

## Impact of corporate social responsibility performed by Turkish banks related to COVID-19 on customer satisfaction and loyalty

### Türk bankalarının COVID-19 ile ilgili yaptıkları kurumsal sosyal sorumluluk uygulamalarının müşteri tatmini ve sadakatine etkisi

Sefa Emre Yilmazel<sup>1</sup> 

Aslı Çillioğlu Karademir<sup>2</sup> 

<sup>1</sup> Assist. Prof. Dr., Bayburt University, Health Sciences Faculty, Health Management Department, Bayburt, Türkiye, [sefayilmazel@bayburt.edu.tr](mailto:sefayilmazel@bayburt.edu.tr)

ORCID: 0000-0002-7666-209X

<sup>2</sup> Assist. Prof. Dr., Bartın University, Faculty of Economics and Administrative Sciences, Business Administration, Bartın, Türkiye, [akarademir@bartin.edu.tr](mailto:akarademir@bartin.edu.tr)

ORCID: 0000-0001-5208-7345

#### Abstract

The study aims to evaluate the support provided by banks in the COVID-19 era and to investigate the effect on consumer preferences. In this direction, the effects of CSR variables (economic, legal, ethical, philanthropic) and corporate interactions (corporate image, CSR trust, corporate evaluation) on consumer preferences (customer satisfaction, customer loyalty) were investigated. The study collected data from bank customers who showed corporate social responsibility practices; in total, 346 data were collected in Turkey. Confirmatory factor analysis and path analysis were performed in the Amos 22.0 program. The results of this study demonstrated that the impact of CSR variables on corporate image, trust and evaluation had been proven. While economic and ethical responsibilities positively affect the corporate image, legal and philanthropic responsibilities increase consumers' trust. In addition, legal responsibilities positively affect consumers' evaluation of the banks. The results also confirm that corporate image, trust and evaluation affect customer satisfaction and loyalty. With this study, it will be possible to improve the behaviour of banks in this direction in times of crisis by revealing the preferences of bank customers for corporate social responsibility components.

**Keywords:** Corporate Social Responsibility, COVID-19, Corporate Image, Corporate Evaluation, Customer Satisfaction, Customer Loyalty

**Jel Codes:** M10, M14, M31

#### Corresponding Author:

Assist. Prof. Dr., Bayburt University, Health Sciences Faculty, Health Management Department, Bayburt, Türkiye, [sefayilmazel@bayburt.edu.tr](mailto:sefayilmazel@bayburt.edu.tr)

Submitted: 26/08/2022

Revised: 16/10/2022

Accepted: 22/10/2022

Online Published: 25/12/2022

#### Öz

Çalışmanın amacı, COVID-19 döneminde bankaların sağladığı destekleri değerlendirmek ve tüketici tercihlerine etkisini araştırmaktır. Bu doğrultuda KSS değişkenlerinin (ekonomik, yasal, etik, hayırsever) ve kurumsal etkileşimlerin (kurumsal imaj, KSS güveni, kurumsal değerlendirme) tüketici tercihleri (müşteri memnuniyeti, müşteri sadakati) üzerindeki etkileri araştırılmıştır. Araştırmada kurumsal sosyal sorumluluk uygulamaları gösteren banka müşterilerinden veriler toplanmıştır. Türkiye'de toplam 346 veri toplanmıştır. Amos 22.0 programında doğrulayıcı faktör analizi ve yol analizi yapılmıştır. Bu çalışmanın sonuçları, KSS değişkenlerinin kurumsal imaj, güven ve değerlendirme üzerindeki etkisinin kanıtlandığını göstermiştir. Ekonomik ve etik sorumluluklar kurum imajını olumlu etkilerken, yasal ve hayırsever sorumluluklar tüketicilerin güvenini artırmaktadır. Ayrıca yasal sorumluluklar tüketicilerin bankaları değerlendirmesini olumlu yönde etkilemektedir. Sonuçlar ayrıca kurumsal imaj, güven ve değerlendirmenin müşteri memnuniyetini ve sadakatini etkilediğini doğrulamaktadır. Bu çalışma ile banka müşterilerinin kurumsal sosyal sorumluluk bileşenlerine yönelik tercihlerini ortaya koyarak, kriz zamanlarında bankaların bu yöndeki davranışlarını iyileştirmek mümkün olacaktır.

**Anahtar Kelimeler:** Kurumsal Sosyal Sorumluluk, COVID-19, Kurumsal İmaj, Kurumsal Değerlendirme, Müşteri Memnuniyeti, Müşteri Sadakati

**JEL Kodları:** M10, M14, M31

**Citation:** Yilmazel, S.E., & Cillioğlu Karademir, A., Impact of corporate social responsibility performed by Turkish banks related to COVID-19 on customer satisfaction and loyalty, *bmij* (2022) 10 (4): 1228-1240, doi: <https://doi.org/10.15295/bmij.v10i4.2121>

## Introduction

During the coronavirus pandemic, significant challenges have arisen for individuals, companies, and governments. (Manuel and Herron, 2020). While individuals are trying to protect their health and work, companies have tried to find help for their closed businesses. On the other hand, governments have tried to support their citizens economically and in terms of health. In addition, successful companies supported the citizens in this process. Companies are performing various CSR activities, such as product donations, cash grants, and discounted products, to reduce the pandemic's impact (Yoo and Lee, 2018). Banks also saw this as a corporate social responsibility opportunity and offered appropriate loans to citizens. Because during the pandemic, many people were unemployed and could not work temporarily or continue their work due to illness. Hence, they needed economic aid. Many countries (such as the USA, Germany, Japan, etc.) provided direct assistance to their citizens during this period (Lentner, Szegedi, Tatay, 2015). On the other hand, banks offered suitable loan opportunities to show that they were on the side of those countries. Public and private banks in Turkey have similarly supported the citizens. The study tried to reveal how consumers evaluated these aids made by banks during the COVID-19 period.

When the studies in the literature are examined (Palacios-Florencio, Junco, Castellanos and Diaz, 2018; Cha and Jo, 2019), it is seen that corporate social responsibility is not studied enough related to crisis times. Very few CSR studies conducted with crisis (Lentner, Szegedi and Tatay, 2015; Manuel and Herron, 2020) were found. The separation of COVID-19 from other crises, as it is a health-related crisis, and Turkish banks seeing it as a CSR opportunity, has been an important source of motivation for this study. In this direction, the study aims to evaluate the support provided by banks in the COVID-19 era and to investigate the effect on consumer preferences. This study will make three important contributions to the literature. First, it will be revealed how the consumer meets these CSR practices of banks. Thus, it will be possible to reveal whether banks should increase their CSR applications in times of crisis. Secondly, the banks' support's economic, legal, ethical and philanthropic effects will be revealed. Thus, the general point of view of consumers on banks' CSR practices will be evaluated, and corrections can be made accordingly. Third, corporate and CSR components that increase consumer satisfaction and loyalty will be identified. Thus, consumers' perspectives on the bank will be removed from being only 'financial', and an emotional bond will be established.

## Literature review

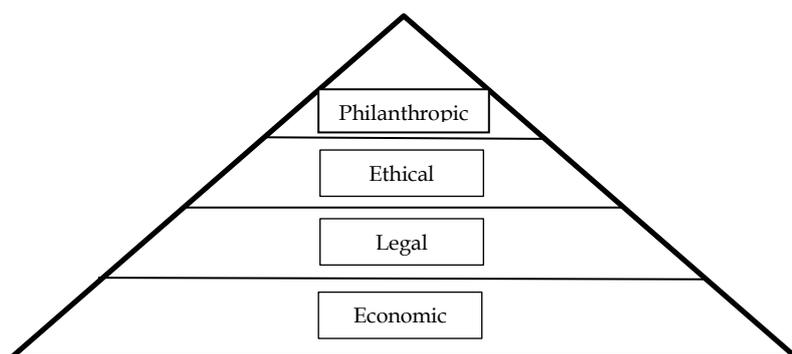
### Corporate social responsibility (CSR)

Archie B. Carroll, who introduced the CSR pyramid to the field, is one of the first to define the concept of CSR. According to Carroll (1999: 271), social responsibility corresponds to behaviours and decisions outside the economic interests of institutions. The stronger the companies, give to higher the importance of social responsibility. In this context, there is a relationship between the concepts of power and social responsibility. Corporate social responsibility (CSR) continues to gain importance by advancing as a global power both in the world and in Turkey. Today's companies and organizations have to act by considering the welfare and quality of society, apart from their economic interests (Chen and Huang, 2018). For this reason, corporate social responsibility is extremely important for companies and organizations that are more accountable, aiming for mutual benefit through transparent and honest communication (Kim and Thapa, 2018).

Social responsibility campaigns, institutions and organizations or brands can be defined as strategic tools to provide mutual benefit to the target audience. Corporate social responsibility activities contribute to the reputation of companies, increase brand awareness and accelerate sales (Virvilaite and Daubaraite, 2011). Thus, it brings many benefits by attracting the attention of the media. Social responsibility campaigns can raise the position of many brands in the fastest and most economical way if they are done sincerely. Today, brands must develop a successful communication strategy to persuade consumers (Fida, Ahmad, Balushi and Singh, 2020). Brands have to keep the bond with the consumer warm. The abstract meaning of the brand will keep this bond warm. According to Freeman (1984), "stakeholders of a firm are individuals or groups that are affected by or influence the process of achieving the objectives of the business. His view bases that the responsibility of the business on its shareholders and owners has been changed and expanded to the direction that the responsibility of the business is to all relevant stakeholders (Singh and Mishra 2021). Stakeholder theory is based on determining who will be the groups that businesses should be responsible for in the marketplace. In the study, the support activities of banks during the COVID-19 period were examined, taking into account Freeman's stakeholder theory and the components that Carroll mentioned in the last three steps (that most often use CSR in the literature).

## Corporate social responsibility dimensions

According to Carroll (1991), the Corporate Social Responsibility Pyramid was examined in four dimensions. These are economic, legal, ethical and philanthropic responsibilities (Figure1).



**Figure 1:** Corporate Social Responsibility Pyramid

Source: Carroll, 1991

Economic responsibilities are seen as the foundation responsibility in the pyramid (Lentner et al. 2015). If a company achieves the first step efficiently, it can move on to the next. In order to ensure the continuity of commercial enterprises, they must meet economic expectations in the first step. They can then move on to the second step by complying with the laws and obligations. In the third step, it is not enough to comply with the law. It is also necessary to comply with the ethical rules. In the last step, responsibility must be taken for the well-being of society. Economic responsibility is seen as increasing the owners' welfare, ensuring profitability and growth and the obligation of a business organization to make money (Carroll, 1991). Examining the studies in this area, Virvilaite and Daubaraite (2011) confirmed the effect of economic responsibilities on the corporate image in their studies. Pratihari and Uzma (2018) found a relationship between economic responsibility, corporate brand evaluation and brand loyalty in their studies. Archimi, Reynaud, Yasin and Bhatti (2018) stated that economic responsibility positively affects corporate trust. Cha and Jo (2019) found that economic responsibility is effective in their research on corporate image and behavioural intention in coffee shops operating with the franchising method. Nengsih et al. (2021), in their study on banks, revealed that corporate social responsibility is effective on image and trust. In line with the relevant literature, the first three hypotheses are based on the effects of economic responsibility;

**Hypothesis 1:** Economic responsibilities positively and significantly affects the corporate image.

**Hypothesis 2:** Economic responsibilities positively and significantly affects CSR trust.

**Hypothesis 3:** Economic responsibilities positively and significantly affects corporate evaluation.

Legal responsibility is seen as companies must respect local, state, federal, and international laws and regulations (Chen et al. 2020). Companies that act following the law will be able to make a favourable contribution to the whole economy and society. If a company engages in tax evasion, money laundering activities or even manufactures a toxic product, and it is unreasonable to think that it shares CSR values (Ghaderi et al. 2019). When the studies on legal responsibilities are examined, Irshad et al. (2017) stated that CSR effectively affects the corporate image. In addition, it has been seen that CSR plays a role as a corporate image tool in its impact on customer satisfaction and customer loyalty. Zhang and Cui (2020) stated in their research on the fashion industry that CSR components (economic, legal) affect purchase intention through the corporate image. However, the effect of ethical and philanthropic responsibilities on the corporate image could not be confirmed. Archimi et al. (2018) proved in their studies that legal responsibilities significantly affect organizational trust. Also, Ghaderi et al. (2019) found that CSR positively affected customers' hotel evaluations. Chen et al. (2020) examined the effect of four dimensions of CSR on corporate image and trust in the hotel industry. As a result of the study, they found that economic, legal, and ethical CSR is effective on corporate image. Also, economic, legal and philanthropic CSR is affected consumer trust. Accordingly, the second three hypotheses are based on the effects of legal responsibility;

**Hypothesis 4:** Legal responsibilities positively and significantly affect the corporate image.

**Hypothesis 5:** Legal responsibilities positively and significantly affect CSR trust.

**Hypothesis 6:** Legal responsibilities positively and significantly affect corporate evaluation.

Ethical responsibility requires the business to do the right things voluntarily, not by the force of law (Kim and Thapa, 2018). Since banks often have strict legal controls, they must comply with many ethical rules. However, although the credit card fee can be legally charged, banks that do not will have done a better job ethically. Because that's what society expects, or if banks give priority to the elderly and disabled in the queue waiting, it will be appreciated by society. When the studies on ethical responsibility are evaluated, Chung et al. (2015) revealed that economic, legal, ethical and philanthropic responsibilities affect customer loyalty. In addition, corporate image moderated this relationship. Palacios-Florencio et al. (2018) revealed in their research in the hotel industry that ethical CSR affects image and loyalty through trust. In their research, Kim and Thapa (2018) stated that CSR practices are effective in corporate performance and evaluation. Ali, Sial, Brugni, Hwang, Khuong and Khanh (2019) obtained that corporate image and customer satisfaction mediated the relationship between corporate social responsibility (legal, ethical, discretionary) and firm performance. Also, Nengsih, Nafrianto and Uriawan (2021) demonstrated the effect of CSR on trust and image. In addition, Singh and Mishra (2021) revealed that corporate social responsibility effectively evaluates the company through corporate reputation. Consequently, the third three hypotheses are based on the effects of ethical responsibility;

**Hypothesis 7:** Ethical responsibilities positively and significantly affects the corporate image.

**Hypothesis 8:** Ethical responsibilities positively and significantly affects CSR trust.

**Hypothesis 9:** Ethical responsibilities positively and significantly affects corporate evaluation.

Philanthropic responsibility is pure giving for society's interest. In short, it includes activities that are done only for the benefit of society, not for any legal regulation or ethical concern (Latif, Bunce and Ahmad 2021). Banks sponsoring sports organizations, supporting environmental activities, etc., are examples of this. The important point is that it is outside of its own business and is done for society's benefit. Chen and Huang (2018) revealed in their research that CSR is effective on corporate trustworthiness and evaluation when the studies on this term are examined. Boronat-Navarro and Perez-Aranda (2019) stated in their study that CSR components (economic, legal, ethical, philanthropic) are effective on corporate reputation and evaluation of the institution. In their study of citizenship behaviours, Kim et al. (2020) found that philanthropic responsibilities affect the corporate image. Latif et al. (2021) showed the effect of CSR variables (ethical, philanthropic) on satisfaction, trust and loyalty in universities. Thus, the fourth three hypotheses are based on the effects of philanthropic responsibility;

**Hypothesis 10:** Philanthropic responsibilities positively and significantly affects the corporate image.

**Hypothesis 11:** Philanthropic responsibilities positively and significantly affects CSR trust.

**Hypothesis 12:** Philanthropic responsibilities positively and significantly affects corporate evaluation.

### Corporate image

Company image can be defined as the picture of the organization in the minds of its target audiences. In other words, it is the set of judgments about the adjective attributed to the corporate identity in the minds of the target audiences (Emmanuel and Priscilla, 2022). Brand image, trust, evaluation, and satisfying relationships have been well-established and studied for various sectors (Ariani, Firdaus and Hairudinor, 2019; Yu et al., 2020; Emmanuel and Priscilla, 2022). From these studies, Ariani et al. (2019) revealed in their mobile sector research that corporate image and trust positively affect customer satisfaction. Similarly, Chien and Chi (2019) found that corporate image positively affects customer satisfaction in their research on four different sectors. Yu, Jiang, Zhuang, Na and Cui (2020) found that corporate and CSR image affect consumers' trust. Purwanto, Deviny and Mutahar (2020), in their research evaluating the millennial generation's view on the banking sector, found that corporate image affects trust. In addition, the corporate image also affects customer loyalty through trust. Hence, the fifth three hypotheses are based on the effects of corporate image;

**Hypothesis 13:** Corporate image significantly affects CSR trust.

**Hypothesis 14:** Corporate image significantly affects corporate evaluation.

**Hypothesis 15:** Corporate image significantly affects customer satisfaction.

### CSR trust

Trust is a dimension that determines the degree of belief that one party in a relationship feels that the promises made by the other party will be fulfilled (Palacios-Florencio et al., 2018). CSR applications are important to increase the trust in banks. This situation is seen more clearly in studies (Park, Kim and Kwon 2017; Palacios-Florencio et al. 2018; Hoang and Nguyen 2019; Geebren, Jabbar and Luo 2021) conducted in this field. Park et al. (2017) proved that corporate social responsibility commitment

significantly affects trust and satisfaction. In addition, the effect of trust on satisfaction and loyalty was also confirmed. Palacios-Florencia et al. (2018) found that corporate social responsibility affected consumers' trust. In addition, consumers' trust affects corporate image and loyalty. Pasharibu, Paramita and Febrianto (2018) stated that consumer trust affects satisfaction in their study transportation. Hoang and Nguyen (2019) proved in their research in the field of banking that consumer confidence affects consumer satisfaction. In addition, consumer trust affects consumer loyalty through satisfaction. Likewise, Geebren et al. (2021), in their research in the banking field, found that trust is effective on consumer satisfaction. In line with the relevant literature, the next hypotheses are based on the effect of CSR trust;

**Hypothesis 16:** CSR trust positively and significantly affects customer satisfaction.

### **Corporate evaluation**

Previous studies (Lentner et al., 2015; Yoo and Lee, 2018) suggested that consumers' CSR practices can positively impact their company evaluation. According to the memory integration effect (Chen and Huang, 2018), if consumers have a positive impression/impact on businesses, they tend to rate it better. One of the important components that can create this positive effect is CSR applications. By using these applications, banks will be able to enable consumers to remember themselves positively. When the studies carried out in this direction are examined, Lentner et al. (2015) found a significant relationship between CSR support and institutional evaluation in their study. Similarly, Yoo and Lee (2018) found a significant relationship between CSR support and corporate evaluation. Wedysiage et al. (2021) stated in their research that corporate social responsibility practices positively affect competitive advantage through customer satisfaction. In addition, Emmanuel and Priscilla (2022) stated that CSR practices will positively affect customer evaluations and may impact corporate image and satisfaction. Thereby, the next hypotheses are based on the effect of corporate evaluation;

**Hypothesis 17:** Corporate evaluation positively and significantly affects customer satisfaction.

### **Customer satisfaction**

Customer satisfaction is based on customers' overall evaluation of given service by companies. Customer satisfaction; is associated with many important concepts, such as service quality (Chung, Yu, Choi and Shin 2015), trust (Hoang and Nguyen 2019) and loyalty (Park et al. 2017). In addition, the importance given to corporate social responsibility by the companies is one of the variables that can affect customer satisfaction. Latif et al. (2020) proved that consumers' perceived corporate social responsibility affected customer satisfaction. Moreover, many countries and industries have confirmed the relationship between customer satisfaction and customer loyalty. These include the banking sector (Famiyeh, Asante and Kwarteng 2018; Fida et al. 2020). Famiyeh et al. (2018) found that customer satisfaction effectively affects loyalty in the banking sector. Similarly, Fida et al. (2020) confirmed customer satisfaction's effects on customer loyalty. Therefore, the next hypotheses are based on the effect of customer satisfaction;

**Hypothesis 18:** Customer satisfaction positively and significantly affects customer satisfaction.

### **Customer loyalty**

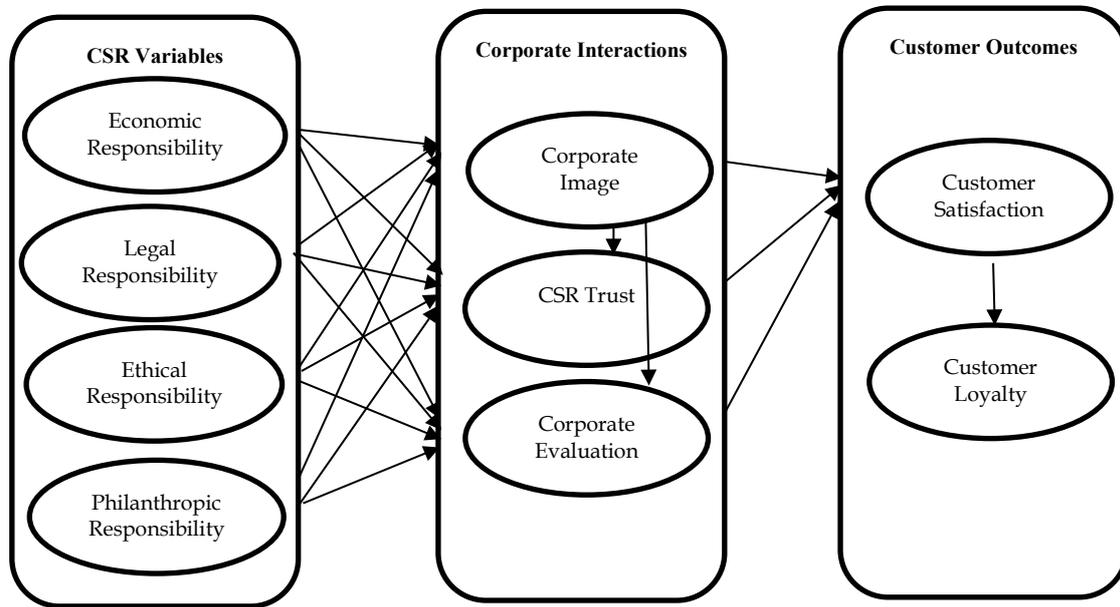
Customer loyalty is one of the important elements that companies will want to create customer lifetime value. When the studies on this subject are examined, the influence of satisfaction on loyalty has been confirmed for a range of sectors (Ali et al., 2019; Lu et al., 2020; Muflih, 2021). In their research, Akbari et al. (2019) found that corporate social responsibility affects customer trust and satisfaction. It also revealed that customer trust and satisfaction directly affect loyalty. Lu et al. (2020) showed in their research that CSR initiatives significantly and positively affect image and loyalty. Ali et al. (2019) also show the effect of perceived CSR on satisfaction and loyalty in the fast food sector. Finally, Muflih (2021) investigated the relationship between corporate social responsibility and loyalty in the banking sector. As a result of the study, it was revealed that CSR variables affect consumer loyalty through image, reputation and satisfaction. In this direction, variables that can increase the satisfaction and loyalty of bank customers will be investigated in this study.

## **Data and method**

### **Methodology**

The study aims to evaluate the support provided by banks in the COVID-19 era and to investigate the effect on consumer preferences. In this direction, consumers who received service from banks were to watch the support ads made by the banks during the COVID-19 period, and their reactions to the CSR variables (economic, legal, ethical, philanthropic) were measured. Moreover, the effects of consumers'

reactions to corporate social responsibility components on their preferences were investigated by measuring the corporate image of consumers towards the bank they use, their trust in CSR and evaluation of the banks, customer satisfaction and loyalty components (Figure 2). In addition, Pratihari and Uzma (2018) corporate social responsibility components; Kim, Song, Lee, Lee (2017) corporate image; Tian, Wang, Yang (2011) CSR trust and corporate evaluation; Leninkumar (2017) customer satisfaction and Abbas, Gao, Shah (2018) studies were used to measure customer loyalty.



**Figure 2:** Research Model

### Measures and data collection

The study was carried out in Turkey using an online questionnaire (google forms). In the research, only data were collected from bank customers to investigate the model and the relationship between the variables. Tabachnik and Fidell's (2001, p.117) formula was used to determine the sample size for multiple regression analysis. According to the formula, 122 data must be reached in the study. The data were collected via the internet and face-to-face survey method. A total of 346 data suitable for analysis were collected. All items, which constitute the nine latent variables, were measured on a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree).

The economic responsibility scale includes the items 'honesty', 'customer needs', 'customer benefits', 'individual attention', 'pleasant banking environment', and 'feel safe'; legal responsibility includes 'safety measurement', 'respect regulations', 'legal certificate'. The ethical responsibility scale includes 'know right', 'ethical principle', 'treats fairly', 'never misbehave', and 'special provision'; and philanthropic responsibility includes 'charity', 'green environment', 'supports child', and 'sponsor events' items. The corporate image scale includes the items 'fair', 'right', 'good impression', 'good image', and 'service high'; CSR trust includes 'contribute society', 'socially responsible', 'substantial contribution'; corporate evaluation includes 'successful', 'trustworthy', 'honourable' items. Customer satisfaction includes 'satisfied', 'wise choice', 'right thing', 'very good', and 'overall satisfaction', and customer loyalty includes 'first choice', 'costly end', 'main bank', 'recommend' items.

### Preliminary analysis

In this study, the questionnaire consisted of three sections and 44 items. Consumers were asked to evaluate banks' CSR (Corporate Social Responsibility) items in the first part. In the second part, the image of the bank they use, trust, corporate evaluation, customer satisfaction and loyalty items were evaluated. Finally, in the third part, there are demographic questions. The Cronbach alpha, C.R., AVE, and correlation coefficients of the items in the first two sections are presented in Table 1.

Cronbach's alpha (C.A.) was used to calculate the homogeneity coefficient. The coefficient should be 0.70 to be accepted (Nunnally, 1978). Since all the variables are above for composite reliability and Cronbach alpha, the values were above .70, and it was accepted that the data was reliable. Furthermore,

C.R.>.70 and AVE>.50 were examined for convergent validity and found within the recommended values (Hair et al., 2014). Also, Table II shows that discriminant validity was achieved for every construct (Fornell and Larcker, 1981). Before testing the 346 data obtained in the study in structural equation modelling, elements such as normal distribution in the data, no multicollinearity problem, and the assumption of linearity (Tabachnick, Fidell 2013) were provided. The skewness and kurtosis coefficients for the normal distribution are within the limits of  $\pm 1$ . To test whether there is a multicollinearity problem in the data, the correlation between the independent variables should not be above .70 (Afthanorhan, 2013). The correlation between independent variables in the study was found below .70 (Table 2). Also, the variance inflation factor (VIF) coefficient was examined to examine whether there was a multicollinearity problem in the data. It was found to be less than 5 for the components (Hair et al., 2010).

**Table 1:** C.A., C.R., AVE and Correlations Between Variables

	C.A.	CR	AVE	1	2	3	4	5	6	7	8	9
1	0.88	0.88	0.66	1								
2	0.94	0.94	0.84	0.31	1							
3	0.80	0.81	0.53	0.16	0.02	1						
4	0.70	0.72	0.50	0.07	0.13	0.30	1					
5	0.86	0.86	0.84	0.14	0.07	0.13	0.01	1				
6	0.93	0.94	0.81	0.06	0.16	0.01	0.30	0.26	1			
7	0.93	0.92	0.57	0.10	0.15	0.10	0.04	0.32	0.02	1		
8	0.85	0.86	0.56	0.07	0.15	0.05	0.22	0.28	0.19	0.28	1	
9	0.79	0.80	0.51	0.02	0.11	0.05	0.19	0.11	0.04	0.13	0.27	1

Variables: 1-Economic responsibility, 2-Legal responsibility, 3-Ethical responsibility, 4- Philanthropic Responsibility, 5-Corporate image, 6-CSR Trust, 7-Corporate evaluation, 8-Customer satisfaction, 9-Customer Loyalty

## Results

This study first applied confirmatory factor analysis for construct and discriminant validity. Afterwards, the model test revealed in theory by path analysis was carried out with the AMOS 22 program.

### Confirmatory factor analysis

Confirmatory factor analysis was performed using the model's nine latent and thirty-nine observed variables. As a result of confirmatory factor analysis; CMIN= 950.208,  $\chi^2/df$ :1.427, RMSEA:0.04, TLI:0.95, CFI:0.96, SRMR:0.02 and GFI: 0.87 has been obtained. The standardized factor loadings ranged from 0.53 to 0.95. According to the suggestion of Afthanorhan (2013), standardised factor values were excluded from the study, two items in economic responsibility, one in ethical responsibility, and one in philanthropic responsibility, which is shared with other factors. According to Byrne (2013), covariance can be assigned between the margins of error of the variables in the same structure in the modification proposals. Consequently, covariance is assigned between two customer satisfaction variables' errors. As the modified factor analysis results showed excellent fit values, path analysis was started (CMIN= 651.652,  $\chi^2/df$ :1.246, CFI:0.98, RMSEA:0.03 and GFI:0.90).

### Results of the proposed model

In order to investigate the preferences of consumers by evaluating the aid provided by banks, in the AMOS 22 program, with the corporate social responsibility variables (economic, legal, ethical, philanthropic), corporate image, corporate evaluation, CSR trust, customer satisfaction, customer loyalty, path analysis was carried out. The related variables were converted from the latent variable to the observed variable and analyzed (Byrne, 2013). The model prepared in line with the studies in the literature was tested in the program, and the results are presented in Table 2. As a result of the path analysis, the fit values of the model were found as  $\chi^2 /df$ :1.798, RMSEA:0.05, CFI:0.96, SRMR:0.01, IFI:0.96, GFI:0.98, AGFI:0.95. The results are within perfect agreement levels (Kline, 2015). Therefore, it was accepted without the need for any modifications.

**Table 2:** Model Fit Indexes

Model	$\chi^2/df$	RMSEA	SRMR	CFI	GFI	AGFI
Model Fit Indexes*	<5.0	<0.07	<0.08	>0.95	>0.90	>0.90
CFA	1.246	0.03	0.02	0.98	0.90	0.90
Hypothesized model	1.798	0.02	0.01	0.96	0.98	0.95

\*Bryne (2011) model fit indexes

As a result of the analysis with SEM coefficients (Table 3), it was found that economic responsibility has a significant and positive effect on the corporate image ( $\beta = .09$ ;  $p < .001$ ). However, economic responsibility did not affect CSR trust ( $\beta = .03$ ) and corporate evaluation ( $\beta = .02$ ) ( $p > .005$ ). While the effect of legal responsibility on the corporate image ( $\beta = .03$ ,  $p > .005$ ) was not seen, there was a positive and significant effect on CSR trust ( $\beta = .15$ ;  $p < .001$ ) and corporate evaluation ( $\beta = .12$ ;  $p < .001$ ). Ethical responsibility positively and significantly affects corporate image ( $\beta = .12$ ;  $p < .001$ ), while CSR trust ( $\beta = .06$ ,  $p > .005$ ) and corporate evaluation ( $\beta = .07$ ,  $p > .005$ ) no effect was found. Philanthropic responsibility, on the other hand, had a positive and significant effect on CSR trust ( $\beta = .28$ ;  $p < .001$ ) but not on the corporate image ( $\beta = .01$ ) and corporate evaluation ( $\beta = .02$ ) ( $p > .005$ ). In addition, the corporate image has a positive and significant effect on CSR trust ( $\beta = .36$ ;  $p < .001$ ), corporate evaluation ( $\beta = .35$ ;  $p < .001$ ) and customer satisfaction ( $\beta = .32$ ;  $p < .001$ ). Moreover, CSR trust ( $\beta = .23$ ;  $p < .001$ ) and corporate evaluation ( $\beta = .17$ ;  $p < .001$ ) significantly and positively affect customer satisfaction. Also, it was found that customer satisfaction affected customer loyalty ( $\beta = .22$ ;  $p < .001$ ) in a significant and positive way.

**Table 3:** Variables and Direction of Relationship

Variables	Standard Error	$\beta^*$	Explained Variance ( $R^2$ )	P	Supported/Not supported
Economic r. → Corporate image	0,050	0,095	0,009	<,005	Supported
Legal r. → Corporate image	0,049	0,033	0,001	>,05	Not supported
Ethical r. → Corporate image	0,060	0,125	0,015	<,005	Supported
Philanthropic r. → Corporate image	0,042	0,009	0,000	>,05	Not supported
Economic r. → CSR trust	0,059	0,031	0,001	>,05	Not supported
Legal r. → CSR trust	0,058	0,154	0,023	<,001	Supported
Ethical r. → CSR trust	0,071	0,065	0,004	>,05	Not supported
Philanthropic r. → CSR trust	0,049	0,283	0,080	<,001	Supported
Economic r. → Corporate evaluation	0,056	0,021	0,000	>,05	Not supported
Legal r. → Corporate evaluation	0,055	0,121	0,014	<,005	Supported
Ethical r. → Corporate evaluation	0,068	0,069	0,004	>,05	Not supported
Philanthropic r. → Corporate evaluation	0,047	0,021	0,000	>,05	Not supported
Corporate Image → CSR trust	0,063	0,362	0,131	<,001	Supported
Corporate Image → Corporate evaluation	0,060	0,351	0,123	<,001	Supported
Corporate Image → Customer satisfaction	0,056	0,318	0,101	<,001	Supported
CSR trust → Customer satisfaction	0,042	0,233	0,054	<,001	Supported
Corporate evaluation → Customer satisfaction	0,046	0,174	0,030	<,001	Supported
Customer satisfaction → Customer loyalty	0,042	0,224	0,050	<,001	Supported

If the study results are summarized, components of corporate social responsibility, the impact of economic and ethical responsibility on corporate image, legal responsibility and philanthropic responsibility on CSR trust, and legal responsibility on corporate evaluation have been verified. However, the impact of legal and philanthropic responsibility on corporate image and economic and ethical responsibility on CSR trust could not be verified. Also, economic, ethical and philanthropic responsibility was not found to be effective in corporate evaluation. In addition, the effect of corporate image on CSR trust (H4), corporate evaluation (H5), and customer satisfaction (H6) have been proven. Furthermore, the CSR trust effect on customer satisfaction (H7) and corporate evaluation effect on

customer satisfaction (H8) is also confirmed. Finally, the effect of corporate evaluation on customer satisfaction (H9) and customer satisfaction on customer loyalty (H10) has been verified.

## **Discussion**

### **Theoretical implications**

As a result of the study, it was seen that as economic responsibility, one of the components of corporate social responsibility, increased, the corporate image also increased. However, no impact of economic responsibility on CSR trust and corporate evaluation was found. It can be deduced that economic responsibility does not affect CSR trust and corporate evaluation, and consumers think that the support given by the banks during the COVID-19 period is for the banks' benefit rather than society's benefit. No effect of legal responsibility on the corporate image was found. However, its impact on CSR trust and corporate evaluation has been confirmed. This result was supported by Archimi et al. (2018) and Chen et al. (2020) studies. It is thought that the ineffectiveness of legal responsibility on the corporate image is because consumers see it as a basic condition. While ethical responsibility affects the corporate image, it does not affect CSR trust and corporate evaluation. This result was supported by Chung et al. (2015) and Palacios-Florenco et al. (2018). Philanthropic responsibility, one of the components of corporate social responsibility, was effective in CSR trust but not in corporate image and evaluation. This result was supported by Chen and Huang's (2018) and Latif et al. (2021) studies. Therefore, the impact of corporate social responsibility variables (economic, legal, ethical, philanthropic) on corporate (image, trust, evaluation) components has been proven.

In the second part of the study, the effect of corporate components (image, trust, evaluation) on consumer preferences (satisfaction, loyalty) has been verified. It has been seen that corporate image is effective in CSR trust, evaluation and customer satisfaction. This result was supported by Yu et al. (2020) study. Furthermore, increasing CSR trust and corporate evaluation scores are also important in increasing customer satisfaction. This result parallels Pasharibu et al. (2018). Finally, to increase customer loyalty, customer satisfaction should be increased (Fida et al. 2020). Therefore, it is necessary to attach importance to the variables of corporate social responsibility to increase customer satisfaction and loyalty.

### **Managerial implications**

During the COVID-19 period, many of the banks (state-private) in Turkey stated that they were with the consumers during the COVID-19 process (with commercials), and they offered low-interest loans (home-car-needs) and support to consumers. In the study, these supports were evaluated within the framework of corporate social responsibility studies, and their effects on consumer preferences were investigated. As a result of the study, it has been seen that the supports given affect the corporate image within the framework of economic and ethical corporate responsibility. Therefore, companies that want to increase their corporate image in the eyes of consumers can take steps to support the economy of consumers. For example, during the COVID-19 pandemic period, while banks offer low-interest loans, retailers can provide this by offering discounts on basic nutrients and hygiene products. In addition, in the study, it was seen that legal and philanthropic responsibility affect CSR trust. In this direction, it is recommended that companies give importance to legal security practices (in face-to-face and online trade) and not only profit-oriented to ensure consumer trust. (Lin, Wan, Hajli, 2019). For example, increasing measures to prevent data theft in electronic applications or increasing the company's visibility in charity events may increase consumers' trust. Moreover, in the study, it was seen that legal responsibility affects the evaluation of the bank. Therefore, adherence to legal regulations in banking practices is very important for consumers. In this direction, banks must act in line with banking rules and increase transparency.

In addition, it has been found that corporate image affects CSR trust, corporate evaluation and customer satisfaction. Therefore, it is very important to increase the corporate image of banks. Correct advertising communication, colour and logo selection, a correct reflection of the vision and mission of the institution, public relations studies, and increasing customer satisfaction could increase the corporate image (Kim, Yin, Lee, 2020). In addition, it was seen in the study that trust in corporate social responsibility and corporate evaluation can increase customer satisfaction. For this reason, banking applications should be aimed at increasing trust and increasing positive evaluation by giving priority to applications that can benefit society. Thus, the satisfaction and loyalty of consumers will be increased. In this sense, banks need to increase their corporate social responsibility efforts and support their corporate image in this direction to gain a competitive advantage in the COVID-19 period or crisis times.

### **Limitations and suggestions for future research**

There are two main limitations in the study. First, a specific segment was chosen for this study. Because the opinions of non-bank users would affect the validity of the data, a comparative study of the opinions of consumers, who are and are not bank users, will produce more generalizable results. Second, purposive convenience sampling was used. It will increase the generalizability of the research if it can be applied with one of the random sampling methods. Future research and future continue to measure the Thus, more in-depth information can be obtained.

### **Peer-review:**

Externally peer-reviewed

### **Conflict of interests:**

The authors have no conflict of interest to declare.

### **Grant Support:**

The authors declared that this study had received no financial support.

### **Ethics Committee Approval:**

Ethics committee approval was received for this study from Bayburt University, Ethics Committee on 03/02/2021 and E-43309877-020-4375 document number.

### **Author Contributions:**

Idea/Concept/Design: **S.E.Y, A.Ç.K.**, Data Collection and/or Processing: **S.E.Y, A.Ç.K.**, Analysis and/or Interpretation: **S.E.Y, A.Ç.K.**, Literature Review: **S.E.Y, A.Ç.K.**, Writing the Article: **S.E.Y, A.Ç.K.**, Critical Review: **S.E.Y, A.Ç.K.**, Approval: **S.E.Y, A.Ç.K.**

### **References**

- Abbas, M., Gao, Y., & Shah, S. S. H. (2018). CSR and customer outcomes: The mediating role of customer engagement. *Sustainability*, 10(11), 4243.
- Afthanorhan, W. M. A. B. W. (2013). A comparison of partial least square structural equation modeling (PLS-SEM) and covariance based structural equation modeling (CB-SEM) for confirmatory factor analysis. *International Journal of Engineering Science and Innovative Technology*, 2(5), 198-205.
- Akbari, M., Mehrali, M., SeyyedAmiri, N., Rezaei, N., & Pourjam, A. (2019). Corporate social responsibility, customer loyalty and brand positioning. *Social Responsibility Journal*.
- Ali, R., Sial, M. S., Brugni, T. V., Hwang, J., Khuong, N. V., & Khanh, T. H. T. (2019). Does CSR moderate the relationship between corporate governance and Chinese firm's financial performance? Evidence from the Shanghai Stock Exchange (SSE) firms. *Sustainability*, 12(1), 149.
- Ariani, S., Firdaus, M. R., & Hairudinor, H. (2019). Analysis Of The Influence Of Service Quality, Price, Trust And Corporate Image On Satisfaction And Customer Loyalty In Pt. Pos Indonesia Banjarmasin. *European Journal of Management and Marketing Studies*.
- Boronat-Navarro, M., & Pérez-Aranda, J. A. (2019). Consumers' perceived corporate social responsibility evaluation and support: The moderating role of consumer information. *Tourism Economics*, 25(4), 613-638.
- Byrne, B. M. (2013). *Structural equation modeling with Mplus: Basic concepts, applications, and programming*. routledge.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497-505.

- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
- Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & society*, 38(3), 268-295.
- Cha, J. B., & Jo, M. N. (2019). The effect of the corporate social responsibility of franchise coffee shops on corporate image and behavioral intention. *Sustainability*, 11(23), 6849.
- Chen, X., & Huang, R. (2018). The impact of diverse corporate social responsibility practices on consumer product evaluations. *Journal of Product & Brand Management*.
- Chen, Z., Hang, H., Pavelin, S., & Porter, L. (2020). Corporate social (ir) responsibility and corporate hypocrisy: Warmth, motive and the protective value of corporate social responsibility. *Business Ethics Quarterly*, 30(4), 486-524.
- Chien, L., & Chi, S. (2019). Corporate image as a mediator between service quality and customer satisfaction: difference across categorized exhibitors. *Heliyon*, 5(3), e01307.
- Chung, K. H., Yu, J. E., Choi, M. G., & Shin, J. I. (2015). The effects of CSR on customer satisfaction and loyalty in China: the moderating role of corporate image. *Journal of Economics, Business and Management*, 3(5), 542-547.
- Emmanuel, B., & Priscilla, O. A. (2022). A Review of Corporate Social Responsibility and Its Relationship with Customer Satisfaction and Corporate Image. *Open Journal of Business and Management*, 10(2), 715-728.
- Famiyeh, S., Asante-Darko, D., & Kwarteng, A. (2018). Service quality, customer satisfaction, and loyalty in the banking sector: The moderating role of organizational culture. *International Journal of Quality & Reliability Management*.
- Fida, B. A., Ahmed, U., Al-Balushi, Y., & Singh, D. (2020). Impact of service quality on customer loyalty and customer satisfaction in islamic banks in the Sultanate of Oman. *Sage Open*, 10(2), 2158244020919517.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Freeman, R.E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman Publishing.
- Geebren, A., Jabbar, A., & Luo, M. (2021). Examining the role of consumer satisfaction within mobile eco-systems: Evidence from mobile banking services. *Computers in Human Behavior*, 114, 106584.
- Ghaderi, Z., Mirzapour, M., Henderson, J. C., & Richardson, S. (2019). Corporate social responsibility and hotel performance: A view from Tehran, Iran. *Tourism Management Perspectives*, 29, 41-47.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: International version*. Upper Saddle River, NJ: Pearson Education. Haley, RI (1968). Benefit segmentation: a decision-oriented research tool. *The Journal of Marketing*, 32(3), 30-35.
- Irshad, A., Rahim, A., Khan, M. F., & Khan, M. M. (2017). The impact of corporate social responsibility on customer satisfaction and customer loyalty, moderating effect of corporate image. *City University Research Journal*, 1(1), 63-73.
- Kim, M. S., & Thapa, B. (2018). Relationship of ethical leadership, corporate social responsibility and organizational performance. *Sustainability*, 10(2), 447.
- Kim, M., Yin, X., & Lee, G. (2020). The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation. *International Journal of Hospitality Management*, 88, 102520.
- Kim, J. S., Song, H., Lee, C. K., & Lee, J. Y. (2017). The impact of four CSR dimensions on a gaming company's image and customers' revisit intentions. *International Journal of Hospitality Management*, 61, 73-81.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.

- Lantos, G. P. (2001). The boundaries of strategic corporate social responsibility. *Journal of consumer marketing*.
- Latif, K. F., Bunce, L., & Ahmad, M. S. (2021). How can universities improve student loyalty? The roles of university social responsibility, service quality, and "customer" satisfaction and trust. *International Journal of Educational Management*.
- Leninkumar, V. (2017). The relationship between customer satisfaction and customer trust on customer loyalty. *International Journal of Academic Research in Business and Social Sciences*, 7(4), 450-465.
- Lentner, C., Szegedi, K., & Tatay, T. (2015). Corporate social responsibility in the banking sector. *Pénzügyi Szemle/Public Finance Quarterly*, 60(1), 95-103.
- Lin, X., Wang, X., & Hajli, N. (2019). Building e-commerce satisfaction and boosting sales: The role of social commerce trust and its antecedents. *International Journal of Electronic Commerce*, 23(3), 328-363.
- Lu, J., Ren, L., Zhang, C., Wang, C., Shahid, Z., & Streimikis, J. (2020). The influence of a firm's CSR initiatives on brand loyalty and brand image. *Journal of Competitiveness*, 12(2), 106.
- Manuel, T., & Herron, T. L. (2020). An ethical perspective of business CSR and the COVID-19 pandemic. *Society and Business Review*.
- Muflih, M. (2021). The link between corporate social responsibility and customer loyalty: Empirical evidence from the Islamic banking industry. *Journal of Retailing and Consumer Services*, 61, 102558.
- Nengsih, T. A., Nofrianto, E. R., & Uriawan, W. (2021). Corporate Social Responsibility on Image and Trust of Bank Syariah Mandiri!. *Al-Iqtishad: Jurnal Ilmu Ekonomi Syariah (Journal of Islamic Economics)*, 13(1).
- Nunnally, J. C. (1978). An overview of psychological measurement. *Clinical diagnosis of mental disorders*, 97-146.
- Hoang, D. P., & Nguyen, N. H. (2019). Retaining online customers: Information quality as a sign of corporate social responsibility. *International Journal of Business and Society*, 20(2), 482-500.
- Palacios-Florencio, B., Garcia del Junco, J., Castellanos-Verdugo, M., & Rosa-Díaz, I. M. (2018). Trust as mediator of corporate social responsibility, image and loyalty in the hotel sector. *Journal of Sustainable Tourism*, 26(7), 1273-1289.
- Park, E., Kim, K. J., & Kwon, S. J. (2017). Corporate social responsibility as a determinant of consumer loyalty: An examination of ethical standard, satisfaction, and trust. *Journal of business research*, 76, 8-13.
- Pasharibu, Y., Paramita, E. L., & Febrianto, S. (2018). Price, service quality and trust on online transportation towards customer satisfaction. *Jurnal Ekonomi dan Bisnis*, 21(2), 241-266.
- Pratihari, S. K., & Uzma, S. H. (2018). CSR and corporate branding effect on brand loyalty: a study on Indian banking industry. *Journal of Product & Brand Management*.
- Purwanto, E., Deviny, J., & Mutahar, A. M. (2020). The mediating role of trust in the relationship between corporate image, security, word of mouth and loyalty in M-banking using among the millennial generation in Indonesia. *Management & Marketing*, 15(2), 255-274.
- Serrano Archimi, C., Reynaud, E., Yasin, H. M., & Bhatti, Z. A. (2018). How perceived corporate social responsibility affects employee cynicism: The mediating role of organizational trust. *Journal of Business Ethics*, 151(4), 907-921.
- Singh, K., & Misra, M. (2021). Linking corporate social responsibility (CSR) and organizational performance: The moderating effect of corporate reputation. *European Research on Management and Business Economics*, 27(1), 100139.
- Tabachnick, B. G., & Fidell, L. S. (2001). *SAS for windows workbook for Tabachnick and Fidell using multivariate statistics*. Allyn and Bacon.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics: International edition*. Pearson2012.
- Tian, Z., Wang, R., & Yang, W. (2011). Consumer responses to corporate social responsibility (CSR) in China. *Journal of business ethics*, 101(2), 197-212.

- Virvilaite, R., & Daubaraitė, U. (2011). Corporate social responsibility in forming corporate image. *Inžinerinė ekonomika*, 22(5), 534-543.
- Yoo, D., & Lee, J. (2018). The effects of corporate social responsibility (CSR) fit and CSR consistency on company evaluation: The role of CSR support. *Sustainability*, 10(8), 2956.
- Yu, J., Jiang, C., Zhuang, X., Na, S., & Cui, Z. (2020). The formation mechanism of consumer perceived corporate social responsibility authenticity: an empirical study of Chinese consumers. *Sustainability*, 12(6), 2479.
- Zhang, Y., & Cui, M. (2020). The impact of Corporate Social Responsibility on the enterprise value of China's listed coal enterprises. *The Extractive Industries and Society*, 7(1), 138-145.