surveys and the NPS, you might only be getting one side of the story from your clients.

Customer engagement is a metric that requires much effort to measure yet reveals a great deal about your company. This refers to the chance of clients interacting with your company as well as the frequency of those interactions. This can take place at one of your physical stores, over the phone, on social media, or via review websites run by a third party. If people are talking about your company, your organization need to be capturing it and analysing it for trends if it is possible to do so.

Customers are more likely to have a sense of loyalty to a company when they have frequent interactions with that company through several channels. This is because your company has the opportunity to fortify its relationship with a particular client with each and every interaction it has with that client. If you take use of these chances to the fullest extent possible, you will increase the number of repeat clients that buy from your company.

2.3 The Concept of Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is an approach that is seen as a strategic strategy to counteract the negative effects that enterprises have on the external environment. Though CSR has been studied for some time, it is only recently become a hot topic among stakeholders and in the business sector (Alvarado-Herrera, Bigne, Aldas-Manzano, & Curras-Perez, 2017; Martinez-Conesa, SotoAcosta, & Palacios-Manzano, 2016). CSR has evolved as a competitive strategy for corporations in recent years. Its goals include increasing earnings, customer happiness, customer loyalty, the company's reputation, and positive views toward the company's brands (Calabrese et al., 2016).

In spite of ongoing discussion regardless of CSR as to what does it mean and what does it cover, CSR has been developed and progressed by scholars and communities. CSR refers to a company's responsibility to the community. It includes activities that are not only good to society as a whole, but are also useful to the company as a whole. Those companies that engage in CSR initiatives think that their revenues have improved over time as a result of their participation, which has proven beneficial for the long-term profit maximisation of those companies (Gursoy et al., 2019).

By connecting academics with business objectives, CSR serves as a tool for corporations to differentiate themselves from the competition and gain a competitive advantage (Shafique et al., 2021). CSR stands for corporate social responsibility, and it is a subfield of management that frequently enables extremely competitive differentiation by combining the objectives of market and society (Ali & Kaur, 2021). n addition, corporate social responsibility serves as a platform for business strategy in marketing because it offers two distinct benefits. CSR is also a commitment to improve the overall well-being of communities through the implementation of voluntary business practises and the donation of resources by corporations. Since the beginning of the 2000s, it has once more become a topic of interest as a result of the rapid changes that have occurred in the society, economy, environment, and technology of the world (Lindgreen & Swaen, 2010).

Organization feel that by doing so, they may improve their overall image in society, which includes their relationships with stakeholders such as customers, investors, and others. Apart from improving the company's image, corporate social responsibility also has a positive impact on the brand loyalty of its customers. According to research, individuals are more drawn to companies that appear to be more socially responsible (Irshad et al., 2020), a perception that helps increase consumer behaviour and buy intention for the product brand under consideration.

The purpose of corporate social responsibility (CSR) is to promote a company's operations to have a good effect on the environment, consumers, employees, communities, stakeholders, and the general public. Putting money into CSR is, therefore, not a cost, not a limitation, and not a separate endeavour. CSR is important for major businesses because it boosts their image, saves money on marketing and operations, and entices new employees

and investors (Li et al., 2019). Thus, CSR benefits corporations by increasing brand loyalty, trust, and favorable sentiments towards a brand and reducing negative publicity.

By engaging in CSR activities, corporations will gain better recognition as responsible corporate citizens from the perspective of international and local investors. he primary objective of a business, according to the conventional view of the field, is to maximise profits. However, in today's modern business environment, traditional viewpoints are no longer recognised. As a consequence, businesses have begun to embrace the concept of corporate social responsibility (CSR), which is concerned with the economic, environmental, and social performance of a company. Lately, the concept of CSR as having a broader scope has been introduced. This can be seen as a shift in the focus of the corporation from narrower to broader aspects of CSR. Stakeholders are now considered one of the most important aspects of CSR, along with the company's responsibility to consider its impact on society and the environment (H. Kim et al., 2020).

Additionally, nowadays customers think about a company's CSR reputation while making purchasing and consumption choices. Though this claim is not applicable across all markets and product types (Peloza & Shang, 2011). In addition to this, Luo and Bhattacharya (2006), ote that in the highly competitive service market of today, CSR represents a high-level concept that is of significant strategic importance to a variety of different companies. Bhattacharya et al. (2009), identified the positive benefits of CSR programmed implementation for consumers, such as increased awareness–beliefs, attitudes, and loyalty during a time of financial crisis. These benefits were found to be associated with CSR programmed implementation. These advantages were discovered to be connected to the implementation of CSR programs (Tran, 2022).

CSR is a wide concept that can be implemented in a variety of ways, depending on the company and the sector in which it operates. Businesses can improve society while also strengthening their brands by participating in corporate social responsibility (CSR) programmes, giving to charitable causes, and volunteering (Mittal & Agrawal, 2022). CSR is valuable for an organisation to engage in on the same level as the positive impact it has on the community. CSR activities can help employees and organisations build a better link with one another, enhance morale, and assist both employees and employers in feeling more connected to the world around them (Potepkin & Firsanova, 2017).

Before a company to be considered socially responsible, it must first demonstrate that it is accountable to both itself and the shareholders who own it. Businesses that decide to implement CSR programmes have typically achieved a level of financial success that allows them to contribute to the communities in which they operate. As a result, CSR is generally a strategy that is applied by large firms. After all, a company has a greater obligation to its peers, competitors, and industry as a whole to model high standards of ethical behaviour when it achieves greater visibility and success in its business endeavours (Mittal & Agrawal, 2022).

The push toward corporate social responsibility has had an effect in a variety of different fields. For instance, a great number of organisations have implemented changes to their business practises in order to make their operations less harmful to the environment (Mittal & Agrawal, 2022). These changes include the purchase and installation of carbon offsets and renewable energy sources. The management of supply chains has also included efforts to eliminate dependency on unethical labour practises such as child labour and slavery. These efforts have been successful to some extent (Hoffman et al., 2017).

Although large corporations have traditionally been the most likely to participate in corporate social responsibility (CSR) programmes, small businesses have also been known to do so through the implementation of CSR on a more modest scale through the sponsorship of local events and charitable donations to community organisations (Hagelborg, 2018).

2.4 The Concept of Customer Satisfaction

Marketing studies have provided different conceptualization of customer's satisfaction. For instance, Oliver (1997, p. 13) defined customer satisfaction as "a judgment that a product, or service feature, or the product or service itself, provides a pleasurable level of consumption–related fulfilment, including levels of under or over fulfilment". Suh and Youjae (2006), defined customer satisfaction as "an evaluative summary of (direct) consumption experience, based on the discrepancy between prior expectation and the actual performance perceived after consumption". While, Zena and Hadisumarto (2013), defined customer satisfaction as the level of an individual's sensory state from comparing results obtained from the consumption of a product/service meeting the individual's expectations.

It is widely acknowledged that the level of satisfaction a company's customers experience is an essential component of successful marketing. In addition, the satisfaction of one's customers is regarded as an essential component in the maintenance and growth of a company (Hwang et al., 2021). In addition to this, it has emerged as one of the most important factors for enhancing quality in the worldwide competitive marketplace. Satisfying one's customers can function either as a target to be attained or as a yardstick against which progress is made. It has an impact on the rate of customer retention, and consequently, on profitability and competitiveness (Yang & Chao, 2017).

Customer satisfaction is very important element for every of business because without customers they cannot gain the profit and customer also a desire for future purchase. Satisfied customers will promote the good service to other people about their good experience through a positive word of mouth. When a customer is satisfied with a product or service, they will compare their expectations before and after making a purchase with those expectations (Nawi & Al-Mamun, 2017). Customers form their expectations based on their previous shopping experiences, as well as the information they receive from sellers and other competitors. As a result, customer satisfaction is increasingly recognised as an essential component of successful business practises, and an increasing number of people are coming to the realisation that customer satisfaction is essential to the continuation of the market in Malaysia (Nawi & Al-Mamun, 2017).

Moreover, Phi et al. (2018) mentioned that by understanding the levels of customer satisfaction, businesses are able to make decisions regarding products and services in order to change their activities in order to improve customer satisfaction. Measuring the level of customer satisfaction can help businesses engage in more advanced competition with their competitors in order to meet the demands of their customers. It is commonly acknowledged that achieving complete and utter gratification on the part of one's clientele constitutes the raison of any given enterprise on account of the influence that it can wield over the shopping habits of consumers. Customers are said to be satisfied when they have a positive emotional response to a product or service they have used (Kavitha & Haritha, 2018). This positive emotional response is known in the business world as customer satisfaction (Nawi & Al-Mamun, 2017).

The level of satisfaction that your customers experience can determine the success or failure of your company. If you want your company to be successful, especially in these

unpredictable times, you have to maintain high levels of client satisfaction throughout the entire journey that they take with your company. This handbook provides you with everything you need to begin prioritising the needs of your consumers (Basari & Shamsudin, 2020). Customers who are pleased with their experiences are more likely to brag about them to their loved ones and friends. On the other hand, the converse is also true: customers who are dissatisfied tend to tell more people about their negative experiences than satisfied customers do.

By allowing a large number of people to connect with one another and share their own personal experiences, social media has made social proof more persuasive than it has ever been. Customers now have the ability to quickly and easily share their comments on a negative experience with millions of other people with just the press of a button. Therefore, it is our responsibility to ensure that the evaluation will be favourable (Basari & Shamsudin, 2020). If you use feedback from customers to prioritise providing outstanding service, you will increase the likelihood that they will recommend your business to others. When asked about the company they should make their purchases from, people are ready to respond.

The importance of ensuring that customers are satisfied stems from the fact that doing so assists businesses in resolving issues, reducing customer turnover, and locating contented clients who have the potential to become brand supporters and evangelists. In the process of establishing client loyalty, providing customer satisfaction, and generating positive word-of-mouth, this stage is an essential component (Hamzah & Shamsudin, 2020)

The level of happiness your customers express can help you identify your strengths. Tracking and evaluating client happiness allows you to gain insight into the aspects of your

company that are successful, allowing you to concentrate on improving those areas. But you won't know for sure unless you conduct surveys to gauge the level of satisfaction of your customers (Bi et al., 2020). Growing businesses place a high priority on the success of their consumers, and one of the most significant ways to determine whether or not a client is satisfied is through the collection of feedback from that customer.

You will learn who these clients are as well as what you are doing to ensure their continued satisfaction with their interactions with your brand as a result of the results. When you have this knowledge, you will be able to continue doing the things they enjoy in the hope of motivating client retention. In addition, you will reap the following interests, such as it being less expensive to keep an existing customer than it is to recruit a new one. Customers that are committed to your brand are more likely to make additional purchases (Raza et al., 2020). Customers that are content with your products or services are more likely to engage in word-of-mouth marketing, which can assist you with free acquisition.

Where do you have room for improvement? The lull in client satisfaction can serve as a useful tool for pinpointing areas in which your approach to providing customer care can be enhanced. If you don't understand why your consumers are unhappy, you won't be able to make improvements to your product or services that will make them happy and that are in line with the kinds of experiences they want to have.

Make sure that you are sending out customer satisfaction surveys, analysing the results, and taking corrective action based on any negative feedback received from customers. This is especially crucial if the feedback that you are receiving is difficult to hear because it will help you ensure that you take efforts to prevent customer churn, unfavourable reviews on

your product pages or social media, or negative word-of-mouth evaluations to family and friends.

When a customer's needs are met, they are more likely to remain loyal and to recommend the company to others. If your company is successful in meeting the needs of its customers and beyond their expectations, you will have brand-loyal clients. These clients will introduce new prospects to your company and provide more recommendations for your sales and marketing staff to use as testimonials. These users can be included in customer advocacy programmes, and you can encourage them to advertise on your company's behalf by creating such programmes (Raza et al., 2020).

Programs that reward customers for advocating for your brand to potential leads are called customer advocacy programmes. Customers are offered financial incentives to enrol in the programme, after which they are eligible to get freebies or special deals in exchange for their testimonials and recommendations. This builds a relationship that is beneficial to both parties, which rewards your top clients and maintains their loyalty to your business.

The level of happiness experienced by customers has been shown to increase customer retention and reduce churn. It shouldn't come as a surprise that your customer retention will improve in direct proportion to the level of satisfaction experienced by your clientele. In the end, satisfied clients won't have much of a cause to switch to one of your competitors so long as you continue to meet their needs. On the other hand, dissatisfied consumers will have plenty of justifications to go, and it will be your team's responsibility to persuade such clients to stay.

By assessing customer happiness, you may look at specific consumer demands and generate targeted offers for users who are prone to churn. It just takes one negative interaction for a customer to decide they no longer want to do business with the company they have always supported; therefore, you may only have one chance to keep a customer from defecting. The level of pleasure your customers have with your products or services raises your odds of success by supplying you with useful feedback regarding their interactions with your brand (Ali et al., 2016).

When a customer's needs are met, their worth to the company over their lifetime increases. Customer lifetime worth refers to the estimated profit you can make from a single customer for as long as they stay with your business. If a customer is displeased with your products and services, they'll likely never go back to your business after that initial transaction. That customer's lifetime value is poor, so you'd miss prospective revenue opportunities (Fraering & Minor, 2013).

If, on the other hand, your clients are pleased with the services they receive from you, they will most likely continue to do business with you for a longer period of time, which will result in additional purchases and an increase in revenue. It should come as no surprise that enhancing service metrics and ensuring that your firm provides the greatest experience possible are both dependent on maintaining high levels of customer happiness (H. Kim et al., 2020).

2.5 Underpinning Theories

Zikmund et al. (2013), define a theory as a testable formal explanation of some events that includes the predictions on how things relate to one another. A theory can be tested. It is made up of a coherent collection of general propositions that, when taken together, provide a cogent explanation of a certain phenomenon and the way in which other things correspond to this phenomenon. In addition to this, a theory can be used to support the research objectives and the research framework, and it can also serve as a basis that can be verified through the acceptance or rejection of hypotheses.

The findings of previous studies, which indicated that a significant number of customers who browse a variety of online retail sites eventually decide against making a purchase, served as the impetus for this study. Two theories, namely the self-determination theory and the expectation–confirmation theory, were adapted in order to study the significant but understudied topic of customer loyalty. These theories are as follows: This study is contributing to an understanding of the factors that will be affecting customer loyalty by integrating these and deriving the research framework. This understanding will help improve future business.

2.5.1 Self-determination Theory (SDT)

In the field of psychology, Self-Determination Theory (SDT) has been used extensively to describe human behaviour, particularly how people learn in formal and informal contexts (Govaerts et al., 2011; Hoffman et al., 2017; Van den Broeck et al., 2008). Research on the nature of the interaction between a business and its clientele has traditionally relied heavily

on self-determination theory. According to SDT, for any living thing to function at its best, its most fundamental psychological requirements must be met. According to the notion, one cannot function optimally until their basic needs for autonomy, competence, and relatedness are met (Eskildsen et al., 2004).

According to SDT, there are two distinct forms of motivation at play in human behaviour, and both intrinsic and extrinsic factors contribute. Doing something for its own intrinsic rewards, such enjoyment, fantasy, amusement, and sensory stimulation, is an example of intrinsic motivation. Extrinsically motivated actions provide gratification derived from the completion of a goal that is external to the behaviour itself, while intrinsically motivated behaviours are performed because of the appeal, interest, and enjoyment of the behaviour itself.

SDT focused on the process of internalization of motivation and explored social/environmental factors influencing intrinsic motivation and internalization (Deci and Ryan, 2002). The area of SDT includes the investigation of people's inherent growth tendencies and innate psychological needs that are the basis for their self-motivation and personality integration, as well as for the conditions that foster those positive processes.

The intervening agent demonstrates that they care about what the people in question are doing by getting involved in the situation, giving their time and attention, listening, and providing resources. Providing people with the opportunity to satisfy their need to express themselves can be accomplished by paying attention to what they say and doing and hearing what they have to say. On the other hand, persistent negative feedback and attempts to

influence and control may be seen as a sign of incompetence and low self-efficacy, which can make people less self-determined (Deci & Ryan, 2000).

In the context of this research study, the theory will provide support for the customer in terms of the customer's ability to self-determine the activity of the company, which will contribute to the development of customer loyalty. As a result, these theoretical considerations will serve as a lens to understand the perceptions of customers and the effects of firms' interventions in the aforementioned contexts, as well as a springboard for provisionally developing a framework

2.5.2 Expectation-Confirmation Theory (ECT)

Oliver's (1980) Expectation-Confirmatory Theory (ECT) served as the basis for Bhattacherjee's (1989) Expectation-Confirmation Model (ECM), which was developed in the following decade (2001). In the literature on consumer behaviour and service marketing, ECT is frequently used to analyse how satisfied customers are with their purchases and how they behave after making those purchases (Brown et al., 2012; Dabholkar et al., 2000; Oliver, 1980a; Patterson et al., 1997). Research fields such as organisational behaviour, marketing, psychology, and information systems have all developed their own unique models of expectation confirmation, each with their own unique set of ideas to explain how they work (Anderson, 1973; Klein, 1999; Oliver, 1977; Oliver, 1980a; Yi, 1990).

ECT is also thought to be an intellectual process that explains the contentment or disappointment with a product or service, wherein satisfaction is determined by perceived utility and confirmation (Oliver 1980; Alawneh, Al- Refai, and Batiha, 2013; Yi and Nataraajan, 2018; Li et al., 2019; Rahi, S., & Ghani, M. A. 2019). This satisfaction leads to continuance intention or repurchase intention of a particular According to this theory,

customers figure out the degree to which they are satisfied with a product or service by contrasting the quality of the product or service that they anticipated receiving with the quality of the product or service that they actually receive, in addition to their post-evaluative performance and their overall customer satisfaction. The Expectation Confirmation Theory (ECT) has been applied in a range of study initiatives, some of which have focused on topics such as restaurants and online shopping or banking (Bhattacherjee, 2001). (Lee and Kim, 2020).

As in figure 2.1 below, customer experience given to customers in store or using a service will become perceived performance and leads to either confirmation or disconfirmation of their presumed statements. Whether their opinions were verifications of their belief or not affects their satisfaction. The ECT theory provides an easier flow to understand a consumer goes through to reach satisfactory levels.
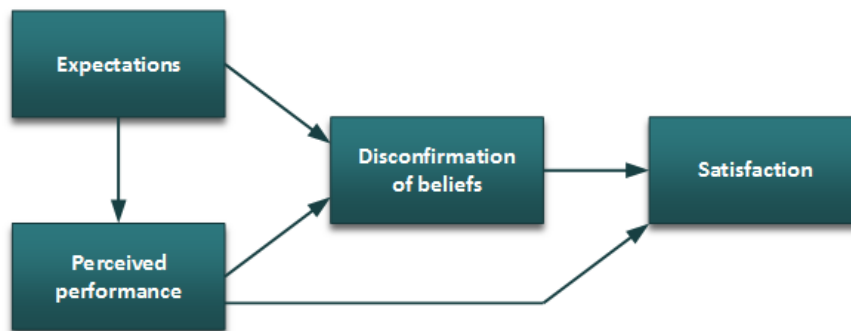
Figure 2.1 Expectation-Confirmation Theory (ECT)

Thus, in this study, ECT contributes towards customer satisfaction and customer loyaltt, where in a way that if a product or service outperforms expectations (positive confirmation), then satisfaction will result. If a product or service falls short of expectations (negative confirmation), then the consumer is likely to be dissatisfied (Oliver, 1980; Spreng et al., 1996).

2.6 HYPOTHESIS THEORIES

2.6.1 Relationship Between CSR and Customer Loyalty

In order to obtain long-term customer value, the central premise of the concept of marketing is to cultivate customer loyalty by satisfactorily meeting the requirements of the customers (Vinerean & Opreana, 2021). Rashid, Khalid, and Rahman (2015) investigated whether or not three aspects of environmental CSR—philanthropy, community services, and society well-being—have an effect on customer loyalty. These aspects are listed as follows: The results of the study demonstrated a positive connection between various community services, the well-being of customers, and the loyalty of those customers. Kim et al. (2017) indicated that CSR is a determinant factor for enhancing the company image and customer loyalty. According to Lee et al. (2019), CSR act as a mediating role in creating customer loyalty and corporate image in the context of the airplane industry. The study concluded that CSR positively influences consumers' behavioral intention hence leading to customer loyalty and satisfaction.

Empirical studies have shown that corporate social responsibility improves customer satisfaction, brand identification, customers' trust, customers' attitude, and brand loyalty in the context of providing services (Badenes-Rocha et al., 2019; Martínez & Rodríguez del Bosque, 2013; Park, 2019; Raza et al., 2020). In addition to this, Osakwe and Yusuf (2020) emphasised the fact that the development of loyalty is the most immediate result of an organization's social performance. A large number of researchers have come to the conclusion that customer loyalty can be positively affected by CSR activities in either a

direct or indirect manner (Chung and Bang ,2016); (Abbasi, Mozzi , Ayvazi and Ranjber, 2012); (khan,Fergusonn and Perez , 2014).

Extant literature found a positive relation between CSR and customer loyalty (Martínez & Del Bosque, 2013; Salmones et al., 2005). CSR initiatives are among the best strategies to highlight company policies that comply with societal values, according to (Hoffman et al., 2017). Despite this, some researchers believe that CSR initiatives do not increase customer loyalty. On the other hand, Pérez and Rodríguez del Bosque (2013), found that customer loyalty is directly proportional to a company's commitment to social responsibility (CSR).

The positive correlation between corporate social responsibility (CSR) and customer loyalty has been demonstrated by empirical research. The research conducted by Tran (2022), found that CSR awareness has a positive effect on customer loyalty. In addition, del Mar García-De los Salmones and Perez (2018), conducted a study to investigate the link between customer loyalty and their perceptions of a company's commitment to corporate social responsibility (CSR). They came to the conclusion that CSR has an immediate impact on the overall worth of the service received, which in turn has an immediate impact on customer loyalty. The fact that the service industry in particular has a close relationship with the environment around it is one of the primary reasons why the role of corporate social responsibility is considered to be an important factor.

Chanu and Neelima (2019) also demonstrated that CSR has a positive impact on customer loyalty and suggested that businesses should take into account the role that CSR plays in determining the level of commitment customers have to a brand (Chung et al., 2015). Aside from that, increasing a company's usefulness and value through CSR efforts can increase

customer satisfaction, which is a positive for business (Perez and Rodriguez del Bosque, 2015). Customers are more likely to develop a strong relationship with a socially responsible company through the activities of corporate social responsibility, which results in customers having a better perception of the products or services provided by the company, which in turn leads to customers being more satisfied with those products or services (Chang & Yeh, 2017).

Suspicion that customers experience in relation purchasing a product or service bring about to loyalty and is considered as one of the significant factors for a firm's survival and growth (Lemon et al., 2002). From the perspective of marketing, CSR is beneficial in building customer relationships and retention thereby produce loyalty in the long term. The dimensions of corporate social responsibility have a relationship with customer satisfaction and customer loyalty (Bhatti et al., 2018). Thus, building and retaining customers are currently been concentrated on by firms and CSR plays a mediating role. Corporate social responsibility has been connected to having effects on brand awareness and customer loyalty (Singh & Misra, 2021).

In addition, Yusof et al. (2015) also observed that CSR has a positive effect on customer retention and loyalty. The empirical observation of Alam & Rubel (2014) confirms that CSR has a positive relationship with customer satisfaction and loyalty. Suki et al. (2016) claimed that effective CSR activities build long-term trust and loyalty and improve the overall performance of the firm in the pharmaceutical industry. Furthermore, Yoo et al. (2015) also noted that higher customer satisfaction results in customer loyalty. Nyadzayo & Khajehzadeh (2016) confirm in their study that customer satisfaction is the important

determinant of customer loyalty. Thus, if a customer is satisfied with a product or services of an organization, repeat purchase occurs.

Consequently, customer loyalty has significant relationship with customer satisfaction in the telecom industry (Rychalski & Hudson, 2017). In effect, if a customer is satisfied, it breeds customer trust, retention, and repeat purchase intention, therefore, satisfaction is a determining element of customer loyalty. In the banking industry, Muflih, (2021). Bukhari et al., 2020; Harun et al., 2020 also indicated that CSR directly and positively impacts loyalty. Finally, Reza et al. (2020) noted a positive significant association with customer loyalty in the hotel industry context.

Therefore the following hypotheses are proposed:

H1: There is a significant effect of CSR on customer loyalty

2.6.2 Relationship Between Customer Satisfaction and Customer Loyalty

The level of a customer's contentment with a product, service, or brand can be measured based on how they interact with such offerings. On a numerical scale, it is typically quantified via a survey of the customer's level of satisfaction. Consumer loyalty is a collection of behaviours and attitudes that a customer exhibits that reveal commitment to a product, service, or brand. For example, customer loyalty can be demonstrated when a customer makes recurrent purchases of the same brand or chooses the brand over a competitor.

The level of happiness experienced by a client as a result of having completed a purchase or other interaction with your company is referred to as "customer satisfaction." You can use it to determine whether or not the experience the customer had lived up to their expectations. It is also a wonderful approach to let dissatisfied consumers vent by providing them with a private conduit to express their comments. This prevents them from expressing an angry viewpoint in a review or on social media, both of which are public forums.

Customer loyalty fostered by organizations results in increased customer satisfaction. According to Ariff et al. (2013), in order to maintain a loyal customer base, one must first ensure that the customers are pleased with the services that are being offered to them. Previous research lends credence to the idea that a company's level of commitment to its clients is directly correlated with the satisfaction of those clients (Fatma et al., 2016). In addition, the evidence demonstrated that there is a substantial connection between customer gratification and continued patronage (Leninkumar, 2017).

Customers who have had positive interactions with the services provided by a company are more likely to continue doing business with that company because they view it as having a lower risk, which in turn makes them loyal to the company and more rational in their choice-making. This is considered to be one of the results of customer satisfaction. In point of fact, a great number of authors have argued that one of the factors that determines customer loyalty is the level of satisfaction provided to customers, particularly in the service industry. (Belás & Gabčová, 2016; Coelho & Henseler, 2012).

According to the research that has been done in the field of marketing, maintaining customers' levels of contentment is seen as an essential factor in business success (Abdullah

et al., 2012). According to Munari et al. (2013), the components of ultimate loyalty are satisfaction and loyalty, and satisfaction is the starting point of loyalty. In addition, research conducted across a wide range of business sectors has demonstrated a positive connection between providing excellent service and retaining loyal customers (Chung et al., 2020; W. Kim et al., 2020). This is consistent with Srinath (2017)who stated that when customers are satisfied with a service or product, they will develop a favourable attitude, which will lead to the intention to repurchase the item in the future, which is referred to as customer loyalty.

As per the findings of a number of studies, such as the ones carried out by Liljander and Roos (2002) and Aldlaigan and Buttle (2005), a company's loyal consumers are more likely to have a positive attitude about the reputation of the business than its competitors' customers do. As a direct consequence of this, there is a significant correlation between the satisfaction of the customer and the loyalty displayed by that customer (Hallowell, 1996; Hur et al., 2013). Satisfied customers are the key to maintaining a loyal customer base. In addition, a beneficial influence that satisfaction has on customer loyalty is seen (J. Lee et al., 2001; Andrea et al., 2011; Fang-Yuan et al., 2012). The correlation between satisfaction and loyalty has been the subject of research in a variety of domains (Homburg & Giering, 2001; Lam et al., 2004; J. Lee et al., 2001). According to research by K-Y. Lee et al. (2007), a high degree of customer satisfaction can lead to increasing levels of loyalty between companies and their customers.

Previous study form difference sector has also shows a significant relationship between custoemr satisfaction and customer loyalty. For instance, Nyadzayo & Khajehzadeh (2016) confirm in their study that customer satisfaction is the important determinant of customer loyalty, if a customer is satisfied with a product or services of an organization, repeat

purchase occurs. Consequently, customer loyalty has significant relationship with customer satisfaction in the telecom industry (Rychalski & Hudson, 2017). In effect, if a customer is satisfied, it breeds customer trust, retention, and repeat purchase intention, therefore, satisfaction is a determining element of customer loyalty. In the banking industry, Muflih, (2021). Bukhari et al., 2020; Harun et al., 2020 also indicated that CSR directly and positively impacts loyalty. Finally, Reza et al. (2020) noted a positive significant association with customer loyalty in the hotel industry context.

Therefore the following hypotheses are proposed:

H2: There is a significant effect of customer satisfaction on customer loyalty

2.7 Research Framework

Figure 1.0 presents a theoretical model that may be of assistance in learning how to effectively learn customer loyalty. In light of this research, this model was proposed. The conceptual underpinnings of the proposed framework are provided by the Self-Determination Theory (SDT) as well as the Expectation–Confirmation Theory (ECT). SDT is a critical theoretical framework that is increasingly being applied to study customer satisfaction, motivation, and future behavior (such as loyalty) (Ntoumanis, 2005). SDT is widely used to study customer satisfaction, repeat purchase (or loyalty), and their antecedents. On the other hand, ECT is also widely used to research things like the satisfaction of customers, what motivates them, and their future behaviors (like loyalty) (Bhattacherjee, 2001).
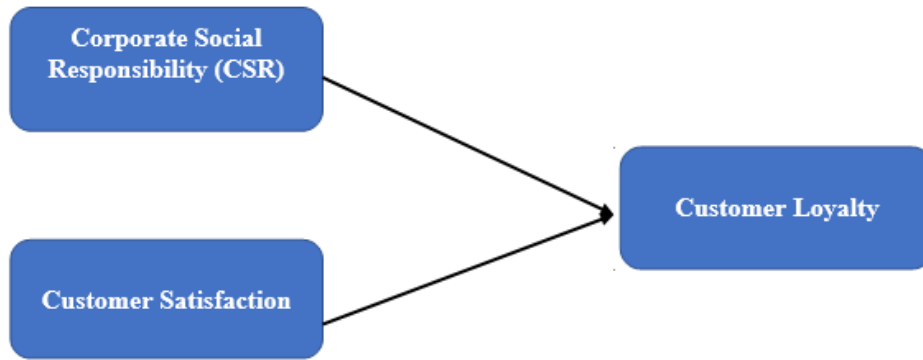
Figure 1.0: Research Framework

2.8 Chapter Summary

The chapter reviewed few relevant literatures, theories and previous studies with a view to substantiate the proposed conceptual framework. The main focus in this chapter is to assess the relationship between CSR and customer satisfaction on customer loyalty. Therefore, the development of dependent and independent variables is presented based on the context of this study. In the first segment, dependent variable customer loyalty is discussed based on previous literatures. Later on, it has slowly moved towards CSR and customer satisfaction based on which the framework has been conceptualized. Here, each of the dimension of brand equity is briefly overviewed in terms of definition and other mechanisms. In the next phase, theory used are discussed followed with hypotheses development. Finally, the framework for this study is proposed.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This section describes the methods that will be conducted to gain the data. Besides that, explanation of the research designs, sampling procedures, Measurement of the variables and instrument as well as to data analysis will be explained further in this part. In addition, study design for this research is quantitative study. In order to gain result, the method of analysis that will be used is descriptive and correlation analysis.

3.2 Research Design

A research design establishes the framework within which the researcher will perform the research in order to address the research topic (Babbie & Mouton, 2002; Byrne, 2013). The research design process describes the stages involved in collecting, analysing, interpreting, and reporting the data utilised to answer the study's questions. According to Green (2014), A research design is "a plan that specifies how, when, and where data will be collected and analysed." Thus, in accordance with the objectives and research questions, this study employs quantitative, descriptive, and cross-sectional research methods.

3.2.1 Quantitative

Quantitative research places a premium on the collecting and analysis of numerical data and places an emphasis on reasonably large and representative data sets (Blaxter et al., 2010). Thus, the quantitative paradigm is defined by the application of theoretical assertions for empirical validation in order to ascertain their truthfulness (Thorpe & Moscarola, 1991). Additionally,

quantitative research requires a deductive approach to the link between theory and study, with an emphasis on hypothesis testing

3.2.2 Descriptive research

A descriptive study is one that documents and describes a phenomenon, offering a clear answer to the who, what, when, where, why, and how (6 Ws) of the research problem. Typically, data were acquired via questionnaire survey, interviews, or observations (Sekaran & Bougie, 2016). According to Burns and Grove (2003) descriptive designs aid in identifying issues in present practice in order to enhance practice outcomes.

3.2.3 Cross sectional

Studies are considered to be cross-sectional when only a single sample of information is collected across a period of time, such as several days, weeks, or months. The goal of a large number of cross-sectional research is either exploratory or descriptive. In this study, a cross-sectional approach was taken, which aided in the formulation of a hypothesis that could form the foundation for additional investigation (Sekaran, 2010). Cross-sectional studies are the most effective method for researching age differences because not only are they very inexpensive and quick to carry out, but also because they allow researchers to examine a large number of people of varying ages at the same time. This design was helpful for describing a link between two or more variables, as it allowed the researcher to see two or more variables at the same point in time, which was important for the research (Breakwell et al., 1995).

3.3 The data Sources and Nature

The collection of data is one of the most important parts of statistical analysis. There are two ways to get data: from primary sources, which are called primary data, and from secondary

sources, which are called secondary data. Primary data is information that was created for the first time by the researcher himself, through his own efforts and experiences, in order to answer his research question. Also called first-hand data or raw data. Data can be gathered in many different ways, such as through surveys, observations, physical testing, mailed questionnaires, questionnaires filled out and sent by enumerators, personal interviews, telephone interviews, focus groups, case studies, etc.

Secondary data refers to information that has previously been obtained by someone else and is easily accessible to the researcher. Primary data is data collected by the researcher themselves. Secondary data are those that are not collected by researchers since they are already publicly known and widely used. This indicates that secondary data are not initially collected, but rather obtained from sources that may or may not have been published (Sekaran & Bougie, 2016). For the purpose of this study, data were collected through primary data.

BASIS FOR COMPARISON	PRIMARY DATA	SECONDARY DATA
Meaning	Primary data refers to the first hand data gathered by the researcher himself.	Secondary data means data collected by someone else earlier.
Data	Real time data	Past data
Process	Very involved	Quick and easy
Source	Surveys, observations, experiments, questionnaire, personal interview, etc.	Government publications, websites, books, journal articles, internal records etc.
Cost effectiveness	Expensive	Economical
Collection time	Long	Short
Specific	Always specific to the researcher's needs.	May or may not be specific to the researcher's need.
Available in	Crude form	Refined form
Accuracy and Reliability	More	Relatively less

Figure 3.1 : Primary Vs Secondary data

Source: Surbhi (2020)

3.4 Population and sample

3.4.1 Target population and sample

Population is referring as member of any well-defined class of people or object that have similar characteristics (Joan Joseph Castillo, 2009). The population for this study is TNB customer in Pahang,

In research, a researchers should use a high sample size while studying a big population in order to get more trustworthy, meaningful, and accurate results (Sousa et al., 2017). Roscoe (1975) said a sample size in between 30 to 500 is sufficient to the research. Besides that, Hill et al. (2005) have also estimate that 200 to 500 respondents are sufficient for a study. By considering the limitation of time, minimum 200 set of samples will be considered as to measure.

The unit of analysis of this study is the individual who is the TNB consumer, they are chosen as they know best about the organization and make decision in order for the organization to perform (Wu et al., 2008).

3.4.2 Sampling technique

Barnes et al. (2003), define the process of sampling as the selection of a group of individuals, events, or behaviours with which to carry out an investigation in order to conduct research. There are two primary approaches to sampling: probability sampling and nonprobability sampling. Both of these methods have their advantages and disadvantages. Because the researcher did not have access to a census of consumers, a non-probability sampling strategy

was utilised for this study. More precisely, a convenience sampling method was selected because of this lack of access to a census of customers.

By posting the survey's online link on a variety of social media platforms, the TNB Residential customer base in Pahang is given the opportunity to participate in the survey. This is a method of sampling that is utilised with the purpose of acquiring those persons who can be reached easily. This method also has the capacity to obtain a large number of completed questionnaires in a quick, cost-effective, and advantageous manner (Sekaran & Bougie, 2016).

3.5 Data Collection Tools

There were many forms of data collection that researchers used to collect data, like tests, questionnaires, quantitative interviews, focus groups, observations, and quantitative observations. For this study the data collection tools that ~~will be~~ used are questionnaires.

3.5.1 Self-Administered Questionnaire

Anderson et al. (2017) stated that surveys that use questionnaires are perhaps the most widely used data-gathering technique in research. Questionnaire-based surveys can be used to measure issues that are vital to the management and development of human resources. These issues include things like behavior, attitudes, beliefs, opinions, characteristics, and so on.

For this study, only one method was used for questionnaire distribution, which was by means of electronic survey (e.g., email and online website). Electronic surveys are frequently utilised today because to their convenience, efficiency, speed, and ease of data gathering and

processing (Hair et al., 2017). Due to the pandemic, an online survey will enable the survey questionnaire to reach a very high number of responders, allowing for the collection of a significant volume of data. Additionally, it simplifies the data collecting process and saves the cost and time associated with it. Additionally, it assists in capturing, analysing, and filtering out missing data from the enormous volume.

The questionnaire will be divided into three parts, which is as below:

Part A: This section will explore the basic demographic factors of the respondent, which include gender, age, race, occupation, and education.

Part B: This section is used to assess the independent variable which is CSR, questions are adopted from Kaur and Soch (2012). There are a total of 9 questions.

Part C: This section is used to assess the independent variable which is customer satisfaction, questions are adopted from Kaur and Soch (2012). There are a total of 4 questions.

Part D: This section is used to assess the dependent variable; questions are adopted from Kaur and Soch (2012). The questionnaire is considering questions for customer loyalty.

In this study the instrument of data collection was a questionnaire with closed questions with a five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5)

3.6 Research Instrument

Measurement is the process whereby numbers are assigned to constructs via indicators which permits statistical analysis of the resulting data (Jha, Mithal, Malhotra, & Brown, 2010). There are three variables in this study namely, CSR and customer satisfaction as independent variable, and customer loyalty as the dependent variable. The goal of utilising a previously validated measurement was to build a connection with them and to close the research gap highlighted in

the theoretical framework. Prior research has assessed the reliability and validity of the items used (Bell & Bryman, 2007). As a result, it provides researchers with confidence that these items are likely to provide adequate reliability and validity, as well as the possibility of expanding the construct's use to a broader context. Each variable is discussed in detail below:

Table 3.1: Summary of research instrument use and source

Variable	Item	Scale	No. of item	Source/s
Corporate Social Responsibility (CSR)	1. The company can operate in line with social and ethical expectations	Strongly disagree (1) to strongly agree (5)	9	Kaur and Soch 2012
	2. The company actively participates in community environmental protection			
	3. The company actively participates in charitable activities such as relief, poverty alleviation and donation			
	4. The company is committed to maximizing profits			
	5. The company pays attention to energy saving and emission reduction in the production process			
	6. The company has strong economic strength			
	7. The company has a good social reputation			

	8. The company has a good reputation among consumers				
	9. The company is committed to supporting the improvement of the quality of life in the community				
Customer Satisfaction	10. The company always meets my expectations	Strongly disagree (1) to strongly agree (5)	4		Kaur and Soch 2012
	11. I am satisfied with the company product and services				
	12. The company CSR policy caters to my expectation				
	13. I am very satisfied with the company CSR performance				
Customer Loyalty	14. I often tell positive things about the company to other people	Strongly disagree (1) to strongly agree (5)	3		Ishaq (2012)
	15. I would like to recommend the products of this company to my friends or colleagues				
	16. I am willing to recommend this company to the people around me				

3.7 Pre and Pilot Test

A preliminary test of the research instrument was carried out in order to assess the correctness of the questionnaire's overall direction as well as its individual questions. The purpose of the

pilot test is to ensure that all of the potential respondents in the study understand the material (Tharikh et al., 2018). The primary objectives of the pilot study were to determine whether or not the questions were understandable, to determine whether or not there were any difficulties or ambiguities in the wording, and to calculate approximately how long it would take a participant to finish filling out the questionnaires (Cohen, West, & Aiken, 2013). According to Emory and Cooper (1991), an appropriate number of responders for a pilot study is anything between 25 and 100. Misunderstandings, ambiguities, and items that are not necessary should be uncovered as a result of the pilot study's findings.

Before the actual study, a pilot study is carried out. As for this study, pilot test was conducted among 47 respondents made up of TNB customer. The pilot study aimed to identify any problems in understanding the questions. A comment box was provided for participants to give comments on the questionnaire at the end of the survey. According to Johns (2010), the standard measure of questionnaire reliability is deemed sufficient if it is 0.6 or higher (Johns, 2010). Table 3.9 shows the results of the Cronbach's Alpha for all items ranged between 0.852 to 0.877. These results indicate higher levels of reliability and ensure the respondents understood the questionnaire (Hair, Hult, et al., 2014). Overall, the results of the Cronbach's Alpha test are within the acceptable and recommended range (Hair, Sarstedt, et al., 2014a). The summary of the reliability analysis for the pilot study is presented at Table 3.2.

Table 3.2 Summary of reliability analysis - Pilot study

Variable	Number of items	Cronbach Alpha (n=49)
Corporate Social Responsibility	9	0.852
Customer Loyalty	3	0.877
Customer Satisfaction	4	0.872

3.8 Method of Analysis

According to Anderson et al. (2017) quantitative analysis of questionnaire results should be summarised and presented plainly. Additionally, the majority of empirical studies are statistically analysed to enable the researcher to analyse the responses and determine whether the results are skewed (Sekaran & Bougie, 2016).

Statistical analysis encompasses a broad range of approaches for describing, proving, exploring, comprehending, and forecasting based on sample data drawn from the population via some sampling strategy. The data for this study will be gathered and analysed utilising statistical software referred to as Statistical Packages for Service Solution (SPSS).

3.8.1 Descriptive analysis

The descriptive method is frequently used to analyse demographic and other types of data. The outcome of this study is then visualised as frequency distributions. Frequency distributions can be shown as bar charts, pie charts, or other types of charts, which facilitates the researcher's analysis of the data. The descriptive analysis of data involves a researcher to run many descriptive statistics by gender, age, education level, marital status, and nationality. By analysing the frequency distribution, it is possible to determine the relevance of the targeted samples for this study (Sekaran & Bougie, 2016). As a result, the present study's respondent profile was analysed using frequency distribution analysis.

3.8.2 Assessment of Normality

Normality is the fundamental assumption which leads to have strong assessment when data follow normal distribution to make sure that analysis is systematic and logic. The importance of normality in analysis it is because permits for the highest correlation among the variables. Normality is critical in many statistical methods and must be taken seriously otherwise will not reach to accurate and reliable conclusions about reality. The assumption of normality is especially critical when constructing reference intervals for variables (Field, 2009; Öztuna et al., 2006). Normality is not strictly required, it is strongly recommended that all variables be evaluated for normality and transformed if possible (Hair et al., 2010). Analyses of the skewness and kurtosis of the two data sets were carried out in order to perform normality tests on them. According to the results of the testing, even though the vast majority of variables were found to have values of skewness and kurtosis that were within the acceptable range of -2 to +2, (Pallant, 2011).

3.8.3 Common method variance

A common method effects or biasness is a source of measurement error, this in turn, threatens the validity and reliability of variables. The presence of common method effects could result in a systematic error that leads to either inflating or deflating the hypothetical relationship. Consequently, a research would fall in type I or type II error if the common method effects were present in the analysis (Podsakoff et al., 2003).

The fact that data for all the model variables were collected from individual respondents in a single survey meant that the common method variance could potentially affect some postulated relation. The single-factor test developed by Harman was utilized in order to investigate the possibility of the presence of common method bias. In order to carry out the test, a single factor

solution needs to be extracted. "variance that is imputable to the measurement method rather than to the constructs the measures are assumed to represent" or "systematic error variance shared among variables measured with and introduced as a function of the same method and/or source" are both incorrect definitions of "common-method variance" (CMV). A common method bias is indicated when the total variance for the single factor is greater than fifty percent (Podsakoff et al., 2003).

3.8.4 Reliability test

The purpose of the reliability test is to ensure that the data are accurate as well as increase their reliability (Zikmund et al., 2003). he method that is utilized most frequently for establishing dependability is called Cronbach's Alpha. According to Sekaran and Bougie (2016), the reliability of the internal consistency increases as Cronbach's alpha gets closer and closer to the value 1.0. For the purpose of determining reliability, the Cronbach's alpha reliability analysis is utilized; values lower than 0.6 are regarded as insufficient.

3.8.5 Correlation analysis

Correlation analysis, as defined by Sekaran and Bougie (2016), s used to identify whether there is a relationship between two or more variables, as well as the strength and nature of the association. Correlation analysis is concerned with two distinct sorts of relationships: magnitude and direction. The size of the association between the variables can be determined by the absolute value of the Pearson correlation coefficient, which indicates the degree to which two variables are linearly related. If there is a propensity for high values in one variable to

correlate with high values in another, the correlation is positive. Pearson correlations will be utilised to determine whether or not the normal distribution exists.

3.9 Ethical consideration

When conducting research, one must ensure that ethical considerations are taken into account in order to protect the participants' rights as well as the reputation of the scientific community. When conducting research, the researcher is obligated to uphold their ethical and professional responsibilities, even if the research involves participants who are either oblivious to or uninterested in the study's ethical considerations (Sarstedt, 2008).

3.10 Chapter Summary

Chapter 3 discussed the research approach used in this study. The study's methodology was described, including the research design, data collection techniques, sampling design, research tools, and data analysis procedures.

CHAPTER 4

RESULT AND DATA ANALYSIS

4.1 Introduction

The analysis of the data will be covered in this chapter. The analysis will cover the normalcy test, descriptive analysis, and correlation analysis. The research questions are going to be interpreted and answered by each analysis. In the normality test, the parametric technique will be employed for further analysis if the samples are normally distributed. If the samples are not normally distributed, on the other hand, the non-parametric technique will be utilised for the analysis. The demographic profile of the respondents is going to be described via descriptive analysis. In order to determine whether or not the samples that were gathered are valid and consistent, it is necessary to consider validity and reliability. Because of this, the Cronbach's alpha method will be applied in the reliability test. The correlation test will be utilized in order to do additional research and investigation into the nature of the link between the variables.

4.2 Non- Response Bias

Initially, 300 questionnaires were distributed online, however, only 189 completed questionnaires were completed by the respondent. The completed questionnaires were then screened and for unusable surveys either blank or only partially completed with major portions were excluded, and none were excluded from the analysis. With one hundred and eighty-nine (189) useable questionnaires, the response rate was 63.0%.

Table 4.1: Summary on Response Rate

Total No of Distributed Questionnaire	Non-Response	Rejected Response	Usable Questionnaire
300	111	0	189

4.3 Data Screening

Data screening is important because it influence the result in later step. For this study, data screening includes investigating for missing data, outliers, common method variance and normality.

4.3.1 Missing Data

In social science analysis, missing data is frequently an issue. Missing information occurs when at least one item in the questionnaire has been skipped by a respondent. Hair et al. (2013), indicated that the observation is usually withdrawn from the dataset when the amount of missing data on a questionnaire approaches 15 per cent. In this analysis, for every variable, a frequency test was conducted to identify any missing responses. Accordingly, from 189 returned, there are no missing data for all survey collected.

4.3.2 Outliers

During the phase of data screening, the treatment of outliners is an important step. Observations that are considered to be outliers are those that possess a singular mix of characteristics that makes them easily distinguishable from other observations (Hair et al., 1998). The investigator can visually identify outliers by screening the histogram, normal Q-Q plot, or boxplot for each construct. Alternatively, the investigator can detect outliers by comparing the mean of each construct to the 5% trimmed mean. If there is a large disparity between the mean values and the 5% trimmed mean, additional research needs to be conducted on the cases in question. It is

essential to keep an eye out for outliers since they have the ability to disrupt the normal distribution of data and cause potential distortion in statistical results (Hair et al., 1998; Tabachnick and Fidell 2007). For this study, in order to evaluate their influence on the entire distribution, the mean values were compared with a 5% trimmed mean, and the results, which can be found in Table 4.2, reveal that both mean values are comparable. Since of this, and also because the values do not differ by an excessive amount from the distribution of the other cases, it has been decided to keep all of the cases in the data file.

Table 4.2 Outlier result (n = 189)

Variable	Item	Mean	5% Trimmed Mean
Corporate Social Responsibility (CSR)	CSR1	4.20	4.25
	CSR2	4.20	4.25
	CSR3	4.26	4.34
	CSR4	4.25	4.32
	CSR5	4.18	4.24
	CSR6	4.32	4.36
	CSR7	4.31	4.38
	CSR8	4.19	4.23
	CSR9	4.24	4.28
Customer Satisfaction	CS1	4.03	4.07
	CS2	4.14	4.18
	CS3	4.14	4.17
	CS4	4.11	4.15
Customer Loyalty	CL1	4.12	4.18
	CL2	4.12	4.15
	CL3	4.12	4.16

4.3.3 Normality Analysis

The assumption of normality, normal distribution, is a necessity for many statistical methods which are inferential. This is essential towards identifying whether the collected sample falls into a reasonable range and its skewness. If samples are not normally distributed, the non-parametric technique will be used for further analysis, and the parametric technique will be

used for further analysis if the samples are normally distributed. There are several techniques can be use in assessing normality which is Kolmogorov-Smirnov statistic, with Lilliefors significance level and the ShapiroWilk statistic, Skewness, and Kurtosis. However, as suggest by Tabachnick et al. (2007), and other researcher Coakes and Steed (2007), and Nor (2015) this study will be using skewness and kurtosis. Ong and Puteh (2017) stated that if the kurtosis value is between -7 to +7, and the skewness value is between -2 to +2, and the data are considered normal. In this examination, after the normality tests were carried out, it was determined that the findings did not contain any extreme outliers and that they all fit within the acceptable range. As a result, the total sample size remained the same at N = 189. The normalized findings are presented in Table 4.3

Table 4.3 Normality test result (N=189)

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Corporate Social Responsibility (CSR)	38.1481	4.50759	-1.162	.177	.177	2.947
Customer Satisfaction	16.4180	2.43422	-.888	.177	.177	1.581
Customer Loyalty	12.3598	1.84439	-.772	.177	.177	.931

4.3.4 Common Method Variance

In addition, the data were analysed in terms of the common method variance. The problem of common methods variance can arise when the variables being measured are latent, and the method being used to measure them is a cross-sectional survey. In order to find a solution to this issue, the single factor test developed by Harman will be utilised to establish the number of factors that can explain the variance in the variable (Malhotra et al., 2006). According to Podsakoff, Bommer, Podsakoff, and MacKenzie (2006), the amount of variance accounted for by common technique variances differs depending on the topic of research (e.g., marketing,

management, and psychology). In order to identify whether or not the data contain any potential common method variance, the single factor test developed by Harman is utilised (Hashim, 2010). Statistical results suggest that common method variance is not a concern in this study, if the common method variance were found to be lower than 40% as recommended (Hashim 2010). For this research, as show in Table 4.4 below, the Harman's single factor test reveals that common method variance are not a concern in this study, as the first factor account for is only 35.56% of the overall variance, which is less than the threshold level of 40.0% of the total variance explained (Podsakoff, et al, 2003). Thus, it is concluded that common method variance does not appear to be a serious concern for this study.

Table 4.4 Result of common method variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.890	35.562	55.562	8.890	35.562	55.562

4.4 Demographic Analysis

This section discusses the demographic background of the respondents. Data were collected among individual who is the TNB consumer, were 189 questionnaires were returned and were useable. The respondents' demographic data is described in this section. For this research the demographic profile consists of gender, age, race, marriage status, education level, occupation and salary range. A detailed overview of the demographic profiles of the respondents is presented in Table 4.5.

Table 4.5 Demographic Profiles of Respondents (N=189)

Variables	Frequency, N	Percentage, %

Gender	Male	69	36.5
	Female	120	63.5
Age	18-25	10	5.3
	26-35	45	23.8
	36-45	54	28.6
	46-55	79	41.8
Race	Malay	187	98.9
	Chinese	2	1.1
	Indian	0	0.0
Marriage Status	Single	35	18.5
	Married	146	77.2
	Divorce	5	2.6
	Widow	3	1.6
Education Level	Certificate	7	3.7
	Diploma	30	15.7
	Degree	106	55.5
	Master	37	19.4
	PhDs	11	5.8
Occupation	Students	25	13.2
	Government Servant	37	19.6
	Private Servant	117	61.9
	Self Employed	10	5.3
Salary Range	Less than RM5000	123	65.1
	Between RM 5000 and RM 10000	50	26.5
	Between RM 10001 and RM 15000	14	7.4
	Between RM 15001 and RM20000	2	1.1

As present in Table 4.5 above, based on the sample collected through the distribution of questionnaires, from the total of 189 respondents, 120 respondents are female (63.5%), and 69 respondents are male (36.5%). For age, highest number of respondent are form aged range between 46-55 with total of 79 respondents (41.8%). From race group, majority of the respondent are Malay with a total of 187 respondent (98.9%). In terms of marriage status, it can be concluded that majority of the respondent are married with total of 146 respondents (77.2%). Next are education level, which can be categorized into five groups (Certificates, Diploma, Degree, Master and PhDs), with highest number of respondents from Degree, 106 respondent (55.5%). The survey also as in terms of the respondent occupation, where as presented in Table 4.1 above, majority of the respondents are private servant with a total of 117 respondents (61.9%). Lastly, respondents are asked regarding the salary range, where majority of the respondents have a salary less than RM 5000, with a total of 123 respondents (65.1%).

4.5 Descriptive Analysis of Study Variable

The standard deviation is a measurement that is used in descriptive analysis to determine how accurately the mean represents the data that was collected. Because the scores tend to cluster more widely around the mean when there is a big standard deviation, it is clear that the mean does not provide an accurate depiction of the data. A standard deviation that is modest, on the other hand, suggests that there is less dispersion among the data points in relation to the mean and hence accurately depicts the data. The study factors were evaluated using a scoring system in which the lowest possible score was one (extremely unimportant), and the highest possible score was five (very important).

Table 4.6 displays the means of each of the 16 items that were evaluated based on the various variables. Every item has a mean score that is higher than 3.00. This is an indication that the

majority of the respondents agreed with the statements that were based on each variable for the

items, and that they believed those items to be key antecedents of customer loyalty.

Table 4.6: Summary of mean of items according to variable

Variables		Importance	
		Means	S. D
Corporate Social Responsibility (CSR)			
CSR1	The company can operate in line with social and ethical expectations	4.20	.626
CSR2	The company actively participates in community environmental protection	4.20	.670
CSR3	The company actively participates in charitable activities such as relief, poverty alleviation and donation	4.26	.725
CSR4	The company is committed to maximizing profits	4.25	.712
CSR5	The company pays attention to energy saving and emission reduction in the production process	4.18	.758
CSR6	The company has strong economic strength	4.32	.589
CSR7	The company has a good social reputation	4.31	.679
CSR8	The company has a good reputation among consumers	4.19	.678
CSR9	The company is committed to supporting the improvement of the quality of life in the community	4.24	.701
	Total Mean	**4.23**	
Customer Satisfaction			
CS1	The company always meets my expectations	4.03	.725
CS3	I am satisfied with the company product and services	4.14	.681
CS3	The company CSR policy caters to my expectation	4.14	.686
CS4	I am very satisfied with the company CSR performance	4.11	.702
	Total Mean	**4.10**	
Customer Loyalty			
CL1	I often tell positive things about the company to other people	4.12	.735

CL2	I would like to recommend the products of this company to my friends or colleagues	4.12	.645
CL3	I am willing to recommend this company to the people around me	4.12	.685
	Total Mean	**4.12**	

Results obtained were interpreted by referring to the scale suggested by Wiersma (1995), which is interpreted as a) mean score 1.00-2.00 = Disagree, b) mean score 2.41-3.80 = Moderately agree and c) mean score 3.81-5.00 = Agree. As shown in Table 4.7 below, the mean score for Corporate Social Responsibility (CSR) is "agree" (mean score = 4.27), customer satisfaction "agree" (mean score=4.10), and customer loyalty is also "agree" (mean score=4.10). This is an indication that majority of the respondent agreed with the item statement for each item and considered those items as major antecedent of customer loyalty, customer satisfaction and corporate social responsibility (refer Table 4.7).

Table 4.7: Summary of means according to variable (N=189)

Variables	N	Mean	Interpretation of Mean Score
Corporate Social Responsibility (CSR)	9	4.23	Agree
Customer Satisfaction	4	4.10	Agree
Customer Loyalty	3	4.12	Agree

4.5.1 Validity Analysis

The factor analysis serves as the procedure for testing the validity. In order to validate the applicability of the quantifiable items that were utilised in this study, a factor analysis is carried out. Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling

adequacy were the two statistical tests that were carried out in order to evaluate whether or not it was possible to carry out factor analysis. In order for the factor analysis to be valid, the Bartlett's test of sphericity needs to be significant (p 0.05), and the Kaiser-Meyer-Olkin (KMO) index needs to have a minimum value of 0.60 in order to be regarded adequate (Pallant, 2007). In this section, two separate factor analyses—one for the independent variables and one for the dependent variable—were carried out.

The outcomes of the KMO and Bartlett's Tests for the independent variable and the dependent variable are presented in Tables 4.8 and 4.9 respectively. Both values for the independent and dependent variable exceed the minimum value of 0.60, and Bartlett's Test of Sphericity reached statistically significant, supporting the factorability of the correlation matrix. The Kaiser-Meyer-Olkin value is 0.931 for the independent variable, while the value for the dependent variable is 0.715. Both values exceed the minimum value of 0.60

.

Table 4.8 KMO and Bartlett's Test – Independent Variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	1571.806
	Df	78
	Sig.	<.001

Table 4.9 KMO and Bartlett's Test – Dependent Variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	298.368
	Df	3
	Sig.	<.001

4.6 Reliability Analysis

The reliability test is a method for evaluating the internal consistency of a scale. Reliability analyses were conducted by using Cronbach's alpha indicator where it shows the level of consistency in the questionnaire. Cronbach's alpha reliability coefficient usually ranges between 0 and 1 with the reliabilities which are less than 0.60 are considered to be poor, those in the 0.70 range, are acceptable, and those over 0.80 are good (Hair, Sarstedt, et al., 2014b). Table 4.10 shows the results of reliability test are all good.

Table 4.10 Result for Reliability Analysis (N=191)

Variable	Number of items	Cronbach alpha value
Corporate Social Responsibility (CSR)	9	0.892
Customer Satisfaction	4	0.894
Customer Loyalty	3	0.872

4.7 Correlation Analysis – Hypotheses Testing

The parametric statistics method is utilised in this study since the samples that were collected have a normal distribution. In this part of the article, Pearson's correlation is used to investigate the connection between the independent variables (IVs) and the dependent variable (DV). In order to evaluate how strongly a linear connection exists between two or more variables or sets of data, a bivariate Pearson product-moment correlation analysis is carried out (Cohen, 1983). The extreme coefficients lie between -1 (perfectly negative correlated) and +1 (perfectly positive correlated). Table 4.11 below demonstrates the correlation results between variables understudy. Overall, results show a positive relationship between variables.

Table 4.11 Correlation Analysis - Hypotheses Testing (N=189)

		Corporate Social Responsibility (CSR)	Customer Satisfaction	Customer Loyalty
Corporate Social Responsibility (CSR)	Pearson Correlation	1	.779[**]	.703[**]
	Sig. (2-tailed)		<.001	<.001
	N	189	189	189
Customer Satisfaction	Pearson Correlation	.779[**]	1	.796[**]
	Sig. (2-tailed)	<.001		<.001
	N	189	189	189
Customer Loyalty	Pearson Correlation	.703[**]	.796[**]	1
	Sig. (2-tailed)	<.001	<.001	
	N	189	189	189
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.11 above displays result obtained for the correlation analysis, and indicates a significant relationship between all variable. This means an increase in Corporate Social Responsibility (CSR) and customer satisfaction will definitely lead to an increase in customer loyalty. Thus, all two hypotheses propose are significant. The following section discuss the results of the above hypothesis:

H1: There is a significant effect of Corporate Social Responsibility (CSR) on customer loyalty

The results from the statistical analyses indicate a positive significant effect of Corporate Social Responsibility (CSR) on customer loyalty was accepted (r = 0.703**, p < 0.01). This is supported by literature which found a positive relation between CSR and customer loyalty (Crespo & del Bosque, 2005; Marin, Ruiz, & Rubio, 2009; Martínez & del Bosque, 2013).

H2: There is a significant effect of customer satisfaction on customer loyalty

The results from the statistical analyses indicate a positive significant effect of customer satisfaction and customer loyalty was accepted (rt = 0.796**, p < 0.01). This supported by have other researcher who have also found that customer satisfaction positively affects customer loyalty in different sectors (Chung et al., 2015; Kim & Kim, 2016; Martinez & Rodriguez-del-Bosque, 2013).

4.8 Summary of Hypothesis Tested

The outcomes of the hypotheses derived from this investigation are presented in this section, which is based on the statistical outcome. The findings indicate that the influence of Corporate Social Responsibility (CSR) on customer loyalty is supported, as evidenced by the statistic (r = 6.01**, p 0.01). This hypothesis was proposed in the first place. The second hypothesis addressed the substantial role that customer satisfaction plays in the retention of loyal customers. According to the findings, there is a correlation between customer loyalty and customer happiness that is positive and statistically significant (r = 0.786**, p 0.01). The findings are consistent with those of earlier researchers who discovered that the influence of customer satisfaction has a positive and significant association with customer loyalty (Refer Table 4.12).

Table 4.12: Summary of results of hypotheses testing

	Research Hypotheses	r value	p-value	Results
H_1	There is a significant effect of Corporate Social Responsibility (CSR) on customer loyalty	0.703**	p < 0.01	Accepted
H_2	There is a significant effect of customer satisfaction on customer loyalty	0.796**	p < 0.01	Accepted

4.9 Chapter Summary

The primary purpose of this chapter was to validate the research framework of the study. A total of 189 individual was used for analysis, represented TNB users in Kuantan, Pahang. The preliminary analyses were firstly conducted which covered the demographic details, and normality test. IBM SPSS version 23 software was used to test the reliability of the variable, and demonstrated satisfactory reliability and validity measures. Pearson correlation was analyses to investigate the relationship between corporate social responsibility (CSR) and customer satisfaction on customer loyalty. All of the hypotheses are tested and has shown a positive significant effect between the variable under study.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

The findings interpreted in the last chapter will be further discussed in chapter 5. This section provides detailed descriptions of the study results and conclusions. It will also highlight the significant results, implications and limitations of the research as well as recommendations for the future study.

5.2 Summary of the Study

In a world where competitors are only one click away and access to information becomes easier and easier, customer loyalty can be seen as the new marketing. Companies want to ensure their success by attracting clients who are willing to remain loyal to the brand despite the high levels of competition and transparency in the market. Either directly or indirectly, Corporate Social Responsibility (CSR) and customer pleasure are seen as essential components of client loyalty. In addition, CSR is comprised of a variety of facets, and the majority of the research done in the past has been on the charitable aspect of CSR, which is cause-related marketing. As a result of this, the purpose of this study is to investigate whether or not CSR and customer satisfaction factors are capable of maintaining customer loyalty in an organisation.

To briefly summarise, the primary objectives of the study were formulated on the basis of the research questions, which centred on the relationship between CSR, customer satisfaction, and

customer loyalty among TNB consumers in Pahang. The accomplishment of each of these goals was tied to the formulation of a research question, and the findings of the investigation provided answers that were adequate to all of the concerns raised. The research objectives of the study were:

1) To identify the significant effect of CSR on customer loyalty.
2) To identify the significant effect of Customer Satisfaction on Customer loyalty.

It is notable that the current study was underpinned and guided by a few theories, namely the self-determination theory and the expectation–confirmation theory, in order to study the significant but understudied topic of customer loyalty. This study adopted the explanatory research study, with reference to the objectives and research questions. Out of the 300 questionnaires distributed, 189 were usable for data analysis. The collected data were analyzed using SPSS. The statistical analyses were used for descriptive statistics for demographic description in the study, where frequencies, data screening, and normality were calculated. The hypotheses of the study were also analysed using SPSS.

5.3 Discussion of The Research Question

This study had two objectives, and each objective had a corresponding hypothesis. This section emphasizes the study's findings. The results from the test of hypotheses were compared with other empirical and theoretical propositions, and both areas of agreement or disagreement with such propositions were then discussed. The discussion of the findings was made using the objectives, and the corresponding hypothesis and all the results for each objective were also reviewed and were compared with previous literature.

5.3.1 Research Objective 1: To identify the significant effect of CSR on customer loyalty

A significant relationship between CSR and customer loyalty was found to exist, as indicated by the findings of the statistical analysis (r = 0.703**, p 0.01). Therefore, the results obtained answer the purpose of the research because they demonstrate the effect that CSR has on the loyalty of customers. Previous studies in the field of customer loyalty have found a positive correlation between corporate social responsibility (CSR) and customer loyalty (Crespo & del Bosque, 2005; Marin, Ruiz, & Rubio, 2009; Martnez & del Bosque, 2013). These findings are certainly parallel with those previous studies. This conclusion was also supported by Chung et al. (2015), who demonstrated that CSR positively promotes consumer loyalty and urged that businesses should examine the role that CSR plays in influencing the loyalty of customers. This result gained support from Chung et al. (2015). (Chung et al., 2015).

Customers appear to look for observable indications like as actions related to CSR in order to decide the outcomes they desire (e.g., how caring the company is). Existing research has shown that the notion of CSR is strategically important, and it has been stated that CSR appears to affect the perceptions and behaviours of stakeholders, including customers (Kim & Kim, 2016). According to previous research, consumers are more likely to acquire goods and services from businesses that participate in corporate social responsibility (CSR) initiatives, which results in favourable word-of-mouth and subsequent purchases (Palacios-Florencio et al., 2018). Thus, CSR has now become a vital attribute within a marketer's realm.

The evidence presented here demonstrates that CSR has the potential to be more effective than advertising in terms of attracting the interest of customers. Perhaps of

even greater significance is its ability to build client loyalty. Therefore, investing in corporate social responsibility is more of a competitive advantage than it is an expense, a limitation, or a separate activity from the functioning of the firm. Customers are more loyal to a company's goods and services when that company is actively involved in the community and supports charitable causes through donations and volunteer work. CSR activities assist customers recognize companies that bring advantages to the community rather than focusing solely on the value of the companies themselves, which is an important goal of CSR. The findings of this present study therefore support from the findings of previous studies, thus confirming the research hypothesis H1.

5.3.2 Research Objective 2: To identify the significant effect of Customer Satisfaction on Customer loyalty.

The conclusion that there is a substantial effect of customer satisfaction and customer loyalty was reached based on the findings of the statistical studies ($r = 0.796**$, p 0.01). The obtained results therefore provide an answer to the purpose of the research since they demonstrate the effect that customer satisfaction has on the loyalty of customers. This is corroborated by the findings of other researchers who, similarly, discovered that customer satisfaction has a beneficial effect on customer loyalty across a variety of industries and underlined the significance of customer satisfaction in customer loyalty (Chung et al., 2015; Kim & Kim, 2016; Martinez & Rodriguez-del-Bosque, 2013). According to Srinath (2016), if customers are pleased with a service or product, they will develop a favourable attitude, which will lead to the intention to repurchase the item in the future, which is referred to as customer loyalty.

It has come to our attention that the level of pleasure a customer receives plays a role in the customer loyalty behaviour of that client, and this gives the impression of enhanced customer involvement with the company (Perez & del Bosque, 2009). To be more precise, high levels of customer satisfaction are directly correlated to the continuation of a customer's connection with a given organisation (Sui & Baloglu, 2003). Customer loyalty is established when a customer's needs are consistently met, and when an emotional connection is developed between the customer and the service provider. This creates a willingness and consistency in the relationship with regard to preference, patronage, and premium (Rai and Medha, 2013). The extant literature has reported that happy customers continue to give their business to the same company, which causes customer loyalty.

It's clear that customer satisfaction is very important in the fast-paced business world of today. On the other hand, it has been thought that one of the main reasons customers want to switch is because they are unhappy. When a customer is unhappy with a business, they are more likely to tell almost ten people about it. If your customers are happy with your service, they are more likely to buy from you again. When a customer is happy with a service, he or she is most likely to tell four or six other people about it. Organizations need to be able to keep customers for a long time by meeting their needs and wants. Customers will want to do business with the company again and again because of this. Thus, the findings of this present study therefore support from the findings of previous studies, thus confirming the research hypothesis H2.

5.4 Contribution of this study

5.4.1 Theoretical Contribution

From the theoretical perspective, by drawing on Self-determination Theory (SDT), the theory will support the customer in terms of the customer self-determination of the company activity, which will contribute towards customer loyalty. Accordingly, these theoretical considerations will be used as a lens to understand customers' perceptions and effects of firms' interventions in these contexts and as a springboard for tentatively developing a framework.

The current study also contributes to Expectation-Confirmatory Theory (ECT) by providing empirical evidence consumers evaluate their satisfaction levels by equating their expectations with the quality of product and service experience received and their post evaluative performance and customer satisfaction. The application of ECT will also contributes towards customer satisfaction and customer loyalty, where in a way that if a product or service outperforms expectations (positive confirmation), then satisfaction will result.

This study also expands the literature on CSR, customer satisfaction and customer loyalty. Apart from that, this study also can provide better insight in the essentials factors which resulting in consumer loyalty.

5.4.2 Practical Contribution

On the practical front, the research presents several important implications for organizations. The findings of the study will produce a clear image of how CSR and customer satisfaction have a substantial relationship with customer loyalty, which is the practical contribution of the study. The findings that have been presented here offer

support to those businesses who have decided to implement CSR or are contemplating a future approach to it. This is as a result of the fact that, as a result of corporate social responsibility, businesses may discover a way to establish public relations, improve their image, and ultimately boost their sales. From a managerial point of view, the findings presented here should be considered supportive.

5.5 Research Limitations of Study

This study is not without its limitations that provide interesting avenues for further research. In spite of this limitation, the study results are not compromised, but it can serve as a useful suggestion for future research. One potential limitation of this study is the variables use in the study. Several variables, which have not been included in this study, might impact customer loyalty such as the intrinsic or an extrinsic motivation, service quality or customer expectation. In future, research might benefit from the use of the variables in measuring customer loyalty. Second are the generalization of the study as respondents in this study were from Malaysia, and it is uncertain whether our findings can be generalized to other countries. Lastly, the study used cross sectional research design which at times restricts from drawing causal explanations.

5.6 Recommendations for Future Research

As a result of the limitations discussed above, there are a few recommendations for future research. One of these recommendations suggests that future researchers should restudy the same topic on the same organisation over the course of a period of time in order to increase customer loyalty within the organisation. The concept of corporate social responsibility has been brought up in discussions about management philosophy, as well as legal and ethical considerations that should be followed by management. Now, it has evolved into a primary instrument for use in marketing strategy, and any company that chooses to ignore their CSR

responsibilities runs the risk of seeing their competitiveness decline. It would be beneficial for the management of TNB to have an understanding of which CSR marketing actions work better than others (for instance, charitable works as opposed to environmental efforts), in order to generate a positive identification with the firm and image of it.

Next, as was discussed previously, generalising the findings of this research is not possible due to the small size of the research sample, and the findings should be interpreted with caution. In subsequent research, it may be useful to apply the same model, but to various kinds of organisations, in order to broaden the applicability of the findings of the current study. In upcoming studies, a comparison of the findings obtained in various nations should also be carried out for the goal of validating the findings. In a similar vein, it's possible that there are additional aspects of consumer loyalty that are significant in different geographic situations. In subsequent research, those factors ought to be included, and the phenomenon ought to be investigated in a variety of national contexts.

It is also recommended that a qualitative analysis or an interview be conducted with some influential customers or with those who have very frequent contacts with the organisation. This is because these customers or individuals may have more personal experience with the organization, which would improve the credibility of the findings. In conclusion, it has been advised that future research should make use of longitudinal studies due to the limitations of this study. In further research, indirect linkages can also be investigated, in addition to the incorporation of mediators and moderators into the suggested model.

5.7 Conclusion

The objective of this study is to identify the significant effect of corporate social responsibility and customer satisfaction on customer loyalty of TNB customers in Malaysia. This investigation was carried out by means of an online survey, and a total of 189 usable questions were collected. In light of the purpose of this investigation, the data were analyzed by employing both descriptive and correlational methods. The findings of the investigation are outlined in Table 5.1, along with a description of the hypotheses. The findings indicate that all three of the hypotheses put up are supported. This study is possible to draw the conclusion, based on the findings, that strengthening CSR and customer satisfaction are essential factors in increasing customer loyalty. It is also obvious that enhancing CSR practices can help a company keep its competitiveness through the satisfaction of its customers and the loyalty of its customers. This indicates that TNB is able to maintain its place in the market through the implementation of CSR practices, and that these activities can be used as a marketing strategy to both recruit and keep customers.

Table 5.1 Summary of Research Objectives, Hypotheses, and Results

Research Objectives	Hypotheses	Results	Is Hypotheses supported?
Research Objective 1: To identify the significant effect of CSR on customer loyalty.	H1: There is a significant effect of CSR on customer loyalty.	$t = 0.703^{**}$, $p < 0.01$	Yes
Research Objective 2: To identify the significant effect of Customer Satisfaction on Customer loyalty.	H2: There is a significant effect of Customer Satisfaction on Customer loyalty.	$t = 0.796^{**}$, $p < 0.01$	Yes

The importance of customer loyalty impacts almost every metric important to running a business. Without happy customers that continue to buy from you, the business won't survive. New customers (as we'll talk about below) tend to cost more to acquire, and don't spend as much money as loyal, repeat customers. Keeping customers coming back for more is critical to business success. And its why short-term profit grabs don't work. Loyal customers are just better for business: they help you grow and they keep profits high.

Besides, stronger customer loyalty will helps companies grow. While it's obvious that customers who come back to spend more money is good for business, there's other, more subtle, benefits to loyal customers. It's like the old leaky bucket metaphor. Imagine a business as a bucket. Customers flow in and fill the bucket up. A successful business has a full bucket of customers (and profits).

Every company target to maintain the long-term relationship with the customers and the business organization. In getting the potential customers, needs and demands should be acknowledged also customer satisfaction has a great impact on the entire business operations. Therefore, it is very important to the company to understand what exactly the customers need and how to obtain loyalty for the successful business. As it is discussed in chapter two, the customer plays a crucial role in the market chain process. To make it clearer, satisfied customers are the ones who create the possibility of the new customers. If the existing customers are satisfied with the product and service, then there are the chances of recommendation to the new ones. This will encourage to the increasing number of customers and could maintain the level of the relationship with the customers. This thesis has gone into depth to understand the co-relation between CSR, customer satisfaction and customer loyalty.

It is said that the customer plays a crucial role in customer satisfaction and customer loyalty and root of the success.

The organisation has satisfied customers along with loyalty. It can be summarized, that customer satisfaction is the key component of business profitability because once the customer reaches their satisfaction level, it may influence them to consume the service continuously. Moreover, they share their experiences with other people, which creates the possibility of new customers. Likewise, dissatisfied people also give their opinion about the products, about their unfortunate experiences and lead towards a declining position to the number of customers. Further, the thesis concentrated on qualitative and quantitative method to receive valuable information that could be analyzed and verified utilizing scientific research approaches, method and tools and theoretical framework. Moreover, after analyzing the collected data from the questionnaire it show that customer satisfaction is the basis of the customer loyalty. If the customers are highly satisfied with the services, then it is obvious that they are loyal too. Therefore, customer satisfaction influences the customer loyalty. With the help of questionnaire survey can conclude the things that need to be progressed in the future. However, though the service level seems very satisfactory to meet customer needs and demands the company still needs some modification and improvement in the strategies of the company to keep the service in a high standard. For example, updating information and informing customer about new products still need some improvement. Overall this study has highlighted that satisfaction and loyalty are core element of a business. Understanding these two terms can help the case company to build a reputation in a market and increase in demand of customers.

Customer loyalty has identified as vitally important construct which is widely studied by the researchers across the globe. The current study focused on the effect of customer satisfaction

and customer trust on customer loyalty. The findings revealed that there is a significant positive relationship between customer trust and customer loyalty. Those who are not willing to trust the bank in a competitive marketplace are unlikely to be loyal. Similarly, if the customer customers are satisfied with the services of the bank, they tend to be loyal to the bank. Further, a positive significant relationship between customer satisfaction and customer trust which proved that customer satisfaction is the antecedent of trust. In other words, the more the customers are satisfied with the banking service the more they will trust the bank. In addition, a significant indirect relationship between customer satisfaction and customer loyalty through customer trust was revealed. Moreover, the study found customer satisfaction as a major driver of customer loyalty and an important predecessor of customer trust in the electricity industry context.

In this paper, we present a literature review of the studies that have investigated some effects of customer satisfaction, corporate image, customer loyalty and market value performance associated with organizations' CSR business strategy. The study shows that studies related to corporate social responsibility have evolved and covered a wide variety of topics corporate image, customer loyalty and market value performance.

The findings of this research study have theoretical contributions. First, firms with effective CSR strategies are enticed and attracted to customers. Moreover, in the banking and airline industries, CSR is a significant factor for customer satisfaction and for business existence (Bhatti et al., 2018; Lee et al., 2019). Secondly, with the application of Carroll's CSR dimensions, companies produce environmentally-friendly products taking into consideration the society (Abdullah et al., 2016). Corporate Social Responsibility as a key factor has shown a positive impact on customer loyalty as it influences the consumers to repeat purchases and

customer satisfaction (Arıkan & Güner, 2013; Carroll & Shabana, 2010). Finally, the study revealed the relationship between CSR and financial performance, market value, company image, and reputation in different industries and suggested the implementation and integration of the concept into business strategy to maintain mutual stakeholders' interest. Further, making CSR comprehensive to capture all the initiatives is significant and a study on the effects of CSR on all the stakeholders is necessary for further research.

To begin, one of the primary goals of this research study is to group the factors that influence customer loyalty among organisations. This finding is being taken into consideration as an addition to the existing body of knowledge regarding the significance of higher levels of customer loyalty in the service sector. It also suggests that managers of service companies should employ more convincing strategies on customer loyalty, given that retaining the existing customers is found to be more cost effective than attracting new ones. This is because of the fact that customers are more likely to remain loyal to a company that provides them with consistent service. The findings of the study also suggest that there is a significant relationship between customer loyalty, CSR and customer satisfaction. As a result, the findings of this study provide managers, academicians, and other researchers with a significantly stronger and more reliable basis for making recommendations regarding the necessary mechanisms and strategies for ensuring a high level of customer loyalty. Therefore, in order for service providers to achieve a higher level of customer loyalty, it is imperative that they make additional efforts to improve aspects such as service quality, perceived enjoyment, trust, perceived value, technological perceptions, and customer satisfaction, particularly recognised value level.

The following discussion outlines the limitations of the study as well as the recommendations for further research. To begin, one of the primary findings of this research was that there was

not a customer satisfaction variable that served as a mediator between the factors and customer loyalty. Second, in the future studies, it might be possible to investigate additional concepts that either directly or indirectly influence customer loyalty but that were not investigated in this particular study. These additional concepts include the attractiveness of alternative options and inertia, as well as the impact of perceived customer loyalty on profitability. Thirdly, a subsequent study could look at the same factors that influence customer loyalty but apply them to a different industry.

Lastly, practically, this study suggests the management of targeted industry to actively practice the CSR activities because this will ultimately uplift customer loyalty. This is as a critical objective for any organization to its continued success is its capability to maintain current customers and make them loyal. Loyal customers could improve the organization businesses through buying more, paying higher prices, and providing new referrals through positive word of mouth over time. Therefore, management should realize the importance of CSR practices to enhance customer satisfaction and customer loyalty.

TNB regards its ability to provide a wide variety of customers with high-quality goods and services as a source of immense pride and privilege, and the company works tirelessly to discover new ways to improve the overall satisfaction of its clients. In recent years, TNB has made it a priority to provide our customers with innovative solutions that will assist them in thriving in a market that is becoming increasingly liberalised and digitised.

The primary platform for determining how satisfied TNB customers are with the company's service delivery and solutions is the annual Customer Satisfaction Index (CSI) survey that is conducted by TNB. The evaluation takes into account a number of factors, including TNB's

reputation and branding, the dependability of its electricity supply, the energy efficiency of its operations, as well as the experience that customers have with customer service. TNB was able to maintain its strong performance in our CSI in 2020, earning a high score of 8.6 for the fourth year in a row.

Customers' lives are improved as a result of TNB's efforts to equip them with the knowledge and skills necessary to navigate the complexities of the electricity supply industry. TNB is taking steps to improve the overall experience of its customers by adopting a strategy that is customer-led. TNB is providing them with innovative solutions for the challenges they will face in the future of the electricity supply industry by capitalising on the opportunities presented by energy efficiency (EE) and renewable energy (RE) solutions. The Advanced Metering Infrastructure (AMI) initiative, which includes the rollout of smart metres, as well as several EE solutions to promote a more sustainable lifestyle are included in these intelligent solutions.

TNB is encouraging the local real estate market by catering to the needs of its customers. The use of renewable energy (RE) is the way of the future, and we should back the initiatives that the government is taking to further RE's development in Malaysia. Because of this, TNB makes available to their customers a variety of methods for the generation and supply of renewable energy, one of which is the Net Energy Metering scheme. While this is going on, NEM makes it possible for customers to export any excess energy generated by solar photovoltaic systems installed on their homes or businesses to the grid on a "one-on-one" basis.

TNB has developed a strategic plan called "Reimagining TNB," which aims to make the company one of the top 10 global electricity utilities by the year 2025. TNB will be able to

navigate current and future challenges in the industry with the help of cost-effective and efficient business practises, and sustainability will play an important part in the achievement of our goal. This will make it possible for TNB to create value for our most important stakeholder groups by maximizing the distribution of that value.

TNB is actively working to diversify our portfolio of local generation in order to meet current and future needs in a reliable, cost-effective, and environmentally responsible manner. The optimal generation capacity development plan for Peninsular Malaysia was developed with the goal of striking a balance between economic, environmental, and energy security. The result is the generation mix that is used in Peninsular Malaysia. TNB holds equity ownership in energy-related assets across strategic markets such as Turkey, Saudi Arabia, Pakistan, India, and the United Kingdom. This represents TNB's presence on the international stage (UK). TNB's portfolio makes it possible for us to increase our production of renewable energy (RE) and contribute toward meeting our goal of installing a capacity equal to 1,700 MW of RE by 2025.

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APPENDIX A

SURVEY QUESTIONS

THE EFFECTS OF CORPORATE RESPONSOBILITY (CSR) AND CUSTOMER SATISFACTION ON CUSTOMER LOYALTY

The purpose of marketing is to increase customer satisfaction by providing them with more value, as well as to establish and maintain a connection with customers that is mutually profitable. If a company's goods or services do not satisfy the requirements and preferences of the target market, then none of the available tactics will be effective. Thus, the purpose of this survey is to identify the effect of the effects of corporate responsibility (CSR) and customer satisfaction on customer loyalty. This survey consists of 4 Section. Your answers will be treated confidentially. The findings of the study will be used for academic purposes. Your name is optional in this questionnaire.

A. DEMOGRAPHIC PROFILE

Please tick (√) only **ONE** (1) box where appropriate for the following questions.

1   Gender:
     Male
     Female

2   Age:
     18-25
     26-35
     36-45
     46-55
     Others (please specify):

3   Ethnicity:
     Malay
     Chinese
     Indian
     Others   (please   specify):
     _____

4   Marital Status:
     Single
     Married
     Divorced

Widow ☐

5   Education Level:
    Certificate ☐
    Diploma ☐
    Bachelor's Degree ☐
    Master's Degree ☐
    PhD ☐
    Others (please specify):
    _____

6   Occupation:
    Student ☐
    Government Servant ☐
    Private Servant ☐
    Self Employed ☐
    Others (please specify):
    _____

B. CORPORATE SOCIAL RESPONSIBILITY (CSR)

Please give each of the following statements a score using the following 1 to 5 scale. A "5" represent a statement you strongly agree and a "1" to a statement you strongly disagree. Only ONE (1) answer needs to be circled for each question.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

No.	Corporate Social Responsibility (CSR)	Scale
1	The company can operate in line with social and ethical expectations	1 2 3 4 5
2	The company actively participates in community environmental protection	1 2 3 4 5
3	The company actively participates in charitable activities such as relief, poverty alleviation and donation	1 2 3 4 5
4	The company is committed to maximizing profits	1 2 3 4 5
5	The company pays attention to energy saving and emission reduction in the production process	1 2 3 4 5
6	The company has strong economic strength	1 2 3 4 5
7	The company has a good social reputation	1 2 3 4 5
8	The company has a good reputation among consumers	1 2 3 4 5
9	The company is committed to supporting the improvement of the quality of life in the community	1 2 3 4 5

C. CUSTOMER SATISFACTION

No.	Customer Satisfaction	Scale
1	The company always meets my expectations	1 2 3 4 5
2	I am satisfied with the company product and services	1 2 3 4 5
3	The company CSR policy caters to my expectation	1 2 3 4 5
4	I am very satisfied with the company CSR performance	1 2 3 4 5

D. CUSTOMER LOYALTY

No.	Customer Loyalty	Scale
1	I often tell positive things about the company to other people	1 2 3 4 5
2	I would like to recommend the products of this company to my friends or colleagues	1 2 3 4 5
3	I am willing to recommend this company to the people around me	1 2 3 4 5

DESCRIPTIVE ANALYSIS – DEMOGRAPHIC PROFILE

Statistics

		Gender	Age	Ethnicity	Marital Status	Education Level	Occupation	Salary
N	Valid	189	189	189	189	189	189	189
	Missing	0	0	0	0	0	0	0
Std. Deviation		.483	.941	.103	.510	1.015	.784	.679
Skewness		-.565	-.518	9.643	.527	.086	-.812	1.440
Std. Error of Skewness		.177	.177	.177	.177	.177	.177	.177
Kurtosis		-1.699	-.811	91.957	4.228	-.595	-.031	1.521
Std. Error of Kurtosis		.352	.352	.352	.352	.352	.352	.352
Minimum		1	1	1	1	1	1	1
Maximum		2	5	2	4	5	4	4

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	36.5	36.5	36.5
	Female	120	63.5	63.5	100.0
	Total	189	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	10	5.3	5.3	5.3
	26-35	45	23.8	23.8	29.1
	36-45	54	28.6	28.6	57.7
	46-55	79	41.8	41.8	99.5
	5	1	.5	.5	100.0
	Total	189	100.0	100.0	

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	187	98.9	98.9	98.9
	Chinese	2	1.1	1.1	100.0
	Total	189	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	35	18.5	18.5	18.5
	Married	146	77.2	77.2	95.8
	Divorced	5	2.6	2.6	98.4
	Widow	3	1.6	1.6	100.0
	Total	189	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	46	24.3	24.3	24.3
	Diploma	43	22.8	22.8	47.1
	Bachelor's Degree	80	42.3	42.3	89.4
	Master's Degree	16	8.5	8.5	97.9
	phD	4	2.1	2.1	100.0
	Total	189	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Students	25	13.2	13.2	13.2
	Government Servant	37	19.6	19.6	32.8
	Private Servant	117	61.9	61.9	94.7
	Self Employed	10	5.3	5.3	100.0
	Total	189	100.0	100.0	

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM5000	123	65.1	65.1	65.1
	Between RM 5000 and RM 10000	50	26.5	26.5	91.5
	Between RM 10001 and RM 15000	14	7.4	7.4	98.9
	Between RM 15001 and RM20000	2	1.1	1.1	100.0
	Total	189	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM5000	123	65.1	65.1	65.1
	Between RM 5000 and RM 10000	50	26.5	26.5	91.5
	Between RM 10001 and RM 15000	14	7.4	7.4	

RELIABILITY

i) CSR

Case Processing Summary

		N	%
Cases	Valid	189	100.0
	Excluded[a]	0	.0
	Total	189	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	9

ii) Customer Satisfaction

Case Processing Summary

		N	%
Cases	Valid	189	100.0
	Excluded[a]	0	.0
	Total	189	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.894	4

iii) Customer Loyalty

Case Processing Summary

		N	%
Cases	Valid	189	100.0
	Excluded[a]	0	.0
	Total	189	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.872	3

NORMALITY – SKEWNESS KURTOSIS

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
CSR1	189	1	5	4.20	.046	.626	-1.219	.177	5.065	.352
CSR2	189	2	5	4.20	.049	.670	-.687	.177	1.046	.352
CSR3	189	1	5	4.26	.053	.725	-1.382	.177	3.978	.352
CSR4	189	1	5	4.25	.052	.712	-1.385	.177	4.289	.352
CSR5	189	1	5	4.18	.055	.758	-.981	.177	1.653	.352
CSR6	189	2	5	4.32	.043	.589	-.541	.177	1.170	.352
CSR7	189	1	5	4.31	.049	.679	-1.201	.177	3.367	.352
CSR8	189	1	5	4.19	.049	.678	-.866	.177	2.350	.352
CSR9	189	2	5	4.24	.051	.701	-.648	.177	.290	.352
CS1	189	1	5	4.03	.053	.725	-.801	.177	1.650	.352
CS2	189	1	5	4.14	.050	.681	-.799	.177	2.141	.352
CS3	189	2	5	4.14	.050	.686	-.483	.177	.274	.352
CS4	189	2	5	4.11	.051	.702	-.624	.177	.703	.352
CL1	189	1	5	4.12	.053	.735	-1.000	.177	2.121	.352
CL2	189	2	5	4.12	.047	.645	-.479	.177	.812	.352
CL3	189	2	5	4.12	.050	.685	-.561	.177	.630	.352
Valid N (listwise)	189									

OUTLIERS – 5% TRIMMED MEAN

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CSR1	189	100.0%	0	0.0%	189	100.0%
CSR2	189	100.0%	0	0.0%	189	100.0%
CSR3	189	100.0%	0	0.0%	189	100.0%
CSR4	189	100.0%	0	0.0%	189	100.0%
CSR5	189	100.0%	0	0.0%	189	100.0%
CSR6	189	100.0%	0	0.0%	189	100.0%
CSR7	189	100.0%	0	0.0%	189	100.0%
CSR8	189	100.0%	0	0.0%	189	100.0%
CSR9	189	100.0%	0	0.0%	189	100.0%
CS1	189	100.0%	0	0.0%	189	100.0%
CS2	189	100.0%	0	0.0%	189	100.0%
CS3	189	100.0%	0	0.0%	189	100.0%
CS4	189	100.0%	0	0.0%	189	100.0%
CL1	189	100.0%	0	0.0%	189	100.0%
CL2	189	100.0%	0	0.0%	189	100.0%
CL3	189	100.0%	0	0.0%	189	100.0%

Descriptive

			Statistic	Std. Error
CSR1	Mean		4.20	.046
	95% Confidence Interval for Mean	Lower Bound	4.11	
		Upper Bound	4.29	
	5% Trimmed Mean		4.25	
	Median		4.00	
	Variance		.392	
	Std. Deviation		.626	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.219	.177
	Kurtosis		5.065	.352
CSR2	Mean		4.20	.049
	95% Confidence Interval for Mean	Lower Bound	4.10	
		Upper Bound	4.30	

	5% Trimmed Mean		4.25	
	Median		4.00	
	Variance		.449	
	Std. Deviation		.670	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.687	.177
	Kurtosis		1.046	.352
CSR3	Mean		4.26	.053
	95% Confidence Interval for Mean	Lower Bound	4.16	
		Upper Bound	4.37	
	5% Trimmed Mean		4.34	
	Median		4.00	
	Variance		.525	
	Std. Deviation		.725	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.382	.177
	Kurtosis		3.978	.352
CSR4	Mean		4.25	.052
	95% Confidence Interval for Mean	Lower Bound	4.15	
		Upper Bound	4.35	
	5% Trimmed Mean		4.32	
	Median		4.00	
	Variance		.507	
	Std. Deviation		.712	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.385	.177
	Kurtosis		4.289	.352
CSR5	Mean		4.18	.055
	95% Confidence Interval for Mean	Lower Bound	4.07	
		Upper Bound	4.29	
	5% Trimmed Mean		4.24	
	Median		4.00	
	Variance		.574	

	Std. Deviation		.758	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.981	.177
	Kurtosis		1.653	.352
CSR6	Mean		4.32	.043
	95% Confidence Interval for Mean	Lower Bound	4.24	
		Upper Bound	4.41	
	5% Trimmed Mean		4.36	
	Median		4.00	
	Variance		.347	
	Std. Deviation		.589	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.541	.177
	Kurtosis		1.170	.352
CSR7	Mean		4.31	.049
	95% Confidence Interval for Mean	Lower Bound	4.21	
		Upper Bound	4.41	
	5% Trimmed Mean		4.38	
	Median		4.00	
	Variance		.461	
	Std. Deviation		.679	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.201	.177
	Kurtosis		3.367	.352
CSR8	Mean		4.19	.049
	95% Confidence Interval for Mean	Lower Bound	4.09	
		Upper Bound	4.28	
	5% Trimmed Mean		4.23	
	Median		4.00	
	Variance		.460	
	Std. Deviation		.678	
	Minimum		1	
	Maximum		5	

	Range		4	
	Interquartile Range		1	
	Skewness		-.866	.177
	Kurtosis		2.350	.352
CSR9	Mean		4.24	.051
	95% Confidence Interval for Mean	Lower Bound	4.14	
		Upper Bound	4.34	
	5% Trimmed Mean		4.28	
	Median		4.00	
	Variance		.491	
	Std. Deviation		.701	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.648	.177
	Kurtosis		.290	.352
CS1	Mean		4.03	.053
	95% Confidence Interval for Mean	Lower Bound	3.92	
		Upper Bound	4.13	
	5% Trimmed Mean		4.07	
	Median		4.00	
	Variance		.526	
	Std. Deviation		.725	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.801	.177
	Kurtosis		1.650	.352
CS2	Mean		4.14	.050
	95% Confidence Interval for Mean	Lower Bound	4.05	
		Upper Bound	4.24	
	5% Trimmed Mean		4.18	
	Median		4.00	
	Variance		.464	
	Std. Deviation		.681	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.799	.177

	Kurtosis		2.141	.352
CS3	Mean		4.14	.050
	95% Confidence Interval for Mean	Lower Bound	4.04	
		Upper Bound	4.24	
	5% Trimmed Mean		4.17	
	Median		4.00	
	Variance		.470	
	Std. Deviation		.686	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.483	.177
	Kurtosis		.274	.352
CS4	Mean		4.11	.051
	95% Confidence Interval for Mean	Lower Bound	4.01	
		Upper Bound	4.21	
	5% Trimmed Mean		4.15	
	Median		4.00	
	Variance		.493	
	Std. Deviation		.702	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.624	.177
	Kurtosis		.703	.352
CL1	Mean		4.12	.053
	95% Confidence Interval for Mean	Lower Bound	4.01	
		Upper Bound	4.22	
	5% Trimmed Mean		4.18	
	Median		4.00	
	Variance		.540	
	Std. Deviation		.735	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.000	.177
	Kurtosis		2.121	.352
CL2	Mean		4.12	.047
		Lower Bound	4.03	

	95% Confidence Interval for Mean	Upper Bound	4.21	
	5% Trimmed Mean		4.15	
	Median		4.00	
	Variance		.416	
	Std. Deviation		.645	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.479	.177
	Kurtosis		.812	.352
CL3	Mean		4.12	.050
	95% Confidence Interval for Mean	Lower Bound	4.02	
		Upper Bound	4.22	
	5% Trimmed Mean		4.16	
	Median		4.00	
	Variance		.469	
	Std. Deviation		.685	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.561	.177
	Kurtosis		.630	.352

CORRELATIONS

Correlations

		CSR	CS	CL
CSR	Pearson Correlation	1	.779**	.703**
	Sig. (2-tailed)		<.001	<.001
	N	189	189	189
CS	Pearson Correlation	.779**	1	.796**
	Sig. (2-tailed)	<.001		<.001
	N	189	189	189
CL	Pearson Correlation	.703**	.796**	1
	Sig. (2-tailed)	<.001	<.001	
	N	189	189	189

**. Correlation is significant at the 0.01 level (2-tailed).