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MASTER OF BUSINESS ADMINISTRATION

Enhancing Customer Loyalty Through Good Corporate Social Responsibility Practices

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Declaration

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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Abstract

Customer loyalty is an asset that gives a competitive advantage towards a business organization. In the current business world where pressure from competition is very high, customer loyalty is attained through passive acceptance of brands. The competition worsens with the presence of online platforms, lowering the substation obstacles. CSR can be a business organizations' unique selling point to gain customer loyalty.

This research studies on how CSR could influence customer loyalty. According to the literature reviews made, CSR is operationalised into four independent variables which are philanthropic activities, good business practices, environmental concerns, and educational contributions, linking towards the dependent variable which is customer loyalty. With the formulation of the conceptual framework, four hypotheses were developed, to study the influence between the four independent variables towards the dependent variable.

A survey is done, collecting data from 150 professionals. The necessary tests were done to ensure that the data are valid and reliable. Upon analysis, the result shows that educational contributions and philanthropic activities, in a specific order, show influence towards customer loyalty but, not good business practices and environmental concerns. Recommendations were made looking at the perspective of the government and educational institutions according to the results obtained.

Table of Contents

List of Figures

List of Tables

List of Abbreviations

CSR: Corporate Social Responsibility

PLC: Public Listed Company

EEOC: Equal Employment Opportunity Commission

CSV: Creating Shared Value

PES: Payment for Ecosystem Services

EfA: Education for All

USA: United States of America

MNC: Multinational Company

PhPP: Philanthropy Private sector Partnership

UN: United Nations

NGO: Non-Government Organization

SPSS: Statistical Package for the Social Sciences

KMO: Kaiser Meyer Olkin

ANOVA: Analysis of variance

EU: European Union

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Chapter 1: Introduction

1.0 Overview

Customer loyalty is a paradox which perceived to be influenced by significantly by customer relationship management initiatives (Uncle, et al., 2003). However, various research shows that customer loyalty in the real business world is shaped more by the passive acceptance of brands (Uncle, et al., 2003). Linking to business success, business organizations need to focus their resources to retain their customers beyond what the competitors are doing (Khadka & Maharjan, 2017). CSR is a means for business organizations to gain the passive acceptance of the brand, enabling brand positioning (Akbari, et al., 2019).CSR has recently risen to prominence of discipline in business organizations' management, contributing towards society and the environment (Jan, 2006). It has been attracting much attention, discussion, and debate concerning social, economic, politics, and business works of literature and platforms (Jeje, 2017). However, there is a lack of widely agreed definition of CSR as there are many theories and literature served as a guideline for business organizations' management (Jan, 2006). Most literature agrees that CSR is when a business organization goes beyond the mission, in other words, doing extra for the society above what is required for them legally (Jeje, 2017). CSR efforts done by business organizations require the allocation of resources but also comes with perceived benefits towards business organizations such as customer loyalty and many more (Chang & Cheng, 2017). CSR has now become a pressure worldwide towards business organizations as society deems it to be necessary for the win-win situation (Ahmadian & Khosrowpour, 2017).

In Malaysia, the scenario for CSR is different. PLCs, are legally required to comply with CSR programs, following the orders of the International Trade and Industry Ministry and Bursa Malaysia (eclimo, 2019). This is why, in the top 10 of Malaysia CSR's shining stars, the companies in the list are listed as Berhad (PLCs) and not the non-PLCs (Top 10 of Malaysia, 2016). It could be seen that these PLCs accept that CSR is not just for the world but, for the business as well as they realise the perceived benefits (eclimo, 2019). There are approximately 902 PLCs in 2018 and counting till today (theGlobalEconomy, 2020). However, the non-PLCs in Malaysia are also encouraged and racing into indulging the perceived benefits of CSR (Beschorner

& Hajduk, 2017). This can be shown as a survey done indicates that approximately 70% of registered business organizations in Malaysia are doing CSR, which also involves the non-PLCs (CSR Malaysia, 2018). For Small and Medium Enterprises (SME) in Malaysia, there are approximately 900,000 and counting, which contributes 38.3% of GDP in 2018 (SME Corp Malaysia, 2020). This shows that the involvement of CSR by registered business organizations in Malaysia are pleasing in terms of numbers.

1.1 Study Background

CSR is done by business organizations as a form of public engagement. This Bursa Malaysia obligation (Rajasakran, 2018) is done in hopes to change the business perspective of pure profit-driven to a business that addresses the societal problems. In other words, an ethical business. Given such obligation, many CSR efforts have been done mainly using the approach of Porter's CSV (Porter & Kramer, 2006) as can be illustrated in **Figure 1** and **Figure 2** and/or Carroll's CSR Pyramid (Carroll, 2016) as can be illustrated in **Figure 3** (ANDERSON, et al., 2018). Despite their different views, both are aimed to address societal problems (Browne, 2016). CSR, apart from addressing societal problems, would also implicate positive reactions towards the initiator in terms of sustainability of their business organization (Schönherr, et al., 2017). The business organization's sustainability is highly dependent on purchasing preference and brand loyalty (Chang, 2017). In Malaysia, the judging criteria for CSR efforts by business organizations are listed below (CSR Malaysia, 2019):

1. Clear purpose and goals of the company for the CSR initiative
2. The impact created / the significance of the CSR initiative
3. Frequency of CSR events held
4. Total amount of contributions given
5. Transparency in reporting CSR initiatives
6. Creative implementation of the CSR activities
7. Strength of the CSR team
8. Sincerity and the effectiveness of each initiative

- Relationships with universities
- Ethical research practices (e.g., animal testing, GMOs)
- Product safety
- Conservation of raw materials
- Recycling

- Financial reporting practices
- Government practices
- Transparency
- Use of lobbying

- Education & job training
- Safe working conditions
- Diversity & discrimination
- Health care & other benefits
- Compensation policies
- Layoff polices

- Procurement & supply chain practices (e.g., bribery, child labor, conflict diamonds, pricing to farmers)
- Uses of particular inputs (e.g., animal fur)
- Utilization of natural resources

Support Activities

Firm Infrastructure
(e.g., financing, planning, investor relations)

Human Resource Management
(e.g., recruiting, training, compensation system)

Technology Development
(e.g., product design, testing, process design, material research, market research)

Procurement
(e.g., components, machinery, advertising, & services)

Primary Activities

| Inbound Logistics (e.g., incoming material storage, data, collection, service, customer access) | Operations (e.g., assembly, component fabrication, branch operations) | Outbound Logistics (e.g., order processing, warehousing, report preparation) | Marketing & Sales (e.g., sales force, promotion, advertising, proposal writing, Web site) | After-Sales Service (e.g., installation, customer support, complaint resolution, repair) |

- Transportation impacts (e.g., emissions, congestion, logging roads)

- Emissions & waste
- Biodiversity & ecological impacts
- Energy & water usage
- Worker safety & labor relations
- Hazardous materials

- Packaging use and disposal (McDonald's clamshell)
- Transportation impacts

- Marketing & advertising (e.g., truthful advertising, advertising to children)
- Pricing practices (e.g., price discrimination among customers, anticompetitive pricing practices, pricing policy to the poor)
- Consumer information
- Privacy

- Disposal of obsolete products
- Handling of consumables (e.g., motor oil, printing ink)
- Customer privacy

Figure 1: Looking Inside Out approach (Porter & Kramer, 2006)

- Availability of human resources (Marriott's job training)
- Access to research institutions and universities (Microsoft's Working Connections)
- Efficient physical infrastructure
- Efficient administrative infrastructure
- Availability of scientific and technological infrastructure (Nestlé's knowledge transfer to milk farmers)
- Sustainable natural resources (GrupoNueva's water conservation)
- Efficient access to capital

Context for Firm Strategy and Rivalry
The rules and incentives that govern competition

- Fair and open local competition (e.g., the absence of trade barriers, fair regulations)
- Intellectual property protection
- Transparency (e.g., financial reporting, corruption: Extractive Industries Transparency Initiative)
- Rule of law (e.g., security, protection of property, legal system)
- Meritocratic incentive systems (e.g., antidiscrimination)

Factor (Input) Conditions
Presence of high-quality, specialized inputs available to firms

Local Demand Conditions
The nature and sophistication of local customer needs

Related and Supporting Industries
The local availability of supporting industries

- Availability of local suppliers (Sysco's locally grown produce; Nestlé's milk collection dairies)
- Access to firms in related fields
- Presence of clusters instead of isolated industries

- Sophistication of local demand (e.g. appeal of social value propositions: Whole Foods' customers)
- Demanding regulatory standards (California auto emissions & mileage standards)
- Unusual local needs that can be served nationally and globally (Urbi's housing financing, Unilever's "bottom of the pyramid" strategy)
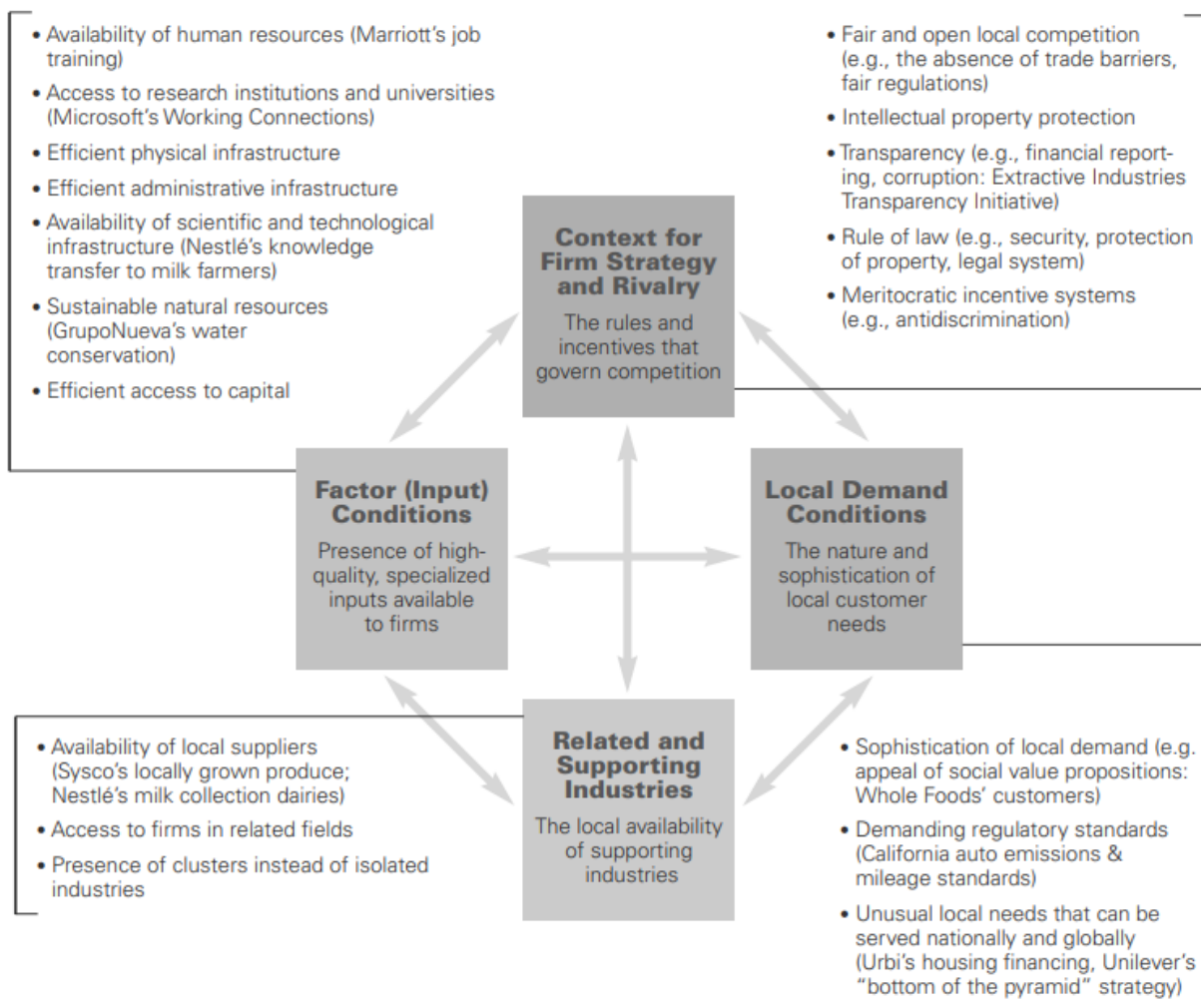
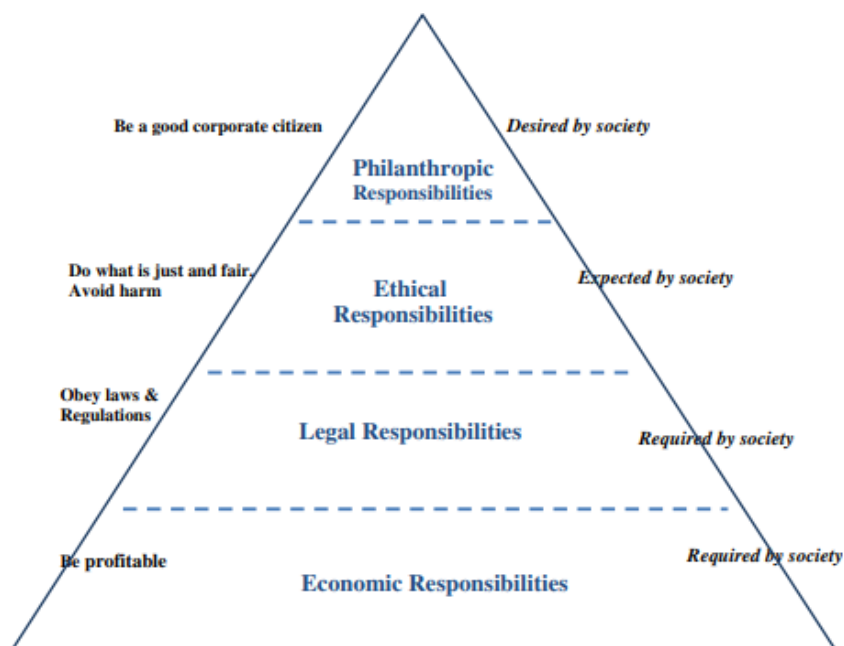*Figure 2: Looking Outside In approach (Porter & Kramer, 2006)*

Figure 3: Carroll's CSR Pyramid (Carroll, 2016)

Customer loyalty is a long-term asset where it creates a sustainable competitive advantage for business organizations (Abu-Alhaija, et al., 2018). It is defined as a customer's intention to remain committed towards a specific provider in the marketplace by repeating their purchasing experience (Abu-Alhaija, et al., 2018). Being one of the perceived benefits of CSR and the key to business sustainability, a business organization shall want to withhold this competitive advantage (Davis, 2019). Loyal customers would benefit more towards the business organizations in terms of profitability. If 5% of customer retention is increased, it would increase the profit of a business organization from 25% to 95% (Wertz, 2018). Wertz (2018) also mentions that, to gain new customers, it would cost 5 times for business organizations as compared to retaining customers.

1.2 Problem Statement

With the current available medium of online platforms, creating a wealth of information and multiple channels distributing and offering products and services, lowers the substitution obstacles and decreasing customer loyalty (KARSALARI, et al., 2017). KARSALARI, et al. (2017) also adds that the progress in the field of information enables customers to get quick awareness of what competitors do and attracts them. A customer would not retain automatically and business organizations should work to gain customer loyalty. In Pakistan, the telecommunication sector suffers from an increasing trend of users switching services and a decrease in average revenue due to fierce competition, lacking customer loyalty (Yaqub, et al., 2019). Yaqub, et al. (2019) states that this happens due to the low switching cost for customers and there is no presence of a unique selling point.

CSR no doubts if seen in a glance, can be a unique selling point and is a harmonious approach towards both business and society in Malaysia as a developing country (Jamali & Carroll, 2017). CSR of a business organization is not the domain of a business but more of a concept and strategy of activities that could and should be implemented in the pursuit of sustainable development basing on the implementation of economic, social, and ecological goals (Szelągowska-Rudzka, 2018). Given that the high number of registered business organizations in Malaysia are doing CSR,

there are still approximately 30% remaining business organizations which are still not doing it. There is a possibility of getting these 30% to ride in the same boat with those who have implemented CSR.

There are many reasons why these business organizations are not doing CSR. Firstly, not all business organizations have the leverage to locate their resources towards CSR as they may be more concerned about surviving rather than doing good for others despite the known benefits (Camilleri, 2017). Secondly, business organizations do not have a clear instruction or manual on how to do CSR by the government or regulating body which demotivates them to do so as it is a complex concept and strategy (Jeje, 2017). This is due to many theories of CSR commonly described as being a voluntary act by business organizations that is self-regulated by the business organizations themselves (Jeje, 2017). Thirdly, even when a business organization management understands the concept and strategy, the extend of the benefits that they would receive from their CSR activities is not clear (Chojnacka & Wiśniewska, 2017). Finally, not many business organizations understand that sustainability outweighs short term financial performances (Chojnacka & Wiśniewska, 2017). Survivability of the business is more important than the business making profits in the short term as they finally depend on their stakeholders to procure their products or services (Chojnacka & Wiśniewska, 2017). Hence this is why customer loyalty is essential for the management to withhold (Molinillo, et al., 2020).

1.3 Research Question

Basing on the study background and problem statement written above, four research questions have been listed below:

1. Do philanthropic activities have influence towards customer loyalty?

2. Do good business practices have influence towards customer loyalty?

3. Do environmental concerns have influence towards customer loyalty?

4. Do educational contributions have influence towards customer loyalty?

1.4 Research Objective

Basing on the questions written above, four research objectives have been listed below:

1. To determine if philanthropic activities have influence towards customer loyalty.

2. To find out if good business practices have influence towards customer loyalty.

3. To discover if environmental concerns have influence towards customer loyalty.

4. To learn if educational contributions have influence towards customer loyalty.

1.5 Significance of The Research

This study focuses on identifying the operationalise CSR done by business organizations that influence customer loyalty by understanding from the point of view of the professionals who would procure their products and/or services. Through a suitable framework, this study would provide reliable and significant results to academicians, the government, and the related industries.

1.5.1 The importance of the study to academia

This study provides a new source for the existing studies that are related to customer loyalty in terms of operationalise CSR done by business organizations. Within the context of new academic journals of 5 years cycle, there are limited researches concerning the subject of this study. This would contribute to the academic field alongside the references of researches done in other countries, in encouraging further academicians to study regarding the influence of operationalise CSR towards customer loyalty.

1.5.2 The importance of the study to government

This study could help the government to have a better understanding of what the people deem a better CSR effort comparing to others. This would enable them to better regulate the CSR efforts done by PLCs, creating a legal framework and create a

greater impact on society, creating better sustainability and positive economic growth. Furthermore, the government could also use this to create better support and ecosystem to encourage CSR beyond PLCs.

1.5.3 The importance of the study to the industries

This study would enable the business organizations' management to understand which operationalise CSR would give a higher impact towards customer loyalty. Furthermore, this would enable them to make a better societal strategy concerning the stakeholders since CSR is mainly self-regulated. This would also encourage the business organizations' management that are not legally bounded to practice CSR to incorporate practicing CSR in their business strategy for better sustainability.

1.6 Scope of The Study

This study shall be applying a quantitative method in determining whether philanthropic activities, good business practices, environmental concerns, and educational contributions would have a significant influence towards the customer loyalty of business organizations. The sample focus shall be on professionals residing in Malaysia where the unit of analysis will be professionals having these criteria of having at least 2 years of working experience with a working position of at least executive-level having the minimum monthly pay of RM 2,500, as they have the purchasing power and are more aware of CSR existence

1.7 Ethical Consideration

It is noted that ethical and legal issues are significant components that need to be considered in doing modern research that involves subject and researcher (Yip, et al., 2016). The questionnaire distribution and data collection shall be done online to avoid human contact due to the COVID 19 pandemic (Ministry of Health Malaysia, 2020). The data collection shall be done with informed consent and distributed to the professionals. This would ensure that the respondents are willingly responding to the questionnaire provided. The collected data shall not be published and exposed, emphasizing on the privacy and confidentiality of the respondents. Prior to the

distribution of the questionnaire, the easily understandable questionnaire shall go through validity and reliability testing to ensure ethical appropriateness. Also, any form of secondary data for this research shall be properly cited and referenced based on the Harvard Referencing Method.

Chapter 2: Literature Review

2.0 Overview

This chapter will review the literatures concerning defining professionals, operationalise CSR, and the relationship between customer loyalty and operationalise CSR. Further to that, the literatures related to the operationalised CSR shall be reviewed, broken down to philanthropic activities, good business practices, environmental concerns, and educational contributions. Then, the literatures related to the relationship between each broken down operationalised CSR shall be reviewed. Finally, the conceptual framework and hypothesis will be presented.

2.1 Defining Professional

Professional is mainly associated with the classification of jobs. This classification includes professional jobs and non-professional jobs. However, classifying a professional requires a lot of criteria consideration. The EEOC of USA defines professional jobs as those which require a degree level of education (Bean-Mellinger, 2018). However, EEOC then has several categories for managerial jobs which implicates that managers aren't professional jobs (Bean-Mellinger, 2018). This aligned with Ishola, et al. (2018) where they agree that the level of education accompanied by sets of skills determines how professional is a person, as having a higher education means the quality of the human resource is higher (Ishola, et al., 2018). This also means that these professionals are the ones that would set the pace for the development of social, economic, and politics of the nation (Ishola, et al., 2018). Concentration on an educational level only does not give an impactful definition towards professional as there are fresh graduates of master's degrees but has just started his/her carrier in an organization.

Going beyond the concentration of educational level only to define professional, Victoria (2018) defines professional as an individual that has ethics as the actions are taken, shall benefit the general public and not only focussing on the members of the organization him/her is working in, having a reasonable authorization power over actions taken by the organization and shall not breach or misused and having a good level of knowledge to solve or innovate for the organization that him/her is working in

(Victoria, 2018). A criterion of this professional definition that is notable, the consideration of ethics that benefits the public is included. Being a professional that has the knowledge and authorization power, must also include ethics with the consideration of the public implications over the actions taken by him/herself. This is important as the public is also a stakeholder in the majority of business models (Chai, et al., 2018).

In addition to the considerations of defining the professional above, HRPA also includes the consideration of financial gain (Balthazard, 2015). Work with great quality and integrity is not sufficient for a person to be considered as a professional, as an economic gain is not met hence the need to be a professional is not needed (Balthazard, 2015). This consideration however contradicts the above considerations. For example, a guitarist or a golfer who does not need to have a high educational background or having a reasonable authorization power makes a higher income in comparison to others that do the same act is considered to be a professional (Balthazard, 2015). However, the educational and ethical considerations are what would differentiate to the professionals that would only focus on monetary gains. This would reflect on their behaviour exhibit which is accepted by the community (Ishola, et al., 2018). This is aligned to CFI (2019) where they agree on the considerations as reflected on their professional standards (Corporate Finance Institue, 2019). However, they also stressed that professional could also up levelled with a worldwide recognized professional certificate such as PE and FMVA (Corporate Finance Institue, 2019).

2.2 Operationalise CSR

Porter & Kramer argues that CSR is an initiative that is an inescapable necessity for business leaders operating worldwide (Porter & Kramer, 2006). For this research, CSR is operationalised from the most favourite theories applied by business organizations to perform CSR, which are Carroll's Pyramid of CSR and Porter's CSV approaches (Masoud, 2017). Carroll's Pyramid of CSR implies that a business organization is required to follow it sequentially by having the views that the society demands it to first make its profits, and in the same time fulfilling their civil obligations before addressing the societal ethical and morality needs by being a philanthropist (Carroll, 2016). Porter's CSV is a CSR framework that integrates social values into a business

organization's value chain, utilizing their resources, separated by two approaches which are inside out and outside in (Porter & Kramer, 2006). Becoming a forefront for business organizations, this stakeholders-oriented strategy is an evolutionarily stable strategy, argued by Chai, et al. (2018) where stakeholders-oriented strategy rips a better profit than a shareholders-oriented strategy (Chai, et al., 2018). CSV is created when the social impact is achieved whilst simultaneously, economic success and sustainability are achieved through good business practices, environmental concerns, or educational contributions (Atiq, et al., 2018).

2.2.1 Philanthropic activities

Traditionally, the idea of philanthropy is defined as a means to give short term solutions towards urgent needs and is derived from religious foundations, cultural practices, conditions of the economy, goals in politics, and specific community needs (Dönmez-Maç, et al., 2019). This is similar to Carroll's Pyramid CSR where in altruistic conditions and not legally required, business organizations are to engaged in with the intent to benefit society without connecting to corporate performance of business gain (Kubíčková, 2018). However, in the current era, it has revolutionised into what is now known as corporate philanthropy. Corporate philanthropy gives a larger role towards business strategy and is the type of philanthropy that involves planned financials, time, and institution (Dönmez-Maç, et al., 2019). This concept covers human rights, labour practices, environmental issues, and others that include the stakeholder of the business itself (Dönmez-Maç, et al., 2019). This is supported by Kubíčková, (2018) but with a more specific definition, where the business organization transfers corporate resources to recipients in forms of charity such as financial assets or in-kind gifts at a below-market price towards the societal cause. This is also supported by Eger, et al. (2019), but they have stated that in the daily dynamic field conditions, it would not be easy for a business organization to decide in their philanthropic activities as the environment is imperfect.

The evolution of philanthropic activities for business organizations has gone far beyond up to date. In France and Thailand, there are business organizations that create negative impacts on the natural landscape of the earth, commonly involved in green supply chain management, voluntarily provides a certain amount of financing to

better the ecosystem that they have disrupted which is called as PES (Thompson, 2019). Studies have shown that in countries that have implemented PES, it gives a more positive impact when funded by the private sectors rather than funded by the government who acts on behalf of the other public users (Thompson, 2019). In Morocco, EfA is implemented by tour operators where it is a tourism-supported educational project that provides boarding houses facilities for female remote villages students to facilitate, enabling them to engage in the state schooling system (Eger, et al., 2019). This act unfolds the dynamic interplay of stakeholders and tour operator's business organizations (Eger, et al., 2019). Related to philanthropic activities in education, Craufurd Goodwin, when in tenure of Ford has initiated multiple grants covering worldwide for researches to cover societal problem areas to have the betterment of life (Nacht, 2019). The case of grant-giving is similar in India and the USA where MNCs provide grants to social entrepreneurs who have social programs that are aligned to their goals, with the adoption of evidence-based strategies and conducts evaluations (Chatterjee & Rai, 2018). Furthermore, education grants have also been given by Tata towards the scientific development in India by financing research institutions, scholarships for scientific training, and many more (Kumar, 2018). Another unique philanthropic activity that was found in the USA is called PhPP where it is a cross-sector partnership to address deep-rooted difficult social issues (Scott, et al., 2018). This is aligned with the situation in India where collaborations to implement their philanthropic activities (Chatterjee & Rai, 2018). These partnerships enable the organizations to partake larger agendas, long term challenges, facilitating innovations, and reducing competition among partners, hence increasing organizational efficiency (Scott, et al., 2018).

2.2.2 Good business practices

Following Porter, a business organization's good business practices are regarding their goodwill socially to the community (Soshnick, 2018). This is then further broken down by UN's guideline for consumer protection under good business practices where, companies are to be fair to consumers and being transparent at all stages of their relationship and avoiding practices that would harm the consumers (Benöhr, 2020). Additionally, business organizations are required to not be misleading to the consumers and protecting their privacy and enabling them to resolve any dispute that

might occur (Benöhr, 2020). However, Hrehová (2019) argues that good business practices should be defined as simple as where a business organization is expected, not legally required to produce reliable products or services, charging a price that is fair for the consumer with a fair profit margin to the business organization, paying a fair wage to employees, caring about the environment and acting on other societal issues. Sarkar & Pingle (2018) added that good business practices should address socioeconomic priorities and societal gaps in skills or infrastructure. Good business practices definition under CSR has also been argued over 50 years and has no general valid definition neither consensus (Hrehová, 2019). Given these definitions, good business practices also have their downsides. UN clearly states that good business practices are a self-regulatory mechanism, hence without oversight and enforcement, business organizations might be in non-compliance, ending up bullying the consumers (Benöhr, 2020). Furthermore, this mechanism also is hard to design as there is no available model for business organizations to follow (Benöhr, 2020).

Due to the lack of uniformity or guidance, there are a few activities that would demonstrate good business practices. Bull & Ridley-Duff (2019) suggest that a business organization can implement good business practices when they develop an ethical production and consumption practices business model, calling it "fair trade". Sharma (2019) suggests that good business practices can be reflected when a business organization takes care of the buyer-supplier ethical relationship, making them more accountable and responsible towards their stakeholders whilst meeting their needs and ensuring regular supply of goods. This is supported by Durocher-Yvon, et al. (2019), with an additional holistic approach to building trust and a better understanding of consumer's needs. It is different in the USA however, concentrating in Minnesota where legally, business organizations are required to conduct good business practices to bring positive social changes emphasizing social, governance issues, and environmental (Matheson & Nicolet, 2019). This legislation of good business practices through legislation for the protection and promotion of social objectives has been done in several countries as well (Sarkar & Pingle, 2018). Besides, in Malaysian banking companies, they decide to do good business practices by having a better working environment and good internal relations which gives external effects with their customer service performance (Chan & Hasan, 2019). Moreover, in China, telecommunication companies are performing good business

practices through high evaluation of impacts towards customers, the environment, and the company prior to considering their objectives (Arrive, et al., 2019).

2.2.3 Environmental concerns

Environmental issues can no longer be kept buried globally and it poses great challenges for business organizations to allocate resources and capabilities for the better future of society and their business (Afsar, et al., 2018). Nie, et al. (2019) states that environmental concerns are when a business organization has a high environmental responsibility sense and stewardship of natural resources. Hill (2019) argues that environmental concerns are when a business organization incorporates the environment essence into its business model which will not take any advantage of the environment, imposing negative externalities. Furthermore, Thompson (2019) stresses that business organizations implement environmental concerns are those who allocate their resources to support the restoration and conversation of the ecosystem in their environmental management. A slight difference was found to what was argued by Tang & Tang (2018) where a business organization's environmental concerns are highly dependent to the degree of its commitment rate of stakeholders towards the environment and varies due to they are driven by various agendas and face their constraints from their business environments and certain institutional environment. It is also added that the business organizations themselves have their capability in terms of showing the effectiveness of their environmental concerns, dependent on the pressure to do environmental concerns efforts and the orientations of converged or diverged indicating opportunities that could exist for these business organizations to take advantage from (Tang & Tang, 2018).

Worldwide, there are many unique efforts on showing environmental concerns from business organizations. Following a study conducted in Pakistan, business organization leaders initiate the cultivation of a socially responsible workplace which turns their employees into having high pro-environmental behaviour (Afsar, et al., 2018). The environmental specific leaders then would turn to give recognition towards such green behaviour contribution towards the organization and community (Afsar, et al., 2018). The largest banks worldwide have contributed a lot in terms of environmental concerns through eco-taxes, green investments, alternative sources of

energies, and many more (Ryszawska & Zabawa, 2018). Ryszawska & Zabawa (2018) also added that they have adopted the GRI to be more transparent about their environmental concerns initiative to their audience. The Industrial and Commercial Bank of China confirms that they managed to reduce the emission of carbon dioxide by 44.5 thousand tonnes in 2015 (Ryszawska & Zabawa, 2018). Pro-environmental investments are concentrated towards those who credit and loans towards the protection of the environment (Ryszawska & Zabawa, 2018). This is similar to the aviation industry where the minimisation of carbon emission is done through investments towards greener technologies and also better environmental impact assessments are done before any business actions (Yang, et al., 2020). Furthermore, Xu, et al. (2018) argue that environmental concerns should be done by business organizations by the adoption of stakeholder theory by carefully looking at stakeholder's environmental concerns and being responsible towards them. This is supported by Johnstone (2018) as environmental concerns activities are dependent on social expectations. Bacinello, et al. (2019) has a different approach towards environmental concerns as innovation should happen in meeting a business organization's economic objectives towards environmental demands.

2.2.4 Educational contributions

Business practitioners, scholars from various disciplines, policymakers, and various stakeholders recognize how important educational contributions can be when it comes to taking actions in addressing societal and environmental issues that threaten our economies (Montiel, et al., 2020). Garcı´a-Rosell (2019) defines educational contributions in the context of business organizations is where business organizations understand that they are to act socially responsible in contesting, constructing (de-), and negotiating, making them the role models to others. This further relates to the protagonist of CEO-top management towards the emphasis of educational contributions whereby educating and implementing goodness, it positions their business organization in a win-win situation with all the stakeholders (Reimer, et al., 2018). Revilla (2018) views that, educational contributions are a form of micro-social contract for business organizations due to knowledge, sustainability development, and social interconnection leading to a firm's dynamic and competitive economy. Business organizations are to follow their respective country's national growth plan, providing

transparency reporting, and self-regulate their educational contribution initiatives (Revilla, 2018). This is similar to Szelągowska-Rudzka (2018) views where business organizations' educational contributions shall follow the guidelines of ISO 26000 which emphasize them to provide stakeholders with benefits that fall outside of their lawful and ethical actions as well as cooperation in the form of partnership for sustainability development. Looking externally, Loh & Shaharuddin (2019) argues that a business organization should do their educational contribution by engaging with external educational firms to help them implement new teaching methods and benefiting from both academic and business communities through technology integration.

Educational contributions are not limited to only externally but also internally by business organizations. In Malaysia, educational contributions are done externally where 3D-Hologram technology is supplied to primary educational institutions to enhance the cognitive skill which would promote comprehensive learning for children (Loh & Shaharuddin, 2019). Furthermore, to technology usage, the usage of mobile applications or apps, computer simulations, and web 2.0 are encouraged to teach sustainability and is funded by business organizations in promoting CSR to the society (Montiel, et al., 2020). In Poland universities, they have decided to do educational contributions internally, visioning sustainability for the pupils attending the universities (Szelągowska-Rudzka, 2018). Their focus is to create a sustainable culture within multiple business organizations from their graduates (Szelągowska-Rudzka, 2018). Sánchez, et al. (2020) also have similar research where business organizations have invested in their own educational contributions in ensuring that their employees are trained to become more responsible towards the society, enforcing sustainability. In Sweden, business organizations collaborate with NGOs for social domestic matters to ensure that refugees situated in the country have proper education despite their unwanted situation (Fontana, 2018). In Nigeria, the multinational oil companies have funded approximately 800 rural female students for their educational programmes, enhancing their economic, political, and social development (Uduji, et al., 2020). This is similar to Malaysia's educational contributions where Petronas Foundation has funded and initiated programs for underprivileged students in Sarawak in developing moral values and intrinsic motivations for a better future (Senin, et al., 2019).

2.3 Relationship Between Customer Loyalty and Operationalise CSR

Operationalise CSR is done, aimed to address societal problems (Browne, 2016). Operationalise CSR, apart from addressing societal problems, would also implicate positive reactions towards the initiator in terms of sustainability of their business organization (Schönherr, et al., 2017). The business organization's sustainability is highly dependent on purchasing preference and brand loyalty (Chang, 2017). Operationalise CSR activities theoretically would increase the purchasing preference of consumers towards the brand (Nakano & Tsuge, 2019). This strategy for business organizations in addressing the stakeholders as compared to the olden shareholders' approach is a "win-win" for them and the society (ANDERSON, et al., 2018). There are also schools of opinion that CSR is done by these business organizations as a response to the demand of their stakeholders, the reason why the purchasing preference is gained (Barnett, 2019). Therefore, when their CSR efforts are communicated, positive responses that create trustworthiness towards the CSR initiator are achieved hence customer loyalty is increased (Kollat & Farache, 2017). However, in Serbia, price, quality, and health dimensions of a product or services weighs more than the operationalise CSR done by business organizations (Stanisavljević, 2017). This is similar to what is happening in the sportswear industry in China where consumers values a business organization's operationalise CSR efforts varies, hence does not strongly affect their judgement to be loyal towards the business organization (Lu, et al., 2017). MOISESCU & BERACS (2016) have the same research results where CSR efforts regarding employees or sponsorship have a minimal impact towards customer loyalty in comparison to other CSR efforts.

2.3.1 Relationship between customer loyalty and philanthropic activities

In challenging times, retaining customers by business organizations is difficult. However, in Pakistan's telecommunication sector, philanthropic activities have enabled the business organizations to retain their loyal customers as the research result indicates a strong and positive relationship (Afridi, et al., 2018). This also directly affects the customers' trust towards the business organization (Afridi, et al., 2018). Thomassen, et al. (2020) states that, when a business organization practices prosocial compensation, a form of a donation to a charitable cause on behalf of the customers as compensation when there is a loss after a service failure strengthens the customer

loyalty. This results from an activity that ensures the business organization reflects how responsible they are (Thomassen, et al., 2020). Bonsu (2019) mentions that when a business organization allocates its resources towards community involvement such as manpower or monetary towards addressing societal issues, creates a favourable customer loyalty benefit. This is because business organizations shall have a sustainable outcome from their philanthropic efforts due to enabling their customers to have increased buying power (Bonsu, 2019).

There are also literatures that show a negative relationship between customer loyalty and philanthropic activities. In Spain, when advertised by the business organizations regarding their philanthropic activities, it provokes negative feelings from the consumers causing them to not have loyalty towards the business organization (Salmones & Perez, 2018). Salmones & Perez (2018) also added that suspicion and distrust were found amongst the consumers due to this act. Hwang, et al. (2019) indicate that customer loyalty is highly motivated by brand preference and not from the business organization's philanthropic activities. Brand preferences are the result of a previous customer's positive experience from a certain brand (Hwang, et al., 2019). Wang, et al. (2017) found that in family-controlled business organizations, philanthropic activities create a pursue in personal interests that are not preferred by the customers. Therefore, this produces a negative relationship towards customer loyalty (Wang, et al., 2017).

2.3.2 Relationship between customer loyalty and good business practices

Competition amongst business organization has evolved from pure capitalism towards social purposes. Panera Bread has socially positioned itself offering clean food made without the nasty chemicals or any artificial materials which are in response towards negative health effects offered by their competitors, has gained them a notable market share (Vila & Bharadwaj, 2017). This is because their good business practices have enabled them to retain their customer and gaining new customers (Vila & Bharadwaj, 2017). This is aligned to Stanisavljevic (2017) and Gupta & Wadera (2019) findings where numerous researches have confirmed that customer loyalty is affected by good business practices of a business organization as the customer takes into consideration of CSR activities before making purchasing decisions hence making them a loyal

customer having found their desired product or services. This is because good business practices by these business organizations are a form of dedication in delivering messages and gaining the attention of their customers, improving their image, gaining trust, and resulting in prolonged loyalty (Stanisavljevic, 2017). This results in business organizations globally are migrating towards this win-win good business practices approach of doing well by doing good (Gupta & Wadera, 2019).

There are also literatures that shows a negative relationship between customer loyalty and good business practices. Awareness of the good business practices is a factor as in Korea, these differences of CSR preference, in the demographic profile can be seen wherein the pharmaceutical industry, healthy people were less influenced by CSR efforts initiated by pharmaceutical companies compared to unhealthy people who have personal experience in these efforts (Lee, et al., 2019). Moreover, not all of the activities done in terms of good business practices are appreciated by the customers (Lee, et al., 2019) . For example, a business organization can be in an unwanted situation as Coca-Cola, where their good business practices effort which they promoted, Artic Home for the protection of polar bears backlashed when its good business practice was politicized, debated and resulted in reduced customer loyalty as society deems that it is a negative CSR from this company (Vila & Bharadwaj, 2017). Jones & Wright (2018) found that good business practices are mainly concerned by successful business organizations. This is due to good business practices requires the allocation of resources and not all business organizations can afford to do so (Jones & Wright, 2018).

2.3.3 Relationship between customer loyalty and environmental concerns

The growing concerns on environmental implications from business activities have given opportunities for business organizations. Barchiesi, et al. (2018) finds that, when a business organization shows environmental concerns and the customers are aware of them, they gain positive returns of customer loyalty. This is due to the positive impact on the business organization's reputation (Barchiesi, et al., 2018). This is similar to what has found by Gómez, et al. (2018) as customers were willing to pay premium prices towards organic products due to environmental concerns. This is due to environmental awareness by the customers themselves (Gómez, et al., 2018). This

is similar to Diallo & Lambey-Checchin (2017) findings where customers' socio-ethical perceptions lead towards being loyal customers as they find that business organizations that do environmental concerns effort more appealing. Having environmental concerns efforts from business organizations builds trust amongst the customers (Diallo & Lambey-Checchin, 2017).

There are also literatures that shows a negative relationship between customer loyalty and environmental concerns. Zafran (2018) argues that environmental concerns by the business organization would only be noticeable by customers when the product or services is of a higher-end, expensive, and luxury. This is because, before purchasing, customers would study the product or services from the higher end tier compared to less expensive daily purchase items (Zafran, 2018). Suárez-Cebador, et al. (2018) found out that environmental concern from business organizations may be weighed differently by customers depending on the social concerns of the demographics. This was proven as in Spain, environmental concerns have the highest priority in the hotel industry but in Portugal, charitable activities have the highest priority in the eyes of the hotel industry customers (Suárez-Cebador, et al., 2018). Maon, et al. (2019) states that environmental concerns by the business organization do not equate to customer loyalty as there are potentials of unanticipated, undesirable individual reactions towards these activities. This is because environmental concerns post-implementation tensions persist when customers ask, business organizations are doing good and well for whom (Maon, et al., 2019)?

2.3.4 Relationship between customer loyalty and educational contributions

Increasing literacy, internally or externally of a business organization addresses societal issues and considered a key to sustainable development. In Latin American countries, it was found that educational contributions by the banks have promoted customer loyalty (Forcadell & Aracil, 2017). Forcadell & Aracil (2017) added that this is because those who participated and benefited from the educational contributions programme from banks become future clients and/or employed by the company. Vashchenko (2017) found that customers are more loyal towards business organizations that deliver and having added social value through education. This is because their customers have high attention regarding educational contributions

which would lead to multiple generations for a better future (Vashchenko, 2017). In Poland, managers working in oil and gas companies have noticed that educational contributions by their business organization have gained them customer loyalty (Dyczkowska, et al., 2016). This is because they are viewed by the customers as being ethical, caring about human rights, and consumer concerned (Dyczkowska, et al., 2016).

There are also literatures that shows a negative relationship between customer loyalty and educational contributions. López-Pérez, et al. (2017) found that business organizations' educational contribution relates differently towards customer loyalty because a different organization has different communication capability towards their customer. Those who are not capable to communicate, especially when their educational contribution is done internally, would not get the loyalty they seek, from their customer (López-Pérez, et al., 2017). Nwanne (2016) argues that a business organization's educational contributions do not show results immediately. It is based on ambiguity where the benefiters of educational contributions by the Nigerian banks may or may not be a loyal customer in the long run in Nigeria (Nwanne, 2016). This is similar to the situation in Ghana, where StanBed Tours has made many educational contributions including providing books and educational materials (Bediako, 2017). However, Bediako (2017) found out that the perceived benefits of educational contributions by business organizations including customer loyalty are in the long run and to gain loyalty, many other initiatives are needed to be done such as loyalty programs and others.

2.4 Conceptual Framework

A formation of the conceptual framework is made, as can be seen in **Figure 4** below:
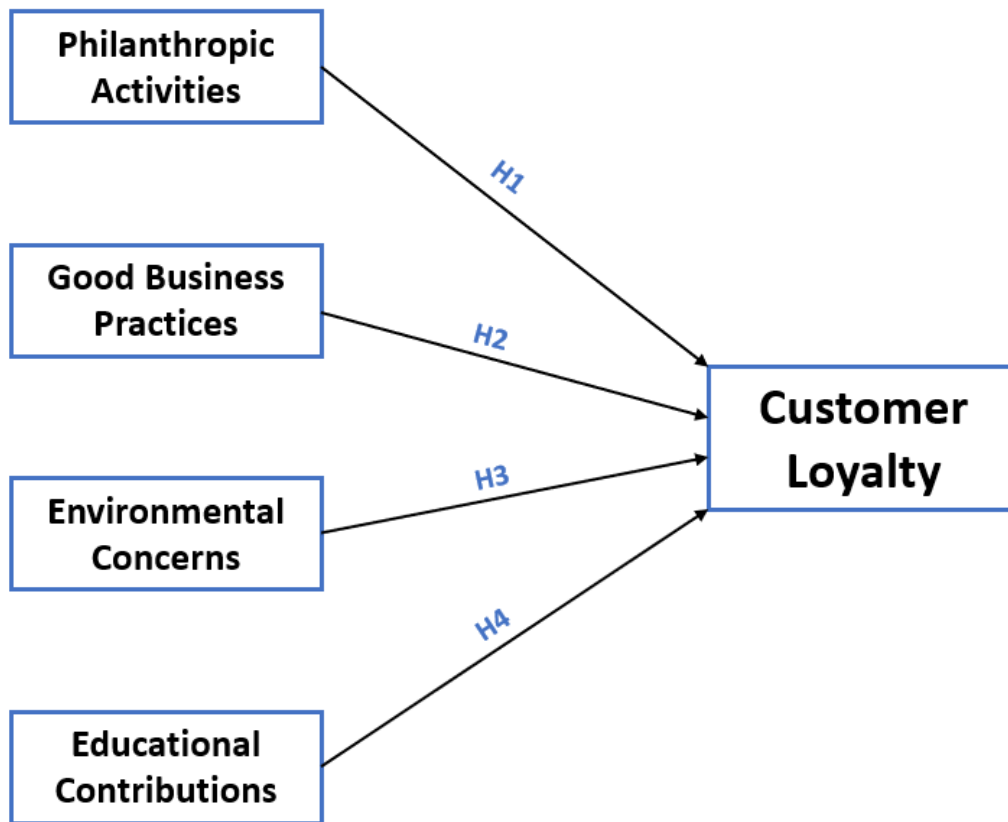

Figure 4: Conceptual Framework

The conceptual framework is adapted from various literatures which are from Afridi, et al. (2018), Salmones & Perez (2018), Gupta & Wadera (2019), Vila & Bharadwaj (2017), Barchiesi, et al. (2018), Maon, et al. (2019), Forcadell & Aracil (2017) and Bediako (2017). The information of the literature can be seen in **Table 1**.

Author	Title of the work	Journal details	Outcome of the study
Afridi, Sajjad Ahmad; Gul, Sajida; Haider, Maqsood; Batool, Saima	Mediating Effect of Customers' Trust between the Association of Corporate Social Responsibility and Customers' Loyalty: An Empirical Investigation from Telecom Sector	Pakistan Journal of Commerce and Social Sciences, 2018, 214-228, 12 (1)	Philanthropic activities enable Pakistan telecommunication companies to retain their loyal customers as the research result indicates a strong and positive relationship
Salmones, María del Mar García-De los; Perez, Andrea	Effectiveness of CSR Advertising: The Role of Reputation, Consumer Attributions, and Emotions	Corporate Social Responsibility and Environmental Management, 2018, 194-208, 25 (2)	In Spain, when advertised by the business organizations regarding their philanthropic activities, it provokes negative feelings from the consumers causing the to not have loyalty towards the business organization
Gupta, Sudipta Sen; Wadera, Deepti	AWARENESS AND UNDERSTANDING OF CORPORATE SOCIAL RESPONSIBILITY (CSR) AMONG INDIAN CONSUMERS	International Journal of Research and Analytical Reviews, 2019, 570-587, 6 (2)	Numerous researches have confirmed that customer loyalty is affected by good business practices of a business organization as customer takes into consideration of CSR activities prior to making purchasing decisions hence making them a loyal customer having found their desired product or services

Vila, Omar Rodriguez; Bharadwaj, Sundar	Competing on Social Purpose	Harvard Business Review, October 2017 Issue	Not all of the activities done in terms of good business practices are appreciated by the customers. Coca-Cola's good business practices were politicized badly.
Barchiesi, Maria Assunta; Castellan, Silvia; Costa, Roberta	In the eye of the beholder: Communicating CSR through color in packaging design	JOURNAL OF MARKETING COMMUNICATIONS, 2018, 720-733, 24 (7)	When a business organization shows environmental concerns and the customers are aware of them, they gain positive returns of customer loyalty
Maon, Francois; Vanhamme, Joelle; Roeck, Kenneth De; Lindgreen, Adam; Swaen, Valerie	The Dark Side of Stakeholder Reactions to Corporate Social Responsibility: Tensions and Micro-level Undesirable Outcomes	International Journal of Management Reviews, 2019, 209–230, 21 (2)	Environmental concerns by business organization does not equate to customer loyalty as there are potentials of unanticipated, undesirable individual reactions towards these activities
Forcadell, Francisco Javier; Aracil, Elisa	Sustainable banking in Latin American developing countries: Leading to (mutual) prosperity	Business Ethics: A European Review, 2017, 382-395, 26 (4)	Educational contributions by the banks in Latin American countries has promoted the customer loyalty
Bediako, Benjamin Ohene	The Impact Of Corporate Social Responsibility on Customer Loyalty A	2017, VAASAN AMMATTIKORKEAKOULU UNIVERSITY OF APPLIED SCIENCES, Ghana	The perceived benefits of educational contributions by business organizations including customer loyalty is in the long run and to gain the loyalty, many

	Case Study of StanBed Tours ky		other initiatives are needed to be done such as loyalty program and others

Table 1: Adapted literatures for conceptual framework

2.5 Hypotheses

Basing on the conceptual framework illustrated in **Figure 4**, both null hypotheses and alternative hypotheses are formed below:

Hypotheses 1:

Philanthropic activities have influence towards customer loyalty.

Hypotheses 2:

Good business practices have influence towards customer loyalty.

Hypotheses 3:

Environmental concerns have influence towards customer loyalty.

Hypotheses 4:

Educational contributions have influence towards customer loyalty.

Chapter 3: Research Methodology

3.0 Overview

This chapter will discuss the research methodology which includes the research design, measuring instrument, questionnaire design, and sampling design. Further to those, it shall be followed with methods applied to analyse the data collected from the questionnaires which are descriptive analysis, normality test, validity test, reliability test, correlation analysis, and finally regression analysis.

3.1 Research Design

According to Lo, et al. (2020), social sciences researches that require specific data collection that involves specific numeric and statistical techniques shall use the systematic approach of quantitative research methodology. The quantitative research methodology is a systematic method that researchers apply in quantifying variables to formulate the findings (Faems, 2020). The data collected are measured to describe reality and create meaningful findings towards the objective of the research with the condition that the data collected is without prejudice (Rutberg & Bouikidis, 2018). The advantage of quantitative research methodology is that it could be done in a manner where it consumes less time and the quantitative findings could be generalized to a certain group of populations (Rutberg & Bouikidis, 2018). With the definition and advantages of quantitative research, it is decided that this method shall be applied in this study to identify the relationship between CSR practices and customer loyalty.

The decided research methodology applied for this study shall be a descriptive research method that is used to investigate the relationship between CSR practices and customer loyalty. According to Atmowardoyo (2018), to investigate the current situation and obtain the right information involving detailed observation, analysis, comparison, and relationship identification, a descriptive method shall be used. Therefore, the purpose of the descriptive research method in this study is to identify the operationalise CSR variables that influence customer loyalty. For the sake of further investigation, the relationship between the dependent variable and independent variables shall be tested.

The targeted respondents shall be Malaysian professionals as defined in Chapter 2. The rationality of this selection is to identify the correlation, following the aims to find the relationship between variables. The independent variables for this study are philanthropic activities, good business practices, environmental concerns, and educational contributions. The dependent variable for this study is customer loyalty.

3.2 Sampling Design

Sampling is defined as a method, a size of a sample that is determined in detail beforehand, and the procedure to recruit participants (Moser & Korstjens, 2018). To make this research as a guide rather than a mislead, a proper selection of a sample of the population to this research is needed (Lohr, 2019). Sampling is also to ensure the higher economic accuracy and prevention of the time constraint of the research (Showkat & Parveen, 2017). However, when there is a possibility to test all subjects, it would be best to test all of them to be able to attain a more accurate and reliable result (Moser & Korstjens, 2018). The two main sampling approaches are probability and non-probability sampling (Kim & Wang, 2018). The probability sampling method is applied when every individual of a population has an equal chance of being tested and the sample would represent the overall population (Showkat & Parveen, 2017). However, this would be more time consuming and requiring more effort which is also why it wouldn't be suitable for a large population (Taherdoost, 2016). Non-probability sampling is a method that involves a selection from the population element basing on personal judgement and it does not take into consideration regarding the equal chances of individuals being tested (Showkat & Parveen, 2017). Moreover, Taherdoost (2016) argues that non-probability sampling reduces the time required in searching for each individual of the population that needs to be studied and it would make it easier for the research to be carried out using this method. Therefore, the non-probability sampling method shall be applied to this study in identifying the operationalise CSR variables that influence customer loyalty.

3.3 Study Population

The study population is defined as a subset of the predefined population which is required to be observed or examined for research (Noor-ul-Amin, et al., 2019). In accordance with TalentCorp, Malaysia (2019), Malaysia's high-skilled employment rate is 27.2% of 15.3 million people. Therefore, the number of professionals in Malaysia is 4,161,600 people as of December 2018 (TalentCorp Malaysia, 2019).

3.4 Sample Plan

As stipulated above in the sampling design, non-probability sampling shall be applied for this study. According to the Department of Statistics Malaysia, as of December 2017, there are a total of 1,213,000 people that are categorized in the managers, professionals, and researchers (Department of Statistics Malaysia, 2018). Looking at this large figure, for this study, snowball sampling shall be used to reach out to the population which is difficult to access and the data will be collected from them (Showkat & Parveen, 2017). Snowball sampling is defined as a method that selects a few cases in helping to encourage other cases within the targeted population into taking part in the study (Taherdoost, 2016). This sampling method has an increase in popularity in facilitating the distribution of online questionnaires due to its chain-referral ability (Kirchherr & Charles, 2018). Therefore, the questionnaire shall be designed to meet the objectives of this research by using Google Form format and shall be distributed through WhatsApp, email, and social media platforms. The questionnaires shall be distributed to the professionals residing in Malaysia with the characteristics defined in Chapter 2 and shall be willingly done.

3.5 Sample Size

The sample size is a determinant which validates the research. It is where researchers are required to gather data from the targeted population to have a reliable and accurate outcome (Taherdoost, 2017). If the sample is too large, the resources would be wasted and it would take a longer time to gain the results (Burmeister & Aitken, 2012). However, when the sample is too small, there will be insufficient collected data which would affect the reliability of the research result (Bujang, et al., 2018). Raosoft software is applied in determining the sample size. Based on the recommendation by

the instructor, 20,000 is the needed number to be keyed in even if the population size is larger as the difference would be negligible. The result obtained was 374 respondents for an accurate result with a 5% margin error, 95% confidence level, and 55% response distribution as illustrated in **Figure 5**. However, due to time constraints and limited movement due to COVID-19, the sample size shall be kept to the number of 150 and agreed upon by the supervisor.

Figure 5: Raosoft sampling size calculation (Raosoft, 2020)

3.6 Unit of Analysis

The unit of analysis is needed because this is when a researcher needs to identify the whole unit which is to be studied (Kumar, 2018). Unit of analysis includes multiple identities which are individuals, organizations, objects, groups, or countries which becomes the target of observation and investigation (Kumar, 2018). The unit analysis of this study shall be the professionals residing in Malaysia with the characteristics defined in Chapter 2.

3.7 Questionnaire Design

The questionnaire shall be in simple understandable and clear English for ease of answering from the respondents. This is to ensure that the respondents shall be able to answer them without the need for much guidance. The questions shall be fitted logically for the respondents to be easily directed according to the variables. The questions shall be designed to meet the objective of the research with answers in the form of dichotomous, multiple-choice, and Five-point Likert scale questions. The questionnaire is designed and divided into 6 sections. The first section shall find out the data of respondents' demographic, philanthropic activities, good business practices, environmental concerns, educational contributions, and customer loyalty. The structure of the questionnaire is tabulated below.

Section	Questions	No. of questions
1	Demographics	7
2	Philanthropic activities	5
3	Good business practices	5
4	Environmental concerns	5
5	Educational contributions	6
6	Customer loyalty	6

Table 2: Structure for questionnaire design

The focal point of this study is on customer loyalty developed from CSR activities. Therefore, the questions are designed related to the CSR activates mentioned in **Table 2**. Section one shall consist of dichotomous questions and sections two to six shall be using the five-point Likert scale having the range of "Strongly disagree" to "Strongly agree".

3.8 Pilot Test

A pilot test is defined as a feasibility study that is applied to test research protocols, the questionnaires, the sample plan, also other research techniques before conducting the larger-scale study (Fraser, et al., 2018). This step or stage is important to be done for research to be able in the identification of problems before the full implementation

of the research whilst avoiding unwanted possibilities that could compromise the research findings (Hassan, et al., 2006). In (2018) recommends that a minimum of 30 respondents shall be an acceptable size to conduct a pilot test. Fraser, et al. (2018) and Hassan, et al. (2006) both agree that 30 subjects are reasonable minimum sample size for a pilot study. Therefore, in this study, 30 questionnaires shall be distributed to professionals and the reliability of the responses shall be tested (Hassan, et al., 2006) (Fraser, et al., 2018).

Scale: Overall Scale

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.957	27

Table 3: Reliability test results for 30 items

Scale	Cronbach's Alpha	N of Items
Philanthropic Activities	0.889	5
Good Business Practices	0.837	5
Environmental Concerns	0.872	5
Educational Contributions	0.851	6
Customer Loyalty	0.807	6
Overall	**0.953**	**27**

Table 4: Reliability test results for variables

To check either each item of the questionnaire could provide consistent results, a reliability test is conducted. **Table 3** shows the overall Cronbach's Alpha value which is 0.953, indicates that the value is greater than 0.7, indicates good reliability of data

hence producing consistent results (Fraser, et al., 2018). **Table 4** shows the results of Cronbach's Alpha value for philanthropic activities at 0.889, good business practices at 0.837, environmental concerns at 0.872, educational contributions at 0.851, and customer loyalty at 0.807.

3.9 Analysis Method

The data collected from the respondents shall be analysed thoroughly using a statistical software named SPSS. Multiple tests shall be done which include descriptive analysis, validity test, reliability test, correlation analysis, and multiple regression test. All these tests are performed to ensure the data collected are reliable and adequate for this study. **Table 5** below shall show the summary of tests that are done for the hypotheses formed.

Statistical Test				
Hypotheses	Validity Test	Reliability Test	Correlation Analysis	Multiple Regression Analysis
H1	✔	✔	✔	✔
H2	✔	✔	✔	✔
H3	✔	✔	✔	✔
H4	✔	✔	✔	✔

Table 5: Statistical Test

3.9.1 Descriptive Analysis

Descriptive analysis is defined as a summarized data in an organized form, answering about who, where, what, when, and to which extent (Loeb, et al., 2017). Moreover, it is applied to lay the groundwork prior to going into a complex statistical analysis in research (Loeb, et al., 2017). The data obtained shall be presented in the manner of a graphical and mathematical method (Baha, 2016). Therefore, in this study, the demographic data of respondents shall be presented in the graphical method such as pie charts and tables.

3.9.2 Reliability Test

A reliability test is defined as a test to measure the trustworthiness, consistency, and repeatability of a study (Rosaroso, 2016). The reliability of the data collected is important to be tested to have a precise and consistent result (Ghazali, 2016). Cronbach's Alpha coefficient method shall be applied in measuring the reliability of the data collected from the questionnaire, where the value ranging from 0.7 to 0.95 shall be considered as good reliability (Taherdoost, 2016).

3.9.3 Kaiser-Meyer-Olkin and Bartlett's Tests

The KMO and Bartlett's tests are applied in measuring the sampling adequacy, either it is suitable for Factor Analysis (Chan & Idris, 2017). The value of the KMO test ranges between 0 and 1 (Hadi, et al., 2016). If the value is above 0.8, it interprets that the data collected are appropriate for factor analysis (Ayuni & Sari, 2018). However, if the value is below 0.5, it indicates that the data collected are not suitable for factor analysis (Ayuni & Sari, 2018). Bartlett's Test of Sphericity is applied to measure the strength of the relationship between variables (Arsham & Lovric, 2011). If the significant value is less than 0.05, it indicates that the Factor Analysis is acceptable for further analysis (Arsham & Lovric, 2011).

3.9.4 Correlation Analysis

To measure the association magnitude of the variables data sets, correlation analysis is used (Schober, et al., 2018). It is important to measure the statistical correlation amongst the data sets to verify the relations between variables (E.I & Amadi, 2018). It is highlighted that the Pearson correlation coefficient requires normally distributed data (Schober, et al., 2018). Pearson correlation coefficient is used for accessing the relation magnitude and can be illustrated in **Figure 3** on the positive or negative relation ranging from -1.0 to +1.0 where -1 shows a strong negative relation, +1 shows a strong positive relation and range between 0 to 0.3 shows weak linear relation (Gogtay & Thatte, 2017). Scatter Plot, as illustrated in **Figure 4**, then would be used in identifying a non-linear relation between variables for ease of identification (Gogtay & Thatte, 2017).
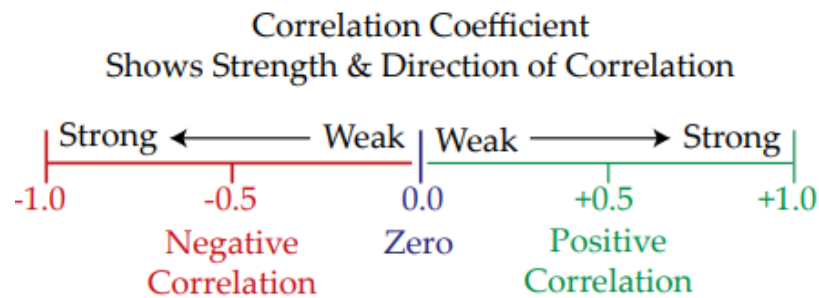
Figure 6: Correlation coefficient spectrum (Gogtay & Thatte, 2017)
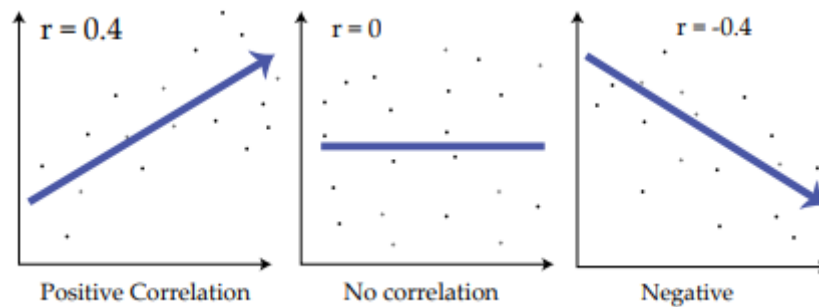
Figure 7: Correlation between two variables shown in Scatter Plot (Gogtay & Thatte, 2017)

3.9.5 Multiple Regression Analysis

Regression analysis is applied to analyze whether the independent variables have a significant relationship with the dependent variables (Shyti & Valera, 2018). Moreover, it also shows how strong is the relationship between the variables (Mekparyup, et al., 2014). Multiple linear regression shall be applied in this study to examine whether the independent variable (philanthropic activities, good business practices, environmental concerns, and educational contributions) shall influence customer loyalty.

Chapter 4: Analysis and Interpretation

4.0 Overview

This chapter discusses the data analyses concerning the data collected from the respondents of the distributed questionnaires. From the previous chapter, the estimated sample size is 150 and a total of 150 respondents were obtained, making the response rate to be 100% recorded. The reliability of the data shall be tested, followed by descriptive analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's test will be performed and then continuing with Correlation analysis and finally Multiple Regression analysis. Finally, the results would be discussed.

4.1 Reliability

Scale: Overall Scale

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.943	27

Table 6: Overall reliability test result for 150 respondents

Scale	Cronbach's Alpha	N of Items
Philanthropic Activities	0.825	5
Good Business Practices	0.833	5
Environmental Concerns	0.866	5
Educational Contributions	0.804	6
Customer Loyalty	0.833	6
Overall	**0.941**	**27**

Table 7: Reliability tests results for 150 respondents for each variable

Reliability test is conducted applying the Cronbach's Alpha. In **Table 6**, the test indicates the overall value for 27 items, the Cronbach's Alpha value obtained is 0.941. **Table 7** shows the results of the analysis where the highest value recorded is 0.866 for Environmental Concerns, both Good Business Practices and Customer Loyalty valued at 0.833, Philanthropic Activities valued at 0.825, and Educational Contributions valued at 0.804. Ghazali (2016) and Taherdoost (2016) both mention that when the value of Chronbach's Alpha is in the range of 0.7 to 0.95, this indicates that the reliability of the data is good and can produce consistent and precise study outcomes.

4.2 Descriptive Analysis

The descriptive analysis shall be explained in terms of demographic information and cross-tabulation forms.

4.2.1 Demographic Information

Characteristics/Variable	Frequency	Percentage (%)
a) Respondents' age distribution		
24-29 years old	95	63.3
30-39 years old	43	28.7
40-49 years old	8	5.3
50-59 years old	2	1.3
Above 60 years old	2	1.3
b) Respondents' education level		
Degree	114	76.0
Master's degree	32	21.3
PhD	4	2.7
c) Respondents' employment status		
Employed	129	85.0
Owns a business	21	14.0
d) Respondents' position		
Executive	91	60.7
Assistant Manager	15	10.0
Manager	24	16.0
Director/Business owner	20	13.3
e) Respondents' working experience		
2-4 years	62	41.3
5-9 years	52	34.7
10-14 years	20	13.3
More than 14 years	16	10.7
f) Respondents' income level		
RM 2,001- RM 4,000	55	36.7
RM 4,001 – RM 6,000	42	28.0
RM 6,001 – RM 8,000	18	12.0
Above RM 8,001	35	23.3
Total	150	100.0

Table 8: Demographic information of 150 respondents

The demographic information of the 150 respondents is organized in **Table 8**. From the data collected, 95 respondents are at the age of 24-29 years old (63.3%), 45 respondents are at the age of 30-39 years old (28.7%), 8 respondents are at the age of 40-49 years old (5.3%), 2 respondents are the age of 50-59 years old (1.3%) and 2

respondents are above 60 years old (1.3%). For the education level, 114 respondents have a degree (76%), 32 respondents have a master's degree (21.3%) and 4 respondents have a Ph.D. (2.7%). Regarding employment status, 129 respondents are employed (85%) and 21 respondents own a business (14%). For the respondent's position in an organization, 91 respondents are executive level (60.7%), 15 respondents are assistant manager level (10%), 24 respondents are manager level (16%) and 20 respondents are director/business owners (13.3%). In term of working experience, 62 respondents have 2-4 years working experience (41.3%), 52 respondents have 5-9 years working experience (34.7%), 20 respondents have 10-14 years working experience (13.3%) and 16 respondents have more than 14 years working experience (10.7%). Finally, for the respondents' monthly income level, 55 of the respondents makes RM2,001-RM4,000 (36.7%), 42 of the respondents makes RM4,001-RM6,000 (28%), 18 of the respondents makes RM6,001-RM8,000 (18%) and 35 of the respondents are making above RM8,001 (23.3%).

4.2.2 Cross Tabulation

Position of respondents * Working experience of respondents Crosstabulation

Count

		Working experience of respondents				
		2-4 years	5-9 years	10-14 years	More than 14 years	Total
Position of respondents	Executive	50	31	9	1	91
	Assistant Manager	1	10	4	0	15
	Manager	1	6	7	10	24
	Director/Business owner	10	5	0	5	20
Total		62	52	20	16	150

Table 9: Crosstabulation of Position and Working experience of respondents

From **Table 9** cross-tabulation result, it can be shown that for the executive level, most respondents have the working experience of 2-4 years with the number of 50. For the Assistant Manager level, most respondents have the working experience of 5-9 years with the number of 10. For the Manager level, most respondents have more than 14 years of working experience with the number of 10. Finally, for the Director or Business owner, most respondents have the working experience of 2-4 years with the number of 10.

Working experience of respondents * After noticing the CSR activities, you would return to buy the products/services that you have bought before Crosstabulation

Count

		After noticing the CSR activities, you would return to buy the products/services that you have bought before					
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Working experience of respondents	2-4 years	0	1	5	33	23	62
	5-9 years	2	3	9	18	20	52
	10-14 years	0	0	3	10	7	20
	More than 14 years	0	1	3	7	5	16
Total		2	5	20	68	55	150

Table 10: Crosstabulation of Working experience and Return to buy the product/services of respondents

From **Table 10** cross-tabulation result, it can be shown that for the respondents with 2-4 years of working experience, most have agreed that they would return to buy the products/services that they have bought before after noticing the CSR activities with the number of 33. Respondents with 5-9 years of working experience, most have strongly agreed that they would return to buy the products/services that they have bought before after noticing the CSR activities with the number of 20. Respondents with 10-14 years of working experience, most have agreed that they would return to buy the products/services that they have bought before after noticing the CSR activities with the number of 10. Respondents with more than 14 years of working experience, most have agreed that they would return to buy the products/services that they have bought before after noticing the CSR activities with the number of 7.

4.3 KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.880
Bartlett's Test of Sphericity	Approx. Chi-Square	2801.747
	df	351
	Sig.	.000

Table 11: KMO and Bartlett's test result

As planned, the KMO and Bartlett's test was conducted. KMO is used to test the sampling adequacy to examine the suitability for factor analysis (Chan & Idris, 2017).

From **Table 11**, it shows that the KMO value is 0.880, which is higher than the value of 0.7. This indicates that the sample size is large enough in evaluating the factor structure. Bartlett's Test of Sphericity shows that the significant value is 0.000. This p-value is less than 0.05. It means that the showing result translates to the data collected was sufficient enough for the Factor Analysis and is suitable for further analysis to be done.

4.4 Correlations

Correlations

		Mean for Philanthrophic Activities	Mean for Customer Loyalty
Mean for Philanthrophic Activities	Pearson Correlation	1	.497**
	Sig. (2-tailed)		.000
	N	150	150
Mean for Customer Loyalty	Pearson Correlation	.497**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Table 12: Pearson Correlation for Philanthropic Activities and Customer Loyalty

Correlations

		Mean for Good Business Practices	Mean for Customer Loyalty
Mean for Good Business Practices	Pearson Correlation	1	.407**
	Sig. (2-tailed)		.000
	N	150	150
Mean for Customer Loyalty	Pearson Correlation	.407**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Table 13: Pearson Correlation for Good Business Practices and Customer Loyalty

Correlations

		Mean for Environmental Concerns	Mean for Customer Loyalty
Mean for Environmental Concerns	Pearson Correlation	1	.467**
	Sig. (2-tailed)		.000
	N	150	150
Mean for Customer Loyalty	Pearson Correlation	.467**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Table 14: Pearson Correlation for Environmental Concerns and Customer Loyalty

Correlations

		Mean for Educational Contributions	Mean for Customer Loyalty
Mean for Educational Contributions	Pearson Correlation	1	.507**
	Sig. (2-tailed)		.000
	N	150	150
Mean for Customer Loyalty	Pearson Correlation	.507**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Table 15: Pearson Correlation for Educational Contributions and Customer Loyalty

Pearson correlation is used to identify the relationship between the independent variables and the dependent variable in this research. The value ranges from -1 to +1. Basing on the correlations' tables of **Tables 12, 13, 14, and 15**, it shows that the Pearson correlations coefficient were positive values for all independent variables against the dependent variable. The positive values range from 0.407 to 0.507. From the tables, it can be shown that Educational Contributions attain the highest correlation which is 0.507 as shown in **Table 15**. Second, to that, Philanthropic Activities attain the correlation of 0.497 which can be seen in **Table 12**. Then it is followed by Environmental Concerns which attained the correlation of 0.467 which can be seen in **Table 14**. Finally, Good Business Practices has the lowest correlation with the value of 0.407 which can be seen in **Table 13**, showing that it has the least strong influence on the dependent variable, unlike the other independent variables. Furthermore, besides the Pearson Correlation values, the 2-tailed significant values for all the correlations done for the variables show the value of 0.000 where the p is less than 0.05. This suggests that there is a significant positive relationship between

independent variables (philanthropic activities, good business practices, environmental concerns, and educational contributions) and the dependent variable (customer loyalty).

4.5 Multiple Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565ª	.319	.300	.54999

a. Predictors: (Constant), Mean for Educational Contributions, Mean for Philanthrophic Activities, Mean for Good Business Practices, Mean for Environmental Concerns

Table 16: Multiple regression analysis

The multiple regression analysis is done in SPSS to determine the relationship between independent variables and the dependent variable. The relationship shall be reflected by the value of R. In accordance with **Table 16**, the R-value is 0.565. The R Square is 0.319 and the adjusted R square is 0.300, having a reduced value of 0.019. This suggests that the regression simulation has a statistically significant of the dependent variable. The adjusted R square statistic improvises the evaluation of the variables in a better way. Also, it can be shown that the dependent variable attains good interpretive power for the regression model in this study. This also suggests that a total of four independent variables can be used to explain approximately 31.9% of them influence customer loyalty. This also shows that it is consistent with the Pearson correlation's results ranging from 0.407 to 0.507, indicating that there are a positive correlation and the acceptance of measuring customer loyalty. To further evaluate this study, ANOVA analysis is done, and the results obtained are shown in **Table 17**.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.566	4	5.141	16.997	.000^b
	Residual	43.860	145	.302		
	Total	64.426	149			

a. Dependent Variable: Mean for Customer Loyalty

b. Predictors: (Constant), Mean for Educational Contributions, Mean for Philanthrophic Activities, Mean for Good Business Practices, Mean for Environmental Concerns

Table 17: ANOVA analysis

ANOVA analysis is done to test whether the survey results are significant. Referring to **Table 17**, significant value, or p-value is 0.000, lesser than 0.05, where it indicates that the overall regression model of the four predictor variations is statistically significant to the customer loyalty.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.576	.326		4.841	.000	.933	2.220
	Mean for Philanthrophic Activities	.286	.093	.302	3.060	.003	.101	.470
	Mean for Good Business Practices	-.099	.115	-.107	-.858	.392	-.325	.128
	Mean for Environmental Concerns	.067	.118	.077	.573	.567	-.165	.300
	Mean for Educational Contributions	.341	.110	.349	3.099	.002	.124	.559

a. Dependent Variable: Mean for Customer Loyalty

Table 18: Multiple regression analysis

Referring to **Table 18**, the Beta Coefficients value of Educational Contributions has the highest statistically influence towards Customer Loyalty with the Beta (β) value of 0.349 with a significant value of 0.002 where p is less than 0.05. It is followed by Philanthropic Activities with the β value of 0.302 with a significant value of 0.003 where p is less than 0.05. However, the remaining two independent variables have been statistically proven to not have any significant relationship with customer loyalty as the significant value for both independent variables are over 0.05. Good Business Practices has a significant value of 0.392 and Environmental Concerns has a significant value of 0.573.

4.6 Discussion

This study is conducted to determine the independent variables (philanthropic activities, good business practices, environmental concerns, and educational contributions) that influences the customer loyalty. Questionnaires were distributed towards and completed by 150 respondents. Then, several statistical analyses were done using SPSS to achieve the objectives of this study and to test the hypotheses.

The reliability test was conducted, and all four independent variables show the value of above 0.7, suggesting that data collected can generate consistent and trustworthy results. The Cronbach's Alpha value for environmental concerns is the highest and educational contributions is the lowest. This is similar to what ANDERSON, et al. (2018) reported in their study.

The descriptive findings help in providing a review of the characteristics of the respondents from the survey. Basing on the collected data, all respondents have met the minimal requirement of the survey and have proven that they understand the minimal concept of CSR. This is aligned to what Lee, et al. (2019) and Suárez-Cebador, et al. (2018) where they found out that CSR from business organizations would weigh in accordance to the awareness, knowledge, and experience regarding CSR. This shows that without such awareness, knowledge, or experience, the respondents may not be able to appreciate the questionnaire created. From **Table 10,** the highest contributors towards the returning to buy the products/services that they have bought before, after noticing the CSR activities are from the group of 2-4 years and 5-9 year working experience. This is aligned with what ANDERSON, et al. (2018) have reported where melinials are the highest returning customers from the outcome of CSR activities.

Hypotheses	Variable	R-value	Sig. Value	Results
H1	Philanthropic activities have significant influence towards customer loyalty	0.497	0.000	Supported
H2	Good business practices have significant influence towards customer loyalty	0.407	0.000	Supported
H3	Environmental concerns have significant influence towards customer loyalty	0.467	0.000	Supported
H4	Educational contributions have significant influence towards customer loyalty	0.507	0.000	Supported

Table 19: Correlation results and hypotheses rejection

Basing on the statistical analysis, the results of the correlations show that all four independent variables (philanthropic activities, good business practice, environmental concerns, and educational contributions) have positive correlations with customer loyalty. The R-value ranges from 0.407 to 0.5.07 and the p-value for all four hypotheses are 0.000 basing from **Table 19**. Studies done by Nakano & Tsuge (2019) on measuring customer loyalty through CSR supports this.

Hypotheses	Variable	Results	Reasons
H1	Philanthropic activities have influence towards customer loyalty	Accepted	p=0.000
H2	Good business practices have influence towards customer loyalty	Rejected	p=0.392, p>0.05
H3	Environmental concerns have influence towards customer loyalty	Rejected	p=0.567, p>0.05
H4	Educational contributions have influence towards customer loyalty	Accepted	p=0.000

Table 20: Hypotheses result

Basing on **Table 16**, The R-Square value of 0.391, suggesting that the total four independent variables can be used to explain approximately 31.9% of them influence the customer loyalty. 31.9%, despite a positive number, it is comparatively low. This low percentage could be explained due to unprecedented factors that are not included in this research. Basing on the test result of the Coefficient value stated in **Table 18**, **Table 20** is the summarized version for the hypotheses result. The result for H1 (Philanthropic Activities) and H4 (Educational Contributions) have influence towards customer loyalty were accepted. Nevertheless, H2 (Good Business Practices) and H3 (Environmental Concerns) have influence towards customer loyalty were rejected as their p-values are greater than 0.05.

Educational contributions are the independent variable that shows the strongest and positive relationship towards customer loyalty. The result from Pearson correlation shows that the R-value is 0.467 and the p-value is 0.000. Following the result from multiple regression analysis, the productive shows the value β is 0.349. This translates that educational contribution plays an important role in influencing customer loyalty. Studies done by Forcadell & Aracil (2017) both have supported this and show that educational contributions have influence towards customer loyalty. Forcadell & Aracil (2017) states that those who have participated or benefitted from the educational contributions activities shall become the future client and/or works for

the grantor. Educational contributions gives a deep impact on those who have received or participated in these CSR activities as it is a great determinant for the career and future path. Feeling gratitude and giving great impacts, customers who have noticed educational contributions would most likely support the business organizations who have implemented them.

Philanthropic activities are the second independent variable that shows a strong and positive relationship towards customer loyalty. The result from Pearson correlation shows that the R-value is 0.497 and the p-value is 0.000. Following through the result from multiple regression analysis, the productive shows the value β is 0.302. This translates that philanthropic activities play an important role in influencing customer loyalty. This also means that philanthropic activities are also one of the critical CSR which influences customer loyalty. Studies done by Afridi, et al. (2018) and Bonsu (2019) have supported this and show that educational contributions have influence towards customer loyalty. Afridi, et al. (2018) states that philanthropic activities enables a business organization to retain loyal customers and affects customer's trust towards the business organization. Bonsu (2019) adds that business organizations would also have a sustainable outcome from their philanthropic activities due to enabling their customers to have increased buying power. This is why customers would further feel obligated to give back to the business organizations that have helped them.

Regarding the two other independent variables, which are good business practices and environmental concerns, they show no influence towards customer loyalty. Looking at the multiple regression analysis, good business practices obtained a high p-value at 0.392 which is more than 0.05 (p=0.392,>0.05). Lee, et al. (2019) have found that there are demographic differences in CSR preference as there may be people that have never had any experience towards good business practices. This would be the main cause of the no influence of towards customer loyalty as the customers did not experience the benefits of good business practices. Besides, Jones & Wright (2018) also added that good business practices require a high allocation of resources which not all business organizations can afford to do so. This is why the awareness of good business practices is less hence not influencing towards customer loyalty as not all customers can procure successful business organizations' products or services.

As for the environmental concerns, looking at the multiple regression analysis, the environmental concerns obtained a high p-value at 0.567 which is more than 0.05 (p=0.567,>0.05). This is supported by Zafran (2018) as he states that environmental concerns by the business organization would only be noticeable by customers when the product or services is of a higher-end, expensive, and luxury. This is mainly due to the situation whereby when a product or service is more expensive, customers would study first prior to purchase. Moreover, Suárez-Cebador, et al. (2018) states that environmental concern from business organizations may be weighed vary by customers depending on the social concerns of the demographics. There is a high possibility that the respondents of this study have minimal apprehension towards environmental concerns as they are not able to relate to whom are the business organizations doing good for. This would result in why environmental concerns having no influence towards customer loyalty.

Chapter 5: Conclusion and Recommendation

5.0 Overview

Basing on the data analysis that was done in Chapter 4, the results show that educational contributions and philanthropic activities have influence towards customer loyalty. However, good business practices and environmental concerns do not have influence towards customer loyalty. This chapter will discuss the research implications then followed by recommendations. Moreover, the limitation of the research will be discussed and the area for future research will be included. Finally, a conclusion shall be made.

5.1 Research Implications

There have been much researches done regarding how customer loyalty is affected by CSR. However, the majority of the researches are done outside the context of Malaysia. Most of them are popularly done in Europe and Asia part, China. This is due to the higher awareness of the importance of CSR by business organizations in those developed countries. Malaysia is still considered a developing country hence the CSR awareness and implementation are taken less weighting compared to the developed countries mentioned. CSR definitely has its perceived benefits which one of them is customer loyalty. When a business organization can retain its customers, it would become a competitive advantage. This is because retaining customers is a lower cost to the business organization as compared to find new customers. Loyal customers also tend to spend more as compared to the new customers on any product or service.

Therefore, on the academic level, this study would be appreciated by researchers as it can provide a new source of information on the subject of CSR influence towards customer loyalty, as this study was from the customer's perspective. It also provides the best and the least best CSR effort perceived by the customers for general industries and could help to further strengthen the perception towards the weak influence of CSR towards customer loyalty. Researchers can further develop better studies to strengthen the relationship between CSR and customer loyalty.

For the industry level, this study would be beneficial towards business organizations that would want to initiate CSR effort with the intention to gain customer

loyalty. Through a better understanding of which CSR effort that benefits the most in terms of influencing customer loyalty, business organizations would minimize their risk of allocating their resources towards CSR activities that influence the least towards customer loyalty. This is because not all business organizations have the ability to try and error, letting their resources be used with minimal benefits to them (Camilleri, 2017). Furthermore, with the information gained from this study, it would further encourage business organizations to further develop, grow, and scale on their CSR efforts, contributing to socio-economic health.

The results of this study have found that there are strong pieces of evidence for the positive influence of educational contributions towards customer loyalty. There is no doubt that various stakeholders highly recognize how important educational contributions can be when it involves addressing societal and environmental issues that threaten our economies (Montiel, et al., 2020). Bearing this in mind and keeping in focus that Malaysia is a developing country, hence why educational contributions show the strongest influence towards customer loyalty. Being the educational contributions are done internally or externally by a business organization, both are highly appreciated by the customers as they lead towards a better future for multiple generations (Vashchenko, 2017). Knowing these facts, business organizations could further focus their CSR efforts towards educational contributions to gain customer loyalty.

Furthermore, this study also shows that there are strong pieces of evidence for the positive influence of philanthropic activities towards customer loyalty. Corporate philanthropy gives a larger role in business strategy and is the type of philanthropy that involves planned financials, time, and institution (Dönmez-Maç, et al., 2019). Covering human rights, labour practices, and other issues that include stakeholders are the reason why philanthropic activities fall in second place after educational contributions. The evolution of corporate philanthropy must continue to happen as business organizations need to use it as a strategy to gain customer loyalty. Making it a competitive advantage. This can also be done in the form of compensation for any mistakes done by the business organizations to reflect how responsible they are, creating a favourable customer loyalty benefit (Thomassen, et al., 2020). Knowing these facts, business organizations could further focus their CSR efforts on philanthropic activities to gain customer loyalty.

On the other hand, the results for this study have found that there are strong pieces of evidence for the negative influence of good business practices towards customer loyalty. This is supported by Lee, et al. (2019) where not all good business practices can be appreciated by all demographics of customers. Moreover, there is also a possibility where good business practices may backfire towards the business organization if it was politicized or misinterpreted. For example, a business organization can be in an unwanted situation as Coca-Cola, where their good business practices effort which they promoted, Artic Home for the protection of polar bears backlashed when its good business practice was politicized, debated and resulted in reduced customer loyalty as society deems that it is a negative CSR from this company (Vila & Bharadwaj, 2017). Therefore, before allocating their resources, business organizations might want to rethink on various angles of how their good business practices may affect their stakeholders and also the perceptions towards it.

Finally, this study also shows that there are strong pieces of evidence for the negative influence of environmental concerns towards customer loyalty. Maon, et al. (2019) states that environmental concerns may have potentials of unanticipated, undesirable individual reactions towards these activities. It is also further added that the relation from customers towards these activities is questionable as customers could not see to whom or for what are the business organizations doing these environmental concerns (Maon, et al., 2019). Therefore, business organizations may want to avoid allocating their resources towards environmental concerns, especially if it out of their business model.

5.2 Recommendations

Basing on the analyses and discussion that has been done, educational contributions show the strongest CSR that influences customer loyalty. This relates to how society views the essence of education towards life. Education is a strong determinant of how it would project the future for society. It is also the key to increase the awareness of CSR, cultivating future business leaders to centre the society, and not only profitability. Hence, this is why business organizations should focus more on educational contributions to gain customer loyalty. It is a great combination of attaining economic value whilst enhancing sustainability for business organizations.

Speaking of the current scenario, CSR is only required by law towards the PLCs and not others. There is not much motivation by the government to encourage the non-PLCs to participate in doing CSR for better business sustainability. Therefore, it is recommended that the government could initiate a better framework and provide motivating incentives towards the non-PLCs, in promoting them to do CSR activities, enabling them to have better customer loyalty. Speaking of motivating, the awareness and attractiveness of perceived benefits from doing CSR are also less in Malaysia (Hizam, et al., 2019). The competitors or any business organizations that are interrelated with the ones who do CSR would sooner or later realize the benefits of CSR (Hizam, et al., 2019). However, the difficulty of strategizing in doing CSR is not an easy task for business organization management. Hence, the government should initiate workshops, accelerators, and boot-camps to the non-PLCs that are interested to do CSR to gain customer loyalty. A better scenario of a Win-Win situation as compared to business organizations ripping of profitability from customers without benefiting the society. Furthermore, the EU has made a legal framework concerning CSR, enhancing the success of CSR implementation (Ene, 2018). Without a comprehensive legal framework, there might be misconduct in doing CSR to gain customer loyalty, causing the trust towards CSR to be diminished. Therefore, the government should also structure a stronger legal framework in supporting CSR sustainability efforts whilst enhancing national economic values.

Centring the recommendation towards educational institutions, there must be stress in including CSR awareness from the secondary school stage. This is because, in developed countries, CSR awareness is present in their school syllabus to educate these future leaders on how important it is to include society in everything you do whilst gaining benefit, self-centring is not acceptable (Szelągowska-Rudzka, 2018). The newer generation is the future business leaders. In doing this, this would further promote sustainability for the nation and at the same time, enhancing national economic values. Universities in the developed countries also promote the awareness and importance of CSR, emphasizing customer loyalty for business sustainability, in hopes that the pupils would centre society and not only profitability (Szelągowska-Rudzka, 2018). The investments in CSR would increase customer value, satisfaction, and loyalty towards the business organization (Servera-Francés & Piqueras-Tomás,

2019). Business organizations' future leaders should pay attention to the CSR benefits, making them gain competitive advantage.

5.3 Limitation of Research

This study intends to identify how CSR activities (Philanthropic Activities, Good Business Practices, Environmental Concerns, and Educational Contributions) influence customer loyalty. The first limitation is that, despite the high number of populations for professionals, the collection of the data did not go smoothly as hoped. This is because the Ethics Approval from the University of Hertfordshire had a delay hence causing the data collection period to be short. Selective sampling could not be applied, and snowball sampling had to be applied to gather the data to achieve 150 respondents. This also might give a possibility whereby the quality of the research is lowered due to the respondents do not have the leverage of time to answer the questionnaire honestly and also the respondents are not targeted specifically. Hence, if time is longer for the data collection period, a higher quality of research results could be achieved where the external factors would not influence respondents' responses towards the survey. Finally, the duration of the research is done within only three months in a restricted movement condition due to the COVID 19 (Ministry of Health Malaysia, 2020), may lead to the research being unable to cover the bigger aspects of the business organizations' operationalise CSR which influences the customer loyalty.

5.4 Areas for Further Research

This study has shown that different CSR activities have different influence towards customer loyalty. It is suggested to further study on each and every CSR activity, of what might give the highest contribution towards the customer loyalty influence. For example, which educational contributions give the highest impact towards customer loyalty or which philanthropic activities give the highest impact towards customer loyalty. This would give a refiner platform for business organizations to use, for them to strategize their CSR efforts.

Also, seeing that from this study, the influence towards customer loyalty are not present for good business practices and environmental concerns basing on the

demographics, further research can be done studying how to create positive influence towards customer loyalty. This is important as it would further encourage the industry on varying their CSR efforts to increase customer loyalty rather than focusing on short term profits and survivability. Moreover, the R-Square result of this research, despite positive, shows a low influence towards customer loyalty due to unprecedented factors. Further research that would determine and include the unprecedented factors would grant a greater outcome of the research.

Finally, looking at how this research is of a holistic view in terms of industries, this research can be further refined targeted in certain industries and concerning the customers from that industry. This would enable a more specific result obtained concerning the industry. This would also enable business organizations in that industry to strategize better regarding their CSR efforts to gain customer loyalty.

5.5 Conclusion

This study has reflected updated insights regarding the research area of how CSR would influence customer loyalty. The data from 150 respondents had been collected, processed, and tested. The results obtained were educational contributions and philanthropic activities, both have a positive influence towards customer loyalty. However, it is otherwise for both good business practices and environmental concerns as they show no positive influence towards customer loyalty. Through this, business organizations are able to focus on which CSR activities to be implemented, easing on managing the constraints of resources, to gain customer loyalty.

5.6 Personal Reflection

The structure of the conceptual framework was developed in accordance with the objective of the study. Various and many articles and relevant literatures have been analysed in-depth in order to have a better understanding of the research area. My knowledge regarding this research area has broadened, enabling me to have a better understanding of CSR in developed countries and developing countries in order to gain customer loyalty. Even though there were limited new articles for the area of this research, I was able to find related works in Asian countries especially Malaysia, China, and South Korea. This has assisted me in identifying how CSR efforts have

been done, bearing the challenges of demographics, government directions, and others.

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Appendices

Appendix A – Questionnaire

Enhancing Customer Loyalty Through Good Corporate Social Responsibility

Dear Sir/Madam,

You are invited to participate in this survey in regards to the study of enhancing customer loyalty through good corporate social responsibility (CSR).

This study is a requirement for the partial fulfillment of the Masters of Business Administration program (MBA) at the INTI International University.

The targeted respondents of this survey are Malaysian professionals. A professional shall be defined as an individual that has these criteria:

Having a minimum degree in education qualification
Having a job or owns a business
Having a job position of executive level or higher
Having at least 2 years of working experience
Having a monthly income of above RM 2,500

There will be 7 sections in this questionnaire. Please take your time to answer ALL questions in all sections. Completion of this questionnaire will be a maximum of 7 minutes. The confidentiality of this study will be retained, and not disclosed in any manner. This survey is only applicable for the MBA course subject MGT7998 MBA Project under INTI International University and this document would not be misused for any illegal and inappropriate activities.
* Required

1. Have you read and understand the description? *

    Mark only one oval.

    ◯ Yes

Demographics Profile

2. Age: *

    Mark only one oval.

    ◯ 24-29 years old
    ◯ 30-39 years old
    ◯ 40-49 years old
    ◯ 50-59 years old
    ◯ Above 60 years old

3. Educational Qualification: *

    Mark only one oval.

    ◯ Degree
    ◯ Masters Degree
    ◯ PhD

4. Employment Status: *

Mark only one oval.

⬭ Employed

⬭ Owns a business

5. Position in Your Organization: *

Mark only one oval.

⬭ Executive

⬭ Assistant Manager

⬭ Manager

⬭ Director/Business owner

6. Years of Working Experience: *

Mark only one oval.

⬭ 2-4 years

⬭ 5-9 years

⬭ 10-14 years

⬭ More than 14 years

7. Monthly Income: *

Mark only one oval.

⬭ RM 2,001 - RM 4,000

⬭ RM 4,001 - RM 6,000

⬭ RM 6,001 - RM 8,000

⬭ Above RM 8,001

Philanthropic Activities

> This section is to gauge your agreement towards the philanthropic activities done by business organizations.

8. Business organization donating money to NGOs related to their business model. For example, Shell donates money to the Ocean Conservancy. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	⬭	⬭	⬭	⬭	⬭	Strongly agree

9. Business organization donating money to NGOs not related to their business model. For example, manufacturing company donates money to the World Wildlife Foundation. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

10. Business organization donating their money directly to the needy. For example, a company donates food and clothes to the homeless people. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

11. Business organization donating their resources in the form of community works. For example, Petronas sends their staffs to clean old folks homes. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

12. Business organization donating their money towards innovation for the societal needs. For example, Petronas funds social entrepreneur projects to address the youth unemployment issue in Malaysia. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

Good Business Practices   This section is to gauge your agreement towards the good business practices done by business organizations.

13. Business organization does the extra "good" beyond minimal legal requirement for the society. For example, Sunway Group Malaysia having many non profitable organizations to serve societal problems. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

14. Business organization investing to the community, making them to be involved in the supply chain. For example, Starbucks investing to their coffee farmers so that they can supply their coffee to Starbucks. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

15. Business organization practicing exceptional ethics. For example, how Nike avoids using child labor despite their cheap cost. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

16. Business organization does not prioritize profit but concentrates more on the welfare of their employees and society. For example, Chiquita creating sustainable community in 3rd world countries through farming. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

17. Business organization uses the best materials for their products. prioritizing the benefits of their customers. For example, The Body Shop using organic materials for their skincare products to minimize allergies. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

Environmental Concerns

This section is to gauge your agreement towards the environmental concerns done by business organizations.

18. Business organizations minimizes their pollution to the environment. For example, Coca Cola factories not dumping their chemicals to the river. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

19. Business organizations funding ecological works. For example, Volkswagen funding NGOs for restoring the plants that were lumbered. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

20. Business organizations that aligns their business model concerning about the environment. For example, technology innovations that would produce less emission such as electric vehicles. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

21. Business organizations that uses their resources for environmental activities. For example, Petronas deploying their staffs assist at turtle sanctuaries. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

22. Business organizations that is Eco friendly. For example, Shell that abides to not disrupt the sea ecosystem when they do their oil mining works. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

Educational Contributions   This section is to gauge your agreement towards the educational contributions done by business organizations.

23. Business organizations that grants scholarships without needing the receiver to serve them. For example, Khazanah funds education of excel students overseas and they do not have to work for Khazanah upon completion of studies. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

24. Business organizations that grants scholarships and requiring the receiver to serve them. For example, a bank gives scholarship to a student, then the student needs to work for the bank for a period of time. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

25. Business organizations that funds for education essentials such as school uniforms, books and stationary. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

26. Business organizations that donates laboratory or training equipment to educational institution. For example, CRRC donating electric train body to University Kuala Lumpur for training of future train engineers. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

27. Business organizations that funds their staff for further studies, to serve the company and the community better with innovations of products and services. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

28. Business organizations that funds other academic constitutions' staffs for further studies, once completed, the receiver shall need to produce better graduates. For example, CCCC funds UniKL lecturers to complete their Masters Degree and PhD in Railway Engineering. Once completed, they are able to teach Railway Engineering in Malaysia. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

Customer Loyalty

This section is to gauge your customer loyalty perspective towards CSR activities done by business organizations

29. After noticing the CSR activities, you would support the business organization's CSR effort. *

    Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

30. After noticing the CSR activities, you would buy the products/services from the business organization. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

31. After noticing the CSR activities, and if the price and quality of the product/services are the same, you would not buy the competitor's products/services. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

32. After noticing the CSR activities, you would buy other products/services that you usually do not buy from that business organization. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

33. After noticing the CSR activities, you are satisfied in buying the products/services. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

34. After noticing the CSR activities, you would return to buy the products/services that you have bought before. *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	◯	◯	◯	◯	◯	Strongly agree

Appendix B – Gantt Chart of Timeline

Items	Weeks													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Chapter 1: Introduction	▨													
Chapter 2: Literature Review		▨	▨	▨										
Chapter 3: Research Methodology					▨									
Questionnaire Design					▨									
Distribution of Questionnaire						▨	▨							
Data Analysing								▨	▨					
Chapter 4: Result										▨				
Chapter 5: Conclusion											▨			
Viva Presentation												▨		
Submission													▨	▨

Appendix C – Record of Meetings

Meeting 1

Date of Meeting	12th May 2020
Progress Made	Supervisee introductory, study intent introductory and ethics form clarification.
Agreed Action	Enrollment into blackboard MBA Project course and scheduled follow up with virtual meeting to discuss on final study scope and ethics form filling guidance on 5th June 2020.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 2

Date of Meeting	4th June 2020
Progress Made	A final study scope was agreed, and a study title was formed "Enhancing Customer Loyalty Through Good Corporate Social Responsibility Practices". Ethics form filling process cleared.
Agreed Action	A further literature review is to be done regarding the IVs and the DVs. Proceed with writing Chap 1, 2 and 3. Fill in Ethics form and submit ASAP.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 3

Date of Meeting	6th June 2020
Progress Made	Completion and submission of ethics form. A few errors were identified and were corrected accordingly.
Agreed Action	Proceed with literature reviews and Chap 1,2 and 3.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 4

Date of Meeting	11th June 2020
Progress Made	A draft of how the MBA Project would be presented from Chap 1 to Chap 5. As a summary of literature review draft, these are included; i. Defining professionals - Sample ii. Operationalise CSR - 4 IVs iii. Relationship between customer loyalty and operationalise CSR - The 4 IVs and my DV (customer loyalty) Finding related journals, found approximately 56 journals already and read through. Chap 2 writing starts.
Agreed Action	Proceed with the updated works.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 5

Date of Meeting	18th June 2020
Progress Made	Multiple journals were read and decided to change the IV from **Fair** Business Practices to **Good** Business Practices. This is because multiple journals have defined it as good instead of fair. Chap 2 writing have started. Completed **defining** professionals and 2 of the IVs which are Philanthropic activities and Good business practices. The remaining 2 IVs shall be defined. Then, the focus shall be towards their relationship with DV, Customer loyalty. The technique of **3 supporting journals VS 3 disagreeing journals** is used. Conceptual framework and hypotheses have been developed.
Agreed Action	Proceed with the update. Submit Chap 1-3 by 3rd July 2020.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 6

Date of Meeting	25th June 2020
Progress Made	Completed the defining and examples literatures. Completing the literature on the relationship between operationalize CSR and customer loyalty. Completed Chapter 3. Shall complete the remaining of Chapter 1. The plan for Chap 1 is to emphasize on **Management** by writing on how CSR requires business organizations to allocate their resources (problem statement).
Agreed Action	Proceed with the update. Submit Chap 1-3 by 3rd July 2020.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 7

Date of Meeting	30th June 2020
Progress Made	Completed Chapter 1,2 and 3 for Mr. Francis's review. PD was scheduled and proceed to email Dr. Syarifah for agreed time.
Agreed Action	Upon approval of Chap 1,2 and 3, proceed with making PD slides for 10 minutes. Once done, email to Mr. Francis and Dr. Syarifah.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 8

Date of Meeting	18th July 2020
Progress Made	Questionnaire was made, submitted for approval. Amend the necessary comments from Mr. Francis and Dr. Syarifah for Chap 1,2 and 3.
Agreed Action	Proceed with questionnaire distribution. Collect the data and process. Submit the full content prior to VIVA, on 28th July 2020.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 9

Date of Meeting	29th July 2020
Progress Made	Chap 1 to Chap 5 completed and submitted on time as requested. Further rectification needed to be done regarding the result obtained from analysis. Some comments were also presented by Mr. Francis.
Agreed Action	Rectify and amend the comments. Proceed with doing VIVA slides. Once done, email to Mr. Francis and Dr. Syarifah. Prepare for VIVA on 6th August 2020.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Meeting 10

Date of Meeting	10th August 2020
Progress Made	Done VIVA with minor comments.
Agreed Action	Address the comments and proceed with submission.
Student Signature	*Aizat Nizar Bin Nawawi*
Supervisor's Signature	FRANCIS WONG

Section D. Comments on Management of Project

(to be completed at the end of the dissertation process)

Student Comments

The management of project could be smoother during this Covid-19 where the virtual rooms for PD and VIVA is created by INTI. Also, the date was determined by INTI. However, the time was not determined by INTI. The time should be determined, and the virtual rooms for PD and VIVA should be created accordingly.

Supervisor Comments

_____

_____

_____

Signature of Student	*Aizat Nizar Bin Nawawi*	Date 12th August 2020
Signature of Supervisor	FRANCIS WONG	Date 10th August 2020
Ethics Confirmed		Date 27th July 2020

Appendix D – MBA Project Similarity Index

SafeAssign Originality Report

Report Summary

✅ Low risk

These papers include some quotes and few common phrases or blocks of text that match other documents. These papers typically do not require further analysis, as there is no evidence of plagiarism.

Overall Text Similarity

Average Match
11 %

Highest Match
11 %
Safe Assign Aizat MBA Project....

Originality Reports (1)

✅ **Attachment 1**
Safe Assign Aizat MBA Project.pdf   11 %

Appendix E – MBA Project Ethics Form

University of Hertfordshire UH

SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA

ETHICS APPROVAL NOTIFICATION

TO	Aizat Nizar Bin Nawawi
CC	Francis Wong
FROM	Dr Brendan Larvor, Social Sciences, Arts and Humanites ECDA Vice-Chair
DATE	27/07/2020

Protocol number: **BUS/PGT/INTI/04697**

Title of study: Enhancing Customer Loyalty Through Good CSR Practices

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

> no additional workers named

General conditions of approval:

Ethics approval has been granted subject to the standard conditions below:

<u>Permissions</u>: Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

<u>External communications</u>: Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

<u>Invasive procedures</u>: If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and copies of your completed consent paperwork to this ECDA once your study is complete.

<u>Submission</u>: Students must include this Approval Notification with their submission.

Validity:

This approval is valid:

From: 30/07/2020

To: 07/08/2020

1

INTI International University (2020)   I18015484 - BUS/PGT/INTI/04697

Please note:

Failure to comply with the conditions of approval will be considered a breach of protocol and may result in disciplinary action which could include academic penalties.
Additional documentation requested as a condition of this approval protocol may be submitted via your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Should you amend any aspect of your research or wish to apply for an extension to your study you will need your supervisor's approval (if you are a student) and must complete and submit form EC2.
Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. In cases where the amendments to the original study are deemed to be substantial, a new Form EC1A may need to be completed prior to the study being undertaken.

Failure to report adverse circumstance/s may be considered misconduct.
Should adverse circumstances arise during this study such as physical reaction/harm, mental/emotional harm, intrusion of privacy or breach of confidentiality this must be reported to the approving Committee immediately.

2