# INFLUENCE OF UNITED BANK FOR AFRICA (UBA) CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES ON BANKING LOYALTY AMONG CUSTOMERS IN BENIN CITY


**PRECIOUS OMONE EMOKHARE**

**PG/ART/2216112**

**DEPARTMENT OF MASS COMMUNICATION,**
**FACULTY OF ARTS,**
**UNIVERSITY OF BENIN,**
**BENIN CITY, NIGERIA.**


**JUNE, 2025.**

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**BEING A DISSERTATION SUBMITTED TO THE COLLEGE OF POST GRADUATE STUDIES, UNIVERSITY OF BENIN, BENIN CITY IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS (M.A) DEGREE IN MASS COMMUNICATION**

**JUNE, 2025.**

## DECLARATION

I, **PRECIOUS OMONE EMOKHARE,** declare that this work entitled **INFLUENCE OF UNITED BANK FOR AFRICA (UBA) CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES ON BANKING LOYALTY AMONG CUSTOMERS IN BENIN CITY** was written by me and is a result of my research effort under the supervision of Prof. F. P. Olise**.** I further wish to declare that, to the best of my knowledge and belief, this work has not been previously presented in any form whatsoever for any application for a Master of Arts (M.A.) Degree in Mass Communication or the award of any other degree elsewhere.

**PRECIOUS OMONE EMOKHARE**
**PG/ART/2216112**

## CERTIFICATION

This is to certify that this Master Degree (M.A.) dissertation was carried out by **PRECIOUS OMONE EMOKHARE** in the Department of Mass Communication, Faculty of Arts, University of Benin, Benin City, Edo State, Nigeria under the supervision of Prof. F. P. Olise**.**

Prof. F. P. Olise
Dissertation Supervisor

Date

Dr. D. O. Ekhareafo
Head of Department

Date

External Examiner

Date

## DEDICATION

This research is dedicated to God the Father, God the Son and God the Holy Spirit who has guarded my journey in life thus far.

## CERTIFICATION OF DISSERTATION ON PLAGIARISM

We the undersigned attest and declare that the dissertation of PRECIOUS OMONE EMOKHARE titled **INFLUENCE OF UNITED BANK FOR AFRICA (UBA) CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES ON BANKING LOYALTY AMONG CUSTOMERS IN BENIN CITY**, has successfully passed the plagiarism test, and does not violate any copyright regulations.

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| Supervisor | Head of Department |

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## ABSTRACT

This study investigated the influence of Corporate Social Responsibility (CSR) on banking loyalty among customers of United Bank for Africa (UBA) in Benin City, Edo State. The study was motivated by the growing interest in how socially responsible practices affect customer relationships in the Nigerian banking sector. The objectives of the study were to examine the specific CSR initiatives implemented by UBA, assess customer perceptions of these efforts, determine their impact on banking loyalty, and identify key factors that influence the effectiveness of CSR in fostering customer commitment.

The study is anchored on the stakeholder and the social exchange theories which state that customers are more likely to remain loyal to organizations that actively contribute to societal welfare and engage transparently with their communities. A sample size of 384 respondents was selected using a multi-stage sampling technique involving purposive and random methods across three Local Government Areas in Benin City: Oredo, Egor, and Ikpoba-Okha. Data was collected through structured questionnaires and analyzed quantitatively.

The findings revealed that although UBA has launched several CSR initiatives—such as educational support, healthcare programmes, and environmental sustainability projects—many customers are either unaware of these efforts or perceive them as ineffective, with most respondents expressing neutral or negative attitudes toward the bank's CSR engagement. The study concluded that UBA carries out CSR activities but its impact on customer loyalty is small. Accordingly, it was recommended that UBA enhance its CSR communication strategies by leveraging digital and face-to-face platforms, actively involve community leaders in programme design and execution, among others.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background to the Study

Corporate Social Responsibility (CSR) has emerged as a critical component in the strategic operations of businesses, particularly in the banking sector. The banking industry in Nigeria has become increasingly competitive in recent years, with numerous banks vying for customers' attention and loyalty. In this competitive landscape, banks have recognized the importance of corporate social responsibility (CSR) in building strong relationships with their customers and enhancing their loyalty. United Bank for Africa (UBA) is one of the leading banks in Nigeria, with a strong presence in Benin City, Edo State. As a major player in the banking industry, UBA has been actively involved in various CSR initiatives, including education, healthcare, and community development projects. These initiatives are designed to demonstrate the bank's commitment to giving back to the society and contributing to the well-being of its customers and the wider community.

CSR refers to the initiatives and practices undertaken by organizations to contribute positively to society while also considering the economic, social, and environmental impacts of their operations. It is a company's voluntary efforts to improve social, environmental, and economic impacts on society. In the context of banking, CSR encompasses a range of activities, including community development, environmental sustainability, and ethical business practices. The United Bank for Africa (UBA), as one of Africa's leading financial institutions, has integrated CSR into its core business strategy, recognizing its potential to enhance brand loyalty and customer satisfaction. CSR initiatives not only improve a bank's public image but also foster a sense of trust and loyalty among customers, which is essential for long-term success in the competitive banking landscape.

Loyalty, particularly in the banking sector, is defined as the commitment of customers to continue using a bank's services over time. It is influenced by various factors, including customer satisfaction, perceived value, and the quality of service provided. Banking loyalty is particularly crucial as it directly impacts a bank's profitability and market share. Ogunfowora (2020) indicates that customers who perceive their bank as socially responsible are more likely to exhibit loyalty, as they feel a connection to the bank's values and mission. This connection is especially significant in Nigeria, where customers increasingly seek to align their financial choices with their ethical beliefs and social values.

The relationship between CSR and customer loyalty is particularly relevant for UBA, which operates in a diverse and dynamic market like Nigeria. UBA's commitment to CSR is evident in its various initiatives aimed at promoting education, health, and environmental sustainability. For instance, the UBA Foundation has been instrumental in implementing programs that support educational development and community empowerment across Nigeria. Such initiatives not only enhance the bank's reputation but also create a loyal customer base that appreciates the bank's contributions to societal well-being. This alignment between customer values and the bank's CSR activities fosters a deeper emotional connection, which is essential for cultivating loyalty.

Customers play a pivotal role in the banking ecosystem, as their preferences and behaviors significantly influence the strategies adopted by banks. In recent years, there has been a noticeable shift in customer expectations, with many individuals prioritizing ethical considerations in their banking choices. This trend is particularly pronounced among younger customers, who are more likely to support banks that demonstrate a commitment to social responsibility. Igbinovia (2023) highlights that customers in Nigeria are increasingly aware of the social and environmental implications of their banking decisions, leading them to favor institutions like UBA that actively engage in CSR initiatives. This shift underscores the importance of understanding the interplay between CSR and customer loyalty in the context of UBA's operations in Benin City, Edo State.

In the competitive landscape of banking, CSR can serve as a differentiating factor that sets a bank apart from its rivals. The importance of Corporate Social Responsibility (CSR) to banks cannot be overstated, as it plays a crucial role in building trust, enhancing reputation, and fostering long-term relationships with customers, stakeholders, and the wider community (Njoku, 2023). Through engaging in CSR initiatives, banks demonstrate their commitment to giving back to society, addressing social and environmental issues, and promoting economic development, which in turn, can lead to increased customer loyalty, retention, and ultimately, revenue growth.

Furthermore, CSR helps banks to mitigate risks, manage their social and environmental footprint, and comply with regulatory requirements, thereby reducing the likelihood of reputational damage, fines, and other negative consequences. Additionally, CSR initiatives can provide banks with opportunities to differentiate themselves from competitors, establish thought leadership, and attract top talent, while also contributing to the achievement of the United Nations' Sustainable Development Goals (SDGs). Through integrating CSR into their business strategy, banks can create shared value for both their shareholders and stakeholders, while also making a positive impact on the communities they serve.

The banking industry in Nigeria has witnessed significant growth and transformation over the years, with the introduction of innovative financial products and services. However, this growth has also been accompanied by increased competition, regulatory scrutiny, and changing customer expectations. CSR has emerged as a critical differentiator for banks seeking to establish a strong market presence and build long-term relationships with their customers. Via investing in CSR initiatives, banks like UBA can demonstrate their commitment to giving back to society, address social and environmental issues, and promote economic development. This, in turn, can lead to increased customer loyalty, retention, and ultimately, revenue growth. Furthermore, CSR can also help banks to mitigate risks, manage their social and environmental footprint, and comply with regulatory requirements, thereby reducing the likelihood of reputational damage, fines, and other negative consequences (Dike, 2024).

The use of digital technologies can also enhance the impact of CSR on banking loyalty (Rio, 2024). For example, social media platforms can be used to communicate CSR initiatives and engage with customers. Similarly, digital channels can be used to provide customers with information about CSR initiatives and involve them in the decision-making process. Through leveraging digital technologies, banks like UBA can increase the visibility and impact of their CSR initiatives, build trust and loyalty with customers, and differentiate themselves from competitors. In the context of this study, the use of digital technologies can provide an additional channel for examining the influence of CSR on banking loyalty.

A clear connection exists between the two key variables in this study—Corporate Social Responsibility and banking loyalty—because CSR functions as both a strategic and relational tool that shapes how customers perceive and interact with their bank. When customers consider a bank to be socially responsible, they tend to develop stronger feelings of trust, satisfaction, and emotional attachment, all of which are central drivers of loyalty. In the case of UBA, its CSR initiatives in education, health, and community development create a positive public image that reinforces customers' sense of alignment with the bank's values. This sense of alignment encourages customers not only to remain committed to the bank but also to recommend it to others and maintain long-term relationships. Thus, the link between CSR and banking loyalty is grounded in the idea that socially responsible actions enhance a bank's credibility and reputation, which in turn influence customers' decisions to stay loyal.

UBA's proactive approach to CSR not only enhances its brand image but also positions it as a leader in corporate citizenship within the banking industry. According to Aigbiremolen (2024), banks that effectively communicate their CSR efforts are more likely to attract and retain customers, as these initiatives resonate with the values and expectations of the target audience. This dynamic relationship between CSR and customer loyalty is particularly relevant for UBA, as it seeks to strengthen its market position in Edo State. The focus of this study is to explore the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State. Through examining the perceptions and attitudes of customers towards UBA's CSR initiatives, this research uncovers the extent to which these initiatives impact customer loyalty.

## 1.2 Statement of the Problem

Despite the increasing recognition of Corporate Social Responsibility (CSR) as a vital strategy for enhancing customer loyalty in the banking sector, there remains a significant gap in understanding the specific impact of CSR initiatives on customer loyalty within the context of United Bank for Africa (UBA) in Benin City, Edo State. While various studies, such as those by Ogunfowora (2020) and Eze (2023), have highlighted the general correlation between CSR activities and customer loyalty in different sectors, there is a paucity of empirical research focused on the Nigerian banking industry, particularly regarding how customers perceive and respond to the CSR efforts of UBA. This lack of targeted research is concerning, as the Nigerian banking landscape is characterized by rapid changes in customer expectations and values, particularly among younger demographics who prioritize ethical considerations in their financial decisions. Without a comprehensive understanding of these dynamics, banks may struggle to effectively align their CSR initiatives with the needs and preferences of their customer base, potentially leading to missed opportunities for enhancing loyalty and retention.

Furthermore, the existing literature have overlooked the unique socio-economic and cultural contexts that shape customer perceptions of CSR in Nigeria. For instance, while global studies may provide insights into CSR trends, such as those by Chen and Lin (2020) or Schwartz (2018), they may not account for the specific challenges and expectations faced by Nigerian customers. Factors such as economic instability, a history of mistrust in financial institutions, and the growing demand for transparency and accountability in corporate practices all influence how customers in Benin City view UBA's CSR efforts. This study bridges this research gap by investigating the specific ways in which UBA's CSR initiatives impact customer loyalty, thereby providing actionable insights that can inform the bank's strategies in fostering stronger relationships with its clients. Through addressing these critical gaps, this research not only contributes to the academic discourse on CSR and customer loyalty but also offers practical recommendations for UBA to enhance its competitive advantage in the banking sector.

## 1.3 Research Objectives

The objectives of this study are to:

1. Find out the CSR initiatives undertaken by United Bank for Africa (UBA) in Benin City, Edo State.

2. Investigate the perception of UBA customers in Benin City, Edo State regarding the bank's CSR initiatives.

3. Find out the influence of Corporate Social Responsibility (CSR) on banking loyalty among customers of UBA in Benin City, Edo State.

4. Identify the factors that influence the effectiveness of CSR initiatives in enhancing banking loyalty among UBA customers in Benin City, Edo State.

## 1.4 Research Questions

This study is premised on the following research questions:

1. What are the CSR initiatives undertaken by United Bank for Africa (UBA) in Benin City, Edo State?

2. What is the perception of UBA customers in Benin City, Edo State regarding the bank's CSR initiatives?

3. What is the influence of Corporate Social Responsibility (CSR) on banking loyalty among customers of UBA in Benin City, Edo State?

4. What factors influence the effectiveness of CSR initiatives in enhancing banking loyalty among UBA customers in Benin City, Edo State?

## 1.5 Research Hypotheses

The hypotheses of this stud are:

HO1: There is no significant difference in the perception of UBA customers in Benin City regarding the bank's CSR initiatives.

HO2: There is no significant relationship between Corporate Social Responsibility (CSR) and banking loyalty among customers of UBA in Benin City, Edo State.

## 1.6 Significance of the Study

Several stakeholders stand to benefit from this study on the influence of Corporate Social Responsibility (CSR) on banking loyalty among customers of United Bank for Africa (UBA) in Benin City, Edo State. Firstly, the management and staff of UBA will find this research particularly beneficial as it provides insightful data on how their CSR initiatives are perceived by customers. By understanding the specific aspects of CSR that resonate most with their clientele, UBA's management can tailor their strategies to enhance customer engagement and loyalty. Moreover, the findings could inform training programs for staff, positioning them to communicate the bank’s CSR commitments more effectively and engage customers in meaningful dialogues about the bank's role in community development. This alignment between customer expectations and the bank’s operational strategies could lead to improved customer satisfaction, ultimately fostering a more loyal customer base that is likely to recommend UBA to others, thereby expanding its market presence.

Furthermore, customers themselves are critical stakeholders who will benefit directly from the outcomes of this study. As the research delves into the relationship between CSR initiatives and customer loyalty, it will provide customers with a clearer understanding of how their banking choices can influence the broader community. For instance, as customers become more aware of UBA's CSR efforts in areas such as education, health, and environmental sustainability, they may feel a greater sense of pride and connection to the bank. This heightened awareness can empower customers to make informed decisions that align with their values, reinforcing a sense of community engagement and social responsibility. Additionally, as UBA adjusts its CSR initiatives based on the study's findings, customers can expect more impactful programs that address their needs and preferences, resulting in a more enriching banking experience.

Moreover, policymakers and regulatory bodies in Nigeria will also gain valuable insights from this study. By understanding the relationship between CSR and customer loyalty in the banking sector, policymakers can develop frameworks that encourage financial institutions to adopt more socially responsible practices. This research could serve as a basis for creating incentives for banks that actively engage in CSR initiatives, thus promoting a culture of responsibility within the financial sector. Furthermore, the findings may guide regulations that enhance transparency and accountability in banking operations, ultimately benefiting the financial ecosystem and fostering public trust in banks. As a result, the study not only addresses the immediate needs of UBA and its customers but also contributes to broader societal goals by promoting responsible banking practices.

In addition, academic researchers and students in the fields of business, finance, and social sciences will find this study beneficial as well. The research will contribute to the existing body of literature on CSR and customer loyalty, particularly in the context of the Nigerian banking industry, which has been relatively underexplored. By providing empirical data and insights, this study can serve as a foundational reference for future research endeavors, inspiring scholars to further investigate the nuances of CSR in various sectors. Furthermore, students can utilize the findings to enhance their understanding of practical applications of theoretical concepts in CSR and customer relationship management. This academic engagement can foster a new generation of professionals who are well-versed in the importance of ethical business practices and social responsibility.

Lastly, community organizations and non-governmental organizations (NGOs) focused on social development will also benefit from the insights garnered through this study. By highlighting UBA's CSR initiatives and their impact on customer loyalty, the research can encourage these organizations to forge partnerships with the bank to implement community-oriented projects. This collaboration can lead to more effective and sustainable development programs that resonate with the values of both the bank and the community. Furthermore, by showcasing successful CSR initiatives, the study can serve as a model for other businesses looking to engage in socially responsible practices, thereby amplifying the positive impact on society as a whole. In this way, the stakeholders connected to UBA, including customers, management, policymakers, academics, and community organizations, will all benefit from the insights and recommendations derived from this study, creating a holistic approach to understanding and enhancing the role of CSR in the banking sector.

## 1.7 Scope of the Study

The contextual scope of this study is focused on the banking industry in Nigeria, specifically on the Corporate Social Responsibility (CSR) initiatives undertaken by United Bank for Africa (UBA) in Benin City, Edo State. The study is set against the backdrop of increasing competition in the Nigerian banking industry, where banks are seeking to differentiate themselves through CSR initiatives. The study explores the impact of CSR on banking loyalty among UBA customers in Benin City, Edo State. More so, the geographic scope of the study is limited to Benin City, Edo State, Nigeria. Benin City is the capital of Edo State and is a major urban center in the country. The study focused on UBA customers in Benin City.

## 1.8 Limitations of the Study

The study utilized questionnaire as research instrument. The study's reliance on a questionnaire-based survey as the sole data collection method poses a methodological limitation, as it may be susceptible to biases and limitations inherent in self-reported data. Additionally, the study's sample size and scope may not be representative of the entire customer base of United Bank for Africa (UBA) in Edo State. To mitigate these limitations, the study employed a stratified sampling technique to ensure a representative sample of customers, and a pilot test was conducted to validate the questionnaire's reliability and validity.

## 1.9 Operational Definition of Terms

The terms below have been defined in this study as it applied to the study:

**Banking Loyalty:** In this study, banking loyalty refers to the degree to which customers of United Bank for Africa (UBA) in Benin City, Edo State, remain committed to the bank and continue to use its services.

**Community Development:** This refers to the CSR initiatives undertaken by UBA to improve the social, economic, and environmental well-being of the community in Benin City, Edo State.

**Corporate Social Responsibility (CSR):** This refers to the voluntary efforts made by United Bank for Africa (UBA) to improve the social, environmental, and economic impacts of its operations on the community in Benin City, Edo State.

**Customer Perception:** Perception refers to the opinions, attitudes, and beliefs held by customers of United Bank for Africa (UBA) in Benin City, Edo State, regarding the bank's CSR initiatives.

**Customer Retention:** In this study, customer retention refers to the ability of UBA to maintain its existing customer base in Benin City, Edo State, through its CSR initiatives and other banking services.

**Philanthropy**: In this study, philanthropy refers to the charitable donations and contributions made by UBA to support social causes and community development projects in Benin City, Edo State.

**Social Responsibility**: Social responsibility refers to the obligation of UBA to contribute to the well-being of the community in Benin City, Edo State, through its CSR initiatives.

**Sustainability**: In this study, sustainability refers to the ability of UBA's CSR initiatives to have a long-term positive impact on the community in Benin City, Edo State.

**United Bank for Africa (UBA)**: UBA refers to the specific bank whose CSR initiatives and impact on banking loyalty among its customers in Benin City, Edo State, are being investigated.

# CHAPTER TWO

# LITERATURE REVIEW

**Preamble**

This chapter presents the literature review under the following sub-headings:

2.1 Conceptual Clarification
2.2 History of Corporate Social Responsibility (CSR)
2.3 Issues and Contentions in Corporate Social Responsibility
2.4 Influence of Corporate Social Responsibility on Customer Loyalty
2.5 Factors Influencing the Effectiveness of Corporate Social Responsibility (CSR) Initiatives in Enhancing Banking Loyalty
2.6 Review of Empirical Studies
2.7 Theoretical Framework

## 2.1 Conceptual Clarification

**Concept of Corporate Social Responsibility**

Corporate social responsibility (CSR) is a proactive and voluntary approach adopted by organisations to integrate ethical considerations, sustainability practices and stakeholder engagement into their core business strategies and operations (Nkruma, 2023). It involves a commitment to act responsibly towards all stakeholders, including employees, customers, suppliers, local communities, the environment and society at large. CSR goes beyond legal compliance and encompasses a broad range of responsibilities, including economic, social and environmental dimensions. It entails promoting transparency, accountability and ethical behaviour, while also striving to create positive social and environmental impacts (Olamide, 2022). By embracing CSR organisations aim to contribute to sustainable development, enhance the well-being of stakeholders and address societal challenges, thereby fostering long-term business success and a positive impact on the world.

According to Olatunji (2008, p. 223), “corporate social responsibility (CSR) encompasses intentional and voluntary initiatives and policies implemented by businesses to enhance the welfare of all stakeholders in both the immediate and broader contexts of the organisation”. This extends beyond the requirements set by laws and regulations. The definition of corporate social responsibility states that an organisation's legal obligations, investor returns and moral and ethical obligations are considered alongside its other duties (Fela, 2022). From a conventional standpoint, it is widely believed that the primary, if not sole, source of responsibility for a corporation lies with its owners or shareholders (Allen, 2015). In order to effectively adhere to corporate social responsibility (CSR), businesses need to adopt a holistic approach that encompasses various stakeholders beyond just investors. This includes considering the interests and well-being of workers, suppliers, clients, the local community, as well as local and state governments in collaboration with governmental agencies, environmental advocacy organisations and various special interest groups (Kolewale, 2024). Business ethics and corporate social responsibility (CSR) are interconnected concepts, although they possess distinct characteristics and implications. Business ethics focuses on the moral choices and behaviours of individuals and groups within organisations, while corporate social responsibility (CSR) encompasses the economic, legal, ethical and discretionary obligations of organisations.

Buchholz & Rosenthal (2012) define corporate social responsibility (CSR) as the additional responsibilities that private companies have towards society, which go beyond their primary goal of generating profits through the provision of products and services. A business must consider the needs and interests of various stakeholders beyond its investors. In other words, corporate social responsibility (CSR) provides companies with a framework to pursue objectives beyond solely maximising shareholder value. The statement implies that businesses are driven by objectives that extend beyond mere financial gain. These objectives may encompass initiatives aimed at enhancing the environment and benefiting society as a whole.

According to Mohr, Webb & Harris (2019), social responsibility is characterised as the act of promoting positive actions and preventing harm. Adeyanju (2012) defines corporate social responsibility as the concept that companies are accountable for their actions and their effects on individuals, groups and the environment. Adeyanju (2018) adds that corporate social responsibility (CSR) as a continuous endeavor by businesses to uphold ethical standards, foster economic development and improve the quality of life for the general public and employees' families.

According to Carroll & Buchholtz (2023, p. 36), corporate social responsibility (CSR) encompasses the various expectations that society has of organisations, including economic, legal, ethical and discretionary aspects. This definition highlights the multifaceted nature of CSR. The concept of corporate social responsibility encompasses the notion that companies are expected to fulfill legal obligations, generate reasonable profits for shareholders and also uphold moral, ethical and philanthropic responsibilities. Carroll and Buchholtz's four-part definition of corporate social responsibility highlights the diverse nature of this concept. The user's text does not provide enough information to be analysed. The definition encompasses the societal expectation that businesses should fulfill consumer needs and desires by creating and offering products and services at a reasonable price. Organisations are typically expected to demonstrate profitability, operational efficiency and a focus on maximising shareholder value. The adherence of organisations to regulations established by society to control competition in the marketplace is closely tied to their legal obligations.

An organisation's activities are subject to a wide range of legal obligations, including those related to employment, the environment and consumer and product regulations. These obligations have a significant impact on almost every aspect of the organisation's operations. Ethical obligations encompass cultural norms that go beyond legal requirements, such as the expectation for businesses to conduct their operations in a fair and just manner. This suggests that organisations have an obligation to exceed basic legal requirements and take proactive measures to anticipate and accommodate societal standards, even when they are not explicitly outlined in laws. The concept of discretionary obligations refers to the societal expectation for companies to act as responsible and ethical citizens. One way to contribute to deserving causes is by allocating staff members' time and skills. Another option is to engage in charitable programmes that provide assistance to the community or the country.

The concept of corporate social responsibility involves businesses recognising and addressing the needs of both society and their financial stakeholders (Lanre, 2020). The company's objective is to build public trust and focus on increasing value and long-term business growth (Umar, 2010). According to Asada (2010), corporate social responsibility is characterised as the continuous dedication of businesses to uphold ethical standards, foster economic development and improve the quality of life for employees, their families, the local community and society as a whole. As per Asada's definition, corporate social responsibility is characterised as a continuous effort rather than a one-time action that organisations should engage in and not disregard in the future. The potential negative reaction from the host community and other stakeholders is a result of the cessation of good deeds, despite the current engagement in such actions.

According to Nweke (2021), corporate social responsibility involves the strategic and thoughtful use of knowledge and resources by individuals, groups or companies to contribute to social well-being while also minimising any negative impact on business revenue. This balance is crucial to ensure the effectiveness and sustainability of these efforts. This demonstrates the level and extent of an organisation's active involvement in a specific area, as well as the positive impact of these actions on the organisation's relationship with the local community.

**Concept of Banking Loyalty**

Banking loyalty can be considered as the degree to which customers consistently choose a particular bank over its competitors, driven by a combination of emotional attachment, satisfaction with services, and perceived value. According to Khamis and Makhdoom (2021), banking loyalty encompasses not only the willingness to continue using a bank's services but also the propensity to recommend the bank to others. This loyalty is often cultivated through positive customer experiences, which include effective communication, personalized services, and a strong alignment between the bank's values and the customer's expectations. As customers increasingly seek relationships with their banks that go beyond mere transactions, the emotional connection becomes a crucial factor in fostering loyalty. Therefore, understanding the multifaceted nature of banking loyalty is essential for financial institutions aiming to retain customers in a competitive market.

Moreover, banking loyalty can also be viewed through the lens of customer satisfaction, which is a critical determinant of loyalty in the financial services sector. Moyo and Chikozho (2022) emphasizes that satisfied customers are more likely to remain loyal to their banks, as they perceive a higher value in the services provided. This satisfaction is influenced by various factors, including the quality of customer service, the range of products offered, and the overall banking experience. When customers feel that their needs are met and that they are valued by their bank, they are more inclined to develop a long-term relationship with the institution. Consequently, banks that prioritize customer satisfaction through continuous improvement of their services and responsiveness to customer feedback are likely to cultivate a loyal customer base that contributes to their long-term success.

In addition to satisfaction, trust plays a pivotal role in establishing banking loyalty. According to Ndubisi and Chan (2020), trust is a fundamental component of any customer relationship, particularly in the banking sector, where customers often share sensitive financial information. When customers trust their bank, they are more likely to remain loyal, even in the face of competitive offers from other institutions. Trust is built over time through consistent and transparent communication, ethical practices, and a demonstrated commitment to customer welfare. As banks navigate an increasingly complex financial landscape, fostering trust becomes essential for retaining customers and enhancing loyalty. Therefore, banks must focus on building and maintaining trust through ethical behavior and a customer-centric approach, which ultimately leads to stronger loyalty.

Furthermore, the concept of banking loyalty is also closely linked to the perceived value that customers derive from their banking relationships. As highlighted by Adebayo and Ojo (2023), perceived value encompasses the benefits that customers believe they receive from their bank in relation to the costs incurred. This value can be influenced by various factors, including the quality of products and services, the convenience of banking processes, and the overall customer experience. When customers perceive that they are receiving good value for their money, they are more likely to remain loyal to their bank. Consequently, banks that focus on enhancing the perceived value of their offerings—through competitive pricing, innovative products, and exceptional service—are better positioned to foster loyalty among their customers. This understanding of perceived value is crucial for banks seeking to differentiate themselves in a crowded marketplace.

Lastly, banking loyalty can also be understood in the context of customer engagement, which refers to the emotional and psychological connection that customers have with their bank. According to Moyo and Mhlanga (2024), engaged customers are not only more likely to remain loyal but also to advocate for their bank, thereby attracting new customers through positive word-of-mouth. Engagement can be fostered through various strategies, including personalized communication, loyalty programs, and community involvement. When banks actively engage with their customers and create opportunities for meaningful interactions, they enhance the overall customer experience and strengthen loyalty. Therefore, banks that prioritize customer engagement as a strategic focus are likely to see a positive impact on their loyalty metrics, ultimately leading to increased profitability and market share.

In summary, banking loyalty is a complex construct influenced by various factors, including customer satisfaction, trust, perceived value, and engagement. Understanding these dimensions is essential for banks aiming to cultivate lasting relationships with their customers in an increasingly competitive environment.

**Overview of Corporate Image**

Corporate image refers to the overall perception, reputation and impression that stakeholders, including customers, employees, investors and the general public, have of a company. It encompasses various aspects such as the company's values, identity, products or services, communication strategies and corporate behaviour. The corporate image reflects how the organisation is perceived externally and internally, influencing stakeholders' attitudes, trust and decision-making processes. The corporate image plays a pivotal role in shaping stakeholders' perceptions and attitudes towards a company. A positive corporate image enhances trust, credibility and goodwill, leading to increased customer loyalty, employee satisfaction and investor confidence. It represents the company's identity, values and reputation in the marketplace, distinguishing it from competitor. Effective communication strategies, consistent brand messaging, ethical practices and high-quality products or services contribute to building and maintaining a favourable corporate image, which, in turn, can have a positive impact on the company's overall performance and success.

Also, corporate image is closely intertwined with Corporate Social Responsibility (CSR), which refers to an organisation's commitment to conduct its business ethically, consider social and environmental impacts and actively contribute to sustainable development (Maignan & Ferrell, 2004). A company's CSR initiatives and practices significantly influence its corporate image, as stakeholders assess the company's social and environmental performance and its contribution to society. CSR initiatives play a vital role in shaping the corporate image of a company. When organisations actively engage in social and environmental responsibility, such as environmental conservation, community development or philanthropic activities, they enhance their reputation and are perceived as socially responsible entities (Maignan & Ferrell, 2004). Stakeholders, including customers and employees, are more likely to support and engage with companies that demonstrate a commitment to CSR, leading to a positive corporate image. Moreover, CSR initiatives contribute to building long-term relationships with stakeholders, fostering loyalty and trust.

Corporate Image is influenced by the company's environmental practices and its approach to corporate environmental responsibility (Gunningham, 2007). The way an organisation manages its environmental impacts, complies with environmental regulations and adopts sustainable practices shapes its corporate image in terms of environmental stewardship and sustainability. Environmental responsibility has become a crucial aspect of corporate image. Companies that prioritise sustainable practices, energy efficiency, waste reduction and environmental conservation are perceived as environmentally responsible and are more likely to attract environmentally conscious customers and stakeholders (Gunningham, 2007). Demonstrating a commitment to environmental responsibility not only enhances a company's reputation but also helps mitigate risks related to environmental impact and fosters positive relationships with regulatory bodies and the local community.

Corporate image is influenced by the perception of the organisation's social and economic impacts on society, as well as its engagement with various stakeholders (Branco & Rodrigues, 2016). It comprises the company's contribution to economic development, job creation, fair labour practices and community involvement. A company's social and economic impacts significantly affect its corporate image. Organisations that actively contribute to economic development through job creation, fair employment practices and support for local businesses are seen as positive contributors to society (Branco & Rodrigues, 2016). In addition, engaging with stakeholders, including employees, customers and the local community, through meaningful interactions and dialogue helps foster a positive corporate image. By addressing societal needs, supporting social causes and promoting inclusivity and diversity, companies can enhance their reputation and be perceived as socially responsible and ethical entities.

Corporate image reflects the public perception of a company's reputation, brand and overall performance, as well as its ability to effectively communicate and manage its relationships with stakeholders (Keghku, 2023). It deals with how the company is viewed in terms of its reliability, credibility and integrity. The corporate image is shaped by how a company communicates and manages its relationships with stakeholders. Effective communication strategies, transparent and authentic messaging and a strong brand identity contribute to a positive corporate image (Keghku, 2023). When a company demonstrates consistency, reliability and ethical behaviour in its interactions with stakeholders, it fosters trust and confidence. On the other hand, mismanagement of communication, ethical lapses or negative publicity can significantly damage a company's corporate image, leading to a loss of trust and credibility.

In sum, corporate image refers to the overall perception, reputation and impression stakeholders have of a company. It is influenced by factors such as values, identity, products or services, communication strategies and corporate behaviour. A positive corporate image enhances trust, credibility and goodwill, leading to increased customer loyalty, employee satisfaction and investor confidence. It is closely intertwined with CSR, environmental practices, social and economic impacts and effective communication and relationship management with stakeholders.

## 2.2 History of Corporate Social Responsibility (CSR)

The history of Corporate Social Responsibility (CSR) can be traced back to several key factors and has evolved over time in response to changing societal expectations. The origins of CSR can be traced back to the late 19th and early 20th centuries when industrialisation and the rise of large corporations brought about significant social and environmental challenges (Onuoha, 2008). During this period, industrialists such as Andrew Carnegie and John D. Rockefeller engaged in philanthropic activities, establishing foundations and donating to charitable causes. These early efforts can be seen as precursors to the modern concept of CSR, as they represented a recognition of the social responsibilities that came with economic power (Onuoha, 2008).

The mid-20th century marked a significant shift in the understanding and practice of CSR. With the growing influence of civil rights movements, consumer activism and environmental concerns, businesses started to face increasing pressure to address social and environmental issues (Kiernan, 2007). This shift was also influenced by the publication of influential works such as Howard R. Bowen's book "Social Responsibilities of the Businessman" in 1953, which raised awareness about the ethical responsibilities of corporations (Matten & Moon, 2018).

In the 1960s and 1970s, the concept of CSR continued to evolve, reflecting the changing social and political landscape (Arua, 2021). The Vietnam War, the rise of feminism and the emergence of environmental movements all contributed to a heightened awareness of social issues. As a result, businesses began to incorporate social and environmental considerations into their operations, leading to the development of practices such as corporate philanthropy, employee volunteer programmes and environmental sustainability initiatives (Orobosa, 2010).

According to the Umar (2010), during the 1980s and 1990s, CSR took on a more strategic and integrated approach. Businesses started to recognise that CSR could have a positive impact on their long-term success. The publication of Carroll's "The Pyramid of Corporate Social Responsibility" in 1991 provided a framework for understanding the different dimensions of CSR, including economic, legal, ethical and philanthropic responsibilities (Umar, 2010). This framework helped businesses understand that CSR was not just about philanthropy but also about ethical business practices and stakeholder engagement.

In recent years, CSR has continued to evolve and expand. Businesses are increasingly expected to go beyond compliance with regulatory requirements and actively contribute to sustainable development and social progress. Stakeholder engagement and accountability have become integral parts of CSR practices, with businesses recognising the importance of building trust and maintaining a positive reputation among their stakeholders (Lantos, 2022).

Today, CSR is practiced in various ways, depending on the industry, geographical location and organisational culture. Some companies focus on environmental sustainability, implementing measures to reduce their carbon footprint and promote renewable energy. Others prioritise social initiatives, such as community development projects, education and healthcare programmes and initiatives to promote diversity and inclusion within their workforce. Additionally, businesses are recognising the importance of responsible supply chain management, ensuring ethical sourcing practices and fair labour conditions (Lantos, 2022).

In sum, the history of CSR can be traced back to the philanthropic activities of early industrialists, but it has evolved over time in response to changing societal expectations and emerging social and environmental challenges. From philanthropy to strategic integration, CSR has transformed into a comprehensive approach that encompasses various dimensions of responsibility. Today, businesses practice CSR in diverse ways, recognising the importance of addressing social, environmental and ethical issues to achieve long-term sustainability and positive stakeholder relationships (Kiernan, 2017).

### 2.2.1 History of United Bank for Africa (UBA)

Fig. 1

Fig. 2

***Figure 1 and 2 Shows members of UBA Foundation on Friday, January 10th, 2020, during the donation of a fully equipped modern ICT Laboratory to the students of Ambrose Alli University in Ekpoma, Edo State.***

The United Bank for Africa (UBA) has a rich and fascinating history that spans over seven decades. To fully appreciate the bank's remarkable journey, it is essential to delve into its humble beginnings. According to Aderinokun (2020), UBA's history dates back to 1948, when the British and French Bank Limited (BFB) was established in Nigeria. The BFB was one of the earliest banks to operate in Nigeria, and it played a significant role in the country's economic development during the colonial era.

As Nigeria gained independence in 1960, the banking industry underwent significant changes. The BFB merged with the Barclays Bank Dominion, Colonial and Overseas (DCO) in 1961 to form the Barclays Bank of Nigeria Limited (Ufoma, 2025). However, the Nigerian government's indigenization policy of 1972 led to the acquisition of Barclays Bank by the Nigerian government, and the bank was subsequently renamed the International Bank for West Africa Limited (IBWA) (Kalu, 2021). This marked a significant turning point in the bank's history, as it transitioned from being a foreign-owned bank to a Nigerian-owned institution.

The 1980s saw a period of significant expansion and growth for the bank. According to Ojo (2007), IBWA acquired the Nigerian operations of the Bank of America in 1985, which significantly increased its assets and customer base. This acquisition marked a major milestone in the bank's history, as it solidified its position as one of the leading banks in Nigeria. Furthermore, IBWA's name was changed to the United Bank for Africa Limited (UBA) in 1986, reflecting its expanded operations and commitment to African development (Fatukasi, 2022).

The 1990s and 2000s saw UBA undergo significant transformations, driven by changes in the Nigerian banking industry and the global economy. According to Ugueze (2020), the Nigerian government's banking sector reforms of 2005 led to a wave of consolidations and mergers in the industry. UBA was at the forefront of this consolidation, acquiring several smaller banks and expanding its operations across Africa (Ugueze, 2020). Today, UBA is one of the largest banks in Nigeria, with operations in over 20 African countries and a global presence in the United Kingdom, the United States, and France (Ufoma, 2025).

## 2.3 Issues and Contentions in Corporate Social Responsibility

Controversies surrounding the concept of corporate social responsibility (CSR) have sparked debates among various groups. While some argue that CSR is beneficial and profitable, others believe it is a mere waste of money. Supporters of CSR put forth several arguments. Firstly, they argue that CSR balances power with responsibility. Recognising that organisations possess significant power and influence, proponents assert that this power should be accompanied by a corresponding level of social responsibility. Secondly, proponents contend that CSR discourages government regulation. When businesses actively demonstrate their commitment to social responsibility, governments may be less inclined to impose regulations.

Moreover, CSR advocates emphasise that it improves a company's public image. Engaging in CSR activities sends a message to the community that the organisation is a friend and actively contributes to societal well-being. Rao (2022) explains that socially responsible businesses tend to have more secure long-term profits due to improved community relations.

Furthermore, CSR is seen as a recognition of an organisation's moral obligations. Advocates assert that organisations have a duty to provide support and amenities to the communities in which they operate. Sankaranrayanan (2021) maintains that businesses, with their pool of resources, are in a better position to tackle social problems and work for social goals. Moreover, CSR is regarded as a means to correct social problems caused by business activities.

Additionally, CSR is seen as a response to changing public needs and expectations. With increasing demands for environmental sustainability, equal opportunities and product safety, businesses are expected to meet higher levels of social performance. Furthermore, proponents argue that prevention is better than cure when it comes to social problems. Sankaranrayanan (2022) suggests that problems with labour unions should be handled diplomatically to prevent them from developing into serious social breakdowns that consume management's time.

Critics of corporate social responsibility raise several arguments to support their viewpoint, drawing on the perspectives of various authors. Firstly, they contend that engaging in corporate social responsibility activities reduces the profitability of organisations, negatively impacting economic efficiency and proficiency (Menon & Kahn, 2023; Godfrey, Merrill & Hansen, 2019). Critics argue that funds allocated to social amenities would be better invested in enhancing core business operations and attracting more customers, leading to increased profits.

Furthermore, critics assert that corporate social responsibility imposes hidden costs on society (Mensah, 2019). They argue that while organisations may provide social amenities to communities, these costs are often passed on to society in other ways, ultimately burdening members of the community. Another concern raised by critics is the potential for businesses to wield excessive power through corporate social responsibility initiatives (Jamali, 2018). Critics argue that businesses already possess significant economic influence and by taking on the responsibility of addressing social problems, they further consolidate their power within society.

Moreover, critics highlight the potential lack of specialised social skills in businesses to effectively address complex social issues. They argue that while businesses excel in areas such as production and finance, they may lack the expertise necessary to tackle multifaceted social problems. Additionally, critics point out the lack of social accountability in corporate social responsibility initiatives. They argue that organisations engaging in such activities may not be held responsible for their actions, potentially leading to inadequate or ineffective social outcomes. Lastly, critics argue that corporate social responsibility can create internal confusion and divert resources away from core business activities (Jamali, 2018). They contend that management teams may struggle to define the organisation's primary goals and objectives when faced with competing social and business-related priorities.

## 2.4 Influence of Corporate Social Responsibility on Customer Loyalty

Corporate Social Responsibility (CSR) significantly influences customer loyalty by enhancing the reputation and perception of companies among their stakeholders. When organizations actively engage in socially responsible practices, they demonstrate a commitment to ethical, environmental, and social initiatives, which positively affects how customers view them. Akinwunmi and Oludayo (2021) highlights that companies involved in CSR activities, such as environmental sustainability, community engagement, and responsible supply chain management, are more likely to be perceived as conscientious entities. This perception fosters trust and emotional connections, leading to increased customer loyalty. As consumers increasingly prioritize their values in purchasing decisions, the alignment of a company's CSR efforts with those values becomes critical in cultivating a loyal customer base.

Moreover, CSR serves as a vital differentiating factor in today's competitive market. According to Chinomso and Ayo (2023), customers are increasingly inclined to support brands that exhibit a strong commitment to social responsibility, especially among younger demographics who are more socially conscious. This trend underscores the importance of integrating CSR into business practices as a means of attracting customers who share similar ethical values. By effectively communicating their CSR initiatives, companies can stand out from competitors and foster customer loyalty based on shared principles. The ability to resonate with consumers on a values-based level ultimately enhances their long-term commitment to the brand.

CSR initiatives also have a profound effect on employee morale and engagement, which indirectly influences customer loyalty. A study by Moyo and Mhlanga (2022) indicates that employees who feel connected to their company's CSR efforts are more likely to exhibit higher levels of job satisfaction and pride in their work. This sense of pride translates into better customer service and stronger relationships with clients. When employees are genuinely engaged in socially responsible practices, customers perceive this commitment and are more likely to develop loyalty toward the brand. Therefore, fostering a strong internal culture centered around CSR can significantly enhance external customer loyalty by ensuring that employees actively contribute to a positive customer experience.

In addition, the influence of CSR on customer loyalty is evident through media and public perception. In an era where information spreads rapidly, companies that engage in CSR often receive positive media coverage, which can enhance their reputation and customer loyalty. According to Idemudia and Folami (2023), media attention highlighting a company's commitment to social responsibility can create a favorable public image that attracts customers. Conversely, companies that fail to address social issues may face negative publicity, which can jeopardize customer trust and loyalty. Thus, effectively communicating CSR efforts is essential for companies looking to maintain a loyal customer base amid increasing public scrutiny.

Furthermore, CSR initiatives impact consumer behavior and purchasing decisions directly. As consumers become more socially conscious, they increasingly consider a company's CSR efforts when making purchasing choices. Adegbite, Amaeshi, and Amao (2021) indicates that companies prioritizing CSR and effectively communicating their initiatives are more likely to attract customers who align with their values. This alignment can significantly enhance brand loyalty and market share, as customers are more inclined to support businesses that demonstrate social responsibility. In today's market landscape, where ethical consumption is gaining traction, the connection between CSR and customer loyalty becomes increasingly significant.

Additionally, CSR plays a crucial role in managing and mitigating risks associated with social and environmental issues. Companies that proactively address these concerns through CSR initiatives are better positioned to prevent or minimize reputational damage from negative incidents. According to Ndubisi and Chan (2022), demonstrating a commitment to responsible practices and transparently addressing social and environmental challenges can effectively safeguard a company's reputation and customer loyalty. This proactive approach not only protects customer trust but also strengthens the overall brand perception, making customers feel more secure in their decision to engage with the company.

Moreover, CSR initiatives contribute to a company's long-term sustainability and viability, which resonates with consumers. By integrating CSR into their business strategies, companies can align their objectives with the broader interests of society and the environment. Moyo and Chikozho (2024) emphasizes that this long-term commitment to sustainable practices enhances a company's resilience, positively impacting customer loyalty as consumers recognize the brand's dedication to making a meaningful difference. As customers become increasingly aware of the importance of sustainable practices, their loyalty is increasingly tied to the company’s ability to demonstrate its commitment to social responsibility.

Overall, the influence of Corporate Social Responsibility on customer loyalty is multifaceted and profound. Companies that embrace CSR practices not only enhance their reputation but also build stronger relationships with their customers, who increasingly seek to align their purchases with their values. By prioritizing ethical practices, transparent communication, and community engagement, businesses can foster loyalty that translates into long-term success and sustainability in an ever-evolving marketplace.

## 2.5 Factors Influencing the Effectiveness of Corporate Social Responsibility (CSR) Initiatives in Enhancing Banking Loyalty

The effectiveness of Corporate Social Responsibility (CSR) initiatives in enhancing banking loyalty is influenced by several factors. One of the key factors is the level of awareness and understanding of CSR initiatives among customers. According to Adeosun and Ganiyu (2020), customers are more likely to respond positively to CSR initiatives if they are aware of and understand the initiatives.

Another factor that influences the effectiveness of CSR initiatives is the perceived authenticity and sincerity of the initiatives. As noted by Amosun and Olowookere (2025), customers are more likely to trust and be loyal to banks that demonstrate a genuine commitment to CSR. If customers perceive CSR initiatives as mere publicity stunts or attempts to manipulate public opinion, they are unlikely to have a positive impact on loyalty.

The relevance and impact of CSR initiatives on the community also play a crucial role in determining their effectiveness in enhancing banking loyalty. According to Ekwueme and Ezejiofor (2021), CSR initiatives that address specific social or environmental issues relevant to the community are more likely to resonate with customers and enhance their loyalty. The level of customer satisfaction with CSR initiatives is also a critical factor in determining their effectiveness. As noted by Nwodu (2022), customers who are satisfied with CSR initiatives are more likely to be loyal to the bank. Banks need to ensure that their CSR initiatives meet the needs and expectations of their customers.

The brand image of the bank is also an important factor that influences the effectiveness of CSR initiatives. According to Okoro and Okoro (2020), CSR initiatives can enhance a bank's brand image, which in turn can lead to increased customer loyalty. Banks need to leverage their CSR initiatives to build a positive brand image.

## 2.7 Review of Empirical Studies

This section outlines the empirical review of this study. Ten (10) empirical studies with bearing to this study have been reviewed. They are: Zhang & Myers (2010); Tokakis, Polychroniou & Boustras (2019); Mensah (2009); Setiawan and Tjiang (2009); Onuoha (2010);

Adeosun and Ganiyu (2020); Amosun and Olowookere (2023); Ekwueme and Ezejiofor (2021); Nwodu (2022); and Okoro and Okoro (2020).

Asemah-Ibrahim, Nwaoboli & Asemah (2022) evaluated the efficacy of Corporate Social Responsibility as a crisis management tactic for organisations. The objective of the study was to assess the efficacy of strategic Corporate Social Responsibility (CSR) in the prevention and management of crises within organisations. The research was grounded in the Uncertainty Reduction Theory. The researcher utilised a qualitative research method, which was suitable for examining a position paper. The researchers found a correlation between the effective use of Corporate Social Responsibility and its potential for being a useful tool in crisis management. Based on the data, it can be observed that organisations possess a variety of strategies for Corporate Social Responsibility (CSR) that can be utilised to both proactively prevent and effectively manage crises. The lack of integration of Corporate Social Responsibility (CSR) into organisational practises is a notable issue, considering its significance in crisis prevention and mitigation strategies. Organisations in Nigeria and the diaspora face significant challenges when it comes to crisis mitigation. The study's findings emphasise the importance of organisations consistently offering training and retraining opportunities to their staff in the CSR department. The training should prioritise contemporary strategies and emphasise the significance of incorporating corporate social responsibility (CSR) in crisis management. It is recommended that organisations regularly incorporate corporate social responsibility (CSR) as a proactive strategy to prevent crises, rather than solely depending on crisis management.

The utilisation of Corporate Social Responsibility (CSR) offers greater benefits and cost-efficiency in the prevention of crises as opposed to the approach of managing them once they have already transpired. While the above study and the current one emphasise CSR and crisis management, they differ in terms of research design, stakeholders and research objectives (CSR performance and banking loyalty vs. CSR as a crisis management tactic).

Furthermore, Zhang & Myers (2010) conducted a study that analysed the correlation between corporate social responsibility (CSR) and crisis management (CM). The researchers conducted an analysis of the similarities between crisis management and corporate social responsibility. The identification of these similarities can serve as a valuable tool for informing future goals, particularly in the realm of strategic planning. The study utilised the crisis management theory as its foundation and employed survey methodology as the chosen research strategy. The primary conclusions were derived from a comprehensive investigation that incorporated a case study and the collection of data from individuals in managerial and non-managerial roles across various industries. The research findings indicate a significant correlation between corporate marketing (CM) and corporate social responsibility (CSR).

The data suggests that consumers experience advantages from this mutually beneficial connection as it enhances their ability to recognise brands and organisations that offer high-quality goods and services. The ability to establish and maintain positive relationships with customers, as well as provide internal guidance for staff and management, is a highly valuable asset for businesses. The growing complexity of goods, higher consumer expectations and increased media scrutiny are factors contributing to the increasing significance of crisis prevention and corporate social responsibility in strategic planning.

Both the case analysis and industry experts emphasised the importance of product development and quality. While both studies examine the relationship between CSR and organisational outcomes, the current study differs in terms of research design (mixed research vs. survey methodology), stakeholders and research objectives.

Similarly, Tokakis, Polychroniou & Boustras (2019) conducted a study to analyse the various factors that impact crisis management in public administration for safety events at different stages, including pre-crisis, crisis and post-crisis. A group of 177 individuals with previous experience in crisis management was chosen in Greece. The individuals present at the event were representatives of the government, various civic groups and the military or security forces. The data were obtained by conducting face-to-face interviews using a standardised questionnaire to gather the required information.

The factors that influence the three phases of crisis management in public administration, which are pre-crisis, crisis and post-crisis, include the decision-making capabilities of the leader and crisis management team, the effectiveness of communication both internally and externally and the characteristics of the crisis itself. The concept of a crisis can be divided into three distinct stages: pre-crisis, crisis and post-crisis. The management implications of this situation require cultural and structural changes, as well as improvements in the crisis management team leader's decision-making abilities. Additionally, internal communication channels and procedures should be modified and the external communication strategy should be revamped. In today's dynamic and unpredictable environment, it is crucial to implement these actions in order to effectively manage safety incidents. While this study and the current one share similarities in terms of using mixed research methods and interviews, it differs from the current study in terms of industry focus (banking industry vs. public administration).

More so, Mensah (2019) carried out a research to investigate how corporate social responsibility affects sustainable development. The mining community in Ghana's Obuasi Municipality was the main focus of the inquiry. In an analysis of the link between CSR and the sustainable development of residents of Obuasi, a gold mining settlement in Ghana's Ashanti region, Mensah performed a research. The Municipality's adoption of Aga Company's corporate social responsibility policy was examined in the research. It evaluated how well the policy was applied to the business's daily activities.

The study's main objective was to evaluate the CSR programmes that Angolo Mine in Obuasi, Ghana, has put in place. One of Ghana's 10 gold mines is located in the Obuasi township, where the study was conducted. To give the study structure, the researcher developed a series of research questions. The current study differs from Mensah's research in terms of industry focus (UBA vs. mining), stakeholders (private broadcast stations vs. residents of Obuasi) and research objectives (CSR performance and corporate image vs. CSR and sustainable development). However they relate in that both deal on image building and management.

Additionally, Setiawan and Tjiang (2009) examined the connection between market success, financial performance and corporate social responsibility. The Indonesian consumer products business was the focus of a case study that was carried out by the researchers. The purpose of the research was to collect empirical data about the relationship between market performance, financial performance and corporate social responsibility. The study's objective was to analyse a specific sample of consumer products businesses that were listed between 2007 and 2010 on the Indonesian Stock Exchange.

Presenting actual data on the possible benefits of adopting corporate social responsibility on the financial and market performance of Indonesian firms was the paper's main goal. The consumer goods industries are made up of a number of different businesses that produce things meant for individual consumption meet a range of demands and promote economic growth. Model regression analysis and descriptive statistics were used to analyse the data. The research used interviews as a means of obtaining thoughts on corporate social responsibility from stock analysts, investors and consumers.

The researchers selected the Indonesian consumer goods business as the study's topic based on the industry's unique features. This sector is characterised by intense competitiveness, a high level of political risk and significant consumer visibility. In their study, the authors used methodologies from content analysis and survey research. The purpose of the interview was to collect information related to the topic.

Regression analysis was used by the authors, especially using the ordinary least squares approach, to examine the two proposed hypotheses. Sentences pertaining to each aspect of corporate social responsibility that were revealed in the annual reports of the sample corporations were tracked using content analysis. Along with other research techniques, the writers used interviews as a data gathering tool to get information from customers, stock experts and investors. The findings that followed were obtained from the study's analysis. It showed that the way that customers see and react to a business and its goods is correlated with its corporate social responsibility activities and that businesses that prioritise corporate social responsibility often provide their customers with high-quality goods at competitive pricing. The current study differs from Setiawan & Tjiang's research in terms of industry focus, stakeholders and research objectives.

In order to examine the relationship between organisational success and corporate social responsibility, Onuoha (2010) focused on Nigerian Breweries PLC in Enugu. Examining the connection between organisational success and corporate social responsibility was the primary goal of the research project. In addition, the research aimed to examine the specific methods used by the company to incorporate the corporate social responsibility plan into its daily operations.

This study's main goal is to investigate and assess the connection between organisational performance and corporate social responsibility.

The primary goal is to pinpoint the crucial areas where Nigeria Breweries PLC develops its plan for corporate social responsibility. A descriptive survey approach was used by the researchers to collect dependable and precise data about corporate social responsibility. The main aim of the researcher was to scrutinise the answers provided by the staff, with a particular emphasis on comprehending the impact of their choices and conduct on the organisation's general prosperity. The researcher used a mix of primary and secondary data in order to minimise bias and unpredictability. The responses to the questions, which were specifically designed to look at these particular criteria, were meticulously recorded. Using statistical methods such as a basic percentage, mean and frequency distribution table, the study data were analysed. The study used Chi-square (X2) and Pearson's correlation coefficient to investigate the hypotheses and assess participant answers about corporate social responsibility issues. The study's conclusions point to a significant relationship between corporate social responsibility and businesses' expansion and success.

The report proposes that the company boosts organisational effectiveness by incorporating corporate social responsibility into its operations. The author recommended that organisations must have a clear code of corporate behaviour because it creates a thorough framework of moral, legal and ethical principles. The expectations and policies that direct the organisation's daily activities should be clearly communicated via this code. More so, prioritising the demands of stakeholders in operational decision-making is crucial for companies. It was also recommended that establishing and maintaining a supportive work environment should be an organisation's top priority. Creating an environment where people actually care about their coworkers' well-being is one way to do this. The current study differs from Onuoha's research in terms of industry focus (UBA vs. Nigerian Breweries PLC), stakeholders and research objectives (CSR performance and customer loyalty vs. CSR and organisational success). The theories used were also different but the study relate in terms of research design.

In the same vein, Adeosun and Ganiyu (2020) conducted a study on the impact of corporate social responsibility on employee commitment in Nigerian banks, with the primary objective of investigating the relationship between CSR activities and employee commitment, and the study was based on the social identity theory, which posits that employees' perceptions of their organization's values and practices influence their commitment and behavior. The study employed a survey research design, using a structured questionnaire to collect data from employees of Nigerian banks, and the findings revealed that CSR activities, including philanthropic and ethical responsibilities, had a significant positive impact on employee commitment, suggesting that Nigerian banks should prioritize CSR initiatives to enhance employee commitment and retention. The study's conclusion highlights the importance of CSR in promoting employee commitment, and the authors recommend that banks should incorporate CSR into their business strategies to improve employee commitment and retention. This study relates to the current study on the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State, in that both studies examine the impact of CSR on organizational outcomes, although the current study focuses on customer loyalty while the previous study focused on employee commitment, and the two studies differ in terms of their sample population and scope, with the current study focusing specifically on UBA customers in Benin City, while the previous study had a broader scope.

Amosun and Olowookere (2023) investigated the relationship between corporate social responsibility and corporate reputation in the Nigerian banking industry, with the primary objective of examining the impact of CSR activities on corporate reputation, and the study was based on the stakeholder theory, which posits that organizations have a responsibility to various stakeholders, including customers, employees, and the community. The study employed a survey research design, using a structured questionnaire to collect data from stakeholders of Nigerian banks, and the findings revealed that CSR activities, including environmental and social responsibilities, had a significant positive impact on corporate reputation, suggesting that Nigerian banks should prioritize CSR initiatives to enhance their corporate reputation. The study's conclusion highlights the importance of CSR in promoting corporate reputation, and the authors recommend that banks should incorporate CSR into their business strategies to improve their corporate reputation. This study relates to the current study on the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State, in that both studies examine the impact of CSR on organizational outcomes, although the current study focuses on customer loyalty while the previous study focused on corporate reputation, and the two studies differ in terms of their sample population and scope, with the current study focusing specifically on UBA customers in Benin City, while the previous study had a broader scope.

Ekwueme and Ezejiofor (2021) conducted a study on the impact of corporate social responsibility on financial performance in Nigerian banks, with the primary objective of investigating the relationship between CSR activities and financial performance, and the study was based on the stakeholder theory, which posits that organizations have a responsibility to various stakeholders, including shareholders, employees, and the community. The study employed a quantitative research design, using financial data from Nigerian banks, and the findings revealed that CSR activities, including philanthropic and ethical responsibilities, had a significant positive impact on financial performance, suggesting that Nigerian banks should prioritize CSR initiatives to improve their financial performance. The study's conclusion highlights the importance of CSR in promoting financial performance, and the authors recommend that banks should incorporate CSR into their business strategies to improve their financial performance. This study relates to the current study on the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State, in that both studies examine the impact of CSR on organizational outcomes, although the current study focuses on customer loyalty while the previous study focused on financial performance, and the two studies differ in terms of their sample population and scope, with the current study focusing specifically on UBA customers in Benin City, while the previous study had a broader scope.

Nwodu (2022) examined the relationship between corporate social responsibility and customer satisfaction in the Nigerian banking industry, with the primary objective of investigating the impact of CSR activities on customer satisfaction, and the study was based on the expectancy-disconfirmation theory, which posits that customers' satisfaction is influenced by their expectations and perceptions of an organization's performance. The study employed a survey research design, using a structured questionnaire to collect data from customers of Nigerian banks, and the findings revealed that CSR activities, including environmental and social responsibilities, had a significant positive impact on customer satisfaction, suggesting that Nigerian banks should prioritize CSR initiatives to improve customer satisfaction. The study's conclusion highlights the importance of CSR in promoting customer satisfaction, and the authors recommend that banks should incorporate CSR into their business strategies to improve customer satisfaction. This study relates to the current study on the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State, in that both studies examine the impact of CSR on customer outcomes, although the current study focuses on customer loyalty while the previous study focused on customer satisfaction, and the two studies differ in terms of their sample population and scope, with the current study focusing specifically.

Okoro and Okoro (2020) conducted a study on the impact of corporate social responsibility on brand image in Nigerian banks, with the primary objective of investigating the relationship between CSR activities and brand image, and the study was based on the branding theory, which posits that CSR activities can enhance a company's brand image. The study employed a survey research design, using a structured questionnaire to collect data from customers of Nigerian banks, and the findings revealed that CSR activities, including philanthropic and ethical responsibilities, had a significant positive impact on brand image, suggesting that Nigerian banks should prioritize CSR initiatives to enhance their brand image. The study's conclusion highlights the importance of CSR in promoting brand image, and the authors recommend that banks should incorporate CSR into their business strategies to improve their brand image. This study relates to the current study on the influence of CSR on banking loyalty among customers of UBA in Benin City, Edo State, in that both studies examine the impact of CSR on organizational outcomes, although the current study focuses on customer loyalty while the previous study focused on brand image, and the two studies differ in terms of their sample population and scope, with the current study focusing specifically on UBA customers in Benin City, while the previous study had a broader scope.

## 2.8 Theoretical Framework

This study was anchored on Reputation management and the stakeholder theories.

### Reputation Management Theory

The Reputation Management Theory, which emerged in the 1990s within the field of strategic management, delves into the strategic significance of managing and enhancing an organisation's reputation among its stakeholders (Reynolds, 2006). It recognises reputation as a valuable intangible asset that can confer competitive advantages and play a crucial role in organisational success. Under this theory, reputation is shaped by stakeholders' perceptions, evaluations and expectations of an organisation's actions, behaviours and overall performance (Jones, 1991).

At its core, Reputation Management Theory posits that organisations can actively manage their reputation by employing strategic actions, communication strategies and relationship-building efforts with their stakeholders (Reynolds, 2006). By doing so organisations aim to cultivate stakeholder trust and confidence. Reputation acts as a signal of an organisation's past behaviour and future intentions, influencing stakeholders' decisions to engage with the organisation, form alliances or engage in transactions.

However, the theory has not been without criticism. One challenge lies in the measurement of reputation. Objective and reliable metrics for assessing reputation comprehensively remain elusive and there is no consensus on a standardised approach. Reputation is an intricate concept influenced by multiple subjective factors, making it difficult to capture and quantify accurately (Jones, 1991). Moreover, the theory may not fully account for the complex dynamics of reputation formation, including the role of external factors beyond an organisation's control, such as media coverage, public opinion and societal trends. It also faces criticism for potentially overlooking the diverse perspectives and expectations of stakeholders in evaluating reputation, as stakeholders may attribute different meanings to reputation based on their unique backgrounds, experiences and values.

Despite these criticisms, the Reputation Management Theory holds practical relevance and finds applications in various domains. One crucial application lies in crisis management. When organisations face reputation-damaging incidents or crises, reputation management strategies can help them respond effectively, mitigate damage and rebuild trust with stakeholders (Jones, 1991). By proactively addressing the concerns of stakeholders organisations can minimise the negative impact of crises on their reputation and, in some cases, even emerge stronger.

Additionally, reputation management principles inform branding and marketing strategies. Organisations consciously craft their brand image and messaging to shape stakeholders' perceptions and build a positive reputation among target audiences. By delivering on brand promises and consistently meeting stakeholders' expectations organisations can enhance their reputation and foster long-term relationships (Reynolds, 2006).

Furthermore, reputation management plays a vital role in stakeholder engagement. Organisations employ various strategies, such as transparency, responsiveness and stakeholder dialogue, to address stakeholder concerns and demonstrate ethical behaviour. By actively managing relationships with stakeholders and incorporating their perspectives organisations can establish trust, maintain credibility and foster mutually beneficial interactions. In the realm of investor relations, the Reputation Management Theory is highly relevant. Reputation influences investment decisions as investors assess an organisation's reputation for integrity, financial performance and ethical conduct. A positive reputation can attract investment, increase market value and provide organisations with a competitive advantage. Therefore organisations must prioritise reputation management to cultivate investor trust and confidence.

**Stakeholder Theory**

Stakeholder theory is a management theory that focuses on the relationships between organisations and their stakeholders. It posits that organisations should consider the interests and concerns of various stakeholders, including employees, customers, suppliers, communities and shareholders, in their decision-making processes. The origin of Stakeholder Theory can be traced back to the work of R. Edward Freeman, who first introduced the concept in his 1984 book "Strategic Management: A Stakeholder Approach."

The tenets of stakeholder theory revolve around the idea that organisations should not only prioritise the interests of shareholders but also take into account the legitimate concerns and interests of all stakeholders. Freeman, Wicks & Parmar (2004) argue that organisations should adopt a broader view of their purpose and consider the impact of their actions on all stakeholders. The theory suggests that organisations should engage in stakeholder analysis, identify key stakeholders, understand their needs and expectations and make decisions that balance their interests.

Critics of stakeholder theory have raised several concerns. Branco and Rodrigues (2007) position Stakeholder Theory within the broader debate on corporate social responsibility (CSR) and argue that the theory may lack clarity and consistency. They highlight the challenge of identifying and prioritising stakeholders and suggest that the theory may struggle to provide practical guidance to organisations. Philips (2004) raises questions about the applicability and feasibility of Stakeholder Theory, particularly in terms of balancing conflicting stakeholder interests and determining the legitimacy of stakeholder claims. These criticisms highlight the complexities and practical challenges associated with implementing Stakeholder Theory in organisational decision-making processes.

In the current study stakeholder theory can be applied to understand how these stations engage with and respond to the interests and concerns of their stakeholders. By analysing the application of stakeholder theory to this study, we can gain insights into how the broadcast stations identify, prioritise and address the needs and expectations of their stakeholders, including viewers, advertisers, employees and the local community.

Stakeholder theory suggests that organisations should take a broader view of their purpose and consider the impact of their actions on all stakeholders, rather than solely focusing on shareholder interests. In the context of the study, the broadcast stations can apply Stakeholder Theory by conducting stakeholder analysis to identify the key stakeholders and understand their specific concerns and expectations regarding CSR and corporate image. This analysis can help the stations prioritise their efforts and allocate resources to address the most relevant stakeholder issues.

Moreover, Stakeholder Theory emphasises the importance of stakeholder engagement and dialogue. The broadcast stations can engage with their stakeholders through various communication channels, such as public forums, surveys or direct interactions, to gather feedback and insights on their CSR initiatives and corporate image. This engagement process enables the stations to respond to stakeholder concerns, build trust and enhance their relationships with key stakeholders.

Stakeholder Theory is highly applicable to the study of Corporate Social Responsibility (CSR) performance and the corporate image of select private broadcast stations in Katsina State, Nigeria. This theory posits that organisations should consider and balance the interests of all stakeholders, not just shareholders, in their decisions and operations. In the context of this study, the broadcast stations are seen as corporate entities whose actions and CSR initiatives have a wide-ranging impact on various stakeholders, including employees, viewers, advertisers, regulatory bodies and the local community. By applying Stakeholder Theory, the study could assess how effectively these broadcast stations are engaging with and addressing the needs and expectations of these diverse groups through their CSR activities. This approach would enable an exploration of whether and how CSR efforts contribute to the overall corporate image, potentially influencing public perception, trust and loyalty. The theory underscores the interconnectedness between an organisation’s social responsibility initiatives and its reputation, suggesting that a strategic and inclusive approach to CSR can enhance a company's standing and credibility among its stakeholders.

# CHAPTER THREE

# METHODOLOGY

This chapter provides a comprehensive account of the methodology. It includes the:

3.1 Research Design

3.2 Population of the Study

3.3 Sample Size

3.4 Sampling Technique

3.5 Research Instrument

3.6 Validity of the Instrument

3.7 Reliability of the Instrument

3.8 Method of Data Collection

3.9 Method of Data Analysis

## 3.1 Research Design

The survey research design was adopted for this study. The survey component of the research design involved the use of standardised questionnaire–administered to a sample of participants. This quantitative approach enabled the collection of numerical data on various variables related to the study. Survey was chosen for its ability to efficiently gather data from a larger number of participants, ensuring a representative sample and providing statistical analysis opportunities to examine patterns, correlations and trends. The quantitative data from survey provided a broad overview and statistical analysis allowing for a comprehensive understanding of the topic.

## 3.2 Population of the Study

The population of this study was estimated at 1,904,631. This figure is based on the population projection provided by the Enumeration Area Demarcation (EAD) Data for the year

2023. This population served as the target group for the research, allowing for a comprehensive examination of the research objectives within the specific context of Benin City.

## 3.3 Sample Size

The sample size for this study was 384. Kretch and Morgan formula with 95% confidence level ($Z = 1.96$) and a margin of error of 5% (expressed as a decimal, 0.05) was used to calculate the survey sample size.

Using the formula:

$n = (Z^2 \; p \; q) / (E^2)$

Where:

$n$ = required sample size

$Z$ = Z-score corresponding to the desired confidence level

$p$ = estimated proportion of the population

$q = 1 - p$ (complement of p)

$E$ = margin of error

Inputting these figures

$n = (1.96^2 \; 0.5 \; 0.5) / (0.05^2)$

$n = (3.8416 \; 0.25) / 0.0025$

$n = 0.9604 / 0.0025$

$n \approx 384$

## 3.4 Sampling Technique

Multi-stage sampling technique was adopted for this study. In the first stage, the researcher purposively selected Benin City because it is the capital of Edo State. In the second stage, the researcher picked 3 Local Government Areas within Benin metropolis, namely, Oredo

Local Government Area, Ikpoba Okha Local Government Area and Egor Local Government Area. In the third stage, the researcher also randomly selected highly populated areas in the three Local Government Areas. For Oredo, Ring road (Central park) was selected, For Egor, Uselu was selected While for Ikpoba-Okah, Aduwawa was selected. In the fourth stage, the researcher chose simple random sampling technique to distribute 133 copies of questionnaire to residence of Oredo and Ikpoba-Okah respectively while the other 134 copies of questionnaire would be randomly distributed in Ikpoba-Okhah Local Government Area. It should be noted that all the copies of the questionnaire were distributed to adults in the research populations.

### 3.5 Instrument of Data Collection

The chosen instrument for data collection from survey design in this study was the questionnaire. A questionnaire is a tool commonly used in research studies to gather information from a specific group of people. It typically consists of a series of relevant questions or statements designed to elicit responses that are pertinent to the study's objectives. The questionnaire consisted a combination of closed-ended questions and Likert-scale questions. Closed-ended questions are effective because they offer respondents predetermined response options, which facilitates the process of collecting and analysing data in an efficient manner. Likert-scale questions are designed to assess the extent to which respondents agree or disagree with specific statements. Through quantifying their opinions and perceptions, these questions provided a numerical measure of their attitudes.

### 3.6 Validity of the Instrument

To ensure the validity of the instrument used in this study, several steps were taken. Firstly, the items for the instrument were derived from an extensive review of relevant literature. This was done to ensure that the items were directly related to the variables under investigation.

The items were then subjected to scrutiny by lecturers and public relations practitioners to ensure their appropriateness. Also, the researcher's supervisor reviewed the instrument to measure the validity.

### 3.7 Reliability of Research Instruments

Pilot testing was used to ascertain the reliability of the research instrument. During the pilot test, a total of 25 copies of questionnaire were distributed to UBA customers before actual distribution of questionnaire. The result showed a Cronbach alpha reliability result of 0.86 which made the instrument to be considered reliable.

### 3.8 Method of Data Collection

The method of data collection for the questionnaire was face-to-face administration. The researcher personally distributed the copies of questionnaire to host communities including members of staff of the radio stations being studied. Firstly, face-to-face administration allowed the researcher to establish direct contact with the respondents, which enhanced response rates and ensured clarity in understanding the questionnaire items. The researcher provided any necessary clarifications or instructions in real-time, reducing the potential for misinterpretation of questions. Additionally, it allowed for immediate clarification of any doubts or uncertainties the respondents may have had, thereby increasing the accuracy and reliability of the collected data.

Furthermore, the face-to-face method was considered appropriate given the sensitivity and potential security concerns related to the chosen research context. Through personally administering the questionnaire, the researcher built rapport and trust with the respondents, thereby encouraging their participation and ensuring the collection of accurate and reliable data. This approach is particularly important in a region affected by security challenges, as it allowed the researcher to address any concerns and establish a safe and confidential environment for the respondents to freely express their opinions and experiences.

### 3.9 Method of Data Analysis

The data analysis for the study involved the use of different methods for analysing the data obtained from the questionnaire and the interviews. For the questionnaire data, a simple percentage analysis was employed. This method involved calculating the percentage of respondents who selected each response option for each question. The percentages provided a clear understanding of the distribution of responses and allow for comparisons across different variables. This analysis method was appropriate for quantitative data obtained from closed-ended questions in the questionnaire.

The use of simple percentage analysis is justified for several reasons. Firstly, it provided a straightforward and easily interpretable summary of the data. The percentages allow for a quick understanding of the prevalence of different responses, making it easier to identify patterns and trends in the data. Additionally, using percentages facilitated comparisons between different variables, enabling the researcher to draw meaningful conclusions regarding the CSR performance and customer loyalty to UBA.

To test the hypotheses formulated in the study, a statistical tool (the chi-square) was employed. The chi-square test is a statistical test that examines the relationship between two categorical variables. It allowed the researcher to determine whether there is a significant association between the variables being investigated in the study. The test helped to ascertain if there are any statistically significant differences or relationships between the variables, providing evidence to support or refute the formulated hypotheses. The choice of the chi-square test for hypothesis testing is justified based on the nature of the data being analysed. Since the questionnaire data consists of categorical variables, the chi-square test is an appropriate statistical tool to assess the relationships and associations between these variables.

# CHAPTER FOUR

## DATA PRESENTATION AND ANALYSIS

This chapter presents the data, analysis and discussion of findings from the study.

**Table 1: Questionnaire Distribution Table**

| Variables | Frequency | Percentage % |
|---|---|---|
| Number of Questionnaire Sampled | 384 | 100% |
| Number of Questionnaire Retrieved | 378 | 98.4% |
| Number of Questionnaire Lost/Invalid | 6 | 1.6% |

**Source:** Field Survey, 2024

A total of 384 copies of the questionnaire were distributed in the field study, while three hundred and seventy-eight (378) copies were returned and validated for final analysis, making up a 98.4 percent return rate.

### 4.1. Presentation and Analysis of Data based on Biodata

**Table 2: Multivariate Table Showing Respondents' Demographic Data**

| Variables | Frequency | Percentage (%) |
|---|---|---|
| **Age** | | |
| 18-23 | 113 | 29.9% |
| 24-29 | 151 | 39.9% |
| 30-35 | 75 | 19.8% |
| 36 years and above | 39 | 10.3% |
| **Total** | 378 | 100% |
| **Gender** | | |
| Female | 195 | 51.6% |
| Male | 183 | 48.4% |
| **Total** | 378 | 100% |
| **Marital Status** | | |
| Married | 81 | 21.4% |
| Single | 246 | 65.0% |
| In a relationship | 30 | 7.9% |
| Divorced | 12 | 3.2% |
| Separated | 9 | 2.4% |
| **Total** | 378 | 100% |
| **Religion** | | |
| Christianity | 261 | 69.2% |
| Muslim | 90 | 23.8% |
| Traditional | 21 | 5.5% |
| Others | 6 | 1.6% |
| **Total** | 378 | 100% |
| **Educational Attainment** | | |
| First School Leaving Certificate | 9 | 2.4% |
| WAEC/GCE | 45 | 11.9% |
| Diploma | 68 | 18.0% |
| B.Sc. /B.A. /B.Ed. / HND | 241 | 63.8% |
| M.Sc. / M.A. / M.Ed. | 15 | 4.0% |
| **Total** | 378 | 100% |

**Source:** Field Survey, 2025.

The demographic data presented in Table 2 provides valuable insights into the characteristics of the participants involved in the study on the influence of corporate social responsibility (CSR) on banking loyalty among customers of United Bank for Africa (UBA) in Benin City, Edo State.

Firstly, the age distribution of respondents reveals a predominantly young demographic. The largest age group, comprising nearly 40% of the participants, falls within the 24-29 years category. This suggests that younger adults are significantly engaged with UBA, potentially indicative of the bank's efforts to attract a younger clientele through innovative products and services. Conversely, only a small percentage of respondents are aged 36 and above, which may imply that older individuals are less likely to engage with UBA or may have loyalty to other financial institutions.

In terms of gender, the data shows a slightly higher representation of females, constituting over 51% of the respondents. This gender distribution suggests that UBA's customer base is relatively balanced, yet there is a notable inclination among women to engage with the bank. For the marital status of participants, the data indicates that the majority are single, accounting for 65% of respondents. This high percentage may reflect a trend among younger adults who are more likely to be single and possibly more open to exploring banking options that meet their evolving financial needs. On the other hand, only a small fraction of the respondents are married, divorced, or separated.

The religious affiliation of respondents shows that Christianity is the predominant faith, with over 69% identifying as Christians. This majority could suggest that UBA might benefit from aligning its CSR initiatives with community values and activities that resonate with Christian teachings, thereby strengthening its relationship with this demographic. Meanwhile, the Muslim community represents nearly 24%, indicating a significant presence that UBA should consider in its outreach and CSR strategies.

Lastly, the educational attainment of the respondents highlights a well-educated customer base, with a substantial 63.8% holding degrees (B.Sc., B.A., B.Ed., or HND). This suggests that UBA's services may be appealing to individuals with higher education, who may have different expectations regarding banking services and CSR initiatives. The relatively small percentage of respondents with lower educational qualifications, such as those with only the First School Leaving Certificate, indicates that UBA's target market is predominantly composed of individuals who are likely to engage in informed decision-making regarding their banking relationships.

### 4.2 Presentation and Analysis of Data based on other items in the Questionnaire

**Table 3: CSR Initiatives Undertaken by UBA in Benin City**

| Statements | SA (%) | A (%) | N (%) | D (%) | SD (%) | Total | X |
|---|---|---|---|---|---|---|---|
| (a) UBA has implemented educational programmes for local schools in Benin City. | 30 (7.9) | 50 (13.2) | 15 (4.0) | 150 (39.7) | 133 (35.2) | 378 | 2.48 |
| (b) UBA supports health initiatives in the community, such as medical outreach programs. | 25 (6.6) | 40 (10.6) | 12 (3.2) | 160 (42.4) | 141 (37.3) | 378 | 2.43 |
| (c) UBA is involved in environmental sustainability efforts in Edo State. | 20 (5.3) | 30 (7.9) | 10 (2.6) | 160 (42.4) | 158 (41.8) | 378 | 2.38 |
| (d) UBA provides financial literacy training to residents of Benin City. | 15 (4.0) | 25 (6.6) | 15 (4.0) | 170 (44.9) | 153 (40.5) | 378 | 2.32 |
| (e) I am aware of UBA's contributions to local community development projects. | 20 (5.3) | 30 (7.9) | 14 (3.7) | 165 (43.7) | 149 (39.4) | 378 | 2.39 |

**Source:** Field Survey, 2025.

Table 3 presents perceptions regarding the corporate social responsibility (CSR) initiatives undertaken by United Bank for Africa (UBA) in Benin City. The responses reflect notable insights into community awareness and recognition of these initiatives. A significant number of respondents reported a lack of awareness about UBA’s educational programmes for local schools. This indicates that, despite any existing efforts, the initiatives may not be effectively communicated or recognised within the community. The low levels of positive responses suggest that educational contributions might not be seen as a priority by the bank or acknowledged by the public.

In terms of health initiatives, responses indicate that many participants are unaware of UBA’s involvement in community health programmes, including medical outreach. This lack of recognition suggests that these initiatives may not have a strong presence in the minds of community members, which could affect perceptions of UBA’s commitment to local health needs.

When it comes to environmental sustainability, the responses reveal a similar trend of low awareness. Many respondents do not acknowledge UBA’s efforts in this area, which suggests that the bank’s environmental initiatives may not resonate with or be visible to the community. This could reflect a broader issue of engagement in sustainability efforts. The data on financial literacy training indicates that awareness of these programmes is also limited among respondents. Many participants do not recognise UBA’s role in providing financial education, which may imply that these initiatives are not sufficiently integrated into the community’s understanding of the bank’s contributions.

Lastly, the overall awareness of UBA's contributions to local community development projects is notably low. Many respondents are either neutral or unaware of the bank's involvement in such initiatives, suggesting a disconnect between UBA's activities and community recognition. In summary, the data illustrates a significant lack of awareness regarding UBA’s CSR initiatives among respondents in Benin City. This lack of recognition spans various areas, including education, health, environmental sustainability, financial literacy, and community development. The implications of these findings suggest that UBA's CSR efforts may not be effectively reaching or resonating with the local community.

**Table 4: Perception of UBA Customers Regarding CSR Initiatives**

| Perception of CSR Initiatives | SA (%) | A (%) | N (%) | D (%) | SD (%) | Total | X |
|---|---|---|---|---|---|---|---|
| (a) UBA's CSR initiatives positively impact your community. | 25 (6.6) | 40 (10.6) | 30 (7.9) | 150 (39.7) | 133 (35.2) | 378 | 2.41 |
| (b) I trust UBA more because of its CSR activities. | 20 (5.3) | 35 (9.2) | 25 (6.6) | 160 (42.4) | 138 (36.5) | 378 | 2.34 |
| (c) UBA's CSR efforts are well-publicized and transparent. | 15 (4.0) | 25 (6.6) | 20 (5.3) | 165 (43.7) | 153 (40.5) | 378 | 2.31 |
| (d) I feel motivated to support UBA due to its CSR initiatives. | 18 (4.8) | 29 (7.7) | 20 (5.3) | 170 (44.9) | 141 (37.3) | 378 | 2.32 |
| (e) UBA’s CSR initiatives make me proud to be a customer. | 22 (5.8) | 28 (7.4) | 15 (4.0) | 160 (42.4) | 153 (40.5) | 378 | 2.36 |

**Source:** Field Survey, 2025.

Table 4 outlines customer perceptions of United Bank for Africa's (UBA) corporate social responsibility (CSR) initiatives. These insights reveal how customers view the bank's efforts to contribute to the community and the impact of these initiatives on their relationship with UBA. The data indicates that only 6.6% of respondents strongly agree that UBA's CSR initiatives positively impact their community. This suggests a disconnect between the bank's efforts and the public's recognition of those efforts. If customers feel that UBA's contributions are minimal or ineffective, it could lead to reduced trust and engagement with the bank.

In examining trust, only 5.3% of customers strongly agree that UBA’s CSR activities enhance their trust in the bank. This lack of trust may stem from a belief that the initiatives are insincere or not aligned with community needs. Trust is a crucial component of customer loyalty, and if customers do not see a direct link between CSR efforts and their overall experience with UBA, their loyalty might wane.

The perception that UBA's CSR efforts are not well-publicized or transparent is evident, with only 4.0% of respondents strongly agreeing that the bank's activities are clearly communicated. Many customers feel uninformed about these initiatives, which can lead to a sense of alienation. When customers are not aware of the bank's contributions, it diminishes the potential for these initiatives to foster community engagement and support.

The data in table 4 further reveals that only 4.8% of customers feel motivated to support UBA due to its CSR initiatives. This indicates that the initiatives may not resonate with customer values or expectations. Without a strong connection to the bank's CSR activities, customers may feel less inclined to remain loyal or endorse UBA to others. Finally, the data shows that many customers do not feel a sense of pride in being associated with UBA because of its CSR initiatives. This lack of pride can impact customer retention, as individuals are often drawn to brands that reflect their values and contribute positively to society. If customers do not feel proud to be part of UBA, it could affect their overall satisfaction and loyalty.

In all, the perceptions gathered from customers suggest a significant gap between UBA's CSR initiatives and public recognition of their value. The implications of this data highlight potential challenges for UBA in building trust, loyalty, and engagement among its customer base.

Addressing these perceptions may be crucial for the bank to strengthen its relationship with the community and enhance the effectiveness of its CSR efforts.

**Table 5: Influence of CSR on Banking Loyalty to UBA**

| Influence of CSR on Banking Loyalty | SA (%) | A (%) | N (%) | D (%) | SD (%) | Total | X |
|---|---|---|---|---|---|---|---|
| (16) UBA's CSR initiatives enhance my loyalty to the bank. | 70 (18.5) | 75 (19.8) | 15 (4.0) | 100 (26.4) | 118 (31.2) | 378 | 2.54 |
| (17) I am more likely to remain a customer of UBA due to its CSR efforts. | 68 (18.0) | 80 (21.1) | 15 (4.0) | 105 (27.8) | 110 (29.1) | 378 | 2.51 |
| (18) UBA's involvement in community projects influences my choice of bank. | 75 (19.8) | 70 (18.5) | 15 (4.0) | 105 (27.8) | 113 (29.9) | 378 | 2.52 |
| (19) I would recommend UBA to others because of its CSR initiatives. | 65 (17.2) | 85 (22.5) | 15 (4.0) | 110 (29.1) | 103 (27.2) | 378 | 2.49 |
| (20) My banking loyalty is influenced by UBA’s commitment to social responsibility. | 72 (19.0) | 78 (20.6) | 15 (4.0) | 100 (26.4) | 113 (29.9) | 378 | 2.51 |

**Source:** Field Survey, 2025.

Table 4 examines how United Bank for Africa's (UBA) corporate social responsibility (CSR) initiatives influence customer loyalty. The responses reveal a range of opinions on the impact of these initiatives on customers’ decisions to remain loyal to the bank. A notable portion of respondents believes that UBA's CSR initiatives enhance their loyalty. However, a significant minority expresses disagreement or neutrality. This indicates that while CSR efforts resonate with some customers, they may not be the primary driver of loyalty for others. More so, many customers indicate that they are more likely to stay with UBA due to its CSR efforts, but a considerable minority remain neutral or disagree. This suggests that while CSR can influence retention, other factors, such as service quality, may be more critical in shaping loyalty.

More so, customers recognised UBA's involvement in community projects as a positive factor, yet it may not be decisive for everyone. When it comes to recommending UBA to others due to its CSR initiatives, some respondents show agreement, but a substantial number remain neutral or disagree. This suggests that while CSR can contribute to positive word-of-mouth, it is not the primary motivator for customer advocacy. More so, many customers acknowledged UBA’s commitment to social responsibility as a factor influencing their loyalty. However, a significant minority remain neutral or disagree, highlighting an opportunity for UBA to enhance its narrative around social responsibility. In all, the data reflects a mixed perception among UBA customers regarding the influence of CSR initiatives on their loyalty. While there is positive sentiment among some, a considerable number of respondents express neutrality or disagreement.

**Table 6: Factors Influencing Effectiveness of CSR Initiatives of UBA**

| Factors Influencing Effectiveness | SA (%) | A (%) | N (%) | D (%) | SD (%) | Total | X |
|---|---|---|---|---|---|---|---|
| (21) Community engagement in CSR projects is essential for effectiveness. | 100 (26.5) | 90 (23.8) | 20 (5.3) | 85 (22.5) | 83 (21.9) | 378 | 2.66 |
| (22) Transparency in reporting CSR activities enhances their impact. | 110 (29.1) | 85 (22.5) | 20 (5.3) | 80 (21.1) | 83 (21.9) | 378 | 2.70 |
| (23) The alignment of CSR initiatives with community needs is crucial. | 95 (25.1) | 100 (26.5) | 20 (5.3) | 70 (18.5) | 93 (24.6) | 378 | 2.60 |
| (24) Consistent communication about CSR activities increases their effectiveness. | 105 (27.8) | 95 (25.1) | 20 (5.3) | 75 (19.8) | 83 (21.9) | 378 | 2.67 |
| (25) Collaboration with local organizations enhances the success of CSR initiatives. | 115 (30.4) | 80 (21.1) | 20 (5.3) | 70 (18.5) | 93 (24.6) | 378 | 2.70 |

**Source:** Field Survey, 2025.

Table 5 examines various factors that influence the effectiveness of United Bank for Africa's (UBA) corporate social responsibility (CSR) initiatives. The responses highlight key themes reflecting the views of respondents regarding what contributes to the success of these initiatives. The data indicate that community engagement is viewed as essential for the effectiveness of CSR projects. A significant portion of respondents agrees that involving the community in the planning and execution of initiatives enhances their relevance and impact. This perspective suggests that initiatives perceived as community-driven are more likely to succeed, as they foster a sense of ownership among local stakeholders.

Transparency in reporting CSR activities is another crucial factor identified by respondents. Many believe that clear communication about the bank's efforts enhances the initiatives' overall impact. This transparency fosters trust between UBA and the community, as stakeholders feel informed about the activities being undertaken. It also allows for accountability, potentially encouraging greater community participation.

The alignment of CSR initiatives with the specific needs of the community is highlighted as a significant factor. Respondents express that initiatives must address genuine community concerns to be effective. This alignment ensures that UBA's efforts are relevant and impactful, suggesting that understanding local priorities is vital for the success of CSR activities. More so, **c**onsistent communication about CSR initiatives is emphasised as important for increasing their effectiveness. Respondents indicate that regular updates about ongoing projects can enhance community awareness and participation. This continuous dialogue keeps the community informed and engaged, allowing for feedback that can improve the initiatives.

Also, collaboration with local organisations is viewed as a factor that enhances the success of CSR initiatives. Many respondents believe that partnering with local entities can leverage existing networks and resources, leading to more successful outcomes. In summary, the data reveals several interrelated factors influencing the effectiveness of UBA's CSR initiatives.

These include community engagement, transparency in reporting, alignment with community needs, consistent communication, and collaboration with local organisations. Each of these factors plays a role in shaping the perceived impact and success of UBA's CSR efforts within the community.

### 4.3 Testing of Hypothesis

**HO1: There is no significant difference in the perception of UBA customers in Benin City regarding the bank's CSR initiatives**

| Frequency | Observed (O) | Expected (E) | O - E | $(O - E)^2$ | $(O - E)^2 / E$ |
|---|---|---|---|---|---|
| Strongly Agree | 25 | 75.6 | -50.6 | 2560.36 | 33.84 |
| Agree | 40 | 75.6 | -35.6 | 1265.76 | 16.70 |
| Neutral | 30 | 75.6 | -45.6 | 2073.36 | 27.39 |
| Disagree | 150 | 75.6 | 74.4 | 5539.36 | 73.15 |
| Strongly Disagree | 133 | 75.6 | 57.4 | 3295.76 | 43.51 |
| **Total** | **378** | **378** | | | **194.59** |

Calculated $(X^2) = \Sigma(O - E)^2 / E = 194.59$

**Decision Rule:** This hypothesis was analysed using data from Table 4. The chi-square test resulted in a test statistic of $X^2 = 194.59$, with 4 degrees of freedom. The corresponding p-value calculated was 0.000. The level of significance was set at 0.05. Since the p-value of 0.000 is less than 0.05, we reject the null hypothesis, indicating that there is a significant difference in the perception of UBA customers regarding the bank's CSR initiatives.

**HO2: There is no significant relationship between Corporate Social Responsibility (CSR) and banking loyalty among customers of UBA in Benin City, Edo State**

| Frequency | Observed (O) | Expected (E) | O - E | $(O - E)^2$ | $(O - E)^2 / E$ |
|---|---|---|---|---|---|
| Strongly Agree | 70 | 75.6 | -5.6 | 31.36 | 0.41 |
| Agree | 75 | 75.6 | -0.6 | 0.36 | 0.005 |
| Neutral | 15 | 75.6 | -60.6 | 3672.36 | 48.59 |
| Disagree | 100 | 75.6 | 24.4 | 596.16 | 7.89 |
| Strongly Disagree | 118 | 75.6 | 42.4 | 1804.96 | 23.87 |
| **Total** | **378** | **378** | | | **80.71** |

Calculated ($X^2$) = $\Sigma(O - E)^2 / E = 80.71$

**Decision Rule:** This hypothesis was analysed using data from Table 5. The chi-square test resulted in a test statistic of $X^2 = 80.71$, with 4 degrees of freedom. The corresponding p-value calculated was 0.000. The significance level was set at 0.05. Since the p-value of 0.000 is less than 0.05, we reject the null hypothesis, indicating that there is a significant relationship between CSR and banking loyalty among customers of UBA in Benin City.

## 4.4 Discussion of Findings

The findings from this study provide a comprehensive understanding of the influence of corporate social responsibility (CSR) initiatives on banking loyalty among customers of the United Bank for Africa (UBA) in Benin City, Edo State. The analysis reveals significant insights into customer demographics, awareness of CSR initiatives, and perceptions surrounding UBA's efforts in the community.

Firstly, the demographic data indicates a predominantly young and educated customer base, with a notable 39.9% of respondents aged 24-29 years. This age group is crucial for UBA as it suggests the bank's effective engagement with younger adults, who may be more receptive to innovative financial services and CSR initiatives. The substantial percentage of single respondents (65%) highlights an opportunity for UBA to tailor its marketing and CSR strategies to address the unique financial needs of young adults. This aligns with the findings of Adebayo and Ojo (2023), who assert that understanding customer demographics is vital for developing effective CSR initiatives that resonate with target audiences.

Despite the young demographic, the study reveals a significant lack of awareness regarding UBA's CSR initiatives. For instance, the data shows that only 7.9% of respondents strongly agree that UBA has implemented educational programmes for local schools, and only 6.6% are aware of health initiatives supported by the bank. This low level of awareness suggests that UBA's CSR efforts may not be effectively communicated to the community. According to Adeyanju (2018), effective CSR requires not only the implementation of initiatives but also robust communication strategies that inform the public about these efforts. The disconnect between UBA's activities and community recognition indicates the need for the bank to enhance its outreach and engagement strategies.

Furthermore, the findings regarding the perception of CSR initiatives reveal a troubling trend. The majority of respondents express neutrality or disagreement about the positive impact of UBA's CSR activities on their community. Only 6.6% strongly agree that UBA's initiatives positively influence their community, suggesting that the bank's contributions may not be perceived as impactful. This perception could have significant implications for customer loyalty. As noted by Akinwunmi and Oludayo (2021), trust and recognition of CSR efforts are crucial for fostering customer loyalty. If customers do not perceive UBA's contributions as meaningful, their commitment to the bank may wane.

The hypothesis testing further corroborates these findings. The chi-square test results for HO1 and HO2 indicate a significant difference in perceptions regarding UBA's CSR initiatives. The rejection of the null hypothesis in both cases suggests that while there is some acknowledgment of CSR efforts, the overall impact remains minimal. This aligns with the arguments made by Buchholz and Rosenthal (2012), who contend that mere participation in CSR activities is insufficient; banks must ensure that their initiatives resonate with the community's values and needs.

Moreover, the study found that transparency and effective communication about CSR initiatives are critical factors influencing customer perceptions. Respondents emphasised the importance of clear reporting on CSR activities, with many expressing feelings of being uninformed about UBA's contributions. This finding is supported by the work of Carroll and Buchholtz (2023), who argue that transparency fosters trust and can enhance the perceived effectiveness of CSR initiatives. UBA must prioritise communication strategies that not only inform customers about ongoing projects but also engage them in dialogue, thereby fostering a sense of ownership and involvement.

The low levels of trust among customers regarding UBA's CSR activities further highlight a potential area for improvement. Only 5.3% of respondents strongly agree that UBA’s CSR efforts enhance their trust in the bank. This lack of trust may stem from perceptions of insincerity or a disconnect between the bank's initiatives and community needs. Trust is a fundamental component of customer loyalty, as illustrated by Ndubisi and Chan (2020), who assert that customers are more likely to remain loyal to brands they perceive as trustworthy. UBA needs to bridge this gap by aligning its CSR initiatives with the genuine needs of the community and ensuring that these efforts are communicated effectively.

The study also examined the influence of CSR on banking loyalty. Findings indicate that while some customers believe that UBA's CSR initiatives enhance their loyalty, a considerable number remain neutral or disagree. For instance, only 18.5% of respondents strongly agree that UBA's CSR initiatives enhance their loyalty to the bank. This mixed perception suggests that while CSR can influence customer retention, it may not be the primary driver of loyalty. Service quality and customer experience are likely to play significant roles in shaping customer loyalty, as noted by Khamis and Makhdoom (2021). Therefore, UBA should not only focus on CSR but also ensure that its overall service delivery meets customer expectations.

Furthermore, the study identifies several factors influencing the effectiveness of UBA's CSR initiatives, including community engagement, transparency in reporting, and alignment with community needs. A significant number of respondents believe that involving the community in CSR projects is essential for their effectiveness. This underscores the importance of stakeholder engagement, as highlighted by Branco and Rodrigues (2007), who argue that successful CSR initiatives are those that consider the perspectives and needs of the community. UBA should actively seek community input in the planning and execution of its CSR initiatives to enhance their relevance and impact.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATION

## 5.1 Summary

This study was carried out to examine the INFLUENCE OF UNITED BANK FOR AFRICA (UBA) CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES ON BANKING LOYALTY AMONG CUSTOMERS IN BENIN CITY. The chapter one introduced the study by highlighting the rising significance of Corporate Social Responsibility (CSR) in the banking sector and its potential influence on customer loyalty, especially in the context of United Bank for Africa (UBA) in Benin City, Edo State. Despite global and national attention to CSR, the study identifies a research gap in understanding how CSR specifically affects customer loyalty in Nigeria's banking industry. The objectives are centered on identifying UBA's CSR initiatives, assessing customer perception, examining CSR's influence on loyalty, and identifying factors affecting CSR effectiveness. The chapter posed four research questions and two null hypotheses, narrowing its focus to Benin City as a strategic urban center.

The chapter two was the literature review which was broken down into conceptual, historical, and thematic sub-sections. It began by defining CSR and explored its evolution and conceptual debates. The review examined how CSR impacts customer loyalty, highlighting both supportive and critical perspectives. It further identified key variables that influence the effectiveness of CSR in the banking context. The empirical studies reviewed offer mixed findings, with some asserting a strong positive relationship between CSR and loyalty, while others suggest limited influence due to contextual factors. The chapter concludes with a theoretical framework that grounds the study in established social and marketing theories, providing a solid basis for analyzing CSR's role in customer loyalty.

Furthermore, chapter three outlined the research method employed which comprised a quantitative survey design using questionnaire to gather data from UBA customers in Benin City. The target population was over 1.9 million, from which a sample of 384 respondents was derived using Krejcie and Morgan's formula. A multi-stage sampling technique was applied to ensure geographic and demographic representation across three local government areas: Oredo, Egor, and Ikpoba Okha. The questionnaire included closed-ended and Likert-scale questions, validated through expert review and pilot-tested for reliability (Cronbach Alpha = 0.86). Data collection was done face-to-face to ensure clarity and encourage honest responses, especially in the sensitive and sometimes security-challenged context. Data analysis methods were outlined to be statistical, allowing for examination of relationships and hypothesis testing.

Chapter four presented and analysed data derived from the field work. Hypothesis in the study were also tested and research questions answered. Findings showed that:

1. United Bank for Africa (UBA) in Benin City have including educational programmes for local schools, health initiatives, and environmental sustainability efforts. However, there is a significant lack of community awareness regarding these initiatives, suggesting that UBA's efforts may not be effectively communicated or recognised within the community.
2. A substantial portion of UBA customers feel disconnected from the bank's CSR activities. With only a small percentage of respondents acknowledging the positive impact of these initiatives, it became evident that many customers do not perceive UBA's CSR efforts as meaningful or relevant to their community needs.
3. While some customers believe that UBA's CSR initiatives enhance their loyalty to the bank, a significant number remain neutral or disagree. This indicates that CSR efforts may not be the primary driver of loyalty for many customers.

4. There are several key factors that influence the effectiveness of UBA's CSR initiatives in enhancing banking loyalty and they include community engagement, transparency in reporting, alignment of CSR activities with community needs, consistent communication, and collaboration with local organisations.

## 5.2 Conclusion

The conclusion of this study showed that while UBA has implemented various CSR initiatives, including educational programmes, health initiatives, and environmental sustainability efforts, there is a significant lack of awareness among customers regarding these activities. Additionally, customer perceptions indicate that many do not view UBA's CSR efforts as impactful, which potentially undermines trust and loyalty. Although some customers acknowledge that CSR initiatives enhance their loyalty, this does not appear to be a primary driver for most. Key factors affecting the effectiveness of UBA’s CSR initiatives include community engagement, transparency, alignment with community needs, and collaboration with local organisations.

## 5.3 Recommendations

1. It is recommended that UBA enhance its communication strategies regarding CSR initiatives to increase community awareness and engagement. This could involve regular updates through social media, community workshops, and partnerships with local organisations to ensure that customers are informed about the bank's contributions and their benefits.
2. Community leaders should actively participate in discussions with UBA to identify local needs and priorities. By collaborating with the bank in planning and executing CSR initiatives, they can help ensure that these efforts are relevant and impactful, thus fostering a sense of ownership and involvement within the community.

3. Regulatory bodies should encourage banks to adopt transparent reporting practices regarding their CSR activities. This could include establishing guidelines for public disclosure of CSR initiatives and their impacts, which would help build trust and confidence among customers and the wider community.
4. Local NGOs can play a crucial role in bridging the gap between UBA and the community. It is recommended that NGOs collaborate with UBA to facilitate community engagement initiatives, ensuring that CSR activities are aligned with the actual needs of the community. This partnership can enhance the visibility and effectiveness of UBA's CSR programmes while simultaneously empowering local organisations.

## 5.4 Contribution to Knowledge

This study contributes significantly to the existing body of knowledge on corporate social responsibility (CSR) in the banking sector, particularly within the Nigerian context. Firstly, it highlights the critical role of CSR in influencing customer loyalty, providing empirical evidence that demonstrates the nuanced relationship between CSR initiatives and customer perceptions. This adds to the growing literature on CSR, illustrating how effective engagement and communication can enhance customer relationships.

Secondly, the study identifies a substantial gap between the implementation of CSR initiatives and public awareness of these efforts. This finding emphasises the importance of transparency and active communication strategies, which have been less explored in previous research. By addressing this gap, the study encourages banks to reconsider their approach to CSR, ensuring that their initiatives are not only well-intentioned but also well-recognised by the community.

Moreover, the research offers practical implications for financial institutions seeking to enhance their CSR efforts and customer loyalty. It provides a framework for understanding the factors that contribute to the effectiveness of CSR initiatives, such as community engagement and alignment with local needs. This framework can serve as a guide for future research and practice in CSR, particularly in emerging markets.

Finally, the study contributes to the discourse on stakeholder theory by demonstrating the importance of involving diverse stakeholders in CSR planning and implementation. This perspective encourages banks to view CSR not merely as a compliance issue but as a strategic opportunity to build stronger community ties and foster loyalty among customers.

## 5.5 Suggestions for Further Studies

Future research should expand on this study by examining studies on:

1. Comparative Analysis of CSR and Customer Loyalty Among Selected Banks in Urban and Rural Areas in Nigeria

2. Employee Perception of Corporate Social Responsibility and Its Effect on Organizational Commitment in Nigerian Banks

3. Community Perceptions of Banking CSR Initiatives and Their Influence on Institutional Trust and Brand Image in Nigeria

4. Influence of CSR Communication Transparency on Customer Trust and Loyalty in the Nigerian Banking Sector

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## APPENDIX

## QUESTIONNAIRE

Department of Mass Communication,
Faculty of Art,
University of Benin,
Benin City.

Sir/Ma,

**Invitation to Participate in a Research Questionnaire**

I am currently conducting an academic research study as part of my Post Graduate studies in the Department of Mass Communication, University of Benin. The focus of my research is on **INFLUENCE OF UNITED BANK FOR AFRICA (UBA) CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES ON BANKING LOYALTY AMONG CUSTOMERS IN BENIN CITY**. I am reaching out to you to kindly request your participation in completing this questionnaire.

Your opinion and perspective are of great value to this study and your responses will be handled with the utmost confidentiality and will solely be used for academic purposes. Thank you in advance for your valuable time and contribution. Should you have any questions or require further information, please do not hesitate to contact me.

Yours sincerely,

Precious Omone Emokhare
Researcher.

**Instruction:** Kindly tick (√) in the box the options that best illustrate your disposition.

**Section A: Respondent's Bio-Data**

1. Age Range: 18 – 23 years ( ) 24 – 29 years ( ) 30 – 35 years ( ) 36 years and above ( )

2. Gender: Female ( ) Male ( )

3. Marital Status: Married ( ) Single ( ) In a relationship ( ) Divorced ( ) Separated ( )

4. Religion: Christianity ( ) Muslim ( ) Traditional ( ) Others ( )

5. Educational Attainment: ( ) First School Leaving Certificate ( ) WAEC/GCE etc ( ) Diploma ( ) B.Sc. /B.A. /B.Ed. / HND etc ( ) M.Sc. / M.A. / M.Ed. etc ( ) Ph.D. etc ( )

**Section B: CSR Initiatives Undertaken by UBA in Benin City**

**Instruction:** Tick (√) as applicable to the following statements to indicate your awareness of CSR initiatives undertaken by UBA in Benin City, Edo State:

| S/N | Initiatives | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 6 | UBA has implemented educational programmes for local schools in Benin City. | | | | | |
| 7 | UBA supports health initiatives in the community, such as medical outreach programs. | | | | | |
| 8 | UBA is involved in environmental sustainability efforts in Edo State. | | | | | |
| 9 | UBA provides financial literacy training to residents of Benin City. | | | | | |
| 10 | I am aware of UBA's contributions to local community development projects. | | | | | |

**Section C: Perception of UBA Customers Regarding CSR Initiatives**

**Instruction:** Tick (√) as applicable to the following statements to indicate your perception of UBA's CSR initiatives.

| S/N | Perception of CSR Initiatives | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 11 | UBA's CSR initiatives positively impact your community. | | | | | |
| 12 | I trust UBA more because of its CSR activities. | | | | | |
| 13 | UBA's CSR efforts are well-publicized and transparent. | | | | | |
| 14 | I feel motivated to support UBA due to its CSR initiatives. | | | | | |
| 15 | UBA’s CSR initiatives make me proud to be a customer. | | | | | |

**Section D: Influence of CSR on Banking Loyalty**

**Instruction:** Tick (√) as applicable to the following statements to indicate how UBA's CSR initiatives influence your loyalty to the bank.

| S/N | Frequency of Vanguard Newspaper Reports on Electoral Malpractices | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 16 | UBA's CSR initiatives enhance my loyalty to the bank. | | | | | |
| 17 | I am more likely to remain a customer of UBA due to its CSR efforts. | | | | | |
| 18 | UBA's involvement in community projects influences my choice of bank. | | | | | |
| 19 | I would recommend UBA to others because of its CSR initiatives. | | | | | |
| 20 | My banking loyalty is influenced by UBA’s commitment to social responsibility. | | | | | |

**Section D: Factors Influencing Effectiveness of CSR Initiatives of UBA**
**Instruction:** Tick (√) as applicable to the following statements to indicate the factors you believe influence the effectiveness of UBA's CSR initiatives in enhancing banking loyalty:

| S/N | Factors Influencing Effectiveness | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 21 | Community engagement in CSR projects is essential for effectiveness. | | | | | |
| 22 | Transparency in reporting CSR activities enhances their impact. | | | | | |
| 23 | The alignment of CSR initiatives with community needs is crucial. | | | | | |
| 24 | Consistent communication about CSR activities increases their effectiveness. | | | | | |
| 25 | Collaboration with local organizations enhances the success of CSR initiatives. | | | | | |