

UAS – JOURNAL OF MANAGEMENT AND COMMERCE

**An Official Publication of
Ramaiah University of Applied Sciences**

University House, Gnanagangothri Campus

New BEL Road, M S R Nagar

Bengaluru- 560 054, Karnataka, INDIA

Tel.: +91 80 4536 6666

Web: www.msruas.ac.in

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SEM Approach to Performance Appraisal Framework for Administrative Staff of HEIs in the Ghanaian Context

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Abstract

Any framework that does not include sensitivity analysis is mere "paperwork" that will be made obsolete in future applications. The primary goal of this paper is to identify constructs and define causal relationships in a modified performance appraisal framework for administrative staff of HEIs in Ghana. A survey was conducted at the University of Education, Winneba, to develop a modified performance appraisal framework for administrative staff of HEIs. In this study, exploratory factor analysis was used to determine the number and structure of the latent variables that the performance appraisal instrument intends to measure. SEM was used to investigate the interdependence of the identified latent variables. In particular, the study ascertain staff perceptions of Winneba University of Education's performance appraisal practices. Furthermore, the report proposes an extension to the developed framework of Performance Appraisal for HEI Administrative Staff to maximize applicability in a practical scenario while considering risk.

Keywords: Sensitivity Analysis, Exploratory Factor Analysis, University of Education, Winneba, Latent Variables

1.0 INTRODUCTION

Performance Appraisal (PA) help organizations formulate action plans and set targets for employee performance to achieve the overall objective of the Companies as a whole [1,9]. A University's success or failure is critically dependent on how it is managed with respect to steady improvement of disciplines, student experience and career paths of academic, administrative, and other staff. The goal of any University's PA is a critical phase in which all the interlocking components must work cohesively together. The University's Administration long-term success is heavily reliant on coordinating the various segments to mutually support one another [1,2].

Employee PA in organizations is a complex and difficult task. It is a frequently unacknowledged but always a core part of the supervisory process [1,10]. PAs are used for a variety of reasons in most workplaces. These justifications range from increased employee productivity to employee development. This variety of applications is well catalogued in research as to why businesses and HEIs employ PAs [10].

1.1 Research Problem

HEIs in recent times are being held accountable to Students, Public Officials and Community. Lonsdale

(1998) and Ntim *et al.*, (2017) proposed that the work of employees individually and as a whole, fundamentally determines the Institution's accomplishments [6,8]. Therefore, while being seen mostly by the top management, accountability begins with the employees of the organization by evaluating their performance [4,11].

Given the critical role of PA in the development of each Institution, effective and efficient assessment of timely feedback in a multi-campus Institution are perceived by staff as poor, resulting in problems such as limited superior-subordinate relationships [5]. A potential setback to this challenge is lack of employee's active participation. Although researchers have observed that PA is widely used in organizations, the appraisal of administrative staff at HEIs in Ghana is meagerly known. Several studies are conducted in the field of appraisal for Faculty Members in HEIs. However, limited research is conducted in the area of administrative staff support [12, 13]. The primary aim of this study is to use University of Education in Winneba (UEW) as a case study to develop a modified Performance Appraisal framework that can be used in Ghana to improve administrative staff productivity and service quality in HEIs using SEM approach.



2. METHODOLOGY

The methodology of the study can be explained as:

2.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a multivariate statistical technique used to develop and validate theories and measurements [14]. EFA is used to identify common factors (also known as latent variables or factors) that explain a significant portion of the variation in measured or observed variables. This study utilizes EFA to explore the number and structure of the latent variables for which the PA instrument intends to measure.

2.2 Testing the Suitability of Data for Exploratory Factor Analysis (EFA)

In determining whether a given data is suitable for conducting EFA, one must consider two things, namely sample size and inter-relationship among variables [1,7]. The Kaiser-Meyer-Olkin (KMO) test was used to verify the adequacy of sampling while Bartlett's Test of Sphericity was used to test the strength of the inter-relationship among variables. In particular, determination of the inter-correlation among the latent variables are significant to conduct an EFA through Bartlett's Test of Sphericity. The null hypothesis (H_0) of Bartlett's Test of Sphericity is that the items are not related to one another. Kaiser (1974) and Hadi *et al.* (2016) recommended a minimum value of 0.5 for EFA [3,7].

2.3 Estimation Method

According to Watkins (2018), statistical estimations found that PA outperforms Machine Learning techniques [14,15] when the relationship between measured variables and factors are relatively weak (≤ 0.40); sample size is relatively small (≤ 300), multivariate normality is violated, or when the number of factors underlying the measured variables is misspecified. This study, therefore, uses the Principal Axis rotation method to extract the common factors.

2.4 Testing the Suitability of Data for EFA

The results of Bartlett's Test of Sphericity is shown in Table 1, which indicate that the null hypothesis (H_0) is rejected at 1% significance level ($\chi^2 = 778.920$, $p < 0.01$).

H_0 : variables are not inter-correlated

H_1 : variables are inter-correlated

Hence, the study concludes that the items are sufficiently inter-correlated to conduct an EFA.

The KMO value of 0.76 exceeds the Kaiser (1974) and Hadi *et al.* (2016) recommended minimum value of 0.5, therefore, it is concluded that the items are adequate for EFA [3,7].

Table 1. Results of Bartlett's Test of Sphericity

Chi-square	778.92
Degrees of	231.00
p-value	0.00

2.5 Establishing SEM

SEM was used to examine inter-relationships among the identified latent variables after EFA. To develop a modified performance appraisal framework for administrative staff of HEIs, a survey was conducted at UEW. The study ascertains staff perception of PA practices. This survey addressed a wide range of topics, including PA satisfaction, job satisfaction, and job capability. There were 111 responses, resulting in 72.10% response rate. In prior, EFA was conducted using SPSS to examine the underlying structure of variables captured by the questionnaire response. The components of SEM were developed using the factors obtained from EFA. As a result of this process, the composition of latent variables (factors) comprising the observed and unobserved variables within the model were determined.

Finally, SEM was used to establish a causal relationship between the 12 latent variables (factors) derived from the factor analyses while taking the variables' validity and reliability into account. To estimate the relationships, LISREL 8.80 software was used to analyze moment structures. The steps involved in creating an SEM are detailed in the following section.

3. RESULTS AND DISCUSSIONS

Figure 1 depicts the modified PA framework for Administrative Staff in Ghana HEIs.

Figure 2 reports the attained SEM model for modified PA of Administrative Staff based on the attained latent variables from EFA.

3.2 Equation and Mathematical Approach to SEM

SEM has two components, namely: the measurement model and the structural model. The measurement model describes the relationship between observed variables and latent variables while the structural model describes the relationship between latent variables. The summary of the measurement models are represented in matrix equations as shown in equations (1) and (2) below:

$$x = \Lambda_x \xi + \delta \quad (1)$$

$$y = \Lambda_y \eta + \varepsilon \quad (2)$$

Where, \mathbf{x} is a $\mathbf{p} \times \mathbf{1}$ vector of observed exogenous variables, and it is a linear function of a $\mathbf{j} \times \mathbf{1}$ vector of exogenous latent variables ξ and $\mathbf{p} \times \mathbf{1}$ vector of measurement error δ . Λ_x is a $\mathbf{p} \times \mathbf{j}$ matrix of factor

Fig. 2 Attained SEM for Modified PA of Administrative Staff

loadings relating \mathbf{x} to ξ . Similarly, \mathbf{y} is a $\mathbf{q} \times \mathbf{1}$ vector of observed endogenous variables, η is a $\mathbf{k} \times \mathbf{1}$ vector of endogenous latent variables, ε is a $\mathbf{q} \times \mathbf{1}$ vector of measurement error for the endogenous variables and Λ_x is a $\mathbf{q} \times \mathbf{k}$ matrix of factor loadings relating \mathbf{y} to η .

The structural model which describes the effect of one latent variable on another is shown in equation (3) below:

$$\eta = \beta \eta + \tau \xi + \zeta \quad (3)$$

Where, β is a $\mathbf{k} \times \mathbf{k}$ matrix of path coefficients describing the relationships among endogenous latent variables, τ is a $\mathbf{k} \times \mathbf{j}$ matrix of path coefficients describing the linear effects of exogenous variables on endogenous variables, and ζ is a vector of errors of endogenous variables.

3.2 Overall Goodness of Fit of the Model

The results of Goodness of Fit statistics as shown in Table 1 indicates that, $p > \chi^2 = 0.294$, RMSEA = 0.031, $p_{close} > 0.733$, CFI = 0.983, TLI = 0.978, SRMR = 0.062. All the various Goodness of Fit tests show favourable results, hence, the model is satisfying statistical parameters.

3.3 Results of SEM

This section presents the final results of SEM. The final model is shown in Fig. 2. Table 2 shows the SEM results where Appraisal Satisfaction has a significant, positive and direct effect on Job Capability (B = 0.303, $p < 0.05$) at the 5% level of significance. Moreover, Appraisal Satisfaction has a statistically significant, positive and direct effect on Job Performance, controlling for Job Capability (B = 0.259, $p < 0.05$) at the 5% level of significance.

However, Appraisal Satisfaction do not have a significant indirect effect on Job Capability (B = 0.126, $P > 0.05$) at the 5% level of significance. Thus,

Performance Appraisal Framework for Administrative Staff in Ghana HEIs

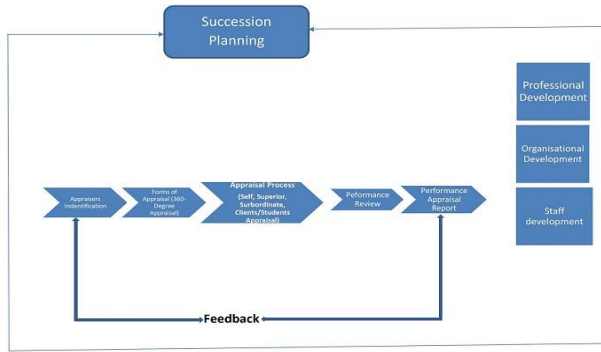
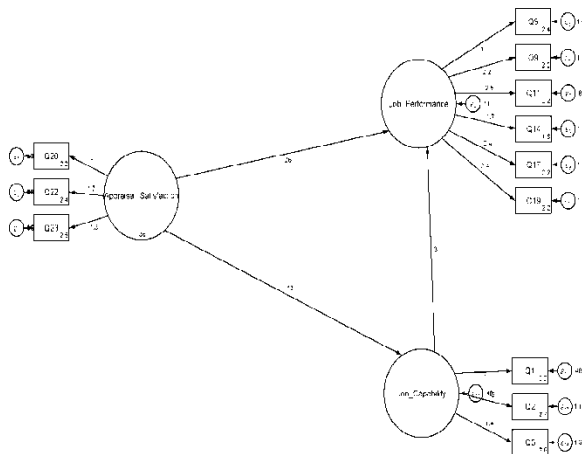


Fig. 1 Modified PA Framework for Administrative Staff in Ghana HEIs



Job Capability do not significantly mediate the effect of Appraisal Satisfaction on Job Performance. Appraisal Satisfaction has a significant, positive and total effect on Job Performance ($B = 0.297$, $p < 0.05$) at the 5% level. Thus, Appraisal Satisfaction and Job Capability have a joint significant and positive effect on job performance.

The model recorded an R-squared of 0.7652, indicating that, 76.52% of variation in the Job Performance can be attributed to Appraisal Satisfaction and Job Capability.

Table 1. Model's Goodness of Fit

Fit Statistic	Description	Fitness Criteria	Value	Remarks
Likelihood Ratio				
$p > \chi^2$	model vs. saturated	> 0.05	0.294	Good
Population Error				
RMSEA	Root Mean Square Error of Approximation	< 0.10	0.031	Good
Pclose	Probability RMSEA ≤ 0.05	> 0.05	0.73	Good
Baseline Comparison				
CFI	Comparative Fit Index	> 0.90	0.98	Good
TLI	Tucker-Lewis's Index	> 0.95	0.97	Good
Size of Residuals				
SRMR	Standardized Root Mean Squared Residual	< 0.09	0.062	Good

Table 2. Results of SEM

Variables	Direct Effect		Indirect Effect	Total Effect
	Job Performance	Job Capability	Job Performance	Job Performance
Job Capability	0.303**			
	(0.127)			

Appraisal Satisfaction	0.259**	0.126	0.038	0.297
	(0.132)	(0.175)	(0.053)	(0.142)

Note: Standard errors in parenthesis; R-squared = 0.7652

** $p < 0.05$

4. CONCLUSIONS

In summarizing the contributions for this research paper, emphasis was placed on why and how the identified SEM variables affect the developed framework, as well as the interrelationship between these variables. The study contributes to theory by articulating the underlying process by which Appraisal Satisfaction affects Job Performance and Job Capability. It further proceeded to explain how Appraisal Satisfaction was discovered to have a significant, positive, and direct effect on Job Performance and Job Capability. The model yielded an R-Square of 0.76, indicating that Appraisal Satisfaction and Job Capability account for 76.52 % of the variation in Job Performance. This is an important contribution towards a better understanding of how employees are either productive (Job Performance) or unable to do their job (Job Capability).

In terms of contributions to theory, this study improved our understanding of related constructs that are not thoroughly explored in previous literature relating to Appraisal Satisfaction, Job Performance, and Job Capability in Ghanaian HEIs. Through the use of SEM, a better understanding of the relationship between Appraisal Satisfaction, Job Performance, and Job Capability were arrived. The findings emphasize the importance of implementing a framework that recognizes the existence of a strong relationship between Appraisal Satisfaction, Job Performance, and Job Capability [15].

As a part of theoretical implications, it investigated the factors that shall aid in explaining the mechanism for development of dedicated and productive employees. According to the study, Appraisal Satisfaction, Job Performance, and Job Capability can have an impact on employee productivity, emphasizing the importance of carefully considering the potential costs associated using PA models in Ghanaian HEIs. Finally, using UEW as a case study is beneficial in demonstrating the outcomes of the PA framework in HEIs. This study has assisted Educational

Administrators, Human Resource Practitioners, and Researchers in better focusing their PA efforts and investments in human capital. This is especially significant given that most existing literature on HEI staff appraisal focuses on faculty members in most parts of the world.

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Web 2.0 and its Applications in Tourism Business

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Abstract

The need of the hour in the travel and tourism industry is increasing walk-ins and creating constant innovation by focusing on the creation of more service oriented experiences, which has become an inevitable part of customers' needs. From research it was found that there are some tangible factors that should provide value to customers through the use of Web 2.0. They are Marketing, Personalized Experience, Self-Presence, Intention to Visit and Perceived Value. From the organisation point of view they are Strategic Value, Customers Intention to Visit, Tools used by customers while booking a destination and Tools provided to customers while booking a destination. Customers today want to pay for service experience rather than just booking a tour package [1]. Strategic Value can be understood as creation of business value by selling unique travel experiences [2].

The objectives in this study are framed on these same lines, they seek to study the utilization of Web 2.0 in the context of the Indian Travel and Tourism Industry. The objectives wanted to analyze the traveler's perspective in India since the implementation of web 2.0 and finally it wants to appraise its role and how its application can increase customer satisfaction and provide strategic value to the travel and tourism industry in India. Thus, this study has been undertaken to understand the views of the travel industry and its customers in India. The methodology that this paper has adopted to fulfil its objectives is by conducting a systematic literature review in this field of Web2.0 and its applications. The study has also utilized a quantitative approach by framing and analyzing data gathered through 2 questionnaires for 2 respondent groups namely: Travel Organisations and Customers.

KeyWords: Web 2.0, Strategic Value, Customers Satisfaction

1. INTRODUCTION

The use of internet has almost become second nature to every individual in this world. The term Web 2.0 was initially used in a discussion between O'Reilly and Media live International in the year 2004 [3]. To define it in simple terms, Web 2.0 is a global computer network providing a variety of information and communication facilities. This platform emerged after technology firms began to understand the importance of providing people a means to participate and create a new digital culture online. It allowed for various organisations to connect with the public through the free marketing provided by their partners and social users on Web 2.0. The various means in which these stakeholders provide publicity on this platform are- Blogging, Vlogging, Content Validation and Creation, Social Media linking etc.

With the help of external social book marking and reviews, travel companies make their service look more authentic as "voice of the consumer" had a broader targeting range. Thus, when travel agencies wanted to market their product they tried to make the process transparent through Blogging, Vlogging and Wikis. We can highlight tourism as one of the important and essential services for the population, considered as one of the economic sectors that can benefit from the use of such technologies. [4]

With the positive and creative influence of 360 degree viewing technologies on websites created by Web 2.0, the intention to visit a destination will tip towards the higher scale value.

1.1 Motivation of the study

Web 2.0 refers to websites that highlight the implementation of user-generated content, ease of use, participatory free culture and compatibility for all its users. The blooming of Vlogging, Blogging and participatory free marketing in travel organisations has increased the scope of the travel industry to venture into niche markets. Niche markets here refer to- MICE, Adventure tourism etc. Companies such as Kesari Tours, Razdan Holidays have set aside separate options on their websites for customers to provide reviews, blogs about the companies' new products and engage in Vlogging. This provides a certain credibility to the organisation and space for free marketing. The tourism industry must catch the trends that are taking place in the digital world, such as user-generated content, simplistic user access and participatory culture. These trends can be encapsulated into one word known as Web 2.0. Web 2.0 has proven to be an important medium for VR to create strategic value to the industry as it provides countless tools to help people search, find, and design not just the cheapest but, the most strategically valuable trip to the customers in the tourism industry.

2. LITERATURE REVIEW

The foundations to Web 2.0 started to gain prominence in India after the government opened up the services for public in 1998. The conference between O'Reilly Media and Media Live International six years later catapulted its application in daily life. (1). The travel industry since the last decade in India has strongly been influenced with Web 2.0. The Tourism Industry in India can have their average user to engage



in sharing, giving their opinions, ideas and upload them online. The emergence of Blogging communities, like Blogger where the personalization characteristic is more pronounced and stating personal opinions have created a new trend in the market for the industry has taken it by storm. [5]. In the web 2.0 era, travelers behaviors are affected by widely available user generated contents in a number of online social media. Much research has been conducted on the use and impact of web 2.0 on travelers; however, little was known from tourism suppliers' perspective [6]. There is a necessity to understand the functional roles played by Web 2.0 and VR individually and in unison to assess the impact they have on the human mind. The roles of the virtual networks move from micro to macro levels. Web 2.0 is a unifying factor that helps to carry out the core function of providing a relationship with the destination and allowing access of useful information for customers on virtual networks [7]. The next generation of the web also known as 'the social web', can connect communities with common interests and facilitates multilateral interactions. For example, peer to peer interactions on platforms like Trip Advisor contributed to establish higher levels of trust on tourist products even if the trustworthiness of the reviews has been questioned [8]. Most of the sample hotel websites are found to be user-friendly and technically sound. More is needed to be done to make sample websites marketing effective and attractive [9]. The availability of interpretation media is effective in enhancing tourists' understanding and appreciation of the destination being visited [10]. Through the use of web2.0 tourists visiting Bali had the intention to escape from daily routine and engage with local cultures [11]. Customers keep purchasing hotel and flight tickets from online travel booking sites no matter its service quality [12].

3 RESEARCH PROBLEM

3.1 Research Gaps

The identified research gaps were:

- The use of Blogging and Vlogging is still in its embryonic stage in India.
- The cost effectiveness in using updated and advanced Web 2.0 applications in the Indian market has not been effectively calculated.

3.2 Aim of the study

To study the role of Web 2.0 and its application in creating a strategic value and impacting the customers perception in travel and tourism industry in India

3.3 Objectives

The objectives of the study were as follows:

- To analyze the traveler's perspective in India since the implementation of web 2.0
- To appraise the role of Web 2.0 and how its application can increase customer satisfaction in the industry.

4. RESULTS AND DISCUSSIONS

The quantitative research design was incorporated in the study with two response categories. 285 responses from Travel Organisations in India. 51 responses from customers in India.

Table 1. Travel Organization's understanding of Web 2.0

<u>Response</u>	<u>Understanding Web 2.0</u>
It is the next stage of Ecommerce	1
It is a global computer network providing a variety of information and communication facilities	40
It is a set of web pages	5
I am not aware	3
All of the above	2

In the above Table 1. It can be noted that 40(78%) of the respondents have chosen the second option as the definition for Web 2.0. As per the author's research this is the correct option for Web 2.0 and hence the industry is aware of the concept of Web 2.0

Table 2. Customers understanding of Web 2.0

<u>Response</u>	<u>Understanding Web 2.0</u>
It is the next stage of Ecommerce	8
It is a global computer network providing a variety of information and communication facilities	188
It is a set of web pages	20
I am not aware	64
All of the above	5

In the above Table 2. We can analyse that five options were provided in the question. 8 (2.8%) respondents have chosen option 1. Next, 188 (65.5%) of respondents have chosen the second option, this option constituted the majority of responses and according to the author this is the right option for the study. This shows that majority of customers have a knowledge of web 2.0

4.2 Hypothesis of the study:

Null hypothesis (H0): Web 2.0 will not add strategic value to the Indian travel and tourism industry



Alternative hypothesis (H1): Web 2.0 will add strategic value to the Indian travel and tourism industry

One sample t-test was applied to test the hypothesis as shown in the below table 1.

Table 3. Chi Square Test for Customers Actual Purchase Intention and Perceived Value of Web2.0

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	459.533 ^a	16	.000
Likelihood Ratio	324.054	16	.000
Linear-by-Linear Association	162.009	1	.000
N of Valid Cases	284		

From the above Table 3., it can be interpreted that Significance Value between **Perceived Value** - Desire to buy products through virtual environments and will lead to an **Actual Purchase Intention** is lesser than 0.005. As the value proves to be significant, it proves that customers believe that utilizing Web 2.0 and its applications provides them with more confidence to buy a destination.

Table 4. Chi Square Test for Travel Organisations

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.672 ^a	2	.036
Likelihood Ratio	6.713	2	.035
Linear-by-Linear Association	4.048	1	.044
N of Valid Cases	51		

From the above Table 5, it can be interpreted that Significance Value between **Marketing 4-** Travel operators in India view Virtual Environments as a potential Marketing Tool and **Strategic Value-** can be created by selling unique travel experiences by using Web 2.0 has a p value of $p=.036$. This is slightly higher than the significance value of $p=0.005$. As the value is not very significant, it proves that there are still a small percentage of travel organisations that have not adopted Web 2.0 and its applications into their operations.

But with the chi square test of the customers, it can be interpreted that any business needs to sell a product through unique means to gain strategic value. No business can run without customers, hence, the author rejects the null and accepts the alternate hypothesis that- **H₁:** Web 2.0 will add strategic value to the Indian travel and tourism industry.

5. CONCLUSIONS AND FUTURE SCOPE

From the data analysis of both the samples i.e. - Travel Organisations and Customers, it is evident that there is sufficient knowledge about Web 2.0 in both groups. From the organisation data analysis, it shows that 40 (78.4%) respondents from a sample size of 51 choose the right option for their understanding of the term **Web 2.0: It is a global computer network providing a variety of information and communication facilities**. From the customer data analysis, it portrays that 188 (65.9%) respondents from a sample size of 285 have chosen the right option for Web 2.0.

The following conclusions are made by the researcher:

- Though Web 2.0 is an efficient application, the current scenario of growth indicates that industries need to focus more on Web 5.0.
- As smart phone ownership is increasing, more customers are available for providing low cost marketing to organisations. Thus, blogging and Vlogging as mediums of Web 2.0 need to be given importance even though (51) 100 % of travel organisations from the survey are utilizing blog pages as a web 2.0 application, only (14) 4.9 % of customers are utilizing blogging as a review tool.
- There is more utilization of the online storytelling and online review tools by customers. (105) 36.8 % use online storytelling and (122) 42.8 % use online review sites. In comparison to the other tools travel organisations are not using online digital story telling page as effectively as the other applications of web 2.0. Out of the respondents from 8 travel organisations, (6) 13.7% of them have said that their organisation does not provide story telling on their company website. Thus, opening a new area to be tapped into as, (122) 42.8% of customers use this tool in web 2.0.
- There is a huge untapped market of Vlogging. From the data analysis we can infer that only (2) 0.7 % of customers engaged in Vlogging as a review tool.
- This study has to be taken further and more surveys have to be done regarding how Covid-19 has brought in new web applications for customers and the tourism industry.
- Significant collaborations between the industry and education establishments have to be made, so that more researchers, travel firms and customers can benefit through this.

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Exploring the Role of “Customer – Company” Identification and Satisfaction in the Effects of CSR on Customer Loyalty - Indian Banks’ Perspective

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Abstract

The study is an improving the contribution towards innovation in the educational institutions. It is done to identify the contribution of stakeholders in the institution for innovation. The purpose of this study is to present an analytical review of the educational institutions in Bangalore. It outlines the stakeholders of institutions, their contribution towards innovation and offers ways to improve the contribution to increase innovation in the educational institutions. The study is based on literature review and survey method. Reliability test, Descriptive statistics and the Correlation is done using SPSS software to analyse the data. Students and Teaching staffs are the direct contributors towards innovation in the institutions. Effective contribution towards innovation is influenced by the various factors that are also the barriers stopping students and staffs from contributing to innovation. Several practical recommendations stem out of the study: how to stimulate thinking about idea generation, how to generate new ideas, how to increase effectiveness of various factors influence innovation in the institution. Innovation in educational institution is not only applicable in the institute but also for the society. New ideas raised with good quality positively effect on education and also benefit the whole society.

Keywords: CSR Image, Satisfaction, Identification, Customers, Banking Industry, Loyalty

1. INTRODUCTION

The idea of CSR first discussed in 1953 when it became an academic topic in HR Bowen’s Social Responsibilities of the Business. Since then, there has been continuous debate on the concept and its implementation. Although the idea has been around for more than half a century, there is still no clear consensus over its definition. One of the most contemporary definitions is from the World Bank Group, stating, “Corporate social responsibility is the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large, to improve their lives in ways that are good for business and for development”. Banking is a specialized business. Banks have large number of creditors and debtors. The failure of one bank can lead to the failure of many other banks as the customers lose faith that can cripple the entire economy of a nation. The global financial meltdown in 2008 has created a negative and gloomy sentiment in all the stakeholders in the entire banking industry, including in India since financial markets in India even if loosely, but are connected to global financial markets. If banks can leverage this social capital in times of distress, it can help to negate or reduce the potential negative influence on their performance. Due to tough competition across the banking industry in India, it is very important for the banking industry to develop a well-working relationship with its stakeholders (both

internal and external). Today banks are spending millions of dollars on CSR activities to create a stronger relationship with their stake holders and enhance their performance. This change may have been because of increased pressure from RBI and external stake holders. Banking industry focuses on CSR activities such as education, health, environmental marketing etc. Banks are embracing CSR strategies because it increases profit, customer loyalty, trust and a positive brand attitude. This study proposed to develop model to examine the impact of perceived CSR on service performance of the bank with mediating effect of customer loyalty. This study reviews the literature on CSR, customer loyalty and service performance.

2. LITERATURE REVIEW

The effect of corporate social responsibility on business operational concerns in the banking industry were examined with specific emphasis to public and private sector banks [1]. The results of the study revealed that the activities of corporate social responsibility have an effect on business operational issues of banks. Based on the findings it was suggested that public and private sector banks should effectively implicate its employees in taking desirable good decisions regarding the setting of their achievable goals. There should be committed and duty-bound to enhance public enlightenment, strengthen the sense of employee, enhancing corporate reputation and

initiating edifying campaigns to make various corporate entities to be aware that their responsibility does limits to earning profit and wealth maximization of shareholder.

The influence of relational benefits and bank brand image on customer loyalty was examined through sharpie bank customer satisfaction at PT Bank Syria Mandarin Kediri Branch [2]. The findings of this study show that: (1) Relational benefits has no influence to customer satisfaction, (2) Relational benefits has influence to customer loyalty, (3) Relational benefits has influence indirectly to customer loyalty through customer satisfaction, (4) Satisfaction has influence to customer loyalty, (5) Bank brand image has influence to customer satisfaction, (6) Bank brand image has influence to customer loyalty, (7) Bank brand image has no influence indirectly to loyalty through customer satisfaction.

A conceptual framework of the mechanism of customer response toward corporate social responsibility (CSR) initiatives of Islamic banks was tested. Findings suggested that Islamic ethics fit partially mediates the relationship between CSR initiatives and consumer-bank identification (CBI) which in turn contributes positively to customer advocacy. These findings emphasize the importance of CSR practices compliance with Islamic ethics principles for customers to identify with and advocate Islamic bank [3].

The literature on industry-specific corporate social responsibility (CSR) practices was analysed and the industries that have been under greater scrutiny were identified and trends in most researched industries was distinguished. The findings indicate that the CSR studies are very unevenly distributed and that the issues studied and the methods used vary widely across industries. The study also map this field of study and propose suggestions on where research on industry-specific CSR should go in the future [4].

The old yet debatable idea that high corporate social responsibility (CSR) is associated with improved bank financial performance (FP) was examined. They propose that “the more CSR, the better the FP,” which implies that banks engaged in more CSR exhibit better FP. Results before and after the matching significantly differ. CSR insignificantly influences bank FP before matching, but CSR has a strongly positive influence on bank FP after matching. Such effect on bank FP is further strengthened when banks increase their CSR activities, which supports our argument [5].

[6] studied whether banks that follow CSR practices enhance earnings quality. They analyze whether differences in earnings quality that are driven by CSR engagement are affected in a complementary or substitutive manner by levels of investor protection

and bank regulation for financial institutions across countries. Results indicate that a bank’s commitment to CSR practices enhances earnings persistence as well as cash flow predictability. The empirical evidence also shows that the effect of CSR on the quality of bank earnings is particularly high in countries with higher levels of investor protection and bank regulation, providing evidence that these institutional factors are complementary mechanisms for CSR activities in banks, and suggesting that more socially responsible banks have higher earnings quality in a stricter regulatory environment [6].

The nexus of CSR and brand equity (BE) in Indian business perspective was examined. Results indicate that firm’s CSR activities have positive effect on its BE. However, brand awareness, brand image, brand loyalty and purchase intention mediate the CSR and BE relationship. This study adds to the existing CSR literature theoretically and also offers the managerial implications. This study would help the companies to renovate their management strategies from traditional profit oriented to socially responsible business approach for sustainable business performance [7].

The moderating role of six personal traits in a causal model to study how customers’ perceptions of corporate social responsibility (CSR) influence their affective and behavioural responses to companies was explored. The findings show that customer responses to CSR perceptions are consistently moderated by gender, age and CSR support. Men, people aged over 45 and highly supportive customers respond to CSR perceptions more positively than women, younger people and customers exhibiting a low level of CSR support. The findings concerning educational level and novelty seeking are less conclusive. Collectivism does not influence customer responses to CSR perceptions to any significant extent. Thus, the findings suggest that gender, age and CSR support are the most useful variables to segment the market to adapt CSR and communication strategies [8].

[9] analyzed how employees’ perceptions of brand identity management and corporate social responsibility affect their attitudes and behaviours. The results show that employees’ perceptions of brand identity management and corporate social responsibility determine their commitment towards their organizations, both directly and indirectly through perceived external prestige. Organizational commitment explains employees’ brand performance and brand citizenship behaviour. Age differences indicate higher impact of brand identity management on older employees, and higher effects of perceived corporate social responsibility in younger employees.

[10] did the empirical testing of a conceptual framework (research model) that examines the antecedents (drivers) and the effects of CSR

implementation. Their study suggest that three factors (“CSR awareness”, “relevant cost of CSR”, “appropriateness of CSR strategies”) have a direct effect on CSR implementation, while one factor (“knowledge of CSR”) has an indirect effect, through “CSR awareness”. On the other hand, CSR implementation seems to have a positive effect on “employee commitment”, “customer satisfaction” and “company reputation”. The present study proposes an original, three-dimensional, conceptual framework that examines both the antecedents and the effects of ERP implementation. Such a multidimensional approach has randomly been attempted in the existing literature. Second, the present study examines the subject of CSR in an economy under crisis.

[11] aimed at estimating the impact of banking brand-image on the intention of customers and noncustomers to use banking services. The results show that for customers - the bank’s reputation and brand attitude influence the intention banking services using; for non-customers - both brand image and brand attitude impact on the intention of the use of the bank’s services.

The relationship between brand equity and customer behavioural intentions to repeat purchases, willingness to pay a price premium, switch and provide positive word of mouth was examined. The results supported a strong relationship between brand equity and all four measures of behavioural intent with customer satisfaction partially mediating these relationships. In addition, the results supported the moderating effect of customer age and education on the customer satisfaction-switch relationship [12].

[13] found that ‘promotion of education’ is the maximum performed and ‘contribution to Prime Minister’s relief fund’ is the least performed CSR activity of Indian service sector. Significant positive relationship is found between the CSR score and the net worth of companies. However, there is no significant difference in the CSR performance of all the three areas but more inconsistency in the performance is found in the Indian banking sector. The study gives an implication that CSR can be considered as a major area of concern to improve the financial performance of Indian service sector.

[14] examined the influence of CSR on customer loyalty, considering the mediating roles of co-creation and customer trust. It also investigates the influence of co-creation on customer trust. The results show that CSR influences customer loyalty both directly and indirectly through co-creation and customer trust. However, the indirect impact is the stronger of the two, implying that embracing co-creation activities and developing customer trust can make it easier for CSR practices to enhance customer loyalty. In addition, co-creation has a direct effect on customer trust.

[15] conducted a systematic review of peer-reviewed scientific literature aiming to: 1) list, 2) classify and 3) compare existing studies. The review was carried out using the following databases: ISI Web, Google Scholar, and SSRN. From the analysis of the works of this review, it stood out that CSR is a multidimensional construct. CSR is of particular relevance in the banking sector because it promotes several competitive advantages, the most important of which is the enhancement of the bank's reputation, which is a determining factor in attracting and retaining customers, increasing employee retention, and yielding better financial results? For the banking sector, CSR practices become a relevant reputation driver that can add value over time. This study has important implications for banks and managers, as well as for scholars. With regard to banks aiming at successfully developing CSR policies, this study highlights the positive relationships between CSR and reputation. Indeed, by developing CSR practices, a bank sends signals aimed at meeting stakeholders' expectations and thus increasing the value of its corporate reputation. From this review it emerges that CSR reporting and corporate reputation are positively correlated. Banks that engage in CSR activities to improve their reputation use managerial discretion to show socially desirable earnings numbers.

[16] stated that organizations must be responsible for their actions on the environment. The purpose of the organizations was to raise the shareholders’ value and earn a profit, but nowadays, organizations cannot exclude the community from their operations. The success of CSR depends on internal factors of the organization such as organizational culture, economic concerns and ethical impact. CSR is a crucial practice for community development as it creates a strong link between the organization and the community. Companies that have a good reputation in practicing CSR can strengthen their position in the.

[17] measured the impact of CSR on BE and to establish the moderating impact of corporate image and brand awareness. The results of his study demonstrated that CSR has a significant direct effect on the corporate image, brand awareness and BE. The results also confirm that corporate image and brand awareness partially mediate the relationship between CSR and BE. The study also demonstrated that CSR practices also create customer awareness regarding the financial services provided by a bank. Consequently, good reputation and brand awareness contribute to building strong BE for banks.

[18] investigated whether and how CSR knowledge affects financial performance in the European banking industry. The findings of this work are twofold. First, consistent with the concept of knowledge absorptive capacity, the internal CSR of banks positively affects

citizenship performance. Second, in line with the reputational effect of CSR, citizenship performance is a positive predictor of a bank's financial performance. Their study also shows how CSR engagement in external initiatives can improve a bank's competitiveness because of the relationship between citizenship performance and the positive reputation of a bank. Social implications – The management of CSR initiatives may favour the sharing of knowledge and creation of trust relationships among banks and internal and external stakeholders. Moreover, the CSR perspective offers additional opportunities for addressing the challenges associated with sharing tacit knowledge within and outside of organizations.

2.1 Significance of the study

There has been very little study done on the corporate social responsibility of banking sector and its impact on service performance on the bank through their Customer loyalty. It is mainly due to this reason that this study has been undertaken. The study would also add on the informative knowledge of CSR and its activities carried out by the bank, this study will provide the input for the policy makers of bank and corporate social responsibility project implementers in order to choose the activities according to their target beneficiaries and carried out their CSR projects in a effective manner to improve the service performance and Customer loyalty of the bank.

2.2 Objectives

The objectives of the study are as follows:

- To identify the variables of important dimension of Banking CSR
- To analyze the relationship between variables of different dimension of banking CSR
- To Test the hypotheses
- To develop a model to establish the relationship between the three dimension of CSR with C-C identification, satisfaction, recommendation behavior and repurchase behavior

3. METHODOLOGY

To achieve the objectives of the study the survey was done based on quantitative methodology. The structural equation model is used to find the statistical significance of the variables. The variables measured using the seven point Likert scale. The study connected based on the personal surveys on the customers of the banking industry. The survey was done in-depth interviews. Customers only had to evaluate their main banking company. The sampling technique used was convenience sampling. The

sample size for this research was 450 and the sample size included respondents from all age group. Secondary data was collected through literature review by journals, research papers and various websites with help of internet.

3.1 Hypotheses

The following ten hypotheses were tested as part of this study

H1. Customer perceptions about the CSR oriented to society (CSR society) directly and positively influence C–C identification

H2. Customer perceptions about the CSR oriented to customers (CSR customers) directly and positively influence C–C identification.

H3. Customer perceptions about the CSR oriented to employees (CSR employees) directly and positively influence C–C identification.

H4. Customer perceptions about the CSR oriented to customers (CSR customers) directly and positively influence customer satisfaction.

H5. Customer perceptions about the CSR oriented to employees (CSR employees) directly and positively influence customer satisfaction.

H6. C–C identification directly and positively influence customer satisfaction.

H7. C–C identification directly and positively influence customer recommendation behaviour.

H8. C–C identification directly and positively influence customer repurchase behaviour.

H9. Customer satisfaction directly and positively influence customer recommendation behaviour.

H10. Customer satisfaction directly and positively influence customer repurchase behaviour

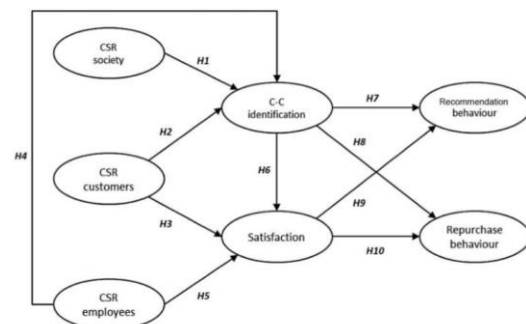


Fig. 1 Conceptual model

4. RESULTS

The demographic profile of the respondents (customers) shows that 28% of the respondents are of age group between 21 – 25 years, 18% of respondents are of 26 – 30 years, 13% of the respondents are of age group between 31 – 35 years, 23% of the respondents are of age group between 36 – 40 years and only 18% of the respondents are of age group above 40 years. The gender profile 28% of the respondents are of age group between 21 – 25 years, 18% of respondents are of 26 – 30 years, 13% of the respondents are of age group between 31 – 35 years, 23% of the respondents are of age group between 36 – 40 years and only 18% of the respondents are of age group above 40 years. Reliability and validity tests are conducted for all the variables (CSR and Customer Loyalty) in the conceptual model. The reliability of the variables used in the study was carried out using SPSS software. The reliability of the variables used to measure the accuracy with which the constructs repeatedly measure the same phenomenon within permissible variation. The reliability of each variable in questionnaire is examined using Cronbach's alpha value. According to study the alpha scores of the variable which is greater than 0.7 is generally acceptable as sufficient accuracy for a construct. The composite reliability for internal consistency of the constructs was tested and was above 0.7.

4.1 Reliability Test

Table 1. Reliability Statistics

Cronbach's Alpha	N of Items
0.933	30

From table 1, the value of Cronbach's Alpha was 0.933 and this reflected high reliability. Thus questionnaire developed for the study is highly reliable.

4.2 KMO and Bartlett's test

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.794
Bartlett's Test of Sphericity	Approx. Chi-Square	3649.49
	Df	120
	Significance	0.000

KMO here is 0.794 which is more than the minimal recommendation i.e. 0.50, hence the factor analysis is

considered as an appropriate technique for future analysis of the data.

4.3 Factor Analysis

Table 3. Factor Analysis

Factor	Factor Name	Variables	Eigen Values	% variance
Factor 1 No of variables = 7	CSR key Stake holders	Social problems, donation, cultural and social events, economic benefits, general well-being, environment, customers complaints	4.056	25.349
Factor 2 No of variables = 4	CSR customers	Customers honestly, product & service, Satisfaction, customer's needs,	2.602	16.265

Factor	Factor Name	Variables	Eigen Values	% variance
Factor 3 No of variables = 4	CSR employees	Safety to employees, employees fair, training and career opportunities,	2.453	15.331

		Work environment		
Factor 4	Payment s	Salaries to employees	1.306	8.160
Cumulative % Variance				65.105

After excluding variables which did not meet the minimum value i.e.0.5, four groups were formed. Each group had particular characteristics. Factor 1 was named as CSR key stake holders, as majority of the variables in this group describe the benefit of CSR society. Factor 1 included variable like Social problems, donation, Cultural and social events, economic benefits, general well-being, environment, customer's complaints. Factor 1 had a % variance of 25.349. Factor 2 was named as because the variables in this group described theatre. Factor 2 Customers honestly, product & service, Satisfaction, customer's needs. Factor 2 had a % variance of 16.265. Factor 3 was named as because the variables described. Factor 3 Included variables like Safety to employees, employee's fair, training and career opportunities, Work environment. Factor 3 had a % variance of 15.331. Factor 4 was named as because the variables described. Factor 4 Included variables like Salaries to employees. Factor 4 had a % variance of 8.160.

The PLS path modeling estimation for the study is shown in Fig. 2. By looking at this model, we can make the following preliminary observations.

4.4 Path Coefficients

Path coefficients are standardized versions of linear regression weights which can be used in examining the possible causal linkage between statistical variables in the structural equation modeling approach. The standardization involves multiplying the ordinary regression coefficient by the standard deviations of the corresponding explanatory variable: these can then be compared to assess the relative effects of the variables within the fitted regression model.

Path coefficient indicates to which extent the variables are accurate. The threshold value for path coefficient must be within 0.5 to be considerable.

- The hypothesized path relationship between C-C Identification and Recommendation behaviour is statistically significant.
- The hypothesized path relationship between C-C Identification and Satisfaction is statistically significant.
- The hypothesized path relationship between C-C Identification and Repurchase behaviour is statistically significant.
- The hypothesized path relationship between CSR Customers and C-C Identification is statistically significant.
- The hypothesized path relationship between CSR Customers and Satisfaction is statistically no significant.

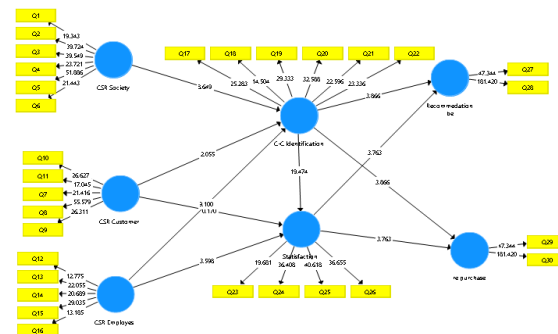


Fig. 2 PLS Model

Table 4. Interaction variables

	C-C Identification	Recommendation behaviour	Satisfaction	Repurchase behaviour
C-C Identification		0.319	0.657	0.319
CSR Customer	0.122		-0.005	
CSR Employees	0.409		0.128	
CSR Society	0.404			
Satisfaction		0.312		0.312

- The hypothesized path relationship between CSR employees and Satisfaction is statistically significant.

- The hypothesized path relationship between CSR employees and C-C Identification is statistically significant.
- The hypothesized path relationship between CSR society and C-C Identification is statistically significant.
- The hypothesized path relationship between Satisfaction and Recommendation behaviour is statistically significant.
- The hypothesized path relationship between Satisfaction and Repurchase behaviour is statistically significant.

However, the hypothesized path relationship between all independent and dependent variables are statistically significant expect one path.

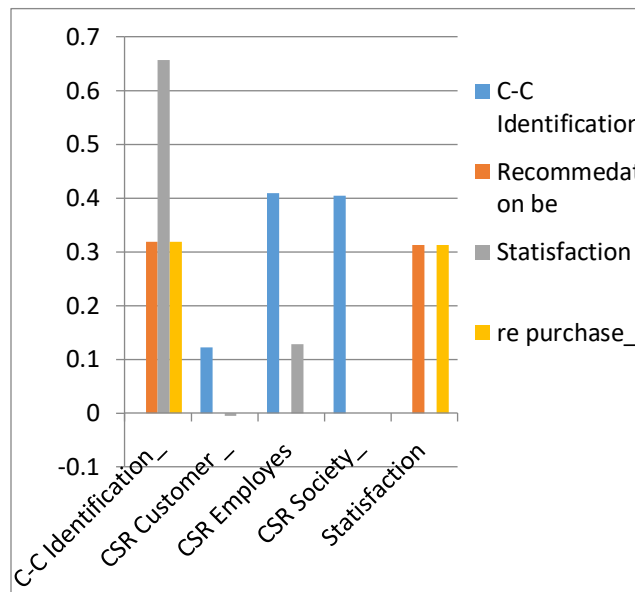


Fig 3. Path coefficients

4.5 Discriminate Validity

Discriminate validity value is obtained from the square root of AVE value. The diagonal values in the table are the square root of Average Variance Explained while other values are the correlation between the respective constructs. The discriminate validity is achieved with the data at the diagonal value in bold are higher than the value in its row and column.

4.6 R Square value

The coefficient of determination, R square is 0.55 for the C-C Identification latent variable, R square is 0.344 for the Recommendation behaviour, R square is

0.54 for the Satisfaction and R square is 0.344 for the Repurchase behaviour. This means that all independent latent variables moderately explain.

Table 6. R square value

	R Square
C-C Identification	0.55
Recommendation behaviour	0.344
Satisfaction	0.54
Repurchase behaviour	0.344

4.7 Structural Path Significance in Bootstrapping

Smart PLS can generate T-statistics for significance testing of both the inner and outer model, using a procedure called bootstrapping. In this procedure, a large number of subsamples are taken from the original sample with replacement to give bootstrap standard errors, which in turn gives approximate T-values and p-values for significance testing of the structural path. The Bootstrap result approximates the normality of data T-Stat is above 1.96. Here the Null hypothesis is rejected and Alternate hypothesis is accepted.

Based on the study the latent variable CSR Customer -> Satisfaction is not significant with a value (1.603) whereas the other latent variables are significant with a value.

4.8 Hypothesis test

P-Value is less than significant value (0.005) and β . Here the Null hypothesis is rejected and Alternate hypothesis is accepted. In this study the CSR Customer -> satisfaction has a lesser impact with a value (0.865). the benefits, whereas the other latent variables are significant with a value.

5. CONCLUSIONS

The study has bridged some gaps in the literature on the effects of the CSR image on customer loyalty. As it was described earlier in our objectives that the study focuses majorly on three dimensions of CSR. The study provides support for the premise that the CSR image affects customer loyalty. The study contributes to a better understanding of how the CSR image can positively impact customer recommendation and repurchase behaviour, especially through the mediating and moderating effect of customer

identification with the company and customer satisfaction.

First coming to the dimensions of the CSR, the literatures have identified five dimensions of CSR but for my study I had consider only three dimensions they are CSR society, CSR customer and CSR employees. It was known that the impact of CSR regarding to Customer loyalty, a survey was conducted to check the impact of CSR on customer loyalty in banking sector, from the survey it was clear that majority of the consumers gave the positive responses. Other than this survey includes questions regarding different dimensions of the CSR, C-C identification, satisfaction, recommendation behaviours, repurchase behaviours. Majority of the consumers know about activities of the CSR in banking. This show the people are aware about CSR actives of the banking in India.

model on CSR; CSR image has a direct and positive effect on C-C identification. CSR image strengthens customers' feelings of identification towards companies and induce them to develop a sense of connection with them. This study show that the low impact of CSR customers on the C-C identification and satisfaction is justified by banks initiatives and communication not meeting customer expectations.

The result of the study conclude that CSR customer has low impact on satisfaction. CSR customer has no significant effect on satisfaction, because the p value $> 0.005(0.86)$ hence null hypothesis is accepted. The all the three dimension of CSR have the positive impact on the recommendation behavioral and repurchase behavioral. The study demonstrates how CSR influence the consumer responses specifically on customer loyalty.

Table 7. β value and P values

	β value	P Values
C-C Identification_>Recommendation Behaviour	0.319	0
C-C Identification_>satisfaction	0.657	0
C-C Identification_->Repurchase Behaviour	0.319	0
CSR Customer _ -> C-C Identification	0.122	0.04
CSR Customer _>satisfaction	-0.005	0.865
CSR Employees -> C-C Identification	0.409	0
CSR Employees ->satisfaction	0.128	0
CSR Society_ -> C-C Identification	0.404	0
satisfaction ->Recommendation Behaviour	0.312	0
satisfaction -> Repurchase Behaviour	0.312	0

5.1 Recommendations

The findings of the study suggest that banking institutions should search for better CSR strategies in the internal sphere of customers, as well as better tools to communicate the CSR initiatives. The results have also suggested that banking institutions should especially care for the implementation of good CSR initiatives oriented to customers.

5.2 Limitations and Future Directions

The study is limited only to Bangalore city, research can be done in different geographical regions. The study has done on banking sectors, future study can be made on different sectors. The study has considered only three dimensions of CSR, further study can be made on other dimensions.

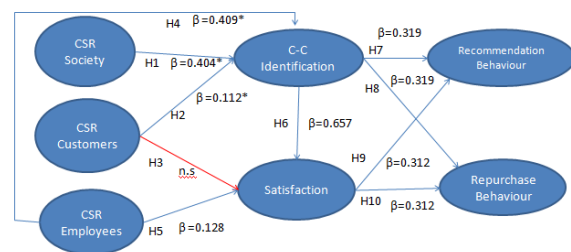


Fig. 4 Final Model

Thus this could be the reason why the CSR is impact on the customer loyalty. The study aims to develop a

Table 5. Discriminate Validity

	C-C Identification	CSR Customer	CSR Employees	CSR Society	Recommendation Behaviour	Satisfaction	Repurchase Behaviour
C-C Identification	0.712						
CSR Customer	0.575	0.744					
CSR Employees	0.578	0.436	0.697				
CSR Society	0.604	0.680	0.286	0.783			
Recommendation Behaviour	0.546	0.472	0.387	0.502	0.934		
satisfaction	0.728	0.429	0.505	0.418	0.544	0.790	
Repurchase Behaviour	0.546	0.472	0.387	0.502	1.000	0.544	0.934

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